FACTORS INFLUENCING THE IMPLEMENTATION OF HOSHIN KANRI TOOL PROJECT: A CASE OF UNGA HOLDINGS LIMITED, KENYA

BY

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A RESEARCH PROJECTREPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS DEGREE IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI
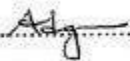
2016

DECLARATION

Declaration by the student

This research project is my original work and has not been presented for examination in this or any other institution. No part of this Project should be reproduced without the consent of the author.

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DEDICATION

I dedicate this research 'project to the almighty God for his continued blessings throughout the work and to my children Allan and Alyssa. Special thanks to my sister Esther and friends for their inspiration and support throughout my research work. Without them it could not be possible to accomplish this task

ACKNOWLEDGEMENT

LIST OF ABBREVIATIONS AND ACCRONYMS

EA   East Africa

FAIR   Focus – Alignment – Integration –Review

MBO   Management by Objective

PDCA   Plan-Do-Check-Act

TQM   Total Quality Management

TQM   Total Quality Management

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ABSTRACT

Hoshin Kanri is considered as the means through which performance management is enabled. It is a strategic policy management tool which is a unique as it combines planning, objectives deployment, and an operational review process which synchronizes activities that are aimed at achieving the designed strategic objectives. It has often been referred to as the secret weapon in Japanese management system. It has two broad dimensions namely Strategic planning (Planning and Deployment) and Execution (Implementation and Control). Strategic planning is a process through which organizations set the direction that governs their operations while focusing energies and resources to strengthening those operations and ensuring that all stakeholders work towards realization of the strategies. Execution involves the realization of the strategy which leads to achievement of set goals and objectives for the organization thus better Organizational Performance. The main purpose of the study was to look into the factors influencing the implementation of Hoshin Kanri tool project: A case of Unga holdings limited, Kenya. The specific objectives of the study was to; establish how technological factors influence the implementation of Hoshin Kanri; to assess in what ways human resource factors influence the implementation of Hoshin Kanri; to establish how organizational culture influences the implementation of Hoshin Kanri; and to establish how target setting impacts on the identified strategies at Unga Holdings. Literature review was organized around the following sub headings: Hoshin Kanri Models; Factors Influencing Hoshin Kanri Implementation and the Conceptual Framework. The target population comprised of the three major business divisions of Unga Holdings (Unga) which are Unga Limited, Unga Millers Uganda Limited and Unga Farm Care (EA) Limited. Unga has a total of 483 permanent employees, Unga Limited-253, Unga Farm Care-208 and Unga Millers Uganda Limited 22. The sample size was 47 employees from the organization. Study concluded that cross-functional management system promotes organizational culture through the improvement of processes spanning the entire organization; addressing issues such as quality of a product or services. The study also concluded that most organizations tend to operate using three levels of managerial thinking: enterprise-level thinking that focuses on the long-term viability of the organization; strategic-level thinking that focuses on products, markets and customers; and operational-level thinking that focuses on the daily work required to deliver the output of the organization. It also recommends that the organization maximizes employee's multi-dimensional abilities for better performance. Finally, the researcher recommends that company should align its employees' goals through the implementation of Hoshin Kanri and they have done so severally. The study suggested that the organization should build a high performance culture and measure the progress of culture change toward a high performance. The study suggested that further study be done on factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya.

CHAPTER ONE
INTRODUCTION

1.1 Background to the study

One of the key miracles of Japan's success in dominating international markets for such a long period of time is their approach to strategic planning. Hoshin Kanri (Planning) has served Japanese corporations extremely well and has proven to be a well-disciplined, systematic, fully integrated approach to implementing strategies. This was happening at a time when there has been so much criticism of the Western approaches to strategic formulation and implementation.

The spread of Hoshin Planning from Japan to the US has been well documented (King, 1989; Babich, 1996; Colletti, 1995; Quest Worldwide Education Ltd, 1997). The uptake of Hoshin in the West seems on the whole to be associated with organizations that are advocating the use of Total Quality Management. This is an 'implicit' consideration that Japanese corporations make, having always based their approach to doing business on the use of quality methods and techniques. Enterprise businesses as economic entities need intended strategies in order to: set their priorities as regards to resource allocation; be able to react to changes in their environment; respond to competitors' behavior or communicate the direction of their own businesses to employees, customers and shareholders (Akao, 2001). Being strategically competitive in today's global, unpredictable, rapidly changing and complex environment requires different ways of looking at how organizations develop strategic thinking (Spitzer,2007) Sloan describes the strategic landscape as a hard terrain that organizations have to navigate in setting their organizations' strategic direction. Strategy drives the pattern of decisions within the enterprise business as a whole (Aartsengel et al, 2013).

Hoshin Kanri was developed in Japan to communicate company policy to everyone in the organization. Hoshin's primary benefit is to focus activity on the key things necessary for success. Japanese Deming Prize winners credit Hoshin as being a key contributor to their business success. Progressive US companies, like Hewlett- Packard and Xerox, have also adopted Hoshin as their strategic planning process. Hoshin meets the intent of the Malcolm Baldrige National Quality Award criteria for Planning. Simply put, Hoshin is a system of forms and rules that encourage employees to analyze situations, create plans for improvement, conduct performance checks, and take appropriate action.

Hoshin Kanri is an organizing framework for strategy management. It is concerned with four primary tasks and the cycle is an annual one. First it focuses an organization's attention on corporate direction by setting, annually, a vital few strategic priorities; secondly, it aligns these with local plans and programs; thirdly, it integrates them with daily management; and finally it provides for a structured review of their progress. Thus it is Focus – Alignment – Integration – Review (FAIR) (Witcher, 1999). Little is known on how Hoshin Kanri works, but interest is growing. A small number of firms in the west adopted the approach like Hewlett-Packard who call it Hoshin Planning, Texas Instruments who label it Management by Policy, and Xerox who call it Policy deployment (Witcher, 1999).Unga Holdings Limited (Unga) like other enterprise businesses in today's global business environment keeps abreast and strives to remain competitive in its product and service provision. Unga like many other organizations establishes its strategies and seeks to execute them through various strategic policy management approaches. It has in the past used various approaches like balance score card and Management By Objectives in order to realize the success of its strategic policy management process. The methodologies however fell short of posting the desired performance expected by the organization. In 2012 Unga adopted Hoshin Kanri as its strategic policy management tool in designing its strategies and executing them. Well known users of Hoshin Kanri include Toyota, Hewlett Packard, Honda, Philips, Canon, Sony, and Mitsubishi amongst many other widely respected companies. Exploration of the tool has however not gained momentum in Kenya with only a few companies like Bidco, Kimfay, Synresins, Friendship Containers, Blowplast, Securex, Oshwal College, and Crown Paints adopting it with almost all being in the manufacturing sector.

1.1.1 Hoshin Kanri

Hoshin is a Japanese word which refers to a long-range strategic direction that foresees competitive developments. Kanri refers to a control system which manages the performance management process.

Hoshin Kanri is an organizing framework for strategic management, which is concerned with the following four primary tasks: To provide a focus on corporate direction by setting annually, a few strategic priorities; To align the strategic priorities with local plans; To integrate the strategic priorities with daily work management and to provide a structured review of progress of the strategic priorities (Tennant & Roberts, 2001). Hoshin Kanri is also referred to as a form of corporate-wide management that combines strategic management and operational management by

linking the achievement of top management goals with daily management at an operational level (Witcher et al, 2001). It is also regarded as an ideal strategic planning tool/approach, a methodology and a technique for continuous improvement in operations geared towards gaining and maintaining competitive advantage. It is a team and process based approach to performance management and aims at establishing a high performance culture in which individuals and teams take charge of their performance and are empowered to make changes that support organizational performance.

The study of the factors influencing execution of Hoshin Kanri is founded on the underlying belief that organizations are affected by factors within and outside the business environment. These factors may be related to Human Resources, Technological or Organization Culture amongst other factors. Since the above mentioned factors influence performance of the organizations, it is paramount that they are established and recommendations on how to control them made as a means of benefiting the organization.

1.1.2 Key Elements of Hoshin Kanri
The key elements of Hoshin Kanri are Hoshin Planning & Hoshin Execution.

1.1.3 Hoshin Planning
During the Hoshin planning phase the Organization reflects on where it is in relation to where it intends to be. (Vision and Mission)Through reflection the organization analyzes its SWOT and dwells a lot more on its Weaknesses and Opportunities. From its Weaknesses the organization designs strategies that are aimed at overcoming the weaknesses and turning them into Strengths. The organization then quantifies the effects of its weaknesses through various measurements. This enables it to set goals and targets for improvement. Hoshin Kanri categorizes the goals into three categories namely; Breakthrough (>25% Improvement), Improvement (10-25% Improvement) and Routine (5-10% Improvement). Through a process called Catch ball, the organization ensures that the goal targets are not too easy to achieve but remain realistically achievable and acceptable to all. Technically, Catch ball may be described as a lean system that greatly improve bi-directional feedback and ownership-especially for complex decision making and policy deployment. It is achieved by allowing people from multiple areas to contribute to the analysis of the plan or idea (Ferraro, 2013)

1.1.3.1 Hoshin Execution and Control

The other phase is the Execution phase. The phase has two major focus areas namely; Implementation and Control. Implementation of the strategies is enabled by selected projects where breakthrough and improvement goals are concerned. During this phase, organizations will employ various Continual Improvement methodologies like Kaizen, Six Sigma, TQM and others as the bedrock through which performance management is enabled. The control phase also adopts various problem solving techniques like Gap Analysis, Fish bone analysis and others to ensure that the process remains within control and goal targets are achieved. The control phase has review sessions which depending on the organization may be weekly, monthly and quarterly. A Hansei is conducted periodically (once or twice a year). Hansei is a Japanese word meaning self-reflection where employees are encouraged to recognize mistakes and design appropriate action to avoid recurrence.

1.1.4 Organizational Performance Management& Measurement

Organizational Performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently (Mc Namara, 2009) Several methodologies exist and business strategy is one of top management's primary concerns as it is crucial for the survival of any business organization that seeks to improve profitability in a sustainable manner. The field of business strategy has therefore been a focus of considerable research. The theoretical underpinnings of business strategy are based on knowledge from several disciplines including classical economics, game theory, finance, psychology and leadership or organizational culture (Leite-Teixeira, 2001)

Performance management may be referred to as the process through which managers and employees plan and control the identified work objectives and the overall effect to the organization. Performance measures when properly understood and implemented can transform organizational performance by empowering and motivating individuals (Spitzer, 2007) Spitzer indicates that when performance measures are well understood, they move beyond a traditional view of quick fixes and fads to sustainable processes that can be used successfully to coordinate decisions and actions uniformly throughout the enterprise. The success of any organization is determined by its performance against its set goals and objectives. The uniqueness of Hoshin Kanri as a performance management tool lies in the high level of employee involvement in the entire

process of planning, deployment and control. The success of Hoshin Kanri is enabled by the approach to improvement which focuses on small improvements which by and large lead to significantly large improvements which is synonymous with Kaizen philosophy.

Challenges facing performance management systems lie in the organizations' ability to establish a success measure that is truly objective and accurate.

1.1.5 Unga Holdings Limited (Unga)

Unga Holdings Limited is the holdings company for four major operating companies namely Unga Limited (Human Nutrition), Unga Farm Care (EA) Limited which has presence in both Kenya and Tanzania (Animal Nutrition), Unga Millers (Uganda) Limited(Human Nutrition) and Ennsvalley Limited(Human Nutrition). It is the largest milling company in Kenya with its oldest company- Unga Limited registered in 1908. Unga Limited's flagship brands are Exe, Jogoo& Famila, Unga Farm Care (EA) Limited flagship brands are Fugo and Afya Bora. Unga Farm care (EA) Limited also distributes animal health products from leading manufactures like CEVA. Ennsvalley manufactures cakes, bread and pastries under Ennsvalley as a brand. Unga serves the needs of diverse customers across the greater East African region and takes pride in the provision of quality human and animal nutrition products.

1.2 Statement of the Problem

Since the liberalization of the grain sector in the Mid 2000s, Unga having been the largest miller has struggled to remain afloat owing to the many new entrants in the milling business. The biggest challenge was on how the organization would design and implement breakthrough solutions that would give the organization a competitive edge. The demand for quality strategic plans and their execution was a critical determinant to Unga achieving its objectives. In 2012 Unga identified Hoshin Kanri as the methodology through which she would design and implement her strategic plans. The choice of Hoshin Kanri was motivated by the success of Toyota and other companies that had successfully adopted Hoshin Kanri and turned around. The implementation has so far been successful with Unga returning to profitability in 2014. However, Unga has identified gaps in its performance and this emanate from factors that primarily exist within the business. This study seeks to identify those factors and devise the means through which Unga can overcome the current challenges hindering her from realizing the full benefits of Hoshin Kanri Implementation.

1.3 Purpose of the Study

The main purpose of this study will be to look into the factors influencing the implementation of Hoshin Kanri tool project at Unga Limited.

1.4 Objectives of the Study

The study was based on the following objectives:

i.   To establish how technological factors influence the implementation of Hoshin Kanri strategic performance management tool project

ii. To assess in what ways human resource factors influence the implementation of Hoshin Kanri strategic performance management tool project

iii. To establish how organizational culture influences the implementation of Hoshin Kanri strategic management tool project

iv. To assess the extent to which target setting impacts on strategy implementation in Hoshin Kanri strategic performance management system project

1.5 Research Questions

i.   How do technological factors influence the implementation of Hoshin Kanri strategic performance management tool?

ii. In what ways do human resource factors influence the implementation of Hoshin Kanri strategic performance management tool?

iii. How does organizational culture influence the implementation of Hoshin Kanri strategic performance management tool?

iv. To what extent does target setting impacts on strategy implementation in Hoshin Kanri strategic performance management system project?

1.6 Significance of the study

In practice the study will be significant to individual companies as they will be able to establish and appreciate the Hoshin Kanri strategic performance management tool in their organizations. They will also be able to take full advantage of the Hoshin Kanri strategic performance management tool effects to enhance performance from employees and also competitive advantage in their respective organizations. The study will also facilitate other companies to know and appreciate the benefits of Hoshin Kanri strategic performance management tool in their respective organizations and in enhancing their competitiveness in the market. The study will also benefit the

regulatory authorities and the government as they will be able to establish the benefits of the implementation of total quality management system in banking institutions a Hoshin Kanri strategic performance management tool and facilitate the implementation of the same through effective and relevant policies and regulations In theory the study will provide the background information to research organizations and scholars who will want to carry out further research in this area. This study will facilitate individual Researchers to identify gaps in the current research and carry out research in those areas. There is an opportunity to grow Unga as a business if the full realization of Hoshin Kanri benefits was achieved. This created employment and contribute to not only the growth of Unga but the Gross Domestic Product in Kenya.

1.7 Delimitation of the study

The study covered Hoshin Kanri implementation in three major business divisions of Unga Holdings. They are Unga Limited, Unga Millers Uganda Limited and Unga Farm Care (EA) Limited. Unga has a total of 483 permanent employees, Unga Limited-253, Unga Farm Care-208 and Unga Millers Uganda Limited 22.

1.8 Limitations of the study

The study is based on the assumption that there was little change in the external environment identified as moderating factors during the study. The study did not also delve deeply into the Hoshin Kanri Process but dwelled on key areas of concern which includes a brief overview of Hoshin Kanri and the factors affecting its implementation.

1.9 Definition of Significant Terms

Hansei- A Self-reflection aimed at identifying weak areas during Hoshin Implementation and the designing of countermeasures to rectify situation

Hoshin Kanri Tool A strategic policy deployment tool

Human Resources People who make up the workforce of an organization.

Improvement Goals- Goals that target an improvement of between 10-25%

Kaizen- Planned incremental improvements that by and large lead to large Improvements

Implementation This is the process of putting a decision or a plan into effect through use of Hoshin Kanri

Routine Goals- Established goals that target an improvement of 5-10%

Strategy- A cause of action aimed at meeting a certain objective.

Organizational culture: encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization."

Target setting is a process that starts with careful consideration of what you want to achieve, and ends with a lot of hard work to actually do it. In between there are some very well defined steps that transcend the specifics of each goal. Knowing these steps will allow you to formulate goals that you can accomplish

Technological factors Influences that have an impact on how an organization operates that are related to the equipment used within the organization's environment.

1.10 Organization of the study

This study was organized into five chapters. The first chapter entailed: Background of the study, Statement of the Problem, Objectives of the Study, Research Questions, Justifications of the study, Scope of the study, Limitations of the study, Definition of terms. The second chapter entails literature that is relevant in developing the conceptual framework. It reflects on the thinking of other writers and their view on Hoshin Kanri as a Strategic planning tool. It explores how other strategic planning and execution models can be compared to Hoshin Kanri. It also delves on factors influencing successful implementation of Hoshin Kanri in other organizations. In the third chapter was on the research design, study area, target population sample size and sampling procedures, questionnaire, validity of the research instruments, reliability of the instruments, data analysis and presentation, and anticipated ethical issues in the study. Chapter four focuses on data analysis, presentation and interpretation. Data collected was presented and analyzed according to the objectives of the study with an aim of answering research questions stated in chapter one. Chapter five seeks to summarize the findings of the research conclusions and give some suggested recommendations of the study based on the data collected and analyzed.

1.11 Basic Assumptions of the study

The study basically assumed that the response given by the respondent's was honest and thus making the findings valid. The study assumes that that the participants have all experienced the same or similar phenomenon of the study. Finally the study assumed that the Participants had a sincere interest in participating in the research and do not any other motives.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter examines literature that is relevant in developing the conceptual framework. It reflects on the thinking of other writers and their view on Hoshin Kanri as a Strategic planning tool. It explores how other strategic planning and execution models can be compared to Hoshin Kanri. It also delves on factors influencing successful implementation of Hoshin Kanri in other organizations. It is organized under the following sub-headings: Theoretical framework; Hoshin Kanri Models; Empirical Literature Review; Technological, Human Resources, Organizational Culture and Target setting as Factors influencing the successful implementation of Hoshin Kanri strategic performance management tool and the Conceptual framework for the study.

2.2 Hoshin Kanri Models

Hoshin Kanri's unique intent was to integrate the entire organization's daily activities to its strategic goals (Akao, 2001). There exist different views on how Hoshin Kanri should be organized. Reviewing a few models is essential for this study as the elements of the model play a major role in determining the success of Hoshin Kanri.

The first model in this study is by David Hutchins who asserts that there are four elements of Hoshin Kanri namely Vision and Mission, Policy Development, Policy Deployment and Policy Control (PDCA) with Total Quality Management (TQM) as an enabler (Hutchins, 2008) Hutchins describes Hoshin Kanri as the 'What to do' and TQM as the means to achieve the set targets, (Hutchins, 2008). According to Hutchins, organizations have to establish the vision and mission that will set the direction for Hoshin Kanri. This is then followed by Policy Development. Policy development is in essence the corporate goals that an organization establishes in order to accomplish its mission. Hutchins then describes Policy control in reference to the PDCA (Plan-Do-Check-Act) cycle. It may be argued that the entire Hoshin process is modeled in the PDCA cycle and not just the Control phase of Hoshin Kanri. The model nevertheless covers the essential elements of Hoshin Kanri(Witcher, 2001). A distinct feature that lacks in Hutchins model is the Corporate Philosophy which in this researcher's opinion is critical since the success of an organization is dependent on the employees who have a distinct culture that influences organizational performance.
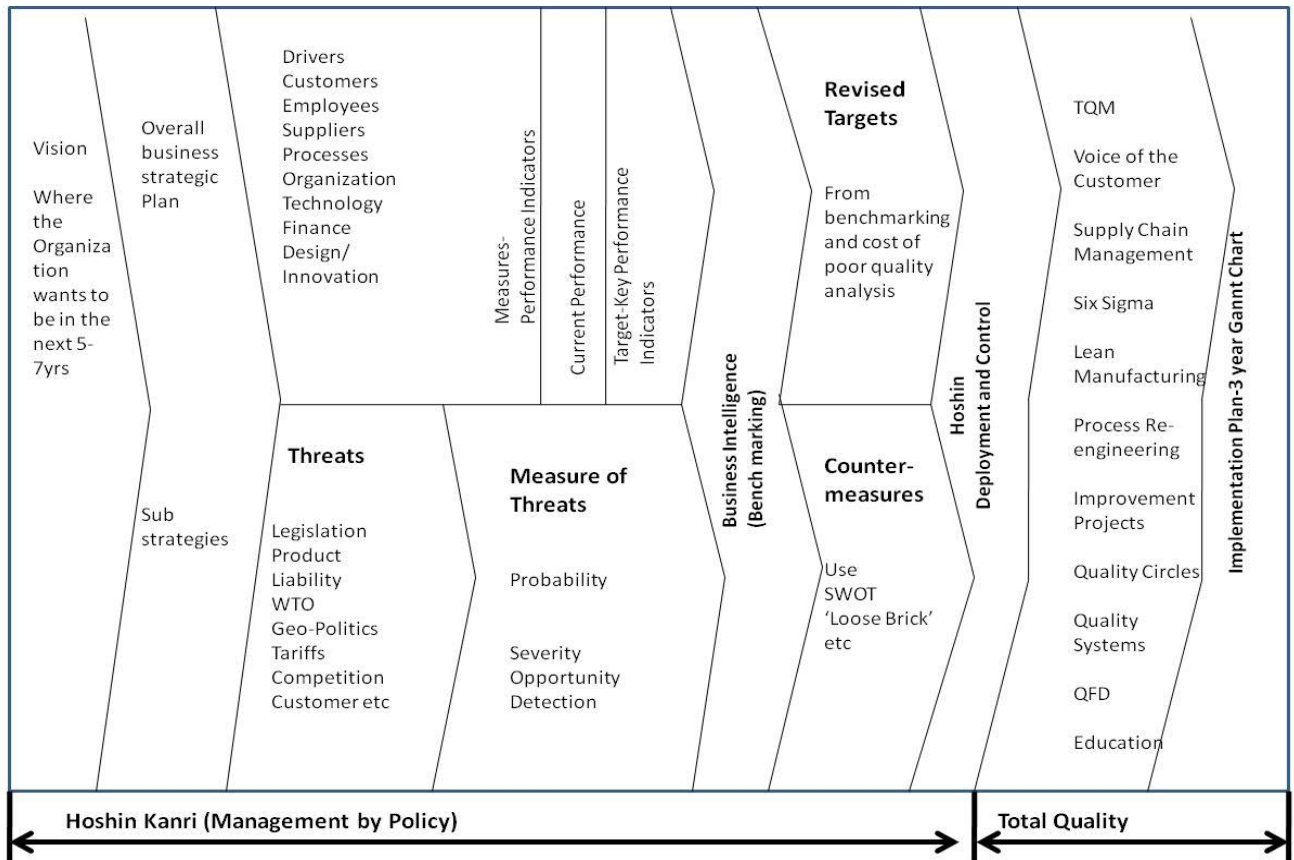
Figure 1: Hoshin Implementation Model. Source-Hutchins (2008)

Another Hoshin Kanri model is that by Joel Jolayemi. As opposed to Hutchins, Jolayemi has a less detailed model that is vertical. This model nevertheless includes the Corporate Philosophy as a key attribute. The Corporate Philosophy in essence is the way of life that an organization adopts and is unique to the organization. This often includes the core values of the organization. This means that for Hoshin Kanri to succeed people are a great determinant. Jolayemis's model also highlights the different types of plans; Medium Range and Annual Plans as essentials that make up the elements of the model. Like Hutchins Jolayemi also highlights the role of PDCA as an enabler to the Hoshin Process.
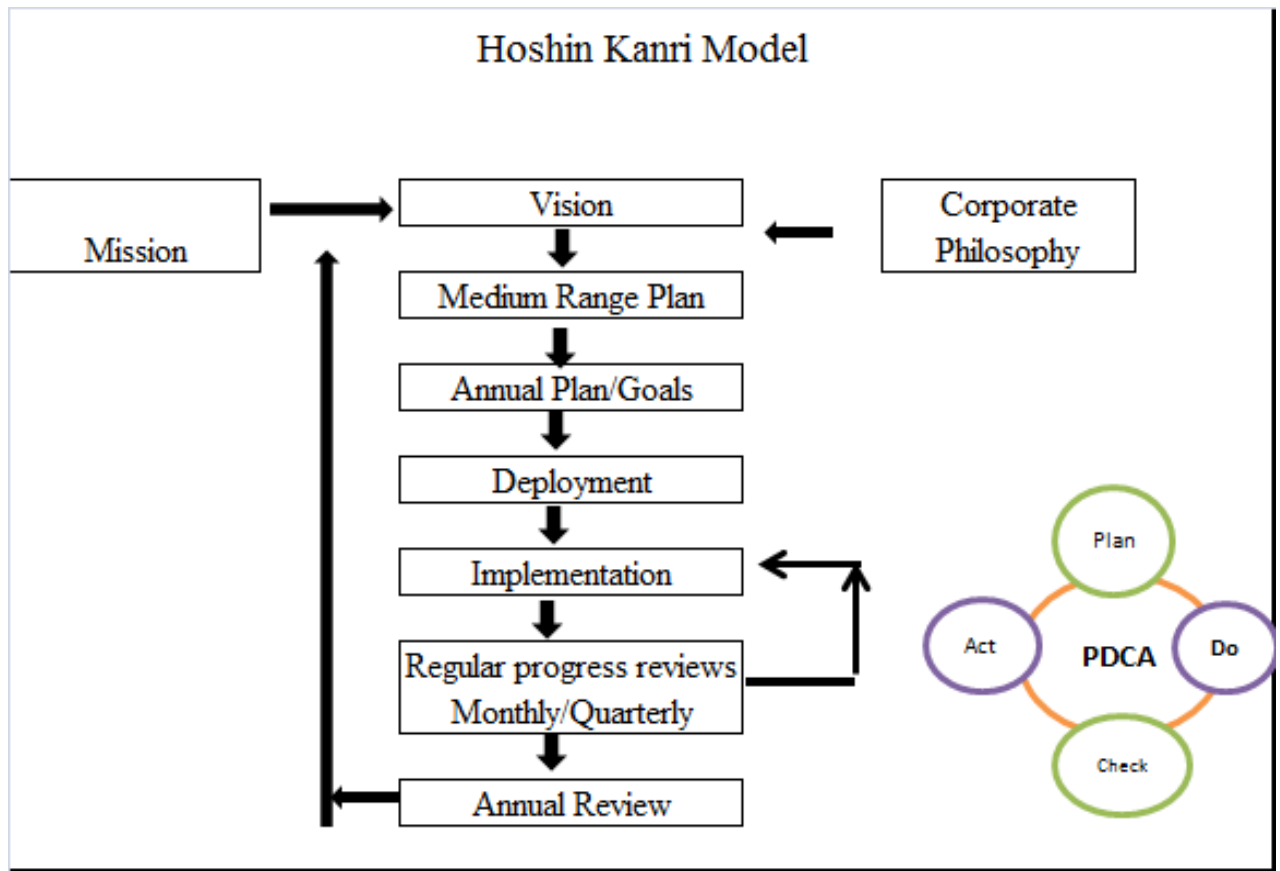
Figure 2: Hoshin Kanri Model. Source-Jolayemi (2008)

Another model worth looking at is that by Professor Yoji Akao who is renowned as the chief architect of Hoshin Kanri. Professor Akao asserts that the general movement of the Hoshin Kanri process is from senior management to middle management to the implementation teams. (Akao, 2001) Professor Akao highlights the necessity of negotiated dialogue a.k.a. Catchball as the means through which goals, measures and reviews are established. He singles out senior management as being responsible for establishing the vision and core objectives of the organization. He however does not highlight the role of employees in designing the vision of the organization yet in the current business environment; the role played by employees in designing the vision of the organization cannot be ignored. He nevertheless covers the essentials of Hoshin Kanri.
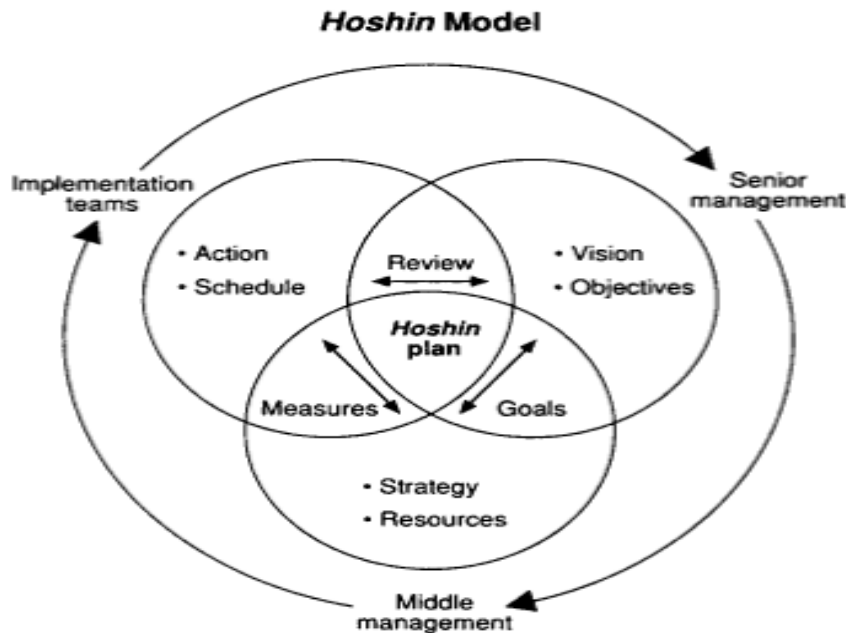
Hoshin Model

Figure 3: Hoshin Model: Source-Yoji Akao(2001)

2.3 Empirical Review

2.3.1 Technological factors influence the implementation of Hoshin Kanri strategic performance management tool

Technological factors affecting businesses all over the world demands a changing behaviour with regard to traditional management. The rapid development of technology requires quick reaction by businesses in order to survive in an emerging competitive environment and keep up with new trends and innovative services which other competitors might be offering. These technological factors can include both products and processes and can present opportunities and threats but it is vital for competitive advantage and is a successful driver in globalization. Products can be marketed in new ways and processes present immense Value to the business (Haag, 2008).

Some of these technological factors affecting businesses prove to be dramatic for some. Some companies seriously invested in certain type of equipment only to see a more innovative and cost-effective technology emerges. Spending money on the latest technology can be daunting for some organizations and questions such as ('Ignore it.., Ignore it for now.., Evaluate it carefully.., Adopt it enthusiastically?') always come up in their response to Innovation. Other technological factors

affecting businesses and their environment: Organizational change – is usually quite difficult especially when a high number of people are involved as routines will be modified. It is recommended to inform employees in advance and keep them up to date encouraging feedback when making such change. Business processes – integrating modern technology solicits identifying the business requirements and evaluating the business processes according to its objectives and goals. These changes should benefit the company and the consumers. SCA (Sustainable Competitive Advantage) – looking at technology from a positive perspective instead of a 'necessary evil'. Traditional models are changing and advantages can be achieved by investing in modern technology but just purchasing technology for the sake of having it is not enough, implementing a strategic plan is the key in order to succeed (Haag, 2008).

Costs involved – a necessary expense in today's emerging environment. However, it's understandable that some organizations are hesitant to invest due to systems being outdated quite often, but the ones who view this investment as an opportunity to gain competitive advantage and have a well-developed strategy attached, could benefit immensely. Efficiency – productivity, reducing manual labour costs, cost-effective overall factor as it can simplify, speed up and enhance accuracy (or e.g. departments can interact or check a particular issue or status of an order/delivery/service from different locations in the Value Chain) (William, 2007).

Information Security/Contingency Planning – Technology provides a lot of advantages but we should also take into consideration the responsibilities that come with it. Businesses should take into account the rise in data breaching and various cyber-crime elements and must invest in effective ways of preventing or combating these factors. Imagine if an important process becomes unavailable suddenly or a system is hacked. Businesses must have these contingency plans in place in order to protect their valuable assets. Mostly, technology is beneficial and businesses should try to counter the negatives in order to find the beneficial impact in its adoption (Jessup, 2003)

Technology makes it easier for people to work collectively. Policy deployment software can ease some of the administrative burden and allow managers to focus on problems and solutions. During Hoshin Control Phase, Video conferencing can ensure that monthly meetings take place when team members are travelling or physically located in different geographic locations, (Hourselt, 2010). Use of Technology may be hampered by lack of competence and coordination (Dale, 2008).

2.3.2 Human Resource Factors Influence the implementation of Hoshin Kanri strategic performance management tool

The Hoshin Kanri process focuses not only on results but also continuously improving the processes concerned so that repeatability of performance and consistency can be ensured. Hoshin Kanri introduces discipline, conveys the same goal at all levels and ensures goal congruence or real alignment (Dale, 2008). Unlike management by objective (MBO), which focuses on individual performance and follows a rigid hierarchical route of line of authority and responsibility, Hoshin Kanri follows a process route and measures team performance. Unlike MBO, Hoshin Kanri focuses on continuous improvement to optimize process capability, to learn from mistakes, to capture winning practices and ideas and to manage quality pro-actively. This helps the organization to focus on the vision while complementing it with the daily activities (Hutchins, 2008).

Human resource factors that have been known to influence Hoshin Kanri Success include: Empowerment of those closest to the work (Internal and external customers) with the authority to make decisions related to their work; alignment of all employees around organizational goals and priorities and the belief that people are naturally good and want to do a good job, (isixsigma, 2014). Other human resource factors that are known to hamper strategy implementation include; ineffective coordination of implementation activities; distractions due to competing activities; capability of employee's insufficient and inadequate training. Other factors that may not be ignored include strategy advocates exiting from the firm; overall goals not sufficiently understood by employees; key formulators of strategic decision absent during implementation and top management involvement lacking, (Al-Ghamdi, 2008).

Hoshin Kanri does not encourage random business improvement, but rather focuses the organization on projects that move it toward its strategic direction. It builds strength from its relationship with the daily management system that is focused on kaizen – continuous improvement. In Daily Management employees have to link their daily activities to the strategies. Hoshin seeks breakthrough improvement in business processes by allocating strategic business resources (both financial and human resources) to projects that balance short-term business performance to sustain improvement toward its long-term objectives (Martisons, 2006).In a policy deployment management system this two-pronged approach integrates operational excellence in the daily management system with architectural design of its long-term future. This planning

process contains two objectives: Hoshin – the long-range planning objectives for strategic change that allows an organization to achieve its vision, and Nichijo Kanri – the daily, routine management control system (or daily management system) that translates the strategic objectives into the work that must be accomplished for an organization to fulfill its mission. The blending of these two elements into a consensus management process to achieve a shared purpose is the key to success for the policy deployment process. In a Hoshin planning system, strategy is observed through the persistence of its vision – how it is deployed across cycles of learning in project improvement projects that move the performance of the organization's daily management system toward its direction of desired progress (Kesterson, 2014).

Hoshin Kanri is the process for choosing strategic change. In most firms, this process is called strategic planning. Proposed changes are usually identified to either increase the competitive performance of a process or to create the competitive 'attractiveness' of a product to its targeted market. Strategic choice in both dimensions is essential in order to have a globally competitive organization (Sloan, 2014). As pointed out by Dr. Hiroshi Osada, many Japanese companies have not paid enough attention to the critical aspects of strategy formulation as they have to the deployment of their strategy using Hoshin Kanri. This leads to an error of effectively deploying a poorly chosen strategy. When management confuses the mechanistic aspects of policy deployment with its own crucial obligation to establish strategic direction, then they create a grievous error that is truly an abrogation of leadership. An organization may effectively deploy management's strategic choice however, if the choice of strategy is not carefully directed it will not lead to improvement (Sloan, 2014).

One may often wonder how the planning is conducted. The corporate planning process should deliver increasing business brand value to balance financial risk and reward. This planning process consists of three elements: strategic planning, business planning and functional planning that must all fit together in an integrated planning system. The Strategic Planning Process is conducted at the enterprise level of the business thinking to identify which business opportunities to exploit and how to sustain the ability of the organization to meet or exceed its annual performance objectives. The Business Planning Process is conducted at the business level of thinking and its objectives are to drive market share to accelerate financial payback, build customer loyalty and decrease market risk. At the operational level of thinking the Functional Planning Process improves all process

performance to reduce cost, cycle time and defects while enhancing responsiveness to customers and delivering customer satisfaction (Boisvert, 2012).

2.3.3 Organizational Culture influence the implementation of Hoshin Kanri strategic performance management tool

A High performance Culture is the result of high performance actions. (Kettunen, 2005). An organization should strive to implement actions which deliver the desired performance and assess the results of these actions on the culture. If these actions are successful, performance targets are achieved and a high-performance culture ensues. The pursuit of performance gains starts with defining an effective vision and mission, strategic planning and setting goals. Often organizations plan effectively and fail to act on their plan to achieve their goals, leading to poor performance. Hoshin Kanri is a method that addresses the need to act on and achieve planned goals (Babisch, 2005).

Hoshin Kanri when expanded from business management expert Peter Drucker's management by objective (MBO) theories through the efforts of fellow methodology gurus Edwards Deming, Walter Shewhart, Homer Sarasohn and Joseph Juran – has been successfully implemented in many of Japan's and America's highest performing companies including Bridgestone, Fuji, Texas Instruments, AT&T, Boeing, IBM, Motorola and Toyota. Leadership must take steps to close the gap between today's performance and an organization's vision. This sounds simple, but in reality it is very difficult. People seem to need either a crisis or goals to achieve extraordinary outcomes. Research shows that performance-focused management practices can increase performance by at least 30 to 40 percent, according to Julia Graham in the article "Developing a Performance-Based Culture" (The Journal for Quality and Participation, spring 2004).

Organizations interested in implementing Hoshin Kanri need to have established concepts, tools and methods associated with quality management. These have to be engrained as a culture where the role of Managers and employees in improving culture range from; Viewing work activities/duties as a series of work processes; Empowering those closest to the work with the authority to make decisions related to their work.Continual improvement of products, services and work processes; Promoting the application of quality improvement tools and methods (Ale, 2010). Other factors that promote a higher performance culture include; recognizing the interdependency among people and functions that necessitate a team approach to work and problem solving. In addition, according to Lori L. Silverman in an article "From Vision to Action: Taking Policy

Management to the Work Group Level," there are two management systems fundamental to Hoshin – daily and cross-functional management systems. Daily management system: This system deals with the operation and monitoring of micro work processes. It supports identification of task level work, creation and improvement of task level work processes, supports subject matter experts, provides communication to management and cross functional work team, and provides a work environment that encourages participation and involvement.

Cross-functional management system: This system promotes organizational culture through the improvement of processes spanning the entire organization; addressing issues such as quality of a product or services. Lean Six Sigma is one example of a cross-functional management system. The cross-functional management system is critical to the management of the organization's vision and mission, identification and management of cross-functional work processes, and issues and cross-functional work process improvements. Hoshin extends MBO theories with the PDCA process. PDCA encompasses both planning and managing to achieve the goals set forth in the plans. The combination of planning and management through PDCA is what differentiates Hoshin from other planning or management methods. There are two Hoshin plan categories – business fundamentals plans and breakthrough performance plans. The first to be examined is business fundamentals plans (Al-Ghamdi, 2008),

Business fundamentals plans document how the organization functions today and how it will maintain current levels of performance. It is critical to understand that business fundamental plans do not define performance improvements or how to improve on current operations. In other words, business fundamentals plans address how the organization will continue to operate at its current level of output if nothing changes. Following the "Pareto principle," approximately 80 percent of the organization will be applied to achieving business fundamentals. Though this sounds easy, the difficulty comes in deciding what the organization will not do, since it is typical for an organization to plan 120 percent of its capacity to achieve just the fundamentals (Bailey, 2008).

The key elements of the business fundamentals plans are identifying mission, key activities and owner, and performance measures; establishing performance measure action limits; and conducting periodic reviews. All the elements are crucial to enabling the culture of an organization where employees understand and work towards achieving the organization's objectives from a point of information. They include; the organization's mission which needs to address the

following questions: Who are our customers? What are their needs? How do they measure our performance? What are our products/services? Do we exceed customer expectation? Once these questions are answered, a simple and memorable (quotable) statement is built to represent the mission. This is the mission statement. Another key activity differentiating Hoshin is that it requires the decomposition of the mission at each level of the organization – causing the mission of each business function to align itself with the overall mission of the organization. This decomposition is done through a process of "catch ball," where the upper level mission is handed down to a lower level unit, the lower level unit evaluates which piece of the mission applies to the unit and derives its own mission statement. The unit's mission statement is then delivered to the upper level unit to ensure agreement. This process is iterative until the upper and lower level units agree in the decomposition of the mission. Next, what was the lower level unit now becomes the upper level unit and the process begins with the next lower level unit. This continues until the entire organization has decomposed the top level mission statement (Kanji, 2012).

Ownership: Catch ball also can be used for decomposing any critical Hoshin plan element – including identifying ownership. The initiator and receiver in the catch ball process are the element owners (i.e., mission, vision, activity or any other object of planning). It is critical that the initiator and receiver are individuals, not roles or business units. Defining owners forces clear accountability; without ownership the organization suffers from diffused accountability. Diffused accountability results in no one accepting responsibility for success or failure. Measuring Performance: Measuring performance answers the questions: "How do I know I am doing a good job?" and "How do I know the organization is healthy?" Business fundamentals plans focus on maintaining normal operations; normal needs to be quantified so that achievement of normal can be verified. Normal can be defined by previous performance. In stable operations, process normality yields outputs that fall within three standard deviations to either side of the average output 99.7 percent of the time. When operations are not performing normally, as defined by the lower action limit and upper action limit, the health of the organization is in question. To return to normal, the business needs to take some action. It is important to understand action limits are different from goals. Action limits are set by the performance of a process, while goals are chosen more arbitrarily. Action limits are used as performance measures in business fundamentals plans, and goals are used in breakthrough performance plans (Kaplan, 2006)

The corporate culture is an influencing factor in strategy formulation and deployment (Martisons, 2006). The stronger a company's culture, the more that culture is likely to shape the strategic actions (Strickland and Thompson, 2008). A lean culture is another essential to the success of Hoshin Kanri. Toyota learned over many years that the key to a successful lean transformation is the development of internal structures and behaviors to cope with the influence of external forces and changing environments on organizational performance.

Implementing Hoshin Kanri allows an organization to build a high performance culture and measure the progress of culture change toward a high performance. Following this process on a set schedule for each of the fundamental plans and annual plans throughout the organization ensures achievement of the business mission and progress towards the business vision. To adapt a line from the movie character Forrest Gump, "Performance is as performance does (Cullen, 2003).

2.3.4 Target setting impacts on strategy implementation in Hoshin Kanri strategic performance management system project

Hoshin is a top-down approach and as such tends to be the responsibility of senior managers. Process improvement and measurement is a horizontal effort and quality deployment is a vertical (top-down) approach. However, quality effects have to be measured and quantified against set targets (Wessel, 2003). The targets have to set at all levels of the organization. Most organizations tend to operate using three levels of managerial thinking: enterprise-level thinking that focuses on the long-term viability of the organization; strategic-level thinking that focuses on products, markets and customers; and operational-level thinking that focuses on the daily work required to deliver the output of the organization. Strategies align to these three areas of focus: "Management strategies can be classified into three types – corporate strategy, business strategy, as well as functional and cross-functional strategy – depending on the level of the corporate organization to which they apply. The corporate strategy, which delineates the fundamental direction of the whole company, is certainly very important for realizing a management vision; but it would be no exaggeration to say that the success or failure of the corporate strategy is determined by the particular business strategies, since it is through these business strategies that the aims of the corporate strategy are actually implemented." (Wessel, 2003).The field of business strategy has therefore been a focus of considerable research. The theoretical underpinnings of business strategy are based on knowledge from several disciplines including classical economics, finance, psychology and leadership or organizational culture (Leite-Teixeira, 2001)

Picking accurate performance measures and targets is therefore crucial. Key measures are used to identify the health of the overall system: when measures exceed upper or lower target limits, some action must be performed to regain normality. This may be achieved through the use of Root Cause Analysis tools e.g. Gap Analysis. Since Strategic Planning has been practiced by 'Western' organizations since the 1960's (Spitzer, 2007), a comparison between Organizational Performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently (Mc Namara, 2009) Several methodologies exist and business strategy is one of top management's primary concerns as it is crucial for the survival of any business organization that seeks to improve profitability in a sustainable manner. Hoshin Planning is the necessary trigger for processes to perform well and for goals to be achieved. It is the mechanism by which the quality effort is cascaded down throughout the organization.

2.4 Summary of Literature Review

In summary Hoshin Planning is a dynamic process where performance measurement is an integral part and where goals are translated into actions throughout the various activities. Quality deployment is the horizontal process which ensures that performance will ensue from the goal communication effort. The relationship between business performance and strategy implementation with a focus to Hoshin Kanri. (i.e. strategic continuous improvement) as well as focusing on sustainability and building strengths for increased competitiveness relies on establishing targets that are realistic yet not too easy. While this process focuses on both process and results, it only does so by continuously improving targets of the processes concerned so that repeatability of performance and consistency can be ensured. It introduces discipline, conveys the same goal at all levels and ensures goal congruence or real alignment. This is extended to the targets. Unlike management by objective (MBO) which focuses on individual performance and follows a rigid hierarchical route of line of authority and responsibility, Hoshin Kanri cuts across all functions and concentrates on a team based performance management approach. There is a positive relationship between business performance and strategy implementation with a focus to Hoshin Kanri which encourages employees to learn from mistakes, to capture winning practices and ideas and to manage quality pro-actively (Kettunen, 2005).

2.5 Conceptual Framework

The study was based on a conceptual framework showing the relationship between the dependent and independent variables.
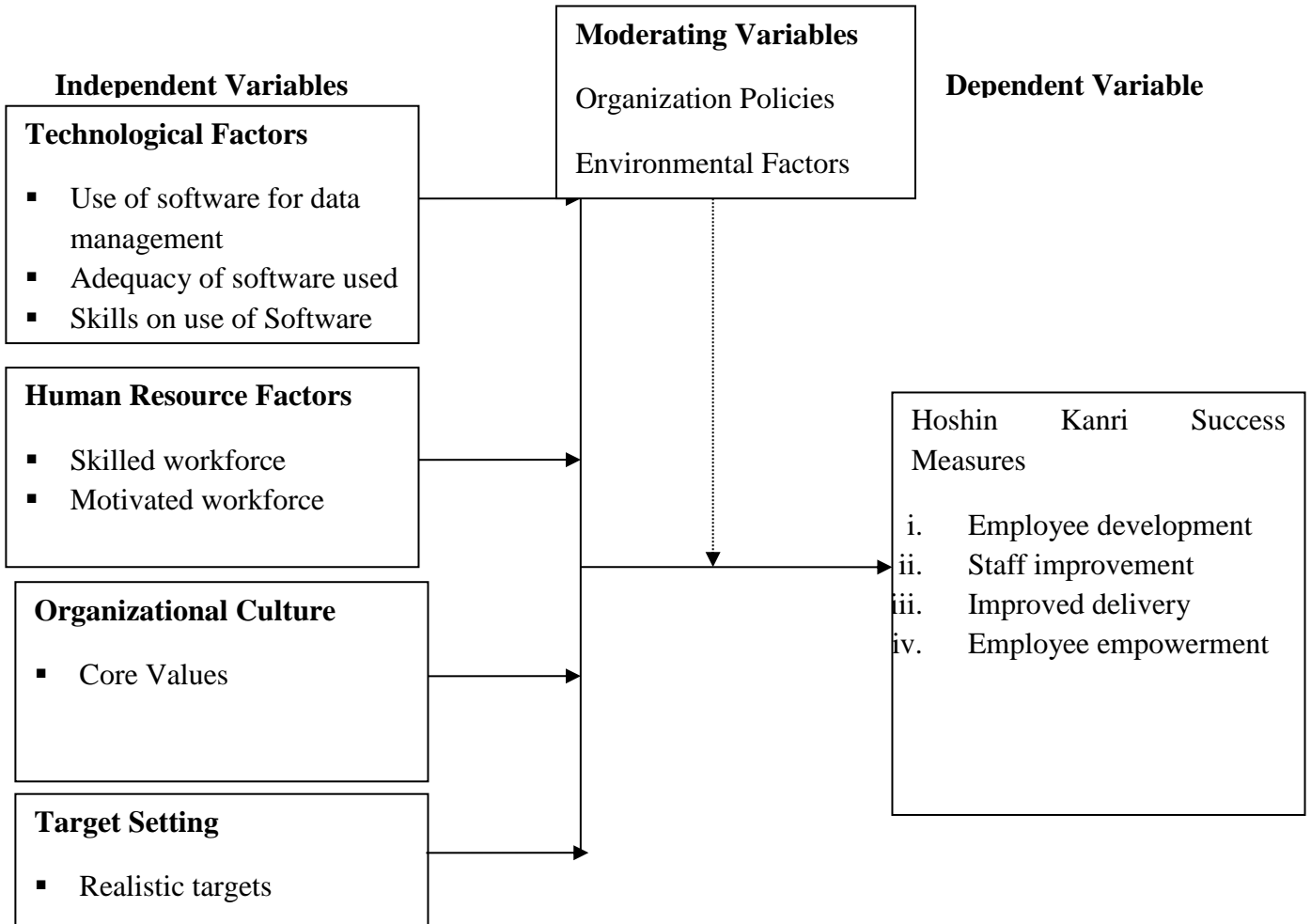
Figure 4: Conceptual framework

From the framework it is clear that there are several factors that affects the success of Hoshin Kanri, Technological Factors affects Hoshin Kanri Success as we see that the use of technology ensures that the Hoshin Kanri processes run well on the aspect of Human Resource Factors we find that if the company has skilled workforce then the implementation of Hoshin Kanri will be easy and also a motivated workforce is important for the success of Hoshin Kanri. The Organizational Culture should be ensured that it is in line with the objectives of Hoshin Kanri that is it should be tailored in such a way that it supports the implementation of Hoshin Kanri. Finally Goal Setting is important in the organization that is the company should set targets and goals which will be the measure of the success of Hoshin Kanri.

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2.6 Theoretical Framework

Henri Fayol's management theory is a simple model of how management interacts with personnel. Fayol's management theory covers concepts in a broad way, so almost any business can apply his theory of management. Today the business community considers Fayol's classical management theory as a relevant guide to productively managing staff. The management theory of Henri Fayol includes 14 principles of management. From these principles, Fayol concluded that management should interact with personnel in five basic ways in order to control and plan production. Planning. According to Fayol's theory, management must plan and schedule every part of industrial processes. Organizing. Henri Fayol argued that in addition to planning a manufacturing process, management must also make certain all of the necessary resources (raw materials, personnel, etc.) came together at the appropriate time of production. Commanding. Henri Fayol's management theory states that management must encourage and direct personnel activity. Coordinating. According to the management theory of Henri Fayol, management must make certain that a personnel works together in a cooperative fashion. Controlling. The final management activity, according to Henri Fayol, is for the manager to evaluate and ensure that personnel follow management's commands (Wren, 2001).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1Introduction

This chapter contains research design, study area, target population sample size and sampling procedures, questionnaire, validity of the research instruments, reliability of the instruments, data analysis and presentation, and anticipated ethical issues in the study

3.2 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). He further asserts that the research design is the conceptual structure within which research is conducted. It constitutes the blue point for the collection, measurement and analysis of data (Kothari, 2004). The study adopted a cross-sectional survey design which was analytical in nature. It employed both quantitative and qualitative approaches. Cross-sectional research studies are based on observations that take place in different groups in this case among the employees. This design was selected because it is the most viable choice for this research. A cross-sectional survey design was used to explore the demographic variables of age, education Level, number of years in the business as well as the factors influencing the implementation of Hoshin Kanri tool project: a case of Unga holdings Limited, Kenya. This design was selected because it is cheaper and easier than longitudinal study and there is no follow-up is required.

3.3 Target population

Target Population refers to the total number of subjects or total environment of interest to the researcher. Unga has a total of 483 permanent employees, Unga Limited-253, Unga Farm Care-208 and Unga Millers Uganda Limited 22. The target population is shown in table 3.1.

Table 3.1 Target population

Categories	Target
Unga Limited	253
Unga Farm Care	208
Unga Millers Uganda Limited	22
Totals	**483**

Source (Unga holdings Limited, Kenya, 2016)

3.4 Sample size and Sampling procedures

Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statements made about the sample should also be true of the population (Orotho 2005). It took 10% of the target population to get 47 employees. According to Mugenda & Mugenda (2008) a sample size of between 10% and 30% was a good representation of the target population and hence the 10% is adequate for analysis.

To select the individual respondents from each category, the researcher used simple random sampling method using lottery method where from 483 respondents 47 respondents was selected to take part in the study. The sample size for the study was therefore 47 as shown in table 3.2

Table 3.2 Sample Size

Categories	Target	Sampling procedure
Unga Limited	253	253*0.1=25
Unga Farm Care	208	208*0.1=20
Unga Millers Uganda Limited	22	22*0.1=2
Totals	**483**	**48**

3.5 Instrumentation

The study utilized questionnaires to collect data from Unga Limited, Unga Farm Care, Unga Millers Uganda Limited. According to Orotho (2008) each item on the questionnaire was developed to address a specific objective, research question. A fully structured questionnaire was developed for this study as it ensures a standardized data collection procedure so that the data obtained are internally consistent and can be analyzed in a uniform and coherent manner. Questionnaires, was used since the study is concerned mainly with variables that cannot be directly observed such as views opinions, perception and feeling of the respondents. The target population was literate and given the time constraints, questionnaire was the ideal tool for data collection.

3.6Data Collection Procedure

Data is anything given as a fact on which research inference was based. It is anything actual or assumed as a basis of reckoning (Mugenda and Mugenda, 2008). In this study the researcher obtained an introductory letter from Nairobi University. Once approval was granted, she collected data using questionnaires. Questionnaires, was used since the study was concerned mainly with variables that cannot be directly observed such as views opinions, perception and feeling of the respondents. The target population is was literate and given the time constraints, questionnaire was the ideal tool for data collection. Questionnaires was distributed to the respondents then collected after the agreed period of time.

3.7 Validity and Reliability of Research Instruments

Validity of research instrument refers to the extent to which the instrument measures what it is supposed to measure whereas reliability of the instrument refers to the degree to which they said instrument consistently measures whatever it is measuring.

3.7.1 Validity of the Research Instruments

To ensure validity of the research instrument, the researcher used expert raters and research supervisors in the university. Opinions, constructive criticism from both of the supervisors' were used to improve the validity of the questionnaires. The opinion included clarifications and other inputs. These was used to carry out essential changes to the questionnaires

3.7.2 Reliability of the instruments

Reliability of the instrument refers to the degree to which the said instrument consistently measures whatever it is measuring Reliability of the instrument was ensured through split-half method. In this case, the instrument was pilot in Unga Farm Care Nakuru Feeds Plant. The pilot tested scores was used to calculate Cronbach Alpha where a value greater than 0.7 indicated that the instruments reliable.

3.8 Data Analysis Procedure

Data analysis refers to separation of data into constituent elements. Upon completion of the data collection exercise, all completed research instruments was edited to eliminate errors that might have been made by the respondents. All the data from the study was coded to classify the responses given into categories for ease of analysis. The coded data was presented in form of tables and analyzed using descriptive statistics such as frequency counts and percentages.

3.9 Ethical Consideration in the Study

Confidentiality of participants in the study was strictly adhered to at all times throughout the course of, and following the study and publication of the results. According to Corey, Corey, &Callanan (2008) the physical and psychological safety of each subject is of utmost importance. Every effort was made in the design and review of the design to develop appropriate protection measures. All communication and relationships encountered during the full course of the study was conducted in a professional and ethical manner with the highest regard for honest and principled behaviors and research standards. All reasonable precautions was taken to respect and protect the welfare of all those concerned. The most important aspect of this was in regard to informed consent. Any and all information collected for the purpose of evaluation and/or publication was explained to the subject with a full description of how and for what purpose it is being used. Participants were instructed that they are free to withdraw their consent and discontinue participation in the project at any time. Anonymity of all participants who agree to continue with the study was protected in the absence of specific authorization for disclosure.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 INTRODUCTION

This chapter focuses on data analysis, presentation and interpretation. Data collected was presented and analyzed according to the objectives of the study with an aim of answering research questions stated in chapter one.

4.2 Questionnaire return rate

The return rate of the questionnaire was 97% of the 48 administered questionnaires only 47 were returned.

4.3 Demographic Information

This section analyzes the demographic data of the selected respondents. It helps to build a profile of the respondents in response to their, gender, education level, working experience and highest educational qualification. The study findings are summarized in the subsequent Tables and Figures.

4.3.1 Gender of the respondents

The researcher wanted to find out the gender of the respondents. The results are shown on table 4.1

Table 4.1 Gender of the Respondents

Age	Frequency	Percent
Male	25	**54**
Female	22	**46**
Total	**47**	100

According to the research findings 25(54%) of the respondents were male while 22 (46%) were female. The findings showed that majority of the participant were male.

4.3.2 Age bracket

The researcher wanted to find out the age of the employees. Age of the respondents is significant because it indicates level of maturity in answering the questions, the results are shown on table 4.2.

Table 4.2 Age bracket

Age	Frequency	Percent
21-30 years	8	17
31-40 years	19	41
41-50 years	16	33
Over 51 years	4	8
Total	**47**	**100**

Table 4.2 shows 8(17%) were aged between 21-30 years, 19(41%) were aged between 31-40 years, 16(33%) were aged between 41-50 years while the rest 4(8%) were over 51years. The finding show that majority of the emplyoyee were of aged between31-40 years hence understands the factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya.

4.3.3 Education level

The researcher wanted to find out the education level of the selected employees had attained .Level of education of the employees indicates how well they will answer the set questions on factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya. The response of the employees were sorted and summarized in table 4.3.

Table 4.3 Education level

Education Level	Frequency	Percent
Certificate	11	25
Diploma	11	25
Bachelors	21	41
Masters Degree	4	9
Total	**47**	**100**

The finding shows the education level of the employees in Unga Holdings Limited. The findings shows that 2(9%) of the respondents had certificate level 11(25%) had diploma level, 11(25%) had bachelors level, 4 (9%) had Masters Degree level. The finding show that majority of the emplyoyee were educated hence understand factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya.

4.3.4 Years worked in the organization

The findings shows the year's respondents have worked in the organization. This indicates how well they will answer the set questions on factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya.

Table 4.4 Years worked in the organization

Years worked in the organization	Frequency	Percent
Below 3 years	6	13
1-3 years	11	25
4-6 years	13	29
7-9 years	4	8
Above 10 years	11	25
TOTAL	**47**	**100**

The table 4.4 shows that employee who have worked less than 3 years are 6(13%), while 11(25%) had worked for 1-3 years 13(29%)had worked for4-6 years, 4(8%)had worked for7-9 years and the remaining 11(25%) had worked for above 10 years. Majority of the respondents had worked for 4-6 years.

4.4 Technological factors influencing the implementation of Hoshin Kanri strategic performance management tool

The findings shows technological factors influencing the implementation of Hoshin Kanri strategic performance management tool. The response of the employees were sorted and summarized in table4.5

Table4.5: Technological factors influencing the implementation of Hoshin Kanri strategic performance management tool

The finding shows that majority of the respondent 19(41%) strongly agreed that the technology

Item	S.A	A	U	D	SD
Technology makes operations easier in the company	19(41%)	9(20%)	6(12%)	5(10%)	6(13%)
Technology provides an effective performance measurement system and improving performance.	22(46%)	12(32%)	3(6%)	3(6%)	3(7%)
Technology performance enables the employee do their job better, and develop their skills and potential.	17(36%)	12(25%)	6(12%)	7(14%)	7(14%)
Technology ensures optimum business operation	19(41%)	14(30%)	9(19%)	2(5%)	2(5%)

makes operations easier in the company, 9(20%) agreed, 6(12%) were undecided, 5(10%) disagreed and the remaining 6(13%) strongly disagreed. Furthermore, 22(46%) of the respondent strongly agreed that the technology provides an effective performance measurement system and improving performance, 12(32%) agreed, 3(6%) were undecided, 3(6%) disagreed and the

remaining 3(7%) strongly disagreed. On the other hand, 17(36%) of the respondent strongly agreed that technology performance enables the employee do their job better, and develop their skills and potential, 12(25%) agreed, 6(12%) were undecided, 7(14%) disagreed and the remaining 7(14%) strongly disagreed. Finally, 19(41%) of the respondent strongly agreed that the technology ensures optimum business operation, 14(30%) agreed, 9(19%) were undecided, 2(5%) disagreed and the remaining 2(5%) strongly disagreed. Majority of the respondents were in agreement that technology provides an effective performance measurement system and improving performance.

4.4.1: Opinion on technological factors influencing on implementation of Hoshin Kanri

The findings shows opinion on technology influence on implementation of Hoshin Kanri. The response of the employees were sorted and summarized in Table 4.6

Table 4.6: Opinion on technological factors influencing on implementation of Hoshin Kanri

Opinion on technological factors influencing on implementation of Hoshin Kanri	Percentage
Yes	60
No	40
Total	100

According to the research findings 60% of the respondents agreed that technology influence implementation of Hoshin Kanri and the remaining 40% disagreed. The findings showed that majority of the respondents agreed that technology influence implementation of Hoshin Kanri by use of software for data collection, adequacy of software used and skills on use of Software.

4.4.2: Opinion on company adopting the required technology to ensure implementation of Hoshin Kanri

The findings shows opinion on company adopting the required technology to ensure implementation of Hoshin Kanri. The response of the employees were sorted and summarized in Table 4.7

Table 4.7: Opinion on company adopting the required technology to ensure implementation of Hoshin Kanri

Opinion on company adopting the required technology to ensure implementation of Hoshin Kanri	Percentage
Yes	61
No	39
Total	100

According to the research findings 61% of the respondents agreed that the company adopting the required technology to ensure implementation of Hoshin Kanri and the remaining 40% disagreed. The findings showed that majority of the respondents agreed that company adopting the required technology to ensure implementation of Hoshin Kanri. Hoshin Kanri have adopted innovative technology to improve their services and have put in place and strategic management in order to enhance application of employee methods and maximize employee's multi-dimensional abilities for better performance.

4.5: Human resource factors influencing the implementation of Hoshin Kanri strategic performance management tool.

The findings shows human resource factors influence the implementation of Hoshin Kanri strategic performance management tool. The response of the employees were sorted and summarized in table4.8

Table 4.8: Human resource factors influencing the implementation of Hoshin Kanri strategic performance management tool

Item	S.A	A	U	D	SD
Employees should be trained on Hoshin Kanri and project Management so as to improve their performance	15(31%)	14(30%)	5(10%)	5(10%)	6(14%)
The employees should be aware of how to implement Hoshin Kanri	22(47%)	11(24%)	3(6%)	6(13%)	5(10%)
All employees' goals should be aligned around organizational goals and priorities.	26(56%)	7(15%)	6(12%)	6(13%)	2(5%)
Continual improvement of products, services and work processes impact on Hoshin Kanri success	19(41%)	15(30%)	2(4%)	5(10%)	5(10%)

From the research findings 15(31%) of the respondents strongly agreed that the employees should be trained on Hoshin Kanri and project Management so as to improve their performance, 14(30%) agreed, 5(10%) were undecided, 5(10%)disagreed and the remaining 6(14%)strongly disagreed. Furthermore, 22(47%) of the respondents strongly agreed that the employees should be aware of how to implement Hoshin Kanri, 11(24%) agreed, 3(6%) were undecided, 6(13%) disagreed and the remaining 5(10%) strongly disagreed. Moreover, 26(56%) of the respondents strongly agreed that all employees' goals should be aligned around organizational goals and priorities, 7(15%) agreed, 6(12%) were undecided, 6(13%) disagreed and the remaining 2(5%) strongly disagreed. Finally, 19(41%) of the respondents strongly agreed that continual improvement of products, services and work processes impact on Hoshin Kanri success,15(30%) agreed, 2(4%) were undecided, 5(10%)disagreed and the remaining 5(10%)strongly disagreed. Majority of the respondents were in agreement that all employees' goals should be aligned around organizational goals and priorities.

4.5.1: Opinion on company training employees on implementation of Hoshin Kanri

The findings shows opinion on company training employees on implementation of Hoshin Kanri. The response of the employees were sorted and summarized in table 4.9

Table 4.9: Opinion on company training employees on implementation of Hoshin Kanri

Opinion on company training employees on implementation of Hoshin Kanri	Percentage
Yes	51
No	49
Total	100

According to the research findings 51% of the respondents agreed on the opinion that the company train employees on implementation of Hoshin Kanri and the remaining 49% disagreed. Majority of the employees agreed on the opinion that the company train employees on implementation of Hoshin Kanri and employees are well trained.

4.5.2 Aware on implementation of Hoshin Kanri

The findings show opinion on aware on implementation of Hoshin Kanri. The response of the employees were sorted and summarized in table 4.10.

Table 4.10: Aware on implementation of Hoshin Kanri

Opinion on company training employees on implementation of Hoshin Kanri	Percentage
Yes	59
No	41
Total	100

According to the research findings 59% of the respondents disagreed on the opinion that they are aware on implementation of Hoshin Kanriand the remaining 41% agreed. Majority of the employeesdisagreed on the opinion that they are aware on implementation of Hoshin Kanri.

4.5.3: Opinion on company aligned it employees' goals on implementation of Hoshin Kanri

The findings shows opinion on company aligned it employees' goals on implementation of Hoshin Kanri. The response of the employees were sorted and summarized in table 4.11

Table 4.11Opinion on company aligned it employees' goals on implementation of Hoshin Kanri

Opinion on company aligned it employees' goals on implementation of Hoshin Kanri	Percentage
Yes	65
No	35
Total	100

According to the research findings 65% of the respondents opined that company aligned it employees' goals on implementation of Hoshin Kanri while the remaining 35% disagreed on the opinion. Majority of the employees agreed on the opinion that company aligned it employees' goals on implementation of Hoshin Kanri and they have done so severally.

4.6: Organizational culture influencing implementation of Hoshin Kanri strategic performance management tool.

The findings shows organizational culture influences on the implementation of Hoshin Kanri strategic performance management tool. The response of the employees were sorted and summarized in table4.12

Table4.12: Organizational culture influencing implementation of Hoshin Kanri strategic performance management tool.

From the table 4.12, 16(36%) of the respondents agreed with the statement that building alignment

Item	S.A	A	U	D	SD
Building alignment through linked cascade of means	16(36%)	19(40%)	0(0%)	8(16%)	4(8%)
Setting business performance targets and objectives	20(42%)	12(28%)	4(8%)	12(22%)	0(0%)
Cascading business objectives to the lowest levels	17(36%)	16(34%)	5(10%)	5(10%)	5(10%)
Achieving alignment of improvement and effective resource allocation	18(38%)	20(42%)	0(0%)	5(10%)	5(10%)

through linked cascade of means, 19(40%) agreed, 8(16%) disagreed and the remaining 4(8%) strongly disagreed. From the research findings 20(42%) of the respondents strongly agreed that the setting business performance targets and objectives, 12(28%) agreed, 4(8%) were undecided and the remaining 12(22%) disagreed. Furthermore, 17(36%) of the respondents strongly agreed cascading business objectives to the lowest levels, 16(34%) agreed, 5(10%) were undecided, 5(10%) disagreed and the remaining 16(34%) agreed. Finally the research finding further shows that 18(38%) of the respondents strongly agreed that Achieving alignment of improvement and effective resource allocation, 20(42%) agreed, 5(10%) disagreed and the remaining 5(10%) strongly disagreed.

4.6.1: Opinion on company building its alignment towards implementation of Hoshin Kanri
The finding shows opinion on company building its alignment towards implementation of Hoshin Kanri. The response of the employees were sorted and summarized in table 4.13

Table 4.13: Opinion on company building its alignment towards implementation of Hoshin Kanri

Opinion on company building its alignment towards implementation of Hoshin Kanri	Percentage
Yes	56
No	44
Total	100

According to the research findings 56% of the respondents opined that the company building its alignment towards implementation of Hoshin Kanri while the remaining 44% disagreed on the opinion. Majority of the employees agreed on the opinion that company building its alignment towards implementation of Hoshin Kanri and it as already done so.

4.6.2: Opinion on company aligning its goals on implementation of Hoshin Kanri

The finding shows opinion on company aligning its goals on implementation of Hoshin Kanri. The response of the employees were sorted and summarized in table 4.14

Table 4.14: Opinion on company aligning its goals on implementation of Hoshin Kanri

Opinion on company aligning its goals on implementation of Hoshin Kanri	Percentage
Yes	51
No	49
Total	100

According to the research findings 51% of the respondents opined that the company aligning its goals on implementation of Hoshin Kanri while the remaining 49% disagreed on the opinion. Majority of the employees agreed on the opinion that company aligning its goals on implementation of Hoshin Kanri and has already been done so under good implementation measures.

4.7 Target setting influence on the implementation of Hoshin Kanri strategic performance management tool

4.7.1 Set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool

The findings shows set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool. The response of the employees were sorted and summarized in Table 4.15

Table 4.15: Opinion on set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool

Opinion on set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool	Percentage
Yes	59
No	41
Total	100

According to the research findings 59% of the respondents agreed that the company set targets as a measure of success in implementation of Hoshin Kanri strategic performance management toolwhile the remaining 41% disagreed on the opinion. Majority of the employees agreed that the company set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool by putting up monthly plans and motivating employees.

4.7.2 Opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool

The findings shows opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool. The response of the employees were sorted and summarized in Table 4.16

Table 4.16:Opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool.

Opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool.	**Percentage**
Yes	61
No	39
Total	100

According to the research findings 61% of the respondents agreed that the set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool while the remaining 39 % disagreed on the opinion.Majority of the employees agreed that the opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter seeks to summarize the findings of the research conclusions and give some suggested recommendations of the study based on the data collected and analyzed.

5.2 Summary and Discussion of the Findings

This section represents the demographic information of the respondents which are organized in section of gender, age, level of education, work experience. Features of the respondents are vital to this study. They provide a base for further analysis of the specific research objectives and their findings using descriptive statistics, tables, frequencies and percentages. Demographic analysis is crucial since demographic factors affect respondent's social, economic and political behavior hence they are tools in analysis of research objectives. The finding show that majority of the emplyoyee were of aged between31-40 years hence understands the factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya. The findings showed that majority of the participant were male, between 31-40 years and were well educated having worked for 4-6 years. Majority of the respondents had worked for 4-6 years.

5.3 Technological factors influence the implementation of Hoshin Kanri strategic performance management tool

The finding that majority of the respondent 19(41%) strongly agreed that the technology makes operations easier in the company, Furthermore, 22(46%) of the respondent strongly agreed that the technology provides an effective performance measurement system and improving performance. On the other hand, 17(36%) of the respondent strongly agreed that technology performance enables the employee do their job better, and develop their skills and potential, Finally, 19(41%) of the respondent strongly agreed that the technology ensures optimum business operation. Majority of the respondents were in agreement that technology provides an effective performance measurement system and improving performance. Majority of the respondents were in agreement that technology provides an effective performance measurement system and improving performance. The findings further showed that majority of the respondents agreed that technology influence implementation of Hoshin Kanri by use of software for data collection, adequacy of software used and skills on use of Software.The findings finally showed that the company adopting

the required technology to ensure implementation of Hoshin Kanri. Hoshin Kanri have adopted innovative technology to improve their services and have put in place and strategic management in order to enhance application of employee methods and maximize employee's multi-dimensional abilities for better performance.

5.4 Ways in which human resource factors influence the implementation of Hoshin Kanri strategic performance management tool.

From the research findings 15(31%) of the respondents strongly agreed that the employees should be trained on Hoshin Kanri and project Management so as to improve their performance, Furthermore, 22(47%) of the respondents strongly agreed that the employees should be aware of how to implement Hoshin Kanri, Moreover, 26(56%) of the respondents strongly agreed that all employees' goals should be aligned around organizational goals and priorities, Finally, 19(41%) of the respondents strongly agreed that continual improvement of products, services and work processes impact on Hoshin Kanri success. Majority of the respondents were in agreement that all employees' goals should be aligned around organizational goals and priorities.It also shows that the company train employees on implementation of Hoshin Kanri and employees are well trained and aware on implementation of Hoshin Kanri.Finally, majority of the employees agreed on the opinion that company aligned it employees' goals on implementation of Hoshin Kanri and they have done so severally.

5.5: Organizational culture influences on the implementation of Hoshin Kanri strategic performance management tool.

From the findings, 16(36%) of the respondents agreed with the statement that building alignment through linked cascade of means. From the research findings 20(42%) of the respondents strongly agreed that the setting business performance targets and objectives. Furthermore, 17(36%) of the respondents strongly agreed cascading business objectives to the lowest levels. Finally the research finding further shows that 18(38%) of the respondents strongly agreed that Achieving alignment of improvement and effective resource allocation, 20(42%) agreed, 5(10%) disagreed and the remaining 5(10%) strongly disagreed. Majority of the employees agreed on the opinion that company building its alignment towards implementation of Hoshin Kanri and it as already done so and has been done so under good implementation measures. Majority of the employees agreed

that the opinion on set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool.

5.6 Conclusion of the Study

Having analyzed the data and the findings the researcher came up with the following conclusions as possible remedial measures to be taken in the organization. The study concluded that cross-functional management system promotes organizational culture through the improvement of processes spanning the entire organization; addressing issues such as quality of a product or services. The study also concluded that most organizations tend to operate using three levels of managerial thinking: enterprise-level thinking that focuses on the long-term viability of the organization; strategic-level thinking that focuses on products, markets and customers; and operational-level thinking that focuses on the daily work required to deliver the output of the organization. Further it concluded that some companies seriously invested in certain type of equipment only to see a more innovative and cost-effective technology emerges. It's also concluded that it promotes career development and reduces monotony and motivates in the organization.

5.7 Recommendation

From the findings the researcher recommends that the organization should put in place strategic management in order to enhance application of employee performance. It also recommends that the organization to maximize employee's multi-dimensional abilities for better performance.

It also recommends that the organization should improve human resource factors to influence implementation of Hoshin Kanri strategic performance management tool. Finally the researcher recommends that company should aligned it employees' goals on implementation of Hoshin Kanri and they have done so severally

5.8 Suggestion for further studies

The study suggested that the organization should build a high performance culture and measure the progress of culture change toward a high performance. It should also schedule for each of the fundamental plans and annual plans throughout the organization ensures achievement of the business mission and progress towards the business vision. The study suggested that further study be done on factors influencing the implementation of Hoshin Kanri tool project in Unga Holdings Limited, Kenya.

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APPENDICES

APPENDIX A: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA - MURAL STUDIES

Tel 051 - 2210863

P. O Box 1120, Nakuru
20th June 2016

Our Ref: UoN/CEES/NKUEMC/1/12

To whom it may concern:

RE: ANN TIBA   L50/76110/2014

The above named is a student of the University of Nairobi at Nakuru Extra-Mural Centre Pursuing a Masters degree in Project Planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. She has now been released to undertake the same and has identified your institution for the purpose of data collection on "Factors Influencing the Implementation of Hoshin Kanri Tool Projects, A Case of Unga Holdings Limited, Kenya.

The information obtained will strictly be used for the purpose of the study.

I am for that reason writing to request that you please assist her.

Yours faithfully,

RESIDENT LECTURER
Mumo Mueke 1120
Ag. Resident Lecturer
Nakuru Extra-Mural Centre
UNIVERSITY OF N...
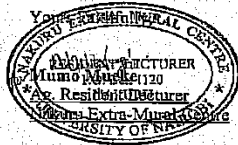
APPENDIX B: QUESTIONNAIRE

Section I: Introduction

I am a post graduate student at Nairobi University carrying out research on factors influencing the implementation of Hoshin Kanri Tool. Your assistance will be highly appreciated. The information you provide will be treated with confidentiality and will be used for the purpose of this research only. Thank you in advance for your cooperation. Instructions:-

   i.   Please complete the appropriate items where necessary.
  ii.   Please indicate by a tick (√) the correct responses to each of the following items where appropriate.
 iii.   In this questionnaire, the letters SA, A, U, D and SD shall be used as follows:-

SA   : Strongly Agree

SD   : Strongly Disagree

A   : Agree

U   : Undecided

D   : Disagree

Section II: Background Information

Please use the above scale to guide your decision in responding the question below

1. What is your gender?

Male   ☐

Female   ☐

2. What is your age?

21-30 years

31-40 years

41-50 years

Over 51 years

3. Indicate your highest academic qualification

Certificate [   ] Diploma [   ] Bachelors [   ] Masters Degree [   ] PHD [   ]

4. How long have you served in this organization?

Below 3 years

1-3 years

4-6 years

7-9 years

Above 10 years

SECTION: III

Please indicate by the tick (√) the correct responses to each of the following items

1. How do technological factors influence the implementation of Hoshin Kanri strategic performance management tool?

Any other specify

Item	S.A	A	U	D	SD
Technology makes operations easier in the company					
Technologyprovides an effective performance measurement system and improving performance.					
Technology performance enables the employee do their job better, and develop their skills and potential.					
Technology ensures optimum business operation					

………………………………………………………………………………..

………………………………………………………………………………..

………………………………………………………………………………..

1 (a) In your own opinion does technology influence implementation of Hoshin Kanri?

Yes

No

If yes kindly state how it does affect.

………………………………………………………………………………..

………………………………………………………………………………..

1. (b). In your own opinion has the company adopted the required technology to ensure implementation of Hoshin Kanri?

Yes

No

If yes kindly state the type of technology adopted.

…………………………………………………………………………..

…………………………………………………………………………..

1 (c) In your own opinion what are the measures put in place by the company to ensure success of the required technology to ensure implementation of Hoshin Kanri?
…………………………………………………………………………..

…………………………………………………………………………..

…………………………………………………………………………..

…………………………………………………………………………..

2. In what ways do human resource factors influence the implementation of Hoshin Kanri strategic performance management tool?

Item	S.A	A	U	D	SD
Employees should be trained on Hoshin Kanri and project Management so as to improve their performance					
The employees should be aware of how to implement Hoshin Kanri					
All employees'goals should be aligned around organizational goals and priorities.					
Continual improvement of products, services and work processes impact on Hoshin Kanri success					

Any other specify

……………………………………………………………………………..

……………………………………………………………………………..

……………………………………………………………………………..

2 (a) In your own opinion has the company trained employees on implementation of Hoshin Kanri?

Yes

No

If yes were they trained well?

…………………………………………………………………………..

…………………………………………………………………………..

2 (b) Are employees aware of how to implement of Hoshin Kanri?

Yes

No

If yes were they briefed on Hoshin Kanri?

……………………………………………………………………………..

……………………………………………………………………………..

2 (c) In your own opinion has the company aligned it employees goals towards on implementation of Hoshin Kanri?

Yes

No

If yes how have they done so?

……………………………………………………………………………..

……………………………………………………………………………..

3. **How does organizational culture influence the implementation of Hoshin Kanri strategic performance management tool**

Any other specify

Item	S.A	A	U	D	SD
Building alignment through linked cascade of means					
Setting business performance targets and objectives					
Cascading business objectives to the lowest levels					
Achieving alignment of improvement and effective resource allocation					

…………………………………………………………………………………..

…………………………………………………………………………………..

…………………………………………………………………………………..

3 (a) In your own opinion has the company Building its alignment towards implementation of Hoshin Kanri?

Yes

No

If yes how has it done so?

…………………………………………………………………………………..

…………………………………………………………………………………..

3 (b) In your own opinion has the company aligned its goals on implementation of Hoshin Kanri?

Yes

No

If yes how has it done so?

…………………………………………………………………………………..

…………………………………………………………………………………..

4.   **Please state how target setting influence the implementation of Hoshin Kanri strategic performance management tool**.

…………………………………………………………………………………..

…………………………………………………………………………………..

…………………………………………………………………………………..

4 (a) Has the company set targets as a measure of success in implementation of Hoshin Kanri strategic performance management tool.

Yes

No

If yes how has it done so?

…………………………………………………………………………………..

…………………………………………………………………………………..

4 (b) Has the company set targets for each employee on the implementation of Hoshin Kanri strategic performance management tool.

Yes

No

If yes how has it done so?

…………………………………………………………………………..

…………………………………………………………………………..

APPENDIX C: RESEARCH PERMIT

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

NACOSTI/P/16/62963/12160

5th July, 2016

Anne Tiba Ndungu
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Factors influencing the implementation of hoshin kanri tool project: A case of Unga Holdings,"* I am pleased to inform you that you have been authorized to undertake research in **Uasin Gishu County** for the period ending 4th **July, 2017.**

You are advised to report to **the Managing Director, Unga Holdings, the County Commissioner and the County Director of Education, Uasin Gishu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Managing Director
Unga Holdings.

The County Commissioner
Uasin Gishu County.

The County Director of Education
Uasin Gishu County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

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THIS IS TO CERTIFY THAT

PERMIT No. NACOSTI/P/16/52863/12160

MISS ANNE TIBA WDUNGU

Date of Issue: 15th July 2016

of UNIVERSITY ... 20100-1000

Nakuru, has been permitted to conduct

research in Uasin Gishu County

on the topic: **FACTORS INFLUENCING IMPLEMENTATION OF HOSTING KANBIL TOOL PROJECT A CASE OF GUNGA HOLDINGS**

for the period ending: 31st July 2017

Applicant's
Signature

Director General
National Commission for Science,
Technology and Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do so may lead to the cancellation of your permit.

2. Government Officers will not be interviewed without prior appointment.

3. No questionnaire will be used unless it has been approved.

4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.

5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.

6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 9419

CONDITIONS: see back page