CHALLENGES OF STRATEGY IMPLEMENTATION
IN PRIVATE SECURITY COMPANIES IN KENYA

BY

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUEREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2013

DECLARATION

This research project is my original work and that this document has not previously, in its entirety or in part, been submitted to any University, college or institution of higher learning in order to obtain an academic qualification.

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

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DEDICATION

I dedicate this research work to my dear wife who has always been a source of strength and inspiration. Also to my parents who have been supportive of my education right from childhood.

ACKNOWLEDGEMENTS

First and foremost I thank the Lord almighty for enabling me come this far. Indeed he is Ebenezer. Secondly I wish to thank my wife for the support and encouragement that I have continuously received from her throughout my study.

Thirdly I thank my supervisor, Dr. Awino for all the professional advice, guidance and the support. I also thank you for your time and availability. Finally I would also not forget to thank my friends and my classmates MBA, more especially my group mates in strategic management class, for all the motivation and intensive learning experiences during the group work in the period of study.

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ABBREVIATION AND ACRONYMS

RBT   Resource Based Theory

I/O   Industry Organization

KSIA   Kenya security Industry Association

PSIA   Protective Services Industry Association

NGOs   Non Governmental Organizations

PSCs   Private Security Companies in Kenya

VRIN   Valuable Rate Inimitable and Non Substitutable

SCA   Sustainable Competitive Advantage

SWOT   Strength, Weakness, Opportunities and Threats

ABSTRACT

A brilliant strategy may put a company on the competitive map and increase its performance. Unfortunately, most companies struggle with implementation. In a dynamic environment, managers need to adapt to changing trends in strategy implementation while embracing the key success factors for implementation; structure, resources, culture, leadership, systems, people and communication. What is the way to implement the business strategy effectively and what challenges can harm the successful implementation? The purpose of this study was to identify the challenges of strategy implementation among the private security companies in Kenya. In undertaking the study, private security companies in Kenya registered with Kenya security industry association were targeted. The study adopted a survey research design. The respondents were senior and middle managers. Data collection was done by use of questionnaires which were distributed by drop and pick and the collected data was analyzed using descriptive analysis.

The study found that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were; the implementation of strategy took more time than originally allocated; there was poor and improper communication especially in the various units of the organization and lower level employees lacked skills and capabilities for executing strategy due to inadequate training. Other challenges identified include; disharmony due to poor coordination; improper management and environmental uncertainty. The study also through the findings proposed some measures that could be adopted to overcome the above identified challenges. These measures include: more time should be spend in analysis phase, proper communication and employees must be trained to acquire skill on implementation.

In conclusion, there are several challenges that can harm the successful implementation. However, using right methods, frameworks and timing may reduce or minimize them. Finally involving all stakeholders during strategic planning process, proper communication and providing training on both strategy formulation and implementation were the recommendation given.

CHAPETR ONE

INTRODUCTION

1.1. Background of the Study

Before a strategy is implemented, it has to be formulated. It is often thought to be a difficult task for any management to formulate a consistent strategy, but implementing that strategy throughout the organization is even more difficult (Hrebiniak 2006). In spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently (Sterling, 2003). Effective implementation of strategy rarely gets much attention or respect. It is imperative to note that even the most well crafted strategies are useless if they cannot be implemented. According to Sterling (2003) the difficulty is not with formulation of a strategy, the difficulty comes with implementation.

This study is founded on two theories; Resource based theory (RBT) and industry organization (I/O) theory. The resource based view model and the industrial organization model are used by organizations to generate the strategic inputs needed to successfully formulate and implement strategies and to maintain strategic flexibility (Hitt, Ireland and Hoskisson, 2005). Proponents of RBT argue that it is not the environment but the resources of the organization, which form the foundation of the firms' strategy (Ferer and Chaharbaghi, 1995). Hitt et al (2005) supported this argument by stating that an organization's unique resources and capabilities provide the basis for a strategy. Barney (1991) in his articles stated that, to achieve a competitive advantage the resources should be heterogeneous and not perfectly mobile. The firm resources and capabilities are made up of physical, financial, human and intangible assets (Day 1994).

A closely related theory is industry organization which received contributions from Michael Porter. Porter (1985) provided a framework that models an industry as being influenced by five forces; new entrants, threats of substitutes, bargaining power of buyer, bargaining power of supplier, and rivalry among the existing firms. Porter's competitive strategy concept forms the basis for much of modern business strategy.

Private security firms are registered as businesses under the company's act of Kenya Private security firms operates in a security industry in which competition takes place and with similar services. It is therefore imperative for private security firms to understand their resources and the forces that shape industry competition. This is the starting point for developing strategy. Developed strategy must be successfully implemented. It is obvious that the biggest challenge for organizations today is not formulation but rather strategy implementation (Blahova et al., 2011).

The purpose of this research is to examine the challenges facing the implementation of strategy in private security companies in Kenya and by identifying them, to achieve an intended pattern that can increase the success of implementation and achieving strategic goals which have been already formulated in strategic planning. The study will focus on well established private security firms registered in Kenya.

1.1.1. Strategy Implementation

Strategy implementation is an action phase of the strategic management process. Heracleous (2000), Strategy implementation has been increasingly the focus of many numerous studies, particularly because the process from strategy formulation to strategy implementation is not effective and therefore not adequate in today's business environment (Cited in Sorooshian et al. 2010). Implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's

culture and structure to fit the strategy and managing change (Campbell et al. 2002). Implementation involves organizing, resourcing and employing change management procedures. Implementation process is a rather more complex than either analysis or selection phase. Successful strategy implementation relies upon the information obtained in the strategy analysis stage. It is important that organizations are aware of their internal strengths and weaknesses and their external opportunities and threats.

Alexander (1991) likens the strategic management process to a two-sided medallion. One side of the medallion is the strategy formulation describing the action plan that enables the organization to compete in specific situations; the other side represents the strategy implementation process describing how the formulated strategy is implemented. Hence, it can be argued that whether a strategy is successful or unsuccessful depends separately on these processes and their interaction. Namely, work performance is not only related to how well the strategies are formulated but also how well they are implemented. Indeed, unless successfully applied, even the strategy delicately designed and correctly predicted is almost valueless. While strategy formulation and application are functions closely connected to each other, implementation of the strategy is the most complex and time-consuming part of strategic management.

Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization (Shah, 2005). Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organisation and to all its stakeholders. Forster and Browne (1996) point out that this approach assumes a

logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of "middle management".(Cited in Cocks 2010). Whereas it is all well and good to come up with a brilliantly formulated strategy, it is quite another to implement it. Few organizations implement a strategic plan from scratch. Mintzberg and Quinn (1991) see strategy implementation as being conducted under four key heading –structure, systems, culture and power.

Implementation involves reconfiguration of the organization's resource base, bringing the organization's culture and structure into such a position that facilitates a successful outcome. Campbell et al. (2002) said that it is important to understand the fact that a strategy being undertaken does not mean that the organization's environment is not changing. He goes further and says that there may have been some changes in the environment since the previous strategic analysis was undertaken. Some of these changes may mean that the strategy being implemented is no longer appropriate.

At every stage of implementation, the business needs to continually re-evaluate its environment. Implementation stage is the process where we see a shift in responsibility, from the strategic level down to divisional or functional managers. This transfer of responsibility from few to many sometimes acts as a barrier and indeed a challenge to strategy implementation.

1.1.2. Challenges of Strategy Implementation

According to the White Paper (2006), strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent

felt that they had a consistent strategy implementation process. Alexander (1985) identifies inadequate planning and communication as two major obstacles to successful implementation of strategies. Others are ineffective coordination of implementing activities, insufficient capabilities of employees, inadequate training given to lower level employees, lack of clear responsibility being fixed for implementation, lack of support from other levels of management.

According to Cocks (2010) the failure of an organisation to communicate its position and future strategy to all employees, and the failure of that communication to be received and accepted by them, will create perception gaps, leading to ineffective execution. Achieving results through communication simply adds to the challenge of implementation.

Nutt (1999), cited in Veettile (2008), studied strategic decisions in organisations located in the USA and Canada and concluded that half of the strategic decisions failed to attain their initial objectives mainly because of the problems during strategy implementation process. Veettile (2008) summarised the following as the main problems of implementation: Longer time duration than expected, Unanticipated problems, Ineffective coordination, Distraction, Inadequate preparation, External factors, Leadership problems, Key people leaving the organisation, Lack of clarity in objectives, Poor communication, Conflicting priorities, Ineffective management, Inter functional conflict, Unclear strategies, Lack of stakeholder commitment, Failure to understand progress, Lack of employee commitment and Inadequate resources.

According to Alexander, (1985); Kotter, (1995); Noble, (1999a); Okumus and Hemmington, (1998); Strabel, (1996): The following are the main barriers to strategy implementation; Time limitation or more time needed than originally planned, lack of or poor communication, lack of resources, lack of coordination, lack of support from other management levels, resistance from lower levels, poor planning activities, sudden changes, fear of losing something valuable, lack of skills and knowledge, unpleasant previous experiences, commitment to previous practices, strong organizational culture, internal politics, trade unions, government regulations, cost of change, financial difficulties, technical difficulties and fear of insecurity.

1.1.3. Private Security Companies In Kenya

Private security companies are registered as business under the company's act of Kenya. Private security provision in Kenya has a long history, some of the companies started operating in Kenya since 1960s. There are as many as 500 private security companies (PSCs) currently operating in Kenya. A large section of the population relies on private security providers for their everyday security (Ngugi, et al. 2004). However it is important to note that no exact number is available because a vast number is not registered at all.

Private security firms vary in size, with the majority being small to medium sized, and owner managed companies with less than 100 employees. The majority of this small organization operates in one locality or town. The major companies operate countrywide. However the highest concentration of companies is in Nairobi. Currently there are tow bodies governing private security firms in Kenya; (1) Kenya Security Industry Association (KSIA) and (2) Protective Services Industry Associations (PSIA). KSIA is an association of bigger companies; currently it has membership of

28 companies. Its main aim is to establish and maintain quality standards and good practices in the industry and to provide a central forum to discuss common issues and represent the industry interests. KSIA also provide a central organization for liaison with government, police, emergency services and other organizations.

On the other hand PSIA is an association of medium to smaller private companies. The association was founded in direct response to the new minimum wage requirement. Its membership is approximately 40 companies. PSIA agues that the minimum wage would make security available only to the wealthy and also that it would force a number of smaller security companies out of business.

PSIA is also seeking to enforce professional standards, but as of yet no procedures exist. There has been an upward trend in insecurity in Kenya for the last two decades. The Kenyan population is growing at a higher rate, the number of investors is also increasing day by day although at a slower rate and many other organization and institutions are being started in Kenya. The early development and growth of the security sector in Kenya has given companies a competitive advantage in countries like Uganda, Tanzania and Rwanda where private security market is now expanding (Abrahamsen & Williams, 2005).

According to Tony Sahni the chairman of KSIA, investment from local and multinational firms is expected to increase amidst the new security threats. Many PSCs started small and have become big through continuous growth. However it is important to note that some firms grow slowly while others grow at a fast rate. The private security companies' offers services including guarding, alarm response, courier, fire, asset tracking, cash service and recently added ambulance services. The industry is expanding rapidly and some players have exported some of their services to

other countries in east and central Africa. The private security firms offer highly differentiated and competitive services. The main market for their services include commercial clients ranging from NGOs, banks, government agencies to learning institutions, industries, embassies, international organizations and refugee camps.

1.2. Research Problem

In this era of dramatic change, global alliances, and a variety of environmental pressures, the potential for strategy implementation failure is very real. Some years back Alexander (1985) claimed that the overwhelming majority of the literature has been on the formulation side of the strategy and only "lip service has been given to the other side of the coin, namely strategy implementation". These studies, though increasing in numbers, are few and considered less "glamorous" than those on strategy formulation (Atkinson, 2006). On the other hand, problems with implementation continue unabated (AL-Ghamdhi 2005).

Though the reason for the failure of strategies is viewed to be strategy implementation process in the strategic management literature, this issue has attracted less attention than the issue of strategic formulation in research (Webster, 1981, Kargar & Blumenthal, 1994). Alexander (1991) gives the reasons behind this fact as follows: strategy implementation is less glamorous than strategy formulation.

Private security companies have started to get serious about strategic management practices because of the challenges they face today. They must find new ways of dealing with the strategic issues facing them including increasing competition. It is imperative that strategic management is one of the major steps that private security companies can take to address the challenges they face in enhancing their competitive position.

The purpose of this study is to find out the challenges of strategy implementation in private security companies in Kenya. Strategy implementation has been increasingly the focus of many studies both theoretically and empirically in the local and international contexts.

Locally these studies include those done by; Nyika (2007), Magambo, (2012), Okinda (2008), Wambugu (2006) among others. Although Okinda (2008) carried out a study on strategic planning practices of private security firms in Kenya, he sought to explore the extent to which PSCs in Kenya have adopted strategic planning practices and to establish the challenges they face in pursuit of their strategic planning practices. The emphasy was on strategic planning practices. In the International context, AL-Ghamdi (2005), Koseoglu et al, (2009), Nadar et al, (2011), Okumu (2003) among others.

The literature indicates that several studies have been conducted in various industries to identify the challenges of strategy implementation. However, few have been conducted with focus on the security industry in Kenya. This is especially important given the unique role PSC play as service providers. There still exists a gap as far as strategy implementation in the private security industry in Kenya is concerned. In an attempt to bridge the gap, this research will focus on determining the challenges of strategy implementation in private security companies in Kenyan context.

The research questions will be; what challenges do private security companies in Kenya encounter in implementing their strategies and what measures could be adopted to overcome the challenges identified?

1.3. Research Objectives

The main objective of this study is to find out the challenges of the implementation of strategies adopted by PSCs in the Kenyan context. The following specific objectives will therefore be addressed.

i). To find out the challenges that PSCs in Kenya encounter in the implementation of strategies.

ii). To propose the measures that could be employed by PSCs in Kenya in overcoming the challenges above.

1.4. Value of the Study

On policy, the findings of this study would be important to strategic management policy makers in establishing the challenges of strategy implementation. Many a time, good and well developed strategies failed simply because of implementation challenges. This study would help shade light on the roles of different stakeholders in strategy implementation and how synergy could be built to ensure successful strategy implementation.

In theoretical contribution, the study will contribute to the body of knowledge which will benefit scholars and researchers and simulate further research in this field of strategy implementation.

In practice, the study would be important to all private security companies in Kenya. It will help them to understand the challenges of strategy implementation and how to overcome them. It will also help potential investors in this industry in getting useful information on the challenges faced in this industry and critical success factors in strategy implement

CHAPETR TWO

LITERATURE REVIEW

2.1. Introduction

A lot of studies both empirical and theoretical have been conducted on strategy implementation and its challenges. By reference to existing literature, this chapter provides an outline of the two broad theories on strategic management namely the resource based view model and the industrial organization model which are relevant to this study. This is followed by the concepts of strategy. Finally strategic implementation and its challenges are also reviewed. This will include a discussion of some theories and frameworks in strategy implementation.

2.2. Theoretical Perspective

Through out the 1960s, strategic management theories concentrated on internal firm characteristics to explain performance differences (strength and weaknesses). Important representative of this time were Andrews (1971), Ansoff (1965), Selznick (1965), as well as Penrose (1959). In 70s and 80s the focus within strategic management shifted towards firm external factors and industry organization economics. Porter (1980, 1985) gave special emphasis to strategic management ideas. Hitt, Ireland and Hoskisson (2005) state that the resource based view model and the industrial organization model are used by organizations to generate the strategic inputs needed to successfully formulate and implement strategies and to maintain strategic flexibility. The resource based theory aspires to explain the internal sources of a firm's sustained competitive advantage. Its central proposition is that if a firm is to achieve the state of sustained competitive advantage, it must acquire and control valuable, rare, imitable and non- substitutable resources.

2.2.1. Resource- Based Theory

Proponents of the resource - based view argue that it is not the environment but the resources of the organization, which form the foundation of the firm's strategy (Feurer and Chaharbaghi 1995). The origins of the resource-based view can be traced back to several authors but Wernerfelt (1984) defined its fundamental principle by stating that, "The basis of a competitive advantage of an organization lies in the application of the bundle of valuable resources at the organization's disposal". The resources also have to fulfil the VRIN criteria of being valuable, rare, in-imitable and non substitutable in order to achieve a sustainable advantage (Barney 1991). Its central proposition is that if a firm is to achieve a state of SCA it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities, plus have the organization in place that can absorb and apply them (Barney, 1991a, 1994, 2002).

The resource-based view (RBV) has aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Hitt et al (2005) describe resources in terms of three categories: "physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers". According to Hitt et al (2005) an organization's unique resources and capabilities provide the basis for a strategy.

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The resource based model of above average returns is illustrated by Figure 2.1

Figure 2.1: Resource Based Model of Above-Average Returns (Hitt et al 2005).

1. Identify the organization's resources. Study its strengths and weaknesses Compared with those of competitors

   Resources
   • Inputs into and organization's production process

2. Determine the organization's capabilities. What do the capabilities allow the organization to do better than its competitors.

   Capability
   • Capacity of an integrated set of resources to integratively perform a task or duty

3. Determine the potential of the firm's resources and capabilities in terms of a competitive advantage.

   Competitive advantage
   • Ability of a firm to outperform its rivals

4. Locate an attractive industry.

   An Attractive Industry
   • An industry with opportunities that can be exploited by the firm's resources and capabilities

5. Select a strategy that best allows the organization to utilize its resources and capabilities relative to opportunities in the external environment.

   Strategy Formulation and Implementation
   • Strategic actions taken to earn above – average returns

   Superior Returns
   • Earning of above – average returns

Source: Gwyneth (2009:17)

The RBV was developed as a complement to the industrial organization (IO) view with Bain (1968) and Porter (1979, 1980, and 1985) as some of its main proponents. The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. As such, the RBV does not replace the IO view; rather it complements it (Barney, 2002; Mahoney & Pandian, 1992; Peteraf & Barney, 2003). It stands against holistic or emergent theories that liken firms to organisms with complex feedback controlled mechanisms focused on boundary maintenance.

2.2.2. The Industry Organization Theory

The I/O model specifies that the industry in which an organization chooses to compete has a stronger influence on the firm's performance than do the choices managers make inside their organizations (Hitt et al 2005, Bowman and Helfat, 2001). The organizations are urged to operate in an attractive industry and they have to learn to use their resources to implement the strategy required by the industry's structural characteristics (Hitt et al 2005). Some of the main proponents of industrial organization (IO) view are Bain (1968) and Porter (1979, 1980, and 1985). Porter identified the five forces models that embody the rule of competition. These forces determine the industry's profitability. The five forces are: suppliers' bargaining power, buyers' bargaining power, competitive rivalry among organizations in the industry, product substitutes and potential entrants to the industry (Porter 1980, 1985).

The I/O model suggests that above-average returns are earned when organizations implement the strategy dictated by the characteristics of the general, industry and competitor environments (Hitt et al 2005) and is illustrated by Figure 2.2.

Figure 2.2: The I/O Model of Study the external environment especially the industry environment ((Hitt et al 2005).

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                              ┌─────────────────────────────┐
                              │ The external environment     │
                              │ · The general environment    │
                              │ · The industry environment   │
                              │ · Thecompetitor environment  │
                              │                              │
                              └─────────────────────────────┘
                                            │
                                            ▽
1. Locate an industry with high potential   ┌─────────────────────────────┐
   for above – average returns.             │ An Attractive Industry       │
                                            │ · An industry whose structural│
                                            │ characteristics suggest above │
                                            │ – average returns             │
                                            └─────────────────────────────┘
                                                          │
                                                          ▽
2. Identify the strategy called for by the   ┌─────────────────────────────┐
   attractive industry to earn above – average │ Strategy Formulation       │
   returns                                    │ · Selection of a strategy linked│
                                            │ with above- average returns   │
                                            │ in a particular industry      │
                                            └─────────────────────────────┘
                                                          │
                                                          ▽
3. Develop or acquire assets and skills      ┌─────────────────────────────┐
    needed to implement the strategy.        │ Assets and Skills            │
                                            │ · Assets and skills required to│
                                            │ implement a chosen strategy    │
                                            │                              │
                                            └─────────────────────────────┘
                                                          │
                                                          ▽
4. Use the organization's strengths          ┌─────────────────────────────┐
   (its developed or acquired assets and skills) │ Strategy Implementation │
    to implement the strategy.               │ · Selection of strategic actions│
                                            │ linked with effective          │
                                            │ implementation of the chosen   │
                                            │ strategy                       │
                                            └─────────────────────────────┘
                                                          │
                                                          ▽
                                            ┌─────────────────────────────┐
                                            │ Superior Returns             │
                                            │ · Earning of above-average   │
                                            │ returns                      │
                                            └─────────────────────────────┘
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Source: Gwyneth (2009: 20)

The industry organization model has four underlying assumptions: The external environment is assumed to impose pressures and constraints that determine the strategies that would result in above average returns. Most organizations competing within a particular industry are assumed to control similar strategically relevant resources and to pursue similar strategies in light of those resources. Resources used to implement strategies are highly mobile across organizations. Organizational decision makers are assumed to be rational and committed to acting in the organization's best interest.

The research found by Hitt et al (2005) illustrated that 20% of an organization's profitability could be explained by the industry, while 36% of the variance in profitability could be attributed to an organization's characteristics and actions meaning that executives must integrate the two models of the resource base view and the I/O to develop the most effective strategy. In essence Hitt et al (2005) contend that the successful companies are those that develop or acquire the internal skills needed to implement strategies required by the external environment.

2.3. Concept of Strategy

The concept of strategy has been derived from military administration where in it implies 'Grand' military plan designed to defeat the enemy. Back in 17th century, the British and Dutch east India trading ocean and Indonesia (Witzel, 2004). This war lasted almost a century, even when England and the Netherlands were at peace. It is believed that this was being linked to business. Among the popular influencers of strategies affected by military science include; the art of war, the success of Fredrick the Great and an ancient Chinese classic by Sub Tzu in the 4th Century BC.

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In the 1960s, strategic planning was a very popular concept in the corporate world, and it focussed more on budget planning. In the 1970s, strategic planning became even more popular and assisted businesses to respond better to markets and competitions by assessing their options and utilising resources available to them. A decade later saw a reaction against strategic planning and a move towards strategic management where instead of only putting the emphasis on planning, and where resources were to create competitive advantage. In 1990s, the emphasis had moved to searching for new paradigms on strategic management (Bonn and Christodoulou, 1996; Wilson, 1998).

Arthur, & Strickland (1993) states that without strategy, there is no established course to follow, no roadmap to manage by, no cohesive plan to produce the intended results. They further states that strategy is a management game plan for the business. Strategy provides direction on how objectives will be achieved. Objectives are the 'ends' and strategy is the 'means' of achieving them. In effect strategy is a management tool for achieving strategic targets.

Johnson, Scholes, & Whitington (2005), summarized the characteristic of strategy as being the direction and scope of an organization over long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectations. Strategy is an attitude or means that an organization selects for achieving long and short run goals facing present and future situations.

According to Arthur, Strickland & Gamble. (2007), a company's strategy consist of the competitive moves and business approaches that managers are employing to grow the business, attract and please customers, compete successfully, conduct operations and achieve the targeted levels of organization performance.

Andrews (1971) defines strategy as a match between what a company was capable of doing within the reality of what it could possibly do. This it does by trying to match the company's strengths and weaknesses with the environmental opportunities and threats. Chandler, (1962) see strategy as the determination of the basic long-term goals and objectives of an enterprise and the adoption of course of action and the allocation of resources necessary for carrying out those goals. He is of the view that strategy is as much about defining goals and objectives as it is about providing a means for achieving them. Other approaches may be used by organizations.

In his work on classifying strategic management process, Chaffee (1985) developed three models of strategic management; linear(or rational), adaptive (or learning), and interpretive (or cognitive) (Hendry, 2000; Johnson, 1987; Rajagopalan and Spreitzer, 1997). Strategic management is the process whereby all the organizational functions and resources are integrated and coordinated to implement formulated strategies which are aligned with environment, in order to achieve the long-term objectives of the organization and therefore gain a competitive advantage through adding value for the stakeholders. (Ehlers and Lazenby, 2007). The most important term here is 'competitive advantage'. What makes one firm better than another? Why do some companies outperform their rivals with fewer resources, capital and even specialist employees? The answer lies in competitive advantage. Competitive advantage is the edge that an organization has over others. To be able to achieve such a competitive advantage, an organization needs to meet the need of stakeholders, which means adding value. Adding value can be defined as adding certain characteristics to the product or service that competitor and customer (or other stakeholders) cannot do themselves.

Therefore, in order to achieve competitive advantage, value should be added and this is done by the process of strategic management. In support of the concept of adding value Ehlers et al (2007:2), Rowe, Mason, Dickel, Mann and Mockler (1994:2) define strategic management as, the process which organizations determine what value is needed and how to add that value. It means ensuring that organization can cope effectively with myriad of demands placed on them from within and without.

Chandler's definition of strategic management was used to represent the linear model. In the linear model, top managers are depicted as having the ability to change the organization, either through the decisions they make, goals they identify, methods of achieving these and decide on which decisions to implement (Chaffee, 1985). Table 2.1 illustrates the three models of strategic management.

Table 2.1: Three Models of Strategic Management

Variable	Linear	Adaptive	Interpretive
Nature of strategy	Decisions, actions, plans integrated	Achieving a match	Metaphor Interpretive
Focus for strategy	Means, ends	Means	Participants in organization
Aim of strategy	Goal achievement	Alignment with the environment	Legitimacy
Strategic behaviours	Change markets, products	Change style, marketing, quality	Develop symbols, improve interactions and relationships

Source: Yii Teang, (2004:12)

Mintzberg et al. (2002) see strategy as the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principals, policies and plans for achieving those goals and defines the range of business the

company is to pursue, the kind of economic and human organization it is or intends to be and the nature of the economic and non economic contribution it intends to make to its shareholders, employees, customers, and communities. Strategy therefore is about defining goals and objective and providing the means for achieving them.

Strategic management in the past studies provided varying definitions (Ansoff, 1991; Mintzberg, 1987, Whittington, 1993). Porte (1991) describes strategic management as the configuration of a collection of discrete but interrelated economic activities. Comilius (1997) believes that strategic management represents an organization's ability to analyse strengths, weaknesses, opportunities, and threats facing the organization. Developing the scope, resources, competitive advantage, synergy and creating organisational flexibility enable firms to respond to changes in the environment.

Thompson and Martin (2005) states that strategic management based on past and current success will not guarantee continued prosperity and success. However, constant organization - wide learning, vision of the future, strategic flexibility to deliver and a team approach towards employees and stakeholders, would assists in sustaining prosperity and establishing a sustained competitive advantage. This can be achieved only if strategy is formulated and implemented properly.

These definitions agree with Mintzberg et al. (1998) definition that strategic management symbolises the courses of actions that are required to achieve the overall vision of an organization and to remain competitive. Strategic management is a process that consists of three main stages – strategy analysis, strategy formulation and strategy implementation (De Wit and Meyer, 2004; Dess and Lumpkin, 2003). These three stages are highly interdependent as shown in the figure 2.3.

Figure 2.3: Strategic Management Process
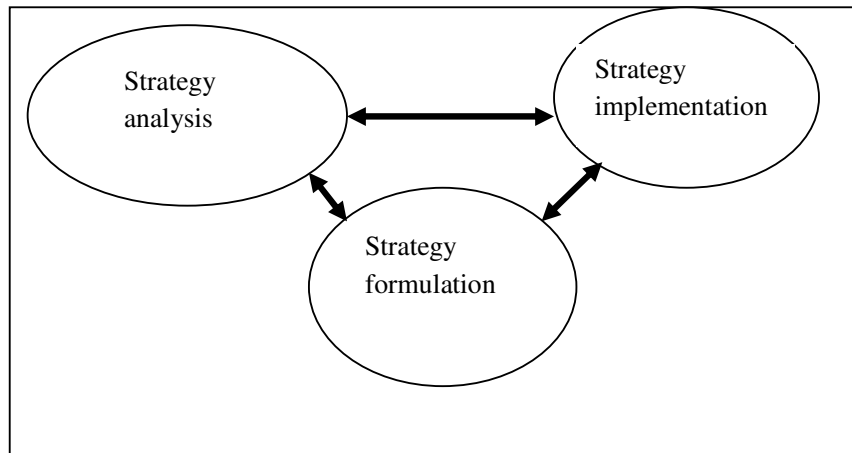
Source: Yii Teang (2004:14)

According to David (2009) Strategy formulation includes; developing a vision and mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue. Strategic implementation is often called 'action plan' of strategic management.' Good strategy formulation is inseparable from good business entrepreneurship. David (2009) further states that the strategic management never really ends. This means that the strategic management process does not end once an organization has selected a strategy or strategies. To be of value strategies have to be implemented successfully. He agrees that strategies formulated but not implemented serve no useful purpose.

Alexander (1991) likens the strategic management process to a two-sided medallion. One side of the medallion is the strategy formulation describing the action plan that enables the organization to compete in specific situations; the other side represents the strategy implementation process describing how the formulated strategy is implemented. Hence, it can be argued that whether a strategy is successful or

unsuccessful depends separately on these processes and their interaction. Namely, work performance is not only related to how well the strategies are formulated but also how well they are implemented. Indeed, unless successfully applied, even the strategy delicately designed and correctly predicted is almost valueless.

While strategy formulation and application are functions closely connected to each other, implementation of the strategy is the most complex and time-consuming part of strategic management. Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization.

2.4. Challenges of Strategy Implementation

The strategy-implementing/strategy-executing task is easily the most complicated and time-consuming part of strategic management (Thompson & Strickland, 2003). In contrast, strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Pearce et al. (1985) view strategy implementation as the action phase of strategic management. The strategy must be translated into action and the action then carefully implemented to ensure the achievement of the objectives of the organization. The ability to implement a formulated strategy is an important source of competitive advantage (Engelhoff 1993, Feurer et al 1995).

One of the first frameworks for strategy implementation was McKinsey's 7S-framework, which laid the foundation for a wide range of similar concepts (Feurer et al 1995). It identified seven factors (figure 2.4) that are essential for strategy implementation namely: strategy, skills, shared values, structure, systems, staff and style (Feurer et al 1995).

Figure 2.4: The Mckinsey 7S Model
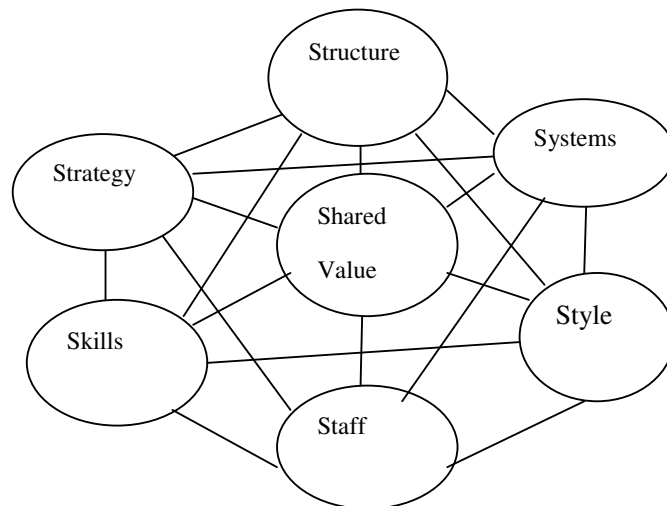
Source: John A. Pearce II & Richard B Robinson, JR, (1991)

The framework is based on the assumption that a change in strategy will require a change in the organization's skills and shared values and this in turn will determine the requirements for the remaining factors (Feurer et al 1995). Higgins (2005) then worked on McKinsey's 7S model, to formulate the Higgins' 8S Model. The 8S model differs from the 7S model in two primary ways: Resources has replaced Skills as one of the Contextual 'S' since an organization cannot successfully implement strategy without marshalling additional resources such as money, information, technology and time.

Cocks (2010) pointed out that implementation is not merely a matter of operationalizing the strategy by exercising command over resources, employees and their work. Forster and Browne (1996) point out that this approach assumes a logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of "middle management". (Cited in Cocks 2010). Here, implementation is seen as more mundane and detailed compared with creating a grand design and vision of the future.

Successful strategy execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy- supportive manner, and instilling discipline of getting things done (Arthur et al., 2007). Li et al. (2008) view strategy implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives.

Companies do not find difficulty with formulation of a strategy; the difficulty comes with implementation as it is not easy to implement a strategy (Sterling (2003) cited in Koyana (2009). As a result Sterling (2003) states that a study that was undertaken showed that only 30% of strategies are properly implemented by companies and this obviously needs improvement. One of the key impediments to strategy execution lies in the shortcomings and challenges of functionally based organisations where cooperation among many, if not all, functions is necessary (Cocks 2010).

According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process.

Al- Ghamdi (1998) researched 15 implementation problems and found that six strategy implementation problems were experienced by over 70% of the sample group of firms. He further states that problems with implementation often occur when

companies concentrate on new strategy development and in the process forget their main line of business that underlie within previously formulated business strategies. Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

Hrebiniak (2005) recognized the difficulty of strategy execution and the reward from doing that correctly. He discussed various factors that can lead to incorrect implementation of any strategy. Additionally, Hrebiniak's research survey of 400 managers contributed to the identification of additional factors that may cause challenges to successful strategy implementation included: Lack feelings of "ownership" of a strategy or execution plans among key employees; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions; lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy (Cited in Al- Ghamdi 2005).

Earlier studies shows that the most important problems in the formulation process are "Lack of consensus among decision makers", "Lack of identification of major problems", "Lack of effective role formulators, "Unsuitable training system" and "Unclear regulation and executive policies." Al-Ghamdi (2005) in his study found thirteen implementation problems as shown in the table 2.2

Table 2.2: Implementation problems.

Took more time than originally allocated
Major Problems surfaced which had not been identified earlier.
Co-ordination was not sufficiently effective
Capabilities of employees involved were insufficient
Training and instructions given to lower level employees were inadequate.
Leadership and direction provided by departmental managers were inadequate
Key implementation tasks and activities were not sufficiently defined.
Information systems used to monitor implementation were inadequate.
Advocates and supporters of the strategic decision did not play an active role in implementation.
Overall goals were not sufficiently well understood by employees.
Key formulators of the strategic decision did not play active role in implementation.
People are not measured or rewarded for executing the plan.
Lack of understanding of the role of organizational structure and design in the execution process.

Source: Al- Ghamdi 2005/24.

Okumus (2003), cited in Muniu (2010), found that the main barriers to the implementation of strategy include; lack of coordination and support from other levels of management and resistance from lower levels and poor planning activities. Sterling (2003 identified various reasons why strategies fail as such as unexpected market changes, lack of senior management support, effective competitor responses to strategy, application of insufficient resources, failure of buy-in, understanding and or communication, timeliness and distinctiveness, lack of focus, and bad strategy poorly conceived business models. Sometimes strategies fail because they are simply ill conceived. For example business models are flawed because of a misunderstanding of how demand would be met in the market.

Corboy & O'Corrbui (1999) views the challenges as "deadly sins of strategy implementation" and go on explaining them as follows: a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles not acknowledge, recognized or acted upon, and ignoring the day-to-day business imperatives.

The challenge that most organizations face is the transition from strategy formulation to strategy implementation. David (2009) draws attention to the fact that, "the transition from strategy formulation to strategy implementation requires a shift in responsibility from strategists to divisional and functional managers. It is therefore obvious that strategy implementation is the key challenge to the organizations today. According to Johnson et al. (2003) some of the challenges include: availability of resources; leadership style; organization culture; corporate structure; lack of focus and failure of buy in by implementing team.

For strategy implementation to be successful, Thompson et al (2006) proposed a nine staged process. These are: Staffing the organization with the needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, and organizing the work effort. Creating a company culture and work climate conducive to successful strategy implementation. Developing budgets that steer ample resources into those activities critical to strategic success. Ensuring that policies and operating procedures facilitate rather than impede effective execution. Using the best-known practices to perform core business activities and pushing for continuous improvement.

Organization units have to periodically reassess how things are being done and diligently pursue useful changes and improvements. Installing information and operating systems that enable company personnel to better carry out their strategic roles day in and day out. Motivating people to pursue the target objectives energetically and, if needed, modifying their duties and job behaviour to better fit the requirements of successful strategy execution. Tying rewards and incentives directly to the achievement of performance objectives and good strategy execution. Exerting the internal leadership needed to drive implementation forward and keep improving on how the strategy is being executed. When stumbling blocks or weaknesses are encountered, management has to see that they are addressed and rectified on a timely basis.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Research methodology is a way to systematically solve the research problem. Research Methodology can be regarded as the "how" of the collecting data, and the processing thereof within the framework of the research process. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. This chapter describes various aspects of research methodology which will be employed in this study. These include the research design, population, sample design, data collection and data analysis, which will be used as a guideline in the study.

3.2. Research Design

Welman, Kruger & Mitchel (2006) define research design as a plan to obtain appropriate data for investigating the research hypothesis and / or questions. This can be regarded as a plan or blueprint of how one intends to conduct the research. The purpose of the research is to identify the challenges of strategy implementation in the private security industry in Kenya. A cross-sectional survey was used in this study.

Cross section survey involves collection of data to make inferences about a population of interest at one point in time. Cross-sectional surveys can be conducted using any mode of data collection including self administered questionnaire which has been used in this study. They aim to provide data on the entire population under study. Cross-sectional studies are descriptive studies. This was the most appropriate method towards effectively addressing the research objectives.

3.3. Population of the Study

A population is the entire group I am interested in, which I wish to describe or draw conclusions about. The population of interest in this study was an entire collection of all the private security firms registered with KSIA. Information was gathered from all members of population. These firms are bigger and well established.

According to KSIA, there are 29 registered private security companies. I assumed that these firms have adopted strategic management practices. They are well established with clear vision, mission statements and values.

3.4. Data Collection

Data was collected through the use of self administered questionnaires. Both primary and secondary data were collected. Primary data was collected using questionnaires instrument while secondary data was obtained from the internet, newspapers, journals, business publications and magazines. The questionnaire was made up of structured questions using Likert scale. The questionnaire had two parts, first part was to identify the challenges of strategy implementation and second part was to come up with measures that could be adopted to overcome the identified challenges.

The questionnaires were delivered to the respondents both by email and by hand (drop and pick). It is assumed that the selected private security firms are well established, have a vision, mission statements, values and a clear organization structure and have senior managers and middle managers. Because of the nature of the study that looks at strategic related problems in terms of implementation, only senior and middle management positions of these companies were targeted to obtain response.

The response was on the fifteen given challenges on strategy implementation and eight given measures that could be adopted by private security firms in overcoming the identified challenges included in the questionnaire. Twenty nine questionnaires were then sent to all the twenty nine private security firms. One questionnaire was sent to each firm to be filled by either a senior manager or middle manager. Twenty one questionnaires were returned which were used for analysis.

3.5. Data Analysis

Collected data was summarised and tabulated for ease of analysis to obtain answers to research questions. The descriptive analysis was adopted for analysing data. Descriptive analysis was used to describe all basic features of the data in the study.

All the received questionnaires were edited to detect errors and omissions. Simple graphics and percentages were used to summarize the data. The data obtained from was analyzed using descriptive techniques such as the mean score, mode, median and percentile measures.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter presents the analysis and findings of the study. First the chapter brought out the challenges encountered in strategy implementation among private security firms in Kenya. Secondly it highlights the proposed measures that could be adopted to overcome the identified challenges. The study targeted all the private security companies registered out of which 21 responded. This gave a response rate of 72%. The high response rate was due to the simplified questionnaire with unambiguous questions. The respondents were able to quickly understand and also constant follow up and reminding those who have not yet responded.

The study had two objectives, first objective was to identify the challenges that private security companies in Kenya encounter when implementing their strategies and second objective was to come up with the measures that could be adopted by private security companies in overcoming the challenges identified. The data was collected by use of a questionnaire which was in the form of likert scale.

4.2. Challenges to Strategy Implementation

The respondents were asked to indicate by way of a tick how frequently the given 15 strategy implementation challenges actually pose challenges to strategy implementation in their organization. Respondent choice ranged from 1-5 where 1= Never, 2 = Seldom, 3= Occasionally, 4=Frequently, 5= Always. The results have been presented in table 4.1.

Table 4.1: Strategy implementation challenges

Potential strategy implementation challenges	n	Mean score	Standard deviations
Took more time than originally allocated	21	3.8	1.09
Environmental uncertainty – some problems surfaced which had not been identified earlier.	21	3.5	1.17
Poor Co-ordination	21	3.6	1.17
Capabilities of employees involved were insufficient	21	3.1	1.55
Inadequate training given to lower level employees.	21	3.5	1.65
Poor leadership style	21	3.3	1.32
Key implementation tasks and activities were not sufficiently defined.	21	3.3	1.42
Lack of support by senior managers	21	2.7	1.98
Overall goals were not sufficiently well understood by employees.	21	2.9	1.38
Resistance from lower level due to fear of insecurity	21	3.3	1.33
Technical difficulties	21	2.1	1.19
Lack of understanding of the role of organizational structure and design in the execution process.	21	2.8	1.11
Organization cultures- beliefs and values	21	2.8	1.38
Poor and improper communication	21	3.7	1.19
Lack of finance	21	2.2	1.43
Grand mean score		3.1	

Source: Research data

From the table 4.1 above the grand mean score is 3.1. This indicates that the 15 factors identified, 62% of the respondents agrees that they occasionally pose challenge to strategy implementation among the studied private security companies in Kenya. It is clear that the most common challenge is that strategy implementation took more time than originally allocated with a mean score of 3.8. The least serious challenge is technical difficulties with a mean score of 2.1. This gave a range of 1.7. The median is 3.3 and the mode is 3.3 on the continuous likert scale.

The most frequently encountered challenges were; took more time than originally allocated with a means core of 3.8; inadequate training given to lower level employees with a mean score of 3.5; poor coordination mean score of 3.6; poor and improper communication mean score of 3.7; and environmental uncertainty mean score of where some problems surfaced which had not been identified earlier mean score of 3.5. The most frequently incurred challenges indicate that more emphasis is needed during the formulation and implementation phases.

4.3. Measures to be adopted for successful strategy implementation

Respondents were presented with eight measures that could be adopted for successful strategy implementation. They were asked to indicate by way of a tick the extent to which they agree as applicable to their organization, where 1. Strongly disagree and 5. Strongly agree.

Table 4.2: Measures for successful strategy implementation.

Mechanisms for successful strategy implementa	n	Mean score	Standard deviation
Develop and evaluate strategies that expedite implementation	21	4.1	0.64
Spend more time in formulation processes	21	3.8	0.73
Train employees in strategic implementation skills	21	4.4	0.58
Have higher involvement of lower level employees in strategic planning inputs and feedback	21	4.3	0.49
Give clear information on key implementation tasks and activities	21	4.1	0.77
Involve employees in the formulation of goals	21	3.9	0.84
Involve key decision-makers in the developing implementation tasks	21	4.0	0.65
Clarify the role of organizational structure and positions in the implementation of strategies	21	4.6	0.71
Grand mean score		4.1	

Source: Research data

From table 4.2 above, the grand mean score is 4.1. This is a clear indication that all the 82% of the respondents agree, if not strongly agree that the measures presented to them can effectively be adopted for successful strategy implementation. It is imperative to note that giving clear information on key implementation tasks and activities is the most effective measure because it gives the highest mean score of 4.6 implying that majority of the responded strongly agreed.

4.4. Discussion

From table 4.1 the most frequently incurred challenge is taking more time than originally allocated. This is a clear indication that there is generally a mismatch between anticipated time and the actual time taken to complete the implementation of strategy. Poor and improper communication is also more frequently incurred challenge. Alexander (1985) points out that communication is mentioned more frequently than any other single item promoting successful strategy implementation. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees.

The environmental uncertainty also poses challenge more frequently. This shows that managers are not thoroughly carrying out strategy analysis, linked to such tools as SWOT. The managers are therefore unaware of major problems that surfaced during the implementation period. It also emerged that lower level employees are not properly trained and as a result these employees lack necessary. Among the challenges identified in table 4.1 are touching on employees, technology, leadership and finances. This is in line with the resource based theory which argues that it is not the environment but resources of the organization which form foundation of the firm's strategy. 90% of the strategy implementation challenges identified in this study are

about the internal environment of an organization. The internal environment is a source of a firm's sustainable competitive advantage. According to Hitt et al (2005), resources are categorised into; physical, human and organizational capital. Organizations with unique resources and capabilities provide the basis for a strategy.

External environment plays a key role in strategy implementation. Without proper environmental analysis, managers may not be aware of the problems that may arise in future. This is because the environment is uncertain and this was found to be one of the challenges in this study. Industry organization theory describes well the external environment. This theory suggests that strategy implementation is dictated by the characteristics of the general industry and competitive environment and this is illustrated in figure 2.2.

Previous studies indicate that human related elements play a major role in ensuring the successful implementation of any strategy. It is important to note that in this study the most incurred implementation challenge also relate to people: poor communication, poor coordination and inadequate training and poor planning. This suggests that managers fail in planning properly. McKinsey's 7S framework is one of the first frameworks that laid foundation for successful strategy implementation. The framework identified seven factors that are essential for strategy implementation namely; strategy, skills, shared values, structure, systems, staff and style. Table 4.2 contains measures for successful strategy implementation. All there measures concur with the seven factors in McKinsey framework.

CHAPTER FIVE

SUMMARY, CONCLUSION AND   RECOMMENDATIONS

5.1. Introduction

In this chapter a summary of the findings of the study are provided, conclusions drawn, and recommendations given. The objectives of the study were to identify the strategy implementation challenges encountered by private security firms in Kenya and to establish how they can be addressed.

5.2. Summary

On challenges of strategy implementation, the study found that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were; environmental uncertainty, took more time than originally allocated, poor and improper communication, inadequate training given to lower level employees. Also poor coordination, poor leadership style, lack of understanding well the overall goals, organizational culture and change in technology. The findings of this study coincide with those found by AL-Ghamdhi (2005), in his study to identify the recurring implementation problems in Saudi Arabian petrochemical industry. The findings also confirms the results of Nyika (2007), where he found out that the same challenges were serious among motor vehicle franchise holders in Kenya.

On the measures that could be adopted to overcome the above identified challenges, the study established that spending more time and analysis of the environment both internally and externally; developing and evaluating strategies that expedite implementation were considered most effective. Clear communication and information should be given on implementation of major tasks and activities and also clarify the role of organizational structure and positions in the implementation of strategies.

Training employees in strategic implementation will enhance their skills and capabilities. Having higher involvement of lower level employees in strategic planning inputs and feedback could minimise such problems as resistance from lower level staff. Involve key decision-makers in the developing implementation tasks and employees in the formulation of goals will provide good leadership..

5.3. Conclusion

From the findings, the study concluded that over 90% of the challenges facing private security companies in Kenya while implementing their strategy are largely attributable to the internal environment. These challenges revolve around the organizational resource and organizational processes. This clearly shows that managers place little or no emphasis on implementation phase while they are drafting their strategies. Most of these challenges are avoidable if they have been accounted for during the analysis and formulation stages. It is obvious that many strategies fail to realize the anticipated benefits due to challenges encountered during implementation.

The study also concludes that for a successful strategy implementation, private security firms in Kenya should adopt such measures as; spending more time on analysis so as to identify problems that could surface in implementation phase. Develop realistic and achievable objectives that could facilitate strategy implementation. Put in place mechanism for proper communication and clarifying the role of organizational structure and positions in the implementation of strategies to avoid conflicts. Involve all stakeholders including lower level employees in strategic planning and train them in strategic implementation. Support from senior management and availability of adequate resources to implement strategy are key to successful strategy implementation.

Successful implementation of a strategy requires an involvement of whole organization. Managers should generally be open to the idea of the strategic management process and they are aware of the fact that the implementation is critical to success. It is mostly the implementation that creates obstructions. There are several challenges that can harm the successful implementation. However, using right methods, frameworks and timing may reduce or minimize them.

5.4. Recommendations and Implications on Policy, Practice, Theory

Managers of private security companies in Kenya should put more emphasis on planning phase and strategy analysis. This will make them be aware of the challenges that may potential surface during implementation period. They should also have flexible strategy that can be changed or adjusted based on the strengths, weakness, opportunities and threats, arising in the environment.

All stakeholders should be included within and outside the organization during the strategic planning process and get their input. There are many ways to do this - face to face town meetings or focus groups, surveys, task forces on specific issues or topics, or involving a large group in the actual drafting of the strategy. The best fit will be determined by the culture and size of the organization.

Communication is one of the key requirements for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation. Organizations should therefore be structured in away as to open all the communication channels in the organizations. Roles should be defined clearly to remove ambiguity.

There is a need for workers to be provided with training on the strategy planning and implementation. In this way, many problems can be prevented from occurring and by improving the capability of the workers and leadership characteristics of the managers.

The study should be important to managers of private security companies in Kenya. It will help them understand the challenges of strategy implementation and how to overcome them. The study should also help other related companies and investors venturing into the security industry.

The findings of this study should be important to strategic management policy makers in establishing the challenges of strategy implementation. Many a time, good and well developed strategies failed simply because of implementation challenges. This study would help shade light common challenges in strategy implementation and ensure successful strategy implementation.

The study should contribute to the body of knowledge which will benefit scholars and researchers and simulate further research in this field of strategy implementation. The study should also be a source of reference material for future researchers on other related topics. It should also help other academicians who undertake the same topic in their studies.

5.5. Limitations of the study

The study focused only on the strategy implementation aspect of strategic management process. Thus it did not focus on other aspects of the strategic management process which includes formulation as well as the control, monitoring and evaluation aspects. These are important components part of strategic management process and should therefore not be ignored.

Most of the responded were reluctant in filling the questionnaire. The researcher handled this problem by carrying an introduction letter from the University and assured the respondents that the information they gave would be treated with confidentiality and was used purely for academic purposes.

The study was also limited by the financial and time constraints. The period over which the study was to be conducted was short, hence exhaustive and therefore comprehensive research could not be undertaken on the challenges of strategy implementation in private security firms in Kenya.

Some of the companies were not operating in Nairobi nor do they have offices, it was therefore difficult to obtain data from these companies because some are based in Kisumu and others in Mombasa. The researcher therefore collected data from only those firms that are based and operate in Nairobi with there head offices located there.

5.6. Suggestions for Further Research

The study focused on strategy implementation in PSCs in Kenya. First, there is a need to carry out research on factors influencing the strategy formulation within the similar context. Second, repeat research may be carried out on the top ten private security companies in Kenya.

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APPENDIX: I

INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE 28·08·2013

TO WHOM IT MAY CONCERN

The bearer of this letter ..... OANDA VICTOR TABO .....

Registration No. ..... D61|63193|2011 .....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

ACADEMIC RESEARCH QUESTIONNAIRE

This research is meant for academic purpose. The objective is to find out the challenges of strategy implementation in private security firms registered with KSIA. I will kindly appreciate if you could fill the following questionnaire. All the information obtained in connection with this study that can be identified with you will remain confidence. You are not required to write to write your name nor that of your company anywhere on this questionnaire.

The questionnaire has two parts. Part A aims at establishing the challenges facing the private security companies in Kenya as they implement the strategy. Part B focus on identifying measures that could be adopted for successful strategy implementation.

……………………………………………………………………………..

Job title………………………………………………….

PART A: CHALLENGES OF STRATEGY IMPLEMENTATION

The following statements are found to pose challenges to strategy implementation, please indicate by way of a tick how frequently they affect implementation of strategy in your company.

Potential strategy implementation challenges	Never	Seldom	Occasionally	frequently	Always
Took more time than originally allocated					
Environmental uncertainty – some problems surfaced which had not been identified earlier.					
Poor Co-ordination					
Capabilities of employees involved were insufficient					
Inadequate training given to lower level employees.					
Poor leadership style					
Key implementation tasks and activities were not sufficiently defined.					
Lack of support by senior managers					

Overall goals were not sufficiently well understood by employees.					
Resistance from lower level due to fear of insecurity					
Technical difficulties					
Lack of understanding of the role of organizational structure and design in the execution process.					
Organization cultures-believes and values					
Poor and improper communication					
Lack of finance					

PART B: MEASURES FOR SUCCESSFUL STRATEGY IMPLEMENTATION

In order to implement the strategy successfully, the following measures should be adopted. Please indicate by way of a tick the extent to which you agree as applicable to your organization. Where 1. Strongly disagree. 2. Disagree. 3. Neither agrees nor disagrees. 4. Agree. 5. Strongly agree

Mechanisms for successful strategy implementation	1	2	3	4	5
Develop and evaluate strategies that expedite implementation					
Spend more time in formulation processes					
Train employees in strategic implementation skills					
Have higher involvement of lower level employees in strategic planning inputs and feedback					
Give clear information on key implementation tasks and activities					
Involve employees in the formulation of goals					
Involve key decision-makers in the developing implementation tasks					
Clarify the role of organizational structure and positions in the implementation of strategies					

APPENDIX III:

KSIA MEMBER LIST

1. Wells Fargo Limted
2. Sunrays Solar Ltd
3. Collindale Security
4. Bob Morgan Services Limited
5. Ultimate Security Ltd
6. G4S Security Services Kenya Limited
7. Instarect
8. KK Security
9. Magnum Allied Systems Ltd
10. Pinkerton's
11. Riley Services Limited
12. Securex Agencies Kenya Ltd
13. Security Group Of Companies Ltd
14. Watchdog Alert
15. Total Security
16. Radar Security Limited
17. Fidelity Security Services
18. Corporate Security
19. Cobra Security
20. Delight Security Services Ltd
21. Brinks Security Services
22. Cybertrace
23. Texas Alarms
24. Northwood Services
25. Nine One One Group Limited
26. Absolute Security Ltd
27. Infama Ltd
28. Bedrock Security Services Ltd
29. Saladin Kenya Ltd

Source: Kenya Security Industry Association (2005)