

# **STRATEGY IMPLEMENTATION AND ITS CHALLENGES: A CASE OF AFRICAN BRAILLE CENTRE**

**BY**

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A Management Research Project submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA), School of Business, University of Nairobi.

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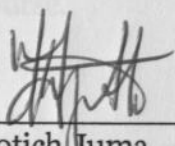


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# DECLARATION

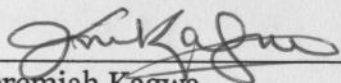
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Date: 12<sup>th</sup> NOV 2008

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Date: 12/11/08

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This research project is dedicated to my family and parents for their love, patience, help, support and encouragement and their prayers which saw me through in my course.

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In a special way, I thank my supervisor Mr. Jeremiah Kagwe for his assistance, guidance and support, having worked hand in hand with me by providing the necessary guidance for the project.

Finally, I extend my appreciation to lecturers who contributed immensely in seeing me through the entire degree programme.

Thank you and God bless you.

## ABSTRACT **ACKNOWLEDGEMENT**

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## ABSTRACT

The focus of this study was strategy implementation and its challenges by African Braille Centre. Strategy implementation is not as well structured and formatted as strategy formulation. The process of strategy implementation has many challenges leading to most organizations failing to implement their strategies successfully. The main interest of the study is to find out how African Braille Centre has implemented its strategies and the challenges they face in implementing their strategies.

Data for the study was collected from senior staff in African Braille Centre. The researcher used a questionnaire as primary data collection instrument. The questionnaire had both open-ended and closed-ended questions covering strategy implementation and its challenges and was administered using drop and pick method. Summary tables containing frequencies, percentages, means and standard deviation have been used extensively in presenting the findings of the study.

The findings of the study indicate that ABC is on track in implementing its strategies. This has been made possible through having staff who are committed, having annual plans, sound leadership, supportive organization structure, supportive systems and procedure, and resources/budget allocation. However, the shortcomings came from lack of training for staff and inadequate communication in the organization.

The findings of the study should be understood in light of the limitations of the study. This study is helpful to ABC as they engage in mid term review of their strategic plan for period 2006 – 2010 at the end of this year. The study should also be useful to other non-profit organisations whose responsibilities include formulating and implementing strategies.

Table 5 - Coordination and sharing of activities

Table 6 - Monitoring and evaluation

Table 7 - Factors that contribute to successful strategy implementation

Table 8 - Factors that affected strategy implementation

Table 9 - Challenges in Strategy implementation

Table 10 - Whether challenges are unique to a particular department

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## **CHAPTER ONE - INTRODUCTION**

### **1.1 Background**

#### **1.1.1 The concept of Strategy**

According to Ansoff and McDonnell (1990) a strategy is a set of decision making rules for guidance of organizational behavior. The process of strategy formulation results in no immediate action but sets the general direction in which the firm's position will grow and develop. Thus, strategy becomes unnecessary whenever the historical dynamics of an organization will take it where it wants to go but it becomes essential when rapid and discontinuous changes occur in the environment. In this changing environment, organizations have to constantly adapt their activities and internal configurations to reflect the new external realities. Failure to do this may put the future success of the organization's in jeopardy (Aosa, 1992).

The environment is complex and ever changing and it will continue to change rapidly, radically and unpredictably (Burnes, 1996). Strategy is a tool which offers significant help for coping with the conditions of change which surrounds the firm today. Hill and Jones (2001) state that strategy is an action a company takes to attain one or more of its goals. For most if not all organizations an overriding goal is to achieve superior performance. Therefore, it merits serious attention as a management tool, not only for the firm but also for a broad spectrum of social organizations.

#### **1.1.2 Strategy Formulation**

Organizations that want success must develop strategies and implement them successfully. Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates. Once a clear picture of the firm and its environment is on hand, specific strategic alternatives can be developed. Formulation

produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. In formulation, we are trying to modify the current objectives and strategies in ways to make the organization more successful. The broadest guidance for the formulation of strategy is stated in terms of matching a firm's strengths and weaknesses particularly its distinctive competences, to opportunities and risks in the environment (Porter, 1980).

According to Ansoff and McDonnell (1990), one source of difficulty comes from the fact that in most organizations the pre-strategy decision making process are heavily political in nature. Strategy introduces elements of rationality which are disruptive to the historical culture of the firm and threatening to the political processes. A natural organizational reaction is to fight against the disruption of the historical culture and power structure, rather than confront the challenges posed by environment.

### **1.1.3 Strategy Implementation**

Strategy implementation is one of the components of strategic management. Hofer (1984) defines strategic management as a process, which deals with functional organizational renewal and growth with development of strategies, structure and systems necessary to effectively manage the strategy formulation and implementation process. Strategy implementation is not as well structured and formatted as strategy formulation. It involves both tangible and intangible variables such as culture, values, motivation, commitment, power relationships, attitude, perceptions, managing human and physical resources etc. Organizations that want success must develop strategies and implement them successfully. Strategies are sometimes formulated without taking into consideration the organizational objectives and particularly the weaknesses of the organization. Consequently, when it comes to strategy implementation, problems arise leading to failure of strategies adopted by the organization.

Strategy implementation almost always involves the introduction of change to an organization. Managers may spend months, even years, evaluating alternatives and selecting a strategy. Frequently this strategy is then announced to the organization with the expectation that organization members will automatically see why the alternative is the best one and will begin immediate implementation. When a strategic change is poorly introduced, managers may actually spend more time implementing changes resulting from the new strategy than was spent in selecting it.

Strategy implementation involves both macro-organizational issues (e.g., technology, reward systems, decision processes, and structure), and micro-organizational issues (e.g., organization culture and resistance to change). Macro-organizational issues are large-scale, system-wide issues that affect many people within the organization. According to Galbraith and Kazanjian, (1986) there are several major internal subsystems of the organization that must be coordinated to successfully implement a new organization strategy. These subsystems include technology, reward systems, decision processes, and structure. As with any system, the subsystems are interrelated, and changing one may impact others.

Micro-organizational issues pertain to the behavior of individuals within the organization and how individual actors in the larger organization will view strategy implementation. Implementation can be studied by looking at the impact organization culture and resistance to change has on employee acceptance and motivation to implement the new strategy. Peters and Waterman (1982) focused attention on the role of culture in strategic management. Organizational culture is more than emotional rhetoric; the culture of an organization develops over a period of time and is influenced by the values, actions and, beliefs of individuals at all levels of the organization.

According to Thomson, Strickland and Gamble (2007), management tasks that are important to good strategy execution and operating excellence are building a capable organization, marshalling the needed resources and steering them to strategy-critical operating units, establishing policies and procedures that facilitate good strategy execution, adopting best practices and pushing for continuous improvement on how value chain activities are performed, creating internal operating systems that enable better execution and employing motivation practices and compensation incentives that gain wholehearted employees commitment to the execution process, creating a strategy-supportive corporate culture and exerting the internal leadership needed to drive the implementation of the strategic activities forward and achieve higher plateaus of operating excellence.

A brilliant strategy that cannot be implemented creates no value to the organization. Effective implementation begins during strategy formulation. Strategy implementation results when organizational resources and actions are tied to strategic priorities and the key success factors are identified and performance measures and reporting aligned (Koskei, 2003). 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.

#### **1.1.4 Challenges of Strategy Implementation**

Experience has shown that some strategic actions fail more often than they succeed (Thomson and Strickland, 1989). The causes of strategy failure are born out of acts of desperation, poor analysis of industry and competitive conditions and misjudgment of one sort or another. Successful strategy execution greatly depends on good internal organization and competent staff. Building a capable organization is thus, always a top strategy-implementation priority (Thomson and Strickland, 1989). They further argue that three organizational issues stand out as dominant namely, developing an internal organization structure that is responsive to the needs of strategy, building and nurturing the skills and competences in which the strategy is grounded and selecting people for the positions.

According to Alcantara (2001), the lack of success to implementation can be subdivided into four barriers. Firstly, the management barrier which reflects the problem that the focus of management activities, is dealing with the daily business and not discussing the new strategies. Secondly, a vision barrier which arises when vision and strategies are not explained to the employees in a comprehensible way. Thirdly, there is a resource barrier which means that resources are not purposefully deployed for the implementation of strategy and lastly, the endeavor to secure acceptance of changes by all employees as whole usually fails. In such cases, strategy implementation becomes difficult.

Every organization is a unique culture. Anything so fundamental as implementing and executing the chosen strategic plan involves moving the whole organization culture into alignment with the strategy (Thomson and Strickland, 1989). Aosa (1992) observes that the lack of compatibility between strategy and culture can lead to high resistance to change and de-motivation, which can in turn frustrate the implementation.

Changes in strategy generally call for some changes in how internal activities are conducted and administered. According to Thomson and Strickland (1989), the role of new and revised policies is to promulgate standard operating procedures that will facilitate strategy implementation and counteract any tendencies for parts of organization to resist or reject the chosen strategy. It is important for the employees to be committed to implementing and accomplishing strategy. This is achieved via motivation, incentives and rewarding of good performance (Thomson and Strickland, 1989).

Selecting people for the key positions by putting a strong management team with the right personal chemistry and mix of skills is one of the first strategy implementation steps (Thomson and Strickland, 1989). The lesson from well managed companies is that what the manager says and does has a significant bearing on down-the-line strategy implementation and execution (Peters and Waterman, 1992).

### **1.1.5 African Braille centre**

The African Braille Centre (ABC) is a Kenyan Non-Governmental Organization (NGO) based in Nairobi. The vision of ABC is one of a society in which people with visual impairment have access to educational, professional and general reading materials, devices and services suited to their special needs. Its mission is to promote and enhance the educational, professional and general provision of materials; devices and related services appropriate to their needs in order to enable them become active and effective participants in society.

ABC core business is the production and distribution of Braille books and audio talking books for the visually impaired persons. Other non-core businesses include building capacity for support staff and lobbying and advocating for the rights of persons with disability. In addition, ABC provides access equipment needed by learners with visual impairment and for use in resource centres within learning institutions.

The key strategic objectives over the plan period were to:

- i. Provide Braille and audio materials and services to learners with visual impairment in primary and secondary schools in Kenya
- ii. Lobby and advocate for the rights of persons with disabilities to develop and exploit their full potential in today's rapidly changing social-economic environment.
- iii. Create partnership and collaboration with like minded organizations to improve quality of life for persons with disabilities.
- iv. Build a strong resource-base that will ensure both short term and long term sustainability of its programmes



- v. Evaluate and reinforce structures and governance in respect of adaptive financial management, standardizing and improving information systems across the organization and ensuring that caliber staff are attracted and retained.
- vi. Monitor and evaluate programmes to ensure that quality services and products reach intended beneficiaries.

ABC developed a Strategic Plan covering period 2006 – 2010. The Strategic Plan is due for mid- term evaluation at the end of this year. The study will seek to find out how well the above objectives have been implemented and how the challenges if any were overcome.

## **1.2 Statement of the Research problem**

Organizations are open systems and have to respond to their environment through appropriate strategies. Once strategies are developed, they must be implemented. Without successful implementation, the organization will not obtain the results that it intended. A well developed strategy has to be implemented if success and mandate has to be achieved. In view of this, there is need to increase research in this area to unveil problems associated with the implementation of organizational strategies.

Studies on strategy implementation have been done by among others Awino, (2000), Koskei, (2003), Mumbua, (2003) and Olali (2006). Awino (2000) studied the effectiveness and problems of strategy implementation of financing higher education in Kenya. Koskei (2003), studied strategy implementation and its challenges in Public corporations using a case study of Telkom Kenya Ltd. Mumbua (2003), studied factors influencing strategy implementation by international NGO's operating in Kenya and Olali (2006), focused on challenges in the strategic plan implementation in the Cooperative Bank of Kenya Ltd. Due to contextual, sectoral and managerial differences among organizations, strategy implementation challenges gained from the above studies would not be assumed to explain strategic implementation challenges in another organization unless empirical study suggest so.

International donors have been funding local NGOs to deliver services to beneficiaries whose lives have to be improved by reducing poverty. As a result, local NGOs control considerable amount of resources that make them a key actor in development. The impact of their activities would be determined by how well they implement their strategies and how they overcome challenges encountered.

The studies mentioned above have not dealt with challenges and strategy implementation in ABC. The researcher has not also come across any research on challenges and strategy implementation by ABC. Therefore, this study seeks to address this knowledge gap by answering the following questions:

- i. How does ABC implement its strategies?
- ii. What challenges does ABC face in implementing its strategies?

### **1.3 Research objectives**

The study will determine:

- i. How ABC has implemented its strategies
- ii. The challenges that ABC has faced in implementing its strategies.

### **1.4 Importance of the study**

The study is based on assisting managers and decision-makers (in many cases volunteers) of non-profit organisations with the task of managing these organisations more efficiently. Non-profit organisations are in many cases mismanaged and misrepresented by participants that manipulate and exploit these organisations for power and personal gain. It is necessary to have a sound value system, culture and climate for best businesslike practices that will ultimately contribute to future strategic community development.

The study will identify gaps existing in strategy implementation and its challenges. The study will also enable local Non-Profit organisations to appreciate the challenges faced in the implementation of strategies. The Non-Profit organisations will also be able to identify and eliminate barriers to strategy implementation.

The Policy makers will gain knowledge of how the Non-Profit organisations operate and use the knowledge to design policies that shall enhance positive participation of Non-Profit organisations in the nation building. The study will aim to bridge the gap in knowledge of strategy implementation among the non-profit organization in Kenya.

The academicians and researchers on the field of strategic implementation and its challenges will find this study a useful guide for any future studies. Furthermore, the study contributes to the importance of further research, superior performance and future growth of the non-profit sector in Kenya.

## CHAPTER TWO – LITERATURE REVIEW

### 2.1 Strategy implementation

Andrew (1980) defines strategy in the corporate context as the pattern of decisions in a company that determines and reveals its objectives, purpose or goals, produces the principles, policies and plans for achieving these goals and define the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, the nature of the economic and human organization it is intends to make to its shareholders, employees, customers, and communities.

Strategy is about choice, which affects outcomes. Organizations can often survive -- indeed do well -- for periods of time in conditions of relative stability, low environmental turbulence and little competition for resources. Virtually none of these conditions prevail in the modern world for great lengths of time for any organization or sector, public or private and hence, the rationale for strategic management. The nature of the strategy adopted and implemented emerges from a combination of the structure of the organization (loosely coupled or tightly coupled), the type of resources available and the nature of the coupling it has with environment and the strategic objective being pursued (Jones and Karen, 1998).

“Strategic management is an ongoing process that assesses the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment.” (Lamb, 1984). According to Kotler (2000), it is a process of specifying an organization's objectives, developing policies and plans to achieve these objectives, and allocating resources so as to implement the plans. It is also defined as an art

and science of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives.

Previous researches have concentrated on strategy formulation and little has been done on strategy implementation. According to Alexander (1985), 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. Consequently, organizations are finding difficulties implementing strategies. The situation is even worse for non-profit organizations because of little attention they receive as compared to profit organizations.

Once strategies have been developed, they will need to be implemented. Unless they are successfully implemented an organization cannot obtain her desired results. According to Pearce and Robinson (2003), shifting from strategy formulation to implementation gives rise to three interrelated concerns namely, identification of measurable, mutually determined annual objectives, development of specific functional strategies and communication of concise policies to guide actions.

It is one thing to develop clear and meaningful strategies. It is another matter, and of the great practical importance, to implement strategies effectively (Koontz and Weihrich, 2001). Strategic planning to be effective must go beyond allocation of resources to achieve organizational objectives. It must be accompanied by strategic thinking that also include designing an appropriate organizational structure, an effective management information system, a budgeting system to facilitate the accomplishment of strategic objectives and a reward system that supports the strategy (Koontz and Weihrich, 2001).

Strategy implementation is inextricably connected with organizational change. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results (Miller, 1997).

He further argues that changing only one or two things seldom brings any significant overall organizational change. There are no "magic bullets" that would change entire organizations. To redirect your organization, you must address many overlapping and related issues, and the resulting impression of needing to change "everything at once" can be overwhelming. According to Hrebiniak (2005), the organization needs to be equipped to adapt to change by developing a model of appropriate structures, objectives, controls, integration mechanisms, and incentives for implementing your strategy.

Others, including Quinn (1980) and Mintzberg (1987), argued that the world was simply not that straight forward. Its complexity and uncertainty meant that it was impossible to analyze everything upfront and predict the future, and that the search for optimal decisions was futile. It was necessary to accept the messiness of organization life. This meant accepting that managers made decisions which were as much to do with collective and individual experience, organizational politics and the history and culture of the organization as they were to do with strategy. According to Drucker (1958), he writes that, to be effective, an executive (whom he defines as any knowledge worker responsible for making decisions) must master five specific skills namely, managing time, choosing what to contribute, mobilizing strength, setting the right priorities and making the right decisions.

The work of Porter (1980), followed in the 1990s by resource based theories of the firm Hamel and Prahalad (1990), became major influences around which a number of the key conceptual frameworks in the strategy were built. Both were rooted in Economics. More recently, others, including Stacey (1992) and Brown and Eisenhardt (1998), have questioned this. They suggest that organizations are not so very different from living organisms. These organisms do not just plan and analyze, they live, they experience, they interpret and between them there is sufficient diversity and variety to enable them to deal with their changing environments through innovation and change.

## **2.2 Factors that determine strategy Implementation**

### **2.2.1 Strategy and Structure**

Structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness.

Structure of the firm should be consisted with the strategy being implemented. If activities, responsibilities and interrelationships are not organized in a manner that is consistent with strategy chosen, the structure is left to evolve on its own (Pearce and Robinson 1997).

According to Robins and Coulter (2002), organization structure influences the type of strategy used by an organization.

Changes in a company's strategy bring about internal problems which require a new structure. According to Pearce and Robinson (1997) successful strategy implementation depends in large part in the firm's primary organizational structure. Structure helps identify the firm's key activities and the manner in which they will be coordinated to achieve the firm's strategic response. According to Hrebiniak (2005), understand how strategy affects structure and how the choice of structure affects efficiency and effectiveness.

Hill and Jones (2001) state that managers often make decisions that will further their personal, functional, or divisional interest. Further, Mintzberg and Quinn (1991) argue that the central problem in structuring today is not the one which most organizations designers spend their time by dividing up tasks. It is one of the emphasis and coordination on how to make the whole thing work.

### **2.2.2 Strategy and Leadership**

The Chief Executive Officer is both symbolic and substantive in strategy implementation. The CEO's action and perceived seriousness in the commitment of the chosen strategy, exerts a significant influence in the intensity of subordinate managers' commitment to

implementation (Pearce and Robinson, 1997). According to Hill and Jones (2001), the key strategic role of managers, whether they are general or operations managers, is to provide strategic leadership for the subordinates.

#### 2.2.4 Strategy and Support Systems

Strategic leadership refers to the ability to articulate a strategic vision for the organization, or a part of the organization, and to motivate others to buy into that vision. The leadership of the organization should be at the forefront in providing vision, initiative, motivation and aspirations. The management should cultivate team spirit and act as a catalyst in the whole strategy implementation process. There are certain characteristics of an effective team that should be ensured for optimum output (Robbins & Coulter, 2002). It is argued that an effective team always has clear team goals that encourage team members to replace priority of individual goals with that of team one.

#### 2.2.3 Strategy and Culture

The culture of the organization needs to be compatible with the strategy being implemented. The leaders know well that values and beliefs shared throughout the organization will shape how work in the organization is done. Managing the strategy-culture relationship requires sensitivity to the interaction between change necessary to implement the new strategy and compatibility or “fit” between these changes and the firm’s culture (Pearce and Robinson, 1997). Harrison and Stokes (1992) defined four major types of organizational cultures: power orientation, role orientation, achievement orientation, and support orientation. Aosa (1992), states that it is important the culture of a company be compatible with the strategy being implemented.

More emphasis is placed on people being valued more as human beings rather than employees. According to Thomson, Strickland and Gamble (2007), there are four unhealthy cultures. Those that are highly political and characterized by empire building, those that are



change resistant, those that are insular and inward focused and those that are ethically unprincipled and are driven by greed.

#### **2.2.4 Strategy and Support Systems**

Organization systems means all procedures, formal and informal, that makes organisations go day by day and year by year, capital budgeting systems, training systems, cost accounting procedures and budgetary systems ( Mintzberg and Quinn, 1991). Anytime an organization alters its strategy, managers should review existing policies and operating procedures, proactively revise or discard those that are out of sync, and formulate the new ones to facilitate execution of new strategic initiatives (Thomson, Strickland and Gamble, 2007).

According to Porter (1980), every firm is a collection of activities that are performed to design, produce, market, deliver and support its products. A firm value chain and the way it performs individual activities are a reflection of its history, its strategy, its approach to implementing its strategy and the underlying economics of activities themselves.

#### **2.2.5 Strategy and Resources**

It should be possible to implement the chosen strategy with the resources available. These comprise the physical, financial and human resources. An organization's strategy must be appropriate for its resources, circumstances, and objectives. Resource based theory postulate that competitive advantage of a firm is based on its internal resources and competences (Mahoney and Pandian, 1992).

Resources of a firm are unique to it and this attribute provide the all necessary competitive advantage. It is not possible to implement a strategy which requires more resources than can be made available by the organization. Harvey (1998), states that the operating level must have resources needed to carry out each part of the Strategic Plan.

## 2.3 Challenges of Strategy Implementation

There are many organization characteristics, which act to impeded strategy execution. Challenges that occur during implementation process are important areas of research because even the best strategy will be ineffective if not implemented successfully (Kithinji, 2005). Research shows that most organizations do not stay on the course or they quickly jump to designing the next strategy before they implement the last one, to cover up what is not working.

The implementation of appropriate strategies remains one of the most difficult areas of management. Researchers have revealed that 1 out of 10 strategies are implemented successfully. Studies that have been done have pointed a number of challenges in strategy implementation for example, weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organization systems and resources, poor coordination and sharing of responsibilities , inadequate capabilities, competing activities and uncontrollable environmental factors (Thomson, Strickland and Gamble, 2007, Giles, 1991, Koontz and Weihrich, 2001).

According to Hrebiniak (2005), part of the difficulty of execution is due to the obstacles or impediments to it. These include the longer time frames needed for execution; the need for involvement of many people in the execution process; poor or vague strategy; conflicts with the organizational power structure; poor or inadequate sharing of information; a lack of understanding of organizational structure, including information sharing and coordination methods; unclear responsibility and accountability in the execution process; and an inability to manage change, including cultural change.

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, Pearce (II) and Robinson (JR) (2003). According to Ghieck (1980), the managers have to have the right characteristics to ensure that the strategy will be effectively implemented. Effectively communicating the strategic vision down the line to lower level managers and employees is as important as choosing a strategically sound long-term direction (Thomson, Strickland and Gamble, 2007).

Every organization has its own unique culture. According to Bossidy and Charan (2002) the importance of confronting reality comes into sharper focus once you try to build an execution culture across the wider organization. Corporate culture refers to the character of an organization internal work climate and personality as shaped by its core values, beliefs, business principles, traditions, ingrained behaviours, work practices, and style of operating (Thomson, Strickland and Gamble, 2007). Culture gives employees a sense of how to behave, what they should do, and where to place priorities in getting the job done. Planning and coordinating personnel can be increased to manage around the culture in implementing strategy (Schwartz and Davis, 1981).

Unless structure follows strategy, inefficiency results (Chandler, 1962). According to Pearce and Robinson (2003), the key components of the company - structure, staff, systems, people, style influence the way key managerial tasks are executed. Structure is the key ingredient of organizing for success. But within any structure what makes organizations work are the formal and informal organizations processes (Pettigrew and Fenton, 2000). Mintzberg, (1990), concludes that 'structure follows strategy as left foot follows right". In other words, strategy and structure are related reciprocally rather than just one way. It should therefore be important to check that the existing structures are not constraining the kind of strategies being considered.

The way to get strategy executed is not by telling people what to do. It's by sharing the strategy in a way that everyone can understand and buy into it, and see how their jobs relate to it. Leadership challenges are significant and diverse. A manager would take a variety of leadership roles in managing the strategic execution process. The CEO plays a significant role in this regard. The other way to implement execution across the ranks is by ensuring that executives participate in recruitment and building talent. Execution stresses continual learning and growth, especially at the executive level (Bossidy and Charan, 2002).

The people process is more important than either the strategy or operations processes. After all, it's the people of an organization who make judgments about how markets are changing, create strategies based on those judgments, and translate the strategies into operational realities. If you don't get the people processes right, you will never fulfill the potential of your business (Bossidy and Charan, 2002). The employees must also be motivated and made to own the execution process. According to Thomson, Strickland and Gamble (2007), strategy – supportive motivational practices and reward systems are powerful management tools for gaining employees commitment. Once you have the right people and an overall strategy, the challenge is creating a realistic operating plan, with specific programs and actions and clear accountability. Such a plan breaks down the long-term goals into short-term targets that will force hard decisions to be made across the organization.

Strategy provides direction to an organization as to how to properly align firm's resources to exploit opportunities and minimize threats. According to Thomson, Strickland and Gamble (2007), the funding requirements of a new strategy must drive how capital allocations are made and the size of each unit's operating budget. Underfunding organizational units and activities pivotal to strategic success impedes execution of strategy and the drive for operating excellence.

## 2.4 Implementation of Strategy in Non-Profit Organisation

Non-profit strategy is a coherent set of general ideas which explain how the organization is going to pursue its vision and carry out its mission during the years ahead. The strategy explains how the key functional areas of revenue generation, staffing (paid and unpaid, i.e., volunteers), and mission impact will operate and interrelate. The strategy is generated by the organization's commitment to accomplish its mission and attain its vision (Sheehan, 2005).

Strategic management practices in the Kenya corporate environment are well established. However, application of strategic management in non-profit organisations has been in many instances overlooked. Strategic management can assist with realizing the vision, goals, and objectives of a non-profit organization. The non-profit sector plays a unique role in the Kenyan economy separate from the other two sectors, government and for-profit organisations. The non-profit sector of an economy is important because they provide to the society certain goods and services that profit-making organisations cannot or will not provide (Hunger and Wheeler, 2000). However the non-profit organisations face greater challenges than ever before because of increased competition for private support, shifting patterns of public funding and an increase demand for services (Muthuiya, 2004)

Many Kenyan non-profit organisations remain dependent on sources of revenue mainly from external donors. However, due to donor fatigue, such revenue sources are limited and non-profit organisations need to focus on becoming more efficient in the management of these organisations. It follows that projects and programmes can ensure meaningful outcomes if strategic management principles and processes are applied efficiently. In the voluntary sector it is likely that the underlying values and ideology will be of central strategic significance and play an important part in the development of strategy (Johnson, Scholes and Whittington, 2005). They further argue that this is particularly the case with organizations providing services traditionally not-for-profit, such as charities.

The multiple sources of funding likely to exist, linked to the different objectives and expectations of the funding bodies, might also lead to a high incidence of political lobbying, difficulties in clear strategic planning, and a requirement to hold decision making and responsibility at the centre where it is answerable to external influences rather than to delegate it within the organization (Scholes and Johnson, 1997).

By managing non-profit organisations in a business-like manner and applying a strategic approach to managing these organisations efficiently, greater performance will emerge. Success in the future for non-profit organisations depends on the ability to adopt a strategic focus. Realigning a non-profit organization's strategies and objectives by adapting to changes occurring in the environment is important for future long-term sustainability.

## **CHAPTER THREE – RESEARCH METHODOLOGY**

### **3.1 Research Design**

The research design chosen was a case study. The study investigated strategy implementation and its challenges through an intensive examination of ABC. According to Mugenda and Mugenda (2003) studies are conducted to test theoretical concepts in real situations in order to develop generalizable applications. ABC was chosen because of its leading role in supporting education of visually impaired persons in Kenya since 1986. The company's performance provides a benchmark for other non-profit organisations to emulate.

### **3.2 Data Collection**

The researcher used a questionnaire as primary data collection instrument. The questionnaire was pre-tested before giving it to respondents. The questionnaire had both open-ended and closed-ended questions (Appendix II), covering strategic implementation and its challenges and was administered using drop and pick method.

The questionnaire targeted senior employees at ABC. They included the Executive Director, Production Manager, Studio Manager, Development Manager, Finance and Administration Manager, Production Coordinators, Programme officers among others. The respondents were chosen because of the role they play in strategy implementation in ABC. Only employees with a minimum of three years continued employment with ABC were involved in the study because they participated in strategy formulation and its implementation from the beginning.

### 3.3 Data Analysis

Data analysis was used to summarize the data and come up with conclusions and recommendations. This was based on detailed information gathered which established the patterns and trends on how ABC has implemented its strategies and the challenges they encountered in the process. The researcher made use of closed and open-ended questions in collecting primary data.

Both qualitative and quantitative methods of data analysis were employed. Since the study collected and made use of quantitative data, the analysis involved descriptive statistics and procedures. In coding qualitative data, the researcher read all responses; identified key words and phrases in the responses and related the key words to emerging patterns. From these themes and patterns, categories of data were drawn out and meaning derived from them to interpret the results.

Frequency distribution tables, a graph and a bar chart were used to present the results of the data analysis. The statistical Package for Social Scientists (SPSS) was used to facilitate analysis of quantitative data. The outcomes were compared by calculating the means, percentages and frequencies.



## **CHAPTER FOUR – DATA ANALYSIS AND RESULTS**

### **4.1 Introduction**

This chapter discusses data analysis and results. It analyses the data and presents results on the basis of the research objectives set out at the beginning of the study. It presents the analyzed data in the form of tables and a graph. Both qualitative and quantitative methods have been used to analyze the data. Where structured closed-ended questions were used for data collection, the responses were analyzed quantitatively. The frequency of responses to specific questions soliciting a range of pre-determined answers was computed and converted into percentages for comparison and presentation. The mean was also used to analyze findings. The Statistical Package for Social Scientists (SPSS) was used to facilitate analyses. Qualitative data emanating from open-ended questions were checked for completeness, and then coded for analysis.

Data was collected from the senior members of ABC that included the Executive Director, Production Manager, Studio Manager, Development Manager, Finance and Administration Manager, Production Coordinators, Programme officers among others. Factors that influence strategy implementation and challenges that may hinder strategy implementation were identified and included in the questionnaire. The aim of the study was to find how African Braille Centre is implementing its strategies and the challenges they encounter in the implementation process.

### **4.2 Respondents details**

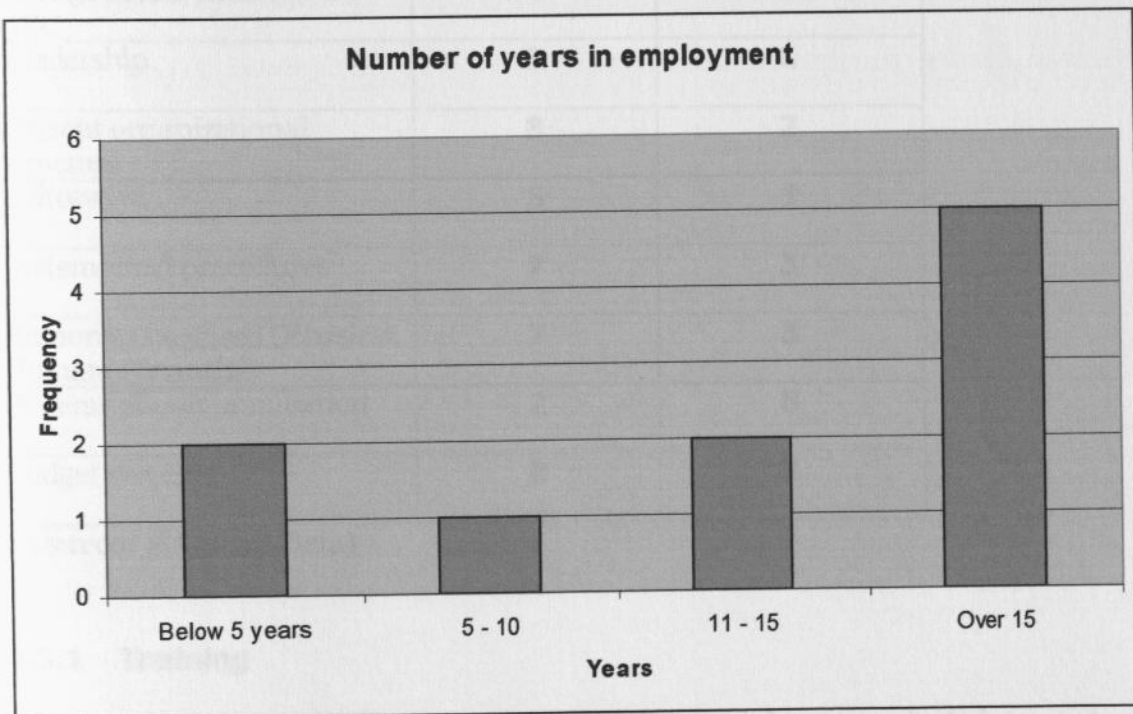
The study registered a response rate of 10 out of the 12 respondents who were asked to fill in the questionnaire. Table 1 indicates the number of years the respondents have been in the employment of ABC.

**Table 1**

Number of Years in the Position	Frequency	Percentage
Below 5 years	2	20
5 -10	1	10
11 - 15	2	20
Over 15	5	50
<b>TOTAL</b>	<b>10</b>	<b>100</b>

(Source: Research Data)

50% of the respondents had been in ABC for the past 15 years and as such they were competent enough to respond to broad issues with a bearing on strategy implementation and its challenges. All the respondents were also involved in the development of the strategic plan and its implementation. The graph 1 below shows how long the respondents have been in the employment.

**Graph 1**

(Source: Research Data)

### 4.3 Strategy Implementation

In order to find out how ABC is implementing its strategies, the main factors responsible for strategy implementation process were identified and included in the questionnaire. The respondents were asked to tick yes or no on their assessment on whether the factors identified support strategy implementation or not. The factors that were identified and included are given below together with the responses received.

**Table 2**

Factors responsible for strategy implementation	Respondents	
	Yes	No
Training	2	8
Recruitment Policy	6	4
Staff commitment	10	0
Annual work plans	10	0
Change in the structure of ABC	4	6
Leadership	9	1
Current organizational structure	8	2
Culture	5	5
Systems and procedures	7	3
Resources required (Physical, Human, Financial)	7	3
Systems of communication	2	8
Budget systems	8	2

**(Source: Research Data)**

#### 4.3.1 Training

The respondents were asked whether training had been conducted towards strategy implementation. 80% of the respondents answered that no training had been conducted. This shows that no training has been conducted to improve the human resource development

towards strategy implementation. This will impact negatively on strategy implementation especially if new skills are required to implement new strategies. The organization has not implemented its training policy in support of strategy being implemented.

#### **4.3.2 Recruitment Policy**

The respondents were asked whether the recruitment policy supports strategy implementation. 60 % of the respondents ticked yes and the remaining 40% ticked no. These results indicate that the recruitment policy is not fully in line with the strategy being implemented. The organization should conduct recruitment in line with their recruitment policy in order to employ qualified staff with appropriate skills to implement existing and new strategies.

#### **4.3.3 Staff commitment**

The research sought to find out whether staff are committed to strategy implementation. The data show that 100% of respondents agreed that staff are committed to strategy implementation. It would not be possible to implement strategies in the organization without having committed staff. The organization has in place incentives and good working environment that ensures staff are motivated and remain committed in their work.

#### **4.3.4 Annual Work Plans**

It was important to establish whether there exists an annual work plan to support strategic plan. The respondents were asked to state whether work plans exist or not. All the respondents answered yes. It follows that work plans exist in support of strategy implementation. Aligning the activities with the objectives reinforces strategy implementation.

### **8 Organization Culture**

respondents were asked whether the organizational culture supports strategy implementation. 50% of the respondents ticked yes and the remaining 50% ticked no. This

#### **4.3.5 Change in the organization structure of ABC**

The research sought to find out whether there has been a change in the structure of ABC since the launch of its current strategic Plan. 40% of the respondents agreed that there has been a change while 60% said that there has not been any change. The position of studio manager was created to take up the new responsibility of running the studio as a new business venture in the current Strategy Plan. This shows that there was some change in the structure and was directly linked to strategy implementation.

#### **4.3.6 Leadership**

The respondents were asked whether the management has provided leadership in strategy implementation. 90% of the respondents agreed that the management provided the leadership required while only 10% reckon that they have not. This implies that top management is providing vision, initiative, motivation and aspirations that is enabling the organization to successfully implement its strategies.

#### **4.3.7 Current organization structure**

The research sought to find out whether the current organizational structure supports strategy implementation. A majority of the respondents (80%) said that the current organization structure supports strategy implementation while 20% said it does not. The current organizational structure is composed of the Board of Directors, Executive Director and a Manager in each of the key department in the organization. The leadership of the organization has been structured in such a way that it supports strategy being implemented. Activities and responsibilities have also been organized in line with strategy being implemented.

#### **4.3.8 Organization Culture**

The respondents were asked whether the organizational culture supports strategy implementation. 50% of the respondents ticked yes and the remaining 50% ticked no. This

shows that there is diversity in the way culture in the organization is understood to be in support of strategy implementation. The culture gives employees the sense of direction and it needs to be aligned with the strategy being implemented and to be seen by all that it does so. The old ways of doing things should be checked to ensure that it does not hinder strategy implementation. The values and beliefs shared throughout the organization should be compatible with the strategy being implemented if the organization has to realize superior performance.

**4.3.9 Systems and procedures**

The study sought to find from the respondents whether existing systems and procedures are in support of the strategy being implemented. A majority of the respondents (70%) ticked yes while the remaining 30% ticked no. The routine activities that are performed in the organization help to keep it running smoothly and they also reinforce strategy implementation. The findings indicate that the systems and procedures that are in place are supportive of strategy implementation.

**4.3.10 Resources required**

The respondents were asked whether the resources (Physical, Human, and Financial) support strategy implementation. 70% of the respondents agreed that the resources available are in support of strategy implementation. 30% felt that the resources were not adequate for the implementation of the current strategy. It follows that although resources have been allocated for strategy implementation, there are some gaps.

**4.3.11 Systems of Communication**

The study sought to find out whether the existing systems of communication are established and are in support of strategy implementation. 20% of the respondents said that the systems of communication exist while 80% said it does not. This implies that although system of

communication exists, but it is not well established to enable clear communication of strategy to staff.

#### 4.3.12 Budget systems

The respondents were asked whether budget systems are in place to enhance proper utilization of funds. 80% of the respondents agreed that the budget systems were in place while the remaining 20% said that do not exist. The majority seem to agree that budget systems are in place and they do enhance proper utilization of resources. This implies that the management has committed funds in their budgetary allocation for activities that are in support of strategy being implemented. It would not be possible to implement strategy without adequate funding.

#### 4.3.13 Staff appraisal system

The respondents were asked whether the staff appraisal system supports strategy implementation. The summary of the findings are given below:

**Table 3**

<b>Ranking</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Disagree	2	20%
Somewhat Disagree	0	0%
Neutral	1	10%
Somewhat Agree	3	30%
Strongly Agree	4	40%
N/A	0	0%
<b>TOTAL</b>	<b>10</b>	<b>100%</b>

(Source: Research Data)

70% of the respondents either somewhat agreed or strongly agreed that staff appraisal systems supports strategy implementation. 10% of the respondents remained neutral while 20% strongly disagreed that the staff appraisal system supports strategy implementation. The findings show that the appraisal systems are in place and it does support strategy implementation.

#### 4.3.14 Staff reward system

The respondents were asked whether the staff reward systems support strategy implementation.

The summary of the findings are given below:

**Table 4**

Ranking	Frequency	Percentage
Strongly Disagree	2	20%
Somewhat Disagree	3	30%
Neutral	0	0%
Somewhat Agree	4	40%
Strongly Agree	0	0%
N/A	1	10%
<b>TOTAL</b>	<b>10</b>	<b>100%</b>

(Source: Research Data)

A majority of 4 (40%) somewhat agreed that the staff reward system supports strategy implementation. This was followed up by 30% who somewhat disagreed that reward systems support strategy implementation. Only 10% of the respondents thought that reward systems had nothing to do with strategy implementation. These results give indication that the reward systems are in place but may not be linked directly to strategy implementation.

#### 4.3.15 Coordination and sharing of activities

The respondents were asked whether there is good coordination and sharing of responsibilities towards strategy implementation.

The summary of the findings are given below:

**Table 5**

Ranking	Frequency	Percentage
Strongly Disagree	0	0%
Somewhat Disagree	1	10%
Neutral	2	20%
Somewhat Agree	3	30%
Strongly Agree	4	40%
N/A	0	0%
<b>TOTAL</b>	<b>10</b>	<b>100%</b>

(Source: Research Data)



A majority of 4 (40%) respondents strongly agreed that there is good coordination and sharing of responsibilities towards strategy implementation. This was followed up by 3 (30%) who somewhat agreed. It is 10% of the respondents who somewhat disagreed that there is good coordination and sharing of responsibilities towards strategy implementation. The findings show that overall there seems to be good coordination and sharing of responsibilities towards strategy implementation.

#### 4.3.16 Monitoring and evaluation

The respondents were asked whether the projects are monitored and evaluated to identify gaps where new projects need to be developed.

The summary of the findings are given below:

**Table 6**

Ranking	Frequency	Percentage
Strongly Disagree	0	0%
Somewhat Disagree	2	20%
Neutral	1	10%
Somewhat Agree	2	20%
Strongly Agree	4	40%
N/A	1	10%
<b>TOTAL</b>	<b>10</b>	<b>100%</b>

(Source: Research Data)

A majority of 6 (60%) somewhat or strongly agreed that projects are monitored and evaluated to identify gaps where new projects need to be developed to support strategy implementation. It is only 20% who somewhat disagreed that projects are monitored and evaluated to identify new projects. This means that monitoring and evaluation of projects are done to fill gaps where new projects need to be developed in line with strategy being implemented.

#### 4.3.17 Factors that contribute to successful strategy implementation

The respondents were given 10 factors to choose 4 factors that they felt have contributed to successful strategy implementation. The table 7 shows the summary of the responses received.

**Table 7**

Factor	Frequency	Percentage
Communication	2	5%
Structure	6	15%
Culture	2	5%
Reward System	2	5%
Leadership	6	15%
Resources	6	15%
Systems and Procedures	5	12.5%
Staff Commitment	6	15%
Training	2	5%
Policies	3	7.5%
<b>TOTAL</b>	<b>40</b>	<b>100%</b>

(Source: Research Data)

As illustrated in the above table, majority of the respondents identified structure, leadership, resources and staff commitment as being factors responsible for successful implementation of strategy. All the factors received the same percentage of 15%. This was followed up by systems and procedures that received 12.5%. Communication, culture and reward systems and training received the lowest rating of 5% indicating that their contribution to successful implementation of the strategy is not significant. It follows that the organization has an appropriate structure, good leadership, adequate resources and committed staff for the strategy being implemented. The areas that will need attention for effective implementation include reward systems, communication, culture, and training.

### 4.3.18 Factors that affected strategy implementation

The respondents were given 10 factors to choose 4 factors that they felt to have affected strategy implementation. The table 8 shows the summary of the responses received.

**Table 8**

<b>Factor</b>	<b>Frequency</b>	<b>Percentage</b>
Communication	7	17.5%
Structure	3	7.5%
Culture	6	15.0%
Reward System	6	15.0%
Leadership	3	7.5%
Resources	3	7.5%
Systems and Procedures	3	7.5%
Staff Commitment	3	7.5%
Training	4	10.0%
Policies	2	5%
<b>TOTAL</b>	<b>40</b>	<b>100%</b>

(Source: Research Data)

The above table shows that communication with a rating of 17.5% is main factor that has affected strategy implementation in ABC. This was followed up by culture and reward systems at 15% each. The fourth factor that was chosen by respondents was training with a rating of 10% as being among the factors that have affected strategy implementation in ABC. The 4 factors mentioned above are the ones the organization needs to strengthen in order to successfully implement the strategy.

### 4.4 Challenges in Strategy Implementation

In this study, the respondents were asked to describe the level at which each challenge affect the strategy being implemented on a scale of 1 to 5 (Strongly disagree to strongly agree). A mean score for each factor was obtained. The table 9 shows the rating of each challenge on the level that each respondent thought it affected strategy implementation.

**Table 9**

Challenges	Score for each factor					Mean Score
	1	2	3	4	5	
Implementation took more time than was originally allocated	0	3	0	2	5	3.9
Major obstacles surfaced during implementation that had not been identified before hand	0	1	4	1	4	3.8
There was inadequate communication of strategy to the staff	2	0	2	6	0	3.2
Slow acceptance of the new strategy by ABC stakeholders	5	2	2	1	0	1.9
Resources made available were inadequate	1	4	2	2	1	2.8
Sharing of responsibilities were not well defined	2	3	3	1	1	2.6
Competing activities and crises distracted attention from implementing strategy	0	3	2	4	1	3.3
Uncontrollable factors in the external environment had adverse impact in the strategy implementation	1	2	0	4	3	3.6
Inadequate training of staff	0	2	1	4	3	3.8
Un-supportive organization structure	6	2	1	0	1	1.8
Un-supportive organization culture	2	3	2	2	1	2.7
Coordination of activities as provided by departmental managers was inadequate	0	2	2	5	1	3.5
Information systems used to monitor implementation were not adequate	1	4	1	3	1	2.5
Key formulators of strategic decisions did not play active role in the implementation	4	1	3	1	1	2.4

(Source: Research Data)

The results of the analysis show challenges that affected strategy implementation with a mean score greater than 3.0. These included, implementation took more time than was originally planned (3.9), major obstacles surfaced (3.8), inadequate communication of strategy (3.2), competing activities and crises (3.3), uncontrollable factors in the environment (3.6), inadequate training (3.8) and coordination of activities (3.5).

Others that also somewhat affected strategy implementation include, resources (2.8), sharing of responsibilities (2.6) and un-supportive culture (2.7). Challenges that seem not to have

affected strategy implementation include acceptance of strategy (1.9), un-supportive structure (1.8), information systems (2.5) and role of key formulators (2.5).

#### 4.4.1 Whether challenges are unique to a particular department

**Table 10**

Response	Frequency	Percentage
Unique to the department	1	10%
Apply to other departments	9	90%
	10	100%

(Source: Research Data)

The findings show that the challenges affecting one department also affect other departments with 90% of the respondents agreeing to this. It is only 10% of the respondents who disagreed. This means that implementation of the strategy cuts across all departments. The respondents also felt that departments in ABC are inter-dependent and as such any issue affecting one department will most probably affect other departments. Other respondents felt that ABC share the same goal and all departments must pull in the same direction. Overall, the respondents felt that resource allocation is the main factor that may affect strategy implementation across departments.

#### 4.4.2 Suggestions of how to minimize strategy implementation challenges

The respondents were asked to give suggestions that would help non-profit organisations to avoid or minimize strategy implementation challenges. Their responses mainly touched on issues such as, proper and timely planning, supportive organizational structure, availability of resources, commitment of staff, improved communication between management and staff, training of staff in line with their responsibilities and roles and to have in place a structure that supports strategic plan.

The points given above are in line with what has been reviewed in the literature and have also been used in the questionnaire for this study.

#### **4.4.3 Other comments on strategy implementation and its challenges in ABC**

The respondents were asked to give their views regarding strategy implementation and its challenges in ABC. Some of their responses are given below:

- a. It is important for ABC to identify key areas it has a niche and concentrate efforts and resources there.
- b. It is also important to gain staff ownership of the strategy and the support of the Board of Directors and other key holders.
- c. Staff need to be motivated by ensuring that rewards and remuneration are given based on each employee's capability.
- d. Resources both human and financial are a key to successful strategy implementation. ABC has to aggressively invest in these two key areas.
- e. The fundraising department needs to be reinforced with qualified personnel to ensure availability of resources required to implement strategies.
- f. ABC should also focus on continuous improvement even as they implement the current strategy.

- i. Annual work plans that guide activities performed each year in line with the objectives and the strategy being implemented.
- ii. Ensuring that Staff are motivated and are committed in their work
- iii. Providing leadership that ensures that there is unity of purpose and direction in the organization.
- iv. Having an organization structure that supports strategy implementation
- v. Having systems and procedures that effectively control organizational activities and thereby reinforces strategy implementation.

### 5.1 Introduction

An organization will not achieve its mandate and superior performance if it does not implement its strategies. A brilliant strategy that cannot be implemented creates no value to the organization. Therefore, organisations need to tackle strategy implementation and its challenges on continuous basis. ABC is on track with its strategy implementation and they have highlighted areas of weakness that to be addressed in order to implement their strategic plan.

The objective of this study was to find out how ABC has implemented its strategies and the challenges that they faced in the implementation process. The findings regarding these objectives are summarized, discussed and conclusions made in the order of objectives.

### 5.2 How ABC implements its strategies was extensively discussed

The study examined how ABC is implementing its strategies that are in their strategic plan that runs from 2006 – 2010. The strategic plan is half way through and it is due for its mid-term evaluation at the end of this year.

The findings show that ABC is successfully implementing its strategies by having the following: the external environment had adverse impact in the

- i. Annual work plans that guide activities performed each year in line with the objectives and the strategy being implemented. to the staff
- ii. Ensuring that Staff are motivated and are committed in their work
- iii. Providing leadership that ensures that there is unity of purpose and direction in the organization.
- iv. Having an organization structure that supports strategy implementation
- v. Having systems and procedures that effectively control organizational activities and thereby reinforce strategy implementation.

- vi. Allocating resources (human, physical and Financial) in support of the strategy being implemented
- vii. Established budgetary systems and allocation of funds towards activities that are in support of strategy being implemented.

However, the findings indicated that ABC is experiencing problems in training of its staff and in communication of its strategy that is seen as not supportive to implementation of the current strategy.

### **5.3 Strategy implementation challenges encountered**

The second objective was to find out the challenges ABC has encountered as they implement their strategies. The findings show that the major obstacles encountered were:

- i. Implementation took more time than was originally allocated
- ii. Major obstacles surfaced during implementation that had not been identified before hand
- iii. In-adequate training of staff
- iv. Uncontrollable factors in the external environment had adverse impact in the strategy implementation
- v. Coordination of activities as provided by departmental managers was inadequate
- vi. Competing activities and crises distracted attention from implementing strategy
- vii. There was inadequate communication of strategy to the staff



#### **5.4 Limitations of the study**

The research study had its limitation that should be taken into consideration when using the information derived from this study. The main limitations were:

- i. Respondents were very busy with production and it was not possible to get all the attention that should have adequately brought up all issues of importance to the study. The researcher had to change the format of the questionnaire and thus limited the in-depth discussions that would have taken place.
- ii. ABC was the only non-profit organization considered for the study. The findings maybe generalized to other non-profit organization of similar size but it may not be so to other bigger non-profit organisations.
- iii. Study restricted to strategy implementation and its challenges. Other aspects of management process including strategy development and strategy analysis/choice were not included in the study.

#### **5.5 Suggestions for further studies**

- i. There is need to undertake further studies on strategy implementation and its challenges in non-profit organizations in Kenya. A cross-sectional study involving both small and big organisations should be undertaken so that comparison can be made between the small and big non-profit organisations.
- ii. Replication of this study should also be done after expiry of the current ABC strategic plan to find out if there are changes that have taken place and to compare both outcomes.
- iii. There need to study methods employed to evaluate progress towards strategy implementation in non-profit organisations to find out whether they are valid, adequate and whether they provide early warning.

## 5.6 Recommendations

- i. Further studies can be done by examining other organization of similar size for comparison.
- ii. Data collected should be based more on open-ended questions and to include lower level employees because strategy implementation affects all areas of the organization.

## 5.7 Recommendations specific to African Braille Centre

ABC strategic plan runs in the period 2006 – 10. The strategic Plan is due for review at the end of this year. The outcome of the study will be useful when carrying out this exercise as it will form the basis at which the second half of the Strategic plan will be implemented. The study shows that ABC need to particularly review how communication is carried out in the organization with a view of ensuring that staff get well informed on the strategy being implemented. Training to enhance skills of staff to implement the strategies is also another key area that needs to be addressed.

It will also be important to involve implementers of the strategy in its formulation as a way of ensuring that they own the whole process and are accountable. ABC stakeholders should also be involved in development of strategic plan to avoid any resistance that may be brought by new ways of doing things. The structure of ABC also needs to be aligned to allocate responsibilities in other key areas that currently have shared responsibility for effectiveness.

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Organization is the main focus of the study. Your organization undertook its strategic plan for the period 2006 -- 2010 and I understand it is due for mid term evaluation at the end of the year. The study will therefore inform the organization how well it is implementing its strategy and the challenges it is facing.

I am requesting your approval in conducting this research in your organization. The information obtained will not be used for any other purpose other than for research. A copy of the report will be available to your organization upon request.

Sincerely,

\_\_\_\_\_  
J. Juma  
Student

\_\_\_\_\_  
Jeremiah Kagwe  
Supervisor

## APPENDICES

### Appendix 1: Letter of Introduction

August 2008

The Director  
African Braille Centre  
P.O. Box 27715-00506  
Nairobi, Kenya

Dear Sir,

#### **Re: Request for Research study in ABC**

I am a post graduate student at the University of Nairobi, Faculty of Commerce. I am conducting a management research project in partial fulfillment of the requirement for the degree of Master of Business Administration (MBA). My topic of research is "Strategy implementation and its challenges: A case of African Braille Centre".

Your organization is the main focus of the study. Your organization undertook its strategic plan for the period 2006 – 2010 and I understand it is due for mid term evaluation at the end of this year. The study will therefore inform the organization how well it is implementing its strategies and the challenges it is facing.

I am requesting your approval in conducting this research in your organization. The information will not be used for any other purpose other than for research. A copy of the final report will be available to your organization upon request.

Yours Sincerely,

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Kiprotich Juma  
MBA Student

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Jeremiah Kagwe  
Supervisor

## Appendix II: Research Questionnaire

This is an academic research being conducted in Partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA) School of Business, University of Nairobi. Your assistance in completing this questionnaire will be greatly appreciated.

### **Research Topic: STRATEGY IMPLEMENTATION AND ITS CHALLENGES: A CASE OF AFRICAN BRAILLE CENTRE**

#### **Notes for completing the questionnaire**

1. Section A – Requires general information and details about ABC.  
Section B – Requires information on strategy implementation in ABC.  
Section C – Requires information on challenges of strategy implementation in ABC.
2. Some questions are open- ended and require the respondent to give answers in their own way.
3. Other questions are closed ended and require the respondent to pick from amongst the choices given, the response that best answers the question.
4. All responses will be treated with strict confidentiality.
5. Please complete as accurately as possible.
6. Your prompt response will be highly appreciated.
7. Completed questionnaires will be collected from the respondent by the researcher on:  

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## SECTION A

### Details of the Respondent

- 1.1 Position held \_\_\_\_\_
- 1.2 Department \_\_\_\_\_
- 1.3 No. of years in the position \_\_\_\_\_
- 1.4 Overall length of service in the Organization \_\_\_\_\_

## SECTION B

### Strategy Implementation

Please tick (✓) whichever is applicable

	Question	YES	NO
2.1	Training has been conducted towards strategy implementation		
2.2	Recruitment Policy supports strategy implementation		
2.3	Staff is committed to strategy implementation		
2.4	Annual work plans exist		
2.5	There has been a change in the structure of ABC since the launch of its current Strategic Plan		
2.6	Management has provided leadership in strategy implementation		
2.7	Current organizational structure supports strategy implementation		
2.8	Organizational culture supports strategy implementation		
2.9	Systems and procedures supports strategy implementation		
2.10	Resources required (Physical, Human, Financial) support strategy implementation		
2.11	Systems of communication are established		
2.12	Budget systems in place to enhance proper utilization of funds		

Please answer the following questions using the ranking of 1 – 6 as given below. Indicate only one ranking

- 1 – Strongly Disagree
- 2 – Somewhat Disagree
- 3- Neutral
- 4 – Somewhat Agree
- 5 – Strongly Agree

	Question	Ranking
2.13	Staff appraisal system supports strategy implementation?	
2.14	Staff reward system supports strategy implementation?	
2.15	There is good coordination and sharing of responsibilities towards strategy implementation?	
2.16	Projects are monitored and evaluated to identify gaps where new projects need to be developed?	

2.17 What among the following factor(s) do you consider to have contributed to successful strategy implementation? Please tick (✓) 4 factors that are applicable.

Communication	
Structure	
Culture	
Reward Systems	
Leadership	

Resources	
Systems and Procedures	
Staff commitment	
Training	
Policies	

2.18 What factor(s) among the following do you consider to have affected strategy implementation? Please tick (✓) 4 factors that are applicable.

Communication	
Structure	
Culture	
Reward Systems	
Leadership	

Resources	
Systems and Procedures	
Staff commitment	
Training	
Policies	

## SECTION C

### Challenges in Strategy Implementation

Please fill in the table below using the options 1-6 given below. You may only use one option for each statement

- 1 – Strongly Disagree
- 2 – Somewhat Disagree
- 3- Neutral
- 4 – Somewhat Agree
- 5 – Strongly Agree
- 6 – N/A

	<b>Statement</b>	<b>Ranking</b>
3.1	Implementation took more time than was originally allocated	
3.2	Major obstacles surfaced during implementation that had not been identified before hand	
3.3	There was inadequate communication of strategy to the staff	
3.4	Slow acceptance of the new strategy by ABC stakeholders	
3.5	Resources made available were inadequate	
3.6	Sharing of responsibilities were not well defined	
3.7	Competing activities and crises distracted attention from implementing strategy	
3.8	Uncontrollable factors in the external environment had adverse impact in the strategy implementation	
3.9	Inadequate training of staff	
3.10	Un-supportive organization structure	
3.11	Un-supportive organization culture	
3.12	Coordination of activities as provided by departmental managers was inadequate	
3.13	Information systems used to monitor implementation were not adequate	
3.14	Key formulators of strategic decisions did not play active role in the implementation	
3.15	Advocates and supporters of strategic decisions left during implementation period	

3.16 Are the above challenges unique to your department or do they apply to others (Please tick (✓) whichever is applicable)

i. Unique to my department


ii. Apply to other departments

*Please explain your answer*

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3.17 What suggestions would you give that will help your organisations to avoid or minimize strategy implementation challenges.

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3.18 Please give any other comment you may have regarding implementation of strategy and its challenges to ABC.

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