

**STRATEGIC PLANNING PRACTICES AND PERFORMANCE
OF KENYA DAIRY BOARD**

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DECLARATION

I, the undersigned declare that this management project is my original work and has not been presented for a degree or any other examination in any other university.

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MAY THE ALMIGHTY GOD BLESS YOU ALL!

DEDICATION

I dedicate this work with love to the Almighty God and to my Family. His eternal grace has enabled me to excel to this level of education with excellent health and abundance of provisions. To my parents – Mr. and Mrs. Kimunge, who are the best blessing from God in my life. Thank you to my Dad for giving me the reason to study and work hard and to my Mum for the efforts and sacrifices, she made me in bringing me up and teaching me the value of education. Their efforts bringing up a well-rounded individual is exceptionally amazing. To my siblings, Wangare and Wanjiku, I salute you for cheering me on to achieve my aspirations.

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ABBREVIATIONS AND ACRONYMS

Kenya Dairy Board	-	KDB
Regional Dairy Centre of Excellence	-	RDCoE
International Livestock Research Institute	-	ILRI
Government of Kenya	-	GoK
Ministry of Agriculture	-	MoA
United States of America	-	USA
United States Dollar	-	USD
University of Nairobi	-	UoN
Top Management Team	-	TMT
Non-Governmental Organizations	-	NGOs
Gross Domestic Product	-	GDP
Resource-Based View	-	RBV
Public-Private Partnership	-	PPP

ABSTRACT

Strategic Planning is the management process to creating and executing long term goals and strategy which may also extend to control mechanisms for guiding the implementation of strategy. The concept of strategy refers to the direction and scope of an organization over the long term; which achieves advantage for the organization through its configuration of resources within a changing environment, to meet the needs of the markets and to fulfill stakeholder expectations. Strategic planning practice has been researched for many decades, and continues to be a central topic in strategy research (Grant, 2003). Empirical research on strategic planning practice has focused on three main areas: First is the effect of strategic planning on firm performance; second is the process of strategic planning in strategic decision making, and third are the activities of strategy practitioners in strategic planning practice. There is empirical support for a positive association between strategic planning practice and performance (Brews & Purohit, 2007). Cooper & Schindler (2011) define research design as the blueprint for collection, measurement and analysis of data. The research strategy was based on a case study model. A case study is an in-depth analysis of an individual, group, institution or event (Mugenda & Mugenda, 2003). The case study was the most appropriate for this particular research for it enabled the researcher to carry out an in-depth study of the strategic planning practices adopted by the Kenya Dairy Board. The study relied heavily on the primary data collected using an interview guide. An interview guide is a research instrument that contains a set of questions that the researcher asks during the interview for purposes of gathering data required to meet the objectives of the study. Content analysis enabled the researcher to shift through large volumes of data in a systematic fashion with relative ease. From the foregoing, the study established that each stakeholder has a special role to play to make KDB a fully function body for it to realize its strategic plans and serve the Kenyans better. The study find out that Overlapping of activities and overstretched resources due to inadequate funding to meet industry expectations are the major obstacles experienced in strategic planning practice at KDB. The study found out that the opinion that consultation is sought among the different stakeholders through stakeholder sensitization forums. The study concluded that, the corporation applied the following steps of strategic planning process; develop of key strategies that contribute to the overall vision, development of specific measurable realistic and time-bound strategic goals communication of organizational vision, mission and key policies, development of short and long term operational goals; subdividing goals and allocating sub-goals with careful attention to details, participating, schedules and milestones, monitoring and evaluation- measure the progress toward attaining operational and strategic goals with key performance indicators respectively.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic Planning is the management process to creating and executing long term goals and strategy which may also extend to control mechanisms for guiding the implementation of strategy (Heracleous, 1998). An essential idea of vital arranging is an understanding that all together for an association to prosper, everybody needs to work to guarantee the group's objectives are met (Johnson and Scholes, 2000). Association must be receptive to a dynamic situation. Key arranging hence focuses on the significance of settling on choices that position an association to react effectively to changes in the earth. Worthy to note is that organisations engage in strategic planning practices so as to clearly define their goal and objectives (Baker & Zawada, 2010). Thus, authoritative execution contains the genuine yield or aftereffects of an association as measured against its planned yields (or objectives and targets).

Strategic planning practice roots from the arena of large scale military operations and it can be defined as the fit between an organization and its environment (Schwenk & Shrader, 2003). Whereas methodology is continually balanced in light of experience, the prime importance of strategic planning is that it serves as an organizational roadmap to achieving competitive advantage. This study shall be informed and guided by a set of theories that best explain strategic planning and management in organizations, industries or sectors of an economy and they include but are not limited to; Resource Based View (RBV), Goal-Setting and Dynamic Capability theories. As Strickland (2008) argues that companies that plan strategies are more successful than those companies that do not, it helps underpin the fact that strategic

planning acts as game plan for how to please stakeholders and to improve financial performance. Methodology can be characterized as an activity performed by the firm with a specific end goal to accomplish its business destinations (Kargar and Parnell, 2010). System can be viewed as a pathway to move an idea or a thought from the innovative state to the genuine situating in an aggressive domain (Jennings and Beaver, 2009) or as a guide to the arranged result (Grant, 2008).

According to Eden and Ackerman (2004), powerful key arranging expresses not just where an association is going and the activities expected to gain ground, additionally how it will know whether it is fruitful. Various studies have been conducted on strategic plans. For instance, a study was conducted on the challenges of implementing strategic planning practices in public secondary schools in Webuye constituency by Kitonga, E. U. (2013) and another on the influence of strategic planning on performance of public universities in Kenya by focusing on UoN by Mukokho (2010). However, these studies did not outline how strategic planning practices influence the performance of KDB as a regulator in the Dairy industry. This motivated the researcher to embark on this proposal to research specifically on KDB as a case study. Most public organizations in Kenya have been incorporated with strategic plans which were well formulated and implemented. However, due to infrequent evaluation of the plans, most of such organisations have barely achieved their goals. This gap has necessitated researchers like myself to review their strategic planning practices with the sole aim of improving their organizational performance and in this case with particular focus on the Kenya Dairy Board.

1.1.1 Concept of Strategic Planning

The concept of strategy refers to the direction and scope of an organization over the long term; which achieves advantage for the organization through its configuration of resources within a changing environment, to meet the needs of the markets and to fulfill stakeholder expectations (Johnson & Scholes, page10 (1999). According to Drucker (1984) formal strategic planning started in 1950, in the USA when accelerating and cumulative events began to change the boundaries, the structures and the dynamics of business environment. An era he referred to as the age of discontinuity. Dooris (2004) argues that the birth date of vital arranging is smeared, however appears to be protected to state that it developed as a particular technique. Vital arranging is an association's procedure of explaining its system or heading and settling on choices on assignment of rare assets for seeking after the technique. In the expressions of a famous Professor to his students at the School of Business, UoN, "An organization without strategy is like a ship without a rudder, it just keeps going round in circles". In the authoritative sense, vital arranging implies having the right abilities and limit at the perfect place in-time for the ideal key situating of the organization. As one business Professor put to us, "We used to imagine that setting the methodology of the firm was the privilege of the CEO. Presently we see that an effective system is basically a supportable arrangement among an assortment of partners that incorporates the shareholders, the banks, the government and the local community."

According to Johnson & Scholes (1998) and Hill & Jones (2007), strategic planning is undertaken in three levels. Corporate level management which consists of the chief executive and the TMTs who provide leadership, defining goals, determining the nature of business for the organization, allocating resources, formulating and

implementing strategies for the entire organization. Next is the Business level management that consists of heads of divisions or departments in an organization whereby their strategic role is to translate the general statements of direction and intent from the corporate level managers into concrete strategies for the individual business units. The Lowest level of management involves functional level manager who head specific business functions such as customer service, human resources, security and so on, whose roles are to implement the overall strategy formulated at corporate and business levels. Worth noting is that strategic planning is a process and not an event. It involves asking or seeking answers to critical questions such as: Where are we as an organisation? Where do we envision being? How do we actualize this vision? Predominantly, what strategic planning entails is providing the management an opportunity to influence the future of the organisation thereby controlling its destiny. The real value of strategic planning is derived from the process, discussions, developing new insights and understanding, and giving birth to new ideas (Reading, 2002). Phillips & Moutinho (1999) assert that the sole purpose of strategic planning is to improve strategic performance. In fact, augmenting strategic performance is the commonly cited reason for strategic planning (Schraeder, 2002).

1.1.2 Strategic Planning Practices

Devising a course of action could be the simplest way to define the action of planning. Despite the fact that sufficiently straightforward, this definition does not allude to the time and scale measurements that are connected with getting ready for extensive associations or the units of arranging of the greatness most normally found in governments.

Using Young's (2003) definition of strategic planning, he refers it as a formal yet flexible process to determine where an organisation currently is and where it should be in the future. According to Young (2003), in the literature referring to the hypothesis and routine of vital arranging, a key arranging process regularly includes the accompanying six exercises: first is the arrangement of a dream for the future that characterizes the principal motivation behind an association, its qualities and its limits. Second is a situational investigation of the association including a partner examination (an investigation of people, gatherings or associations whose premiums and concerns are of key significance to the general key process). Third is the improvement of general objectives, particular targets or destinations, and execution estimations to gauge authoritative advance; this will include determining improvements inside and outside the foundation and get ready situations of how to react. Fourth is detail of strategic methodologies to show what will be done to fulfill the objectives and goals. Fifth is the execution of point by point operational arrangements. At last, 6th is an assessment part to screen and reconsider the general key approach as it unfurls. In any case, there are numerous variations of the key arranging process including Young's blueprint. It is subsequently essential for a key arranging process to be 'fit for purpose' in meeting the particular planning needs of an organisation.

Khakee and Stromberg (1993:218-220) contend that rather than the ordinary view that arranging ought to continue in a direct, successive mold with entirely differentiated stages, it is ideal to comprehend the arranging procedure as recurrent and consistent. As per this understanding, all phases in the vital arranging practices are related, however can be held in any request, contingent upon how thoughts and learning are put into the procedure. Esteem expansion in a specific stage in an arranging procedure may impact exercises and choices in different stages.

1.1.3 Organizational Performance

The linkage between vital arranging, hierarchical setting, and execution needs investigation to show signs of improvement comprehension on how vital arranging is connected practically speaking and will enhance authoritative execution. Most associations view their execution as far as "adequacy" in accomplishing their central goal, reason or objectives (Guralnik and David, 2004), whereas in the meantime a sizeable number of associations likewise observe their execution regarding their "proficiency" in conveying assets. Bernardin & Russel (2009) define performance as the record of the outcome which is picked up from the capacity of certain work or certain exercises in certain timeframe. Authoritative execution includes the genuine yield or aftereffects of an association as measured against its proposed yields (or objectives and destinations).

As indicated by Richard (2009) hierarchical execution incorporates three particular regions of firm results. Money related execution (benefits, return on resources, rate of profitability, and so forth; item advertise execution (deals, piece of the overall industry, and so on.); and shareholder return (add up to shareholder return, financial esteem included, and so forth.). Many organizations are employing multiple measures of performance as opposed to a single measure that might have been used in the past. An organization execution is tried against the dedication that the administration made in the administration framework. It gauges the three administration arrangements of whether social, monetary and biological objectives are being accomplished.

1.1.4 Strategic Planning Practices and Performance

Vital arranging is a spine support to vital administration and it is a noteworthy procedure in the direct of vital administration concurring to Steiner, G.A. (1979). Right around fifty years on, vital arranging has turned into a standard piece of administration thinking and practice in the business world and for more than a quarter century it has turned into the standard routine of vast quantities of open and not revenue driven association according to Bryson, J.M. (2004). According to Venkatraman and Ramanujam (1986), execution is a proceeding with topic in many territories of administration, including key administration, and it is important to both scholastic researchers and honing directors.

Execution improvement is at the heart of key administration and the significance of hierarchical execution in key arranging can be contemplated on three angles, to be specific: hypothetical, observational, and administrative. Hypothetically, the idea of hierarchical execution is at the heart of vital administration and the season of trial of whichever procedure. Experimentally, most technique research examinations utilize the build of business execution to test a kind of procedure substance then process issues and for a methodical investigation of the degree to which the observational request mirror the execution measurement. The administrative significance of authoritative execution is very show in the numerous suggestions offered for execution upgrade, for example, look into on corporate pivot and hierarchical moves.

1.1.5 Dairy industry in Kenya

With an estimated 5 billion litres of milk produced yearly in the country, Kenya's dairy industry is one of the largest and sophisticated in Africa. With consumers appreciating the nutritional value of milk, the dairy industry has continuously played a vital role not only in the economy but on the general well-being of Kenya's population. This is further espoused by the high degree of positive perception of milk by Kenyans. Currently contributing 6% - 8% of Kenya's GDP by virtue of the industry accounting for 14% of agricultural GDP, the dairy industry has generated upwards of 1 million jobs at farm level, an estimated 500,000 jobs in direct waged employment and an additional 750,000 jobs in support services. The dairy industry thus contributes about USD 2 billion to Kenya's GDP where stakeholders include farmers, traders, vendors, collection centres, processors and retailers. Challenges in the sector are characterised by seasonal fluctuation of production, high costs of production, poor quality of milk, poor infrastructure and informal milk trade.

Worth noting is that the dairy part is dynamically turning into a substantial venture industry with littler players getting swarmed out by the greater players who have admittance to wellsprings of funding (Volume, 1. issue 4, (2013) of Food Business Africa magazine, pg 22-30 (October). According to Kenya Dairy Board, the nature of drain and drain items sent out has ascended from 100,000 Kilograms in 2001 to 10.9 million Kilograms in 2008. The add up to drain delivered, around 60% is showcased through merchants, cooperatives, inns and booths. An expected 84% of the drain delivered is sold in crude shape to purchasers extending from provincial to urban tenants, as indicated by the Regional Dairy Center of Excellence (RDCoE). Also according to Jimmy Smith, Director of International Livestock Research Institute

(ILRI) Kenya's 1 million stockholders keep the largest dairy herd in Africa (larger than South Africa).

1.1.6 Kenya Dairy Board

The Kenya Dairy Board is a Semi-Autonomous government organization whose solid proverb peruses; Quality Milk for Health. The Kenya Dairy Board was set up in 1958 through an Act of Parliament, the Dairy Industry Act, Cap 336 of the Laws of Kenya. The 58 year old foundation is commanded to manage, create and advance the Dairy business in Kenya. Kenya Dairy Board vision proclamation peruses: To be a world class Dairy advancement and administrative power.

KDB's main goal is to encourage the partners' exercises towards a manageable dairy industry that gives quality and focused dairy items. KDB's significant capacities incorporate to enhance the nature of dairy deliver; to secure sensible and stable costs to makers of dairy create; to advance statistical surveying in connection to dairy create; to allow the best conceivable level of private endeavour in the generation, handling and offer of dairy deliver; To guarantee either without anyone else's input or in relationship with any administration division or area power the reception of measures and practices intended to advance more prominent productivity in the dairy business and finally to sort out, direct and build up the proficient creation, promoting, circulation and supply of dairy deliver.

1.2 Research Problem

Strategic planning has been researched for many decades, and continues to be a central topic in strategy research (Grant, 2003). Empirical research on strategic planning has focused on three main areas: First is the effect of strategic planning on firm performance; second is the process of strategic planning in strategic decision making, and third are the activities of strategy practitioners in strategic planning practice. There is empirical bolster for a positive relationship between key arranging and execution (Brews & Purohit, 2007).

Grant (2003) refers to the long debates between the strategy-as-rational-design and strategy-as-emergent-process schools, and points to a process of ‘planned emergence’ in which strategic planning practice system provides a mechanism for coordinating decentralised strategy formulation within a structure of demanding performance targets and clear corporate guidelines. It has been six decades since the inception of the KDB through an Act of Parliament, the Dairy Industry Act, Cap 336 of the Laws of Kenya. The challenge for KDB is to promote further growth of the industry to ensure it continues to become a major contributor to economic growth. With the enactment of a new constitution of Kenya 2010, KDB should regularly undertake strategic planning taking into account the industry dynamics to ensure that set goals are planned and effectively managed and thus bring about meaningful reforms in the industry. The formative and development phases of the dairy industry maybe long gone, nevertheless the industry in its maturity phase is still struggling with decade long challenges that can only be addressed once a comprehensive and current strategic planning practice cycle is institutionalised at the apex of the industry – the regulator (Kenya Dairy Board).

Issues akin to promoting healthy dairy practises should not arise at this time in the history of the Kenya's dairy industry if consistent strategic planning practices exist. In the last three years, KDB has been carrying out media campaign to urge Kenyans to stop consuming unprocessed milk (Gerald A. (2016) Business Daily, Online Post (13) April). On the international scene, studies on strategic planning have been progressively carried out especially in the first world economies. The American Quality and Productivity Center's International Benchmarking Clearinghouse investigated the vital arranging procedures of 45 top organizations, including Alcoa, Deere and Company, Frito-Lay, Shell International Petroleum Company, Whirlpool and Xerox Corporation. In summary, Clearinghouse's (1996) strategy study revealed the following about successful entities; first is the part of key arranging as a key component in the administration framework is expressly perceived through solid connections to different components of the administration framework (e.g., solid HR and authoritative structures); furthermore the organizers' refinement between vital arranging and business arranging is progressively obscured.

As the process duration between key arrangements abbreviates, business arranging is done inside the setting of a solid corporate vision or culture, regardless of the possibility that a corporate procedure is not verbalized; third is their arranging procedures are developing and adaptable. A "ceaseless change" rationality directs the arranging procedure outline; fourth is that planners emphasize action plans and strategic thinking. Studies on strategic planning have been substantively carried out in Kenya (Asewe, 2009; Kahindi, 2006; Muriuki, 2005; Musyoka, 2011). They have justly indicated that strategic planning is practiced by firms in Kenya with various frameworks being adopted. There has been no study conducted to investigate the strategic planning practices at the KDB. This study will be seeking to determine the

strategic planning practice at the KDB and thereby have its findings added on to the existing body of knowledge within the strategic planning domain, after answering the research question; what are the strategic planning practices and performance of KDB and are there challenges experienced by KDB while undertaking strategic planning practice?

1.3 Research Objectives

The examination venture in this manner investigated and explored the accompanying;

- i. To determine the strategic planning practice and performance of Kenya Dairy Board.
- ii. To establish the strategic planning practice challenges faced by the Kenya Dairy Board.

1.4 Value of the study

The study will be enlightening to strategic planners and practitioners at the KDB and the line ministries by providing understanding into the strategic planning process that may also lead to a positive review of existing framework. Findings shall be expected to be useful to the varied stakeholders at KDB who in turn shall benefit from the future recommended strategic planning practices. Challenges facing KDB shall be better understood from the outcome of the study. The resulting findings from this study shall contribute to the growing body of knowledge concerning strategic planning activities co-opted in Kenyan institutions and organisations. It shall also act as a source of reference for future research to be conducted on the KDB.

The study shall contribute immensely to the theories of resource-based and dynamic capability theory in that it will illuminate how KDB has applied the theories in its strategic planning practices as well as how it has responded to challenges affecting the organisation. The study shall aid in identifying sections within KDB which may require assistance to enable the organization achieve its strategic vision. The study shall also enrich KDB with insights on the strategic planning practices currently in place within the organisation.

CHAPTER TWO:LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review the previous studies that have been carried out on strategic planning practice by various researchers, analysts, authors and scholars. The chapter is laid out in various sub-topics that include the theoretical foundation, strategic planning in organizations and challenges of strategic planning practice.

2.2 Theoretical foundations of the study

Strategic planning practice is one of the key perspectives of the strategic management process of an organization. Strategic planning is a process and not an event that is informed and guided by a set of theories. Theories that best explain strategic planning and management in organizations, industries or sectors of an economy are Resources Based View (RBV), Goal-Setting and Dynamic Capability theories.

2.2.1 Resource Based View

In 2012, Rothaermel explains resource-based view (RBV) as a theory that highlights availability of organization resources as an important element to firm performance as they enable a firm to gain and sustain competitive advantage. He further adduces that right quantity and quality of organizational resources are paramount for strategic planning and implementation. Barney (1991, 1995) argues that under resource-based view (RBV) theory, firms with profitable, uncommon and matchless assets (counting non-substitutability) have the capability of accomplishing predominant execution. Assets are contributions to a company's creation procedure (Barney, 1991) and can be isolated into those that are learning based and those that are property based (Miller

and Shamsie, 1996). According to Galunic and Rodan (1998), property-based assets normally allude to unmistakable info assets, though learning based assets are courses in which firms join and change the substantial information assets. Barney (1991) noticed that an association's assets ought to not just be profitable, uncommon and supreme to encourage prevalent execution, yet the firm should likewise have a proper association set up to exploit these assets. An association's aggressive position is characterized by its one of a kind connections and asset.

The issue of sustainability is paramount since although a firm's resources may have added value in the past, changes in customer preference, industry structures or technology can reduce their value in future (Barney, 1995).

2.2.2 Dynamic Capability Theory

Dynamic capacity is the company's capacity to coordinate, form and reconfigure inner and outside abilities to address quickly evolving situations (Teece, 2009). It is the process of distinguishing authoritative or singular capacities that empower the business endeavor to fabricate and keep up esteem improving purposes of separation. Pisano (1992) seemingly characterizes dynamic capacities as the precursor hierarchical and vital routine by which administrators adjust their asset base, get and shed assets, incorporate them together and consolidate them to produce new esteem making methodologies the dynamic ability approach hopes to perceive how firms make, resuscitate and restore basic capacities by characterizing administrative qualities, administration frameworks and authoritative outlines that keep the associations alarm to circumstances and dangers.

2.2.3 Goal-Setting Theory

In 1996, Locke watched that the fundamental goal of the objective setting hypothesis is that, particular and troublesome objectives prompt to higher execution than when individuals endeavor to just give a valiant effort. The execution advantages of particular, testing objectives straightforwardly influences the execution of people and additionally whole associations. Individuals can be directed to center their consideration on particular targets, increment their push to accomplish these destinations, endure in times of difficulties and grow new methodologies to better manage complex difficulties to objective achievement by the boosting and motivating effect caused by setting specific goals (Wood & Locke, 1990). Challenging goals can enable people to guide and refine their performance more so by providing direction and a standard against which progress can be monitored. Valuable rewards such as an increased income from one's work, recognition and promotions are often as a result of challenging goals (Latham & Locke, 2006). The pillars of objective setting hypothesis are that there must be ideal level of test, objective clarity and criticism (Locke & Latham, 1990). Troublesome objectives, when acknowledged, result in higher execution than simple objectives though particular objectives increase the desire to perform even better.

2.3 Strategic Planning Practice in Organizations

Strategic planning practice focuses attention on the key issues and challenges facing the organization and thus promotes strategic thought and action. The enhanced responsiveness and improved performances are other benefits enjoyed by organizations engaging in strategic planning practices. In 1995, Bryson research findings indicated that teamwork is also likely to be strengthened through use of

strategic planning. According to Thompson (1990), when top management teams and organizations undertake strategic planning, they are seeking to carefully understand the business the organization is in and should be in, be able to identify and take advantage of opportunities, guard against eminent threats, increase awareness of the organization's strengths and weaknesses and to be able to harness a more effective system of resource allocation and use. Highly formalized organizations routinely practice strategic planning for various reasons.

Johnson and Scholes (2002) are proponents of the motives behind strategic planning practice in organizations where they lay a strong claim to this by contending that it offers a structured means of analysis and thinking about complex strategic problems thus giving TMTs an opportunity to question and challenge wisdom presented to them. In their view they also contend that strategic planning practice can be used as a control tool through the regular review of performance vis-a-vis agreed strategic direction and objectives.

They also assert that, strategic planning practice is a very powerful communication tool since it lays bare the organization's aspirations and goals and by involving people in strategy development, it engenders ownership of the strategy by the employees involved. Finally, strategic planning can be used as a coordination platform by organizations through combining activities of the various business divisions and ensuring that resources are collectively put into use.

2.4 Strategic Planning Practice and Firm Performance

Vital arranging practice is a trained, very much characterized hierarchical exertion went for the entire particular of an association's system and the task of obligations regarding its execution. According to Bradford (1999), a firm should take part in key arranging rehearses that plainly characterizes destinations and survey both the inward and outer circumstance to figure procedure, actualize the methodology, assess the advance and make conformities as important to remain on track. Key arranging practice is a taught push to deliver crucial choice and activities that shape and guide what an association is, the thing that it does and why it does it (Bryson, 1998). In as much as firms' have individual characteristics, there are some basic commonalities found in the formal planning process of most business firms. Strategic planning practice consists of several steps thus development of the initial agreement, identification of modules, illumination of mission and qualities, outer and inner environment evaluation, key issues recognizable proof, technique advancement and arrangement of a depiction of the authoritative vital arranging process.

One of the benefits of strategic planning practice is that it disciplines chiefs to look ahead and express objectives, asset distribution and support longer time skylines furthermore facilitates assessment of fleeting arrangements (Bryson, 1998). It benefits management by allowing it to evaluate future assumptions and alternatives and makes the management focus on looking at the organization in totality rather than focusing on their individual responsibilities. Due to the planning process, ambiguity is eliminated thus enhancing teamwork and integrated culture. A second value of strategic planning practice is that the board of an organization is equipped with informed ability to make decisions that are bring about long-term success and an

increased ability to control long-range direction. The prime value of strategic planning practice is the customer who benefits from products that have been innovatively and creatively thought through due to the quality framework adopted by firms resulting from the rigorous mental exercise involved in strategic planning. Hill & Jones (2001) argue that strategic planning leads to creativity and innovation leads cost effectiveness which yields better interest and deposit rates while at the same time realizing customer service, safety and soundness of business.

2.5 Challenges of Strategic Planning Practice

Challenges facing strategy planners can be classified as economical, socio-cultural, political, structural, technical and technological. While the benefits of strategic planning are monumental, unfortunately so are the challenges and limitations if not well checked could destroy its effectiveness. A major source of challenge emanates from the fact that the strategy decision making process of most organizations is political in nature. Strategy tends to upset the status quo especially if power relationships are unsettled. Fighting against the perceived threat would be the natural reaction rather than confronting the challenge posed by the environment. This results in unsuccessful strategic planning (Ansoff & McDonnell, 1990).

An alternative to the formal planning is opportunistic planning which presents a reactive approach to unexpected emergencies of opportunities and threats. Where all the planning capabilities are dependent entirely on formal planning structures, the firm will find itself in a vulnerable position unable to face unexpected events that were not properly foreseen within the assumptions underlying the strategy planning process (Hax & Majful, 1996).

Thus it is paramount for an organization to find a balance between formal and opportunistic planning to be able to provide a broader strategic framework without binding every action and therefore allow for creative responses to be made within the organized framework. Pearce and Robinson argue that strategic planning practice is an exercise that is costly in terms of time and money. The cost of time invested in strategic planning by involved participants in the strategy making process could have a negative angle in terms of work absenteeism.

Managers therefore have to be trained to schedule their duties to balance between strategic and operational activities. Technical or technological challenges may occur when an organization is constrained on information about itself and its operating environment which is required in the situational analysis. Hence, the strategic planning activities of such organizations becomes ineffective (Ansoff & McDonnell, 1990).

2.6 Empirical Studies and Knowledge Gaps

The exact looks into on key arranging rehearse began from 1970. The substantive motivation behind exploring and specifying these past experimental studies here is to affirm that system is extremely pivotal for authoritative achievement, survival and the larger part of studies have demonstrated it. Thune and House (1970) led the principal exact study with regards to key arranging in United States in which 36 firms from six/6 mechanical gatherings in particular; medicate, substance, apparatus, nourishment, oil, and steel enterprises where they reported that formal planners firms in these ventures monetarily perform fundamentally superior to anything the individuals who arrange casually.

Arasa and K'Obonyo (2012) led a study in Kenya and reported in their discoveries that the connection investigation comes about, show the presence of a solid relationship between vital arranging and firm execution. Further, all the vital arranging steps were observed to be decidedly identified with organization execution.

No unmistakable photo of the relationship amongst arranging and firm execution has risen. Different creators have introduced clashing discoveries. A few studies discovered positive connections while a few studies discovered negative connections between key arranging and execution.

The observational writing of key arranging hone demonstrates that few studies have been led, which investigated the directing and interceding factors impacts on the connections of vital arranging practice and exhibitions of associations. The above talked about survey of observational studies on key arranging and firm execution which began from 1970 to date obviously demonstrates that a portion of the studies have reported dubious discoveries on the connections between key arranging and firms' exhibitions. In this manner evenhandedly, it has been persuading that observational studies with respect to key arranging practice ought to be empowered in creating nations as Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter will consist of the research design to adopt, tools adopted strategies to be used for data collection and how the data analysis shall be conducted. The philosophy should display the depiction of how the study will be led, the arrangement of research, how information will be gathered and from whom lastly the information examination strategy that might be received to break down the information keeping in mind the end goal to create the discoveries of the study.

3.2 Research Design

Cooper & Schindler (2011) define research design as the blueprint for collection, measurement and analysis of data. The research strategy shall be based on a case study. A case study is an in-depth analysis of an individual, group, institution or event (Mugenda & Mugenda, 2003). The core reason for carrying out a case study is to determine factors and relationship among factors that have resulted in the behavior that will be under study.

It is a framework applied at the point when the limits amongst setting and marvel are not plainly obvious and in which numerous wellsprings of confirmation are utilized. Yin (1998) describes a contextual investigation as an empirical enquiry that investigates a phenomenon within its real life context of a unit study that could be an institution, family, community or a person.

Contextual analyses outline an issue; demonstrate a methods for taking care of an issue; or potentially shed light required on research, clinical applications or hypothetical matters. The case study option shall be the most appropriate for this particular intended research so as to enable the researcher carry out an in-depth study of the strategic planning adopted by the Kenya Dairy Board.

3.3 Data Collection

The rationale of data collection is to obtain information for record keeping, to pass information to others and to make decisions about important issues. Interviewing is a method of collecting data and more so gain a form of picking up learning from people. In 1996, Kvale viewed meets as an exchange of perspectives between at least two individuals on a theme of shared intrigue and along these lines upgrading its centrality of human cooperation for information generation, and underscores the social effect of research information.

The study shall rely heavily on the primary data to be collected using interview guide (Appendix II). An interview guide is a research instrument that contains a set of questions that the researcher shall ask during the interview for purposes of gathering data required to meet the objectives of the study (Mugenda & Mugenda, 2003, p.86). The interview guide adopted shall be structured containing open-ended questions which will be administered using the “drop and pick later” method.

The interview guide is preferred for this case study because of its capability to extract information from respondents as well as giving the researcher better insight and understanding of the results from the study. The interview guide shall in addition enable the researcher obtain more current information as well as elicit information

that might not have been captured with the other data collection techniques. The Organization's annual reports, publications and the web portal shall be employed to obtain secondary data.

3.4 Data Analysis

Data analysis refers to the process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision-making. The expected data will be qualitative in nature and thus the qualitative content analysis will be adopted in this case study. Research proponents define content investigation as a strategy for making inductions by dispassionately and efficiently distinguishing indicated attributes of messages.

Content investigation will empower the analyst to move through substantial volumes of data in a systematic fashion with relative ease. Correctly filled interview guides that are fit for content analysis shall be used by the researcher to list and summarize the major issues contained in the responses. This shall enable the researcher to structure the data in a format that can be possible to analyse and interpret.

CHAPTER FOUR:

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covers data analysis and presentation of the findings. The Broad objective of the study was to determine the strategic planning practice and performance of Kenya Dairy Board. The reliability of the data collected for the study was determined through ascertaining the reliability of the interview schedules.

4.2 Strategic Planning Practice at Kenya Dairy Board

In the section the study wanted to find out about the Strategic Planning Practice at Kenya Dairy Board. The findings are discussed below as the questions asked. The respondents were asked to give a brief outline of the Kenya Dairy Board Strategy Planning practice. According to the finds, the Kenya Dairy Board Strategic plan is in effect for 5 years (2012-2017).

The current strategic plan will be reviewed and reissued. The plan has been synchronized to match with the overall national developmental objectives as outlined in the national economic blue print, Vision 2030. It has also taken into consideration the requirements of the constitution 2010, the dynamics in the devolved institutions of government and local and international dairy industry, among others.

The study was set to determine the respondents take on the effectiveness of communication to stakeholders on the strategic planning practice at KDB. The findings established that respondents were of the opinion that consultation is sought among the different stakeholders through stakeholder sensitization forums.

Partner correspondence has a specific type of effort with particular objectives is critical not just to set up compelling associations with the association, additionally in considering how the partners speak with outside gatherings of people. Effective interchanges lays on a complex comprehension of the relationship amongst partners and how these examples can be utilized to advantage.

Partner correspondence exercises from the central commence that correspondence is a bolster work. They don't impart for conveying, but instead to propel the association's targets. Before setting out on correspondence arranging, they take supply of their organization's point of view on the significance of every partner.

The study looked to get some answers concerning the how responsive are the partners to the procedure arranging process at KDB. The study discovered that there is high contribution in the process by an assortment of partners which has a tendency to create better results and a more prominent feeling of proprietorship. Approval gatherings are held to get criticism and approval of the procedure. The association's expansive engagement systems is to expand investment in and duty to key arranging.

The respondents were asked to give a brief about the prime stakeholders in the strategic planning process. Based on convergence of opinions of the respondents the following were the results.

Table 4.1: Prime Stakeholders in the Strategic Planning Process

Stakeholder	Main Functions	Main output to the industry
National Government	Policy formulation Provision of resources. Provision of enabling environment.	Conducive environment, policy and regulatory framework. Resource availability.
County Governments	Policy implementation and formulation. Formulation of regulations and operational structures.	Laws and regulations. Supportive operational environment.
Dairy farmer	Milk production	Adequate quality milk
Dairy Farmer Groups	Increased production and bulking of high quality milk	Quality, bulked and chilled milk
Breeders	Selection and upgrading of dairy breeds	High producing dairy breeds
Milk processors	Milk processing and value Addition	Quality and value added milk products
Service providers	Provision of inputs and Services	Quality and affordable inputs and services

Stakeholder Associations	Stakeholder Mobilization	Self-Regulation. Creation of synergy. Representation of stakeholders interest.
Consumers	Milk consumption	Provide market for milk and milk products. Feedback.
Research Institutions	Livestock research	Appropriate Dairy technologies for improved productivity and quality
Dairy Training Institutions	Dairy Training	Qualified manpower for the Dairy industry
Non-Governmental Organizations	Capacity Building Resource Mobilization and Provision	Resource availability Improved Dairy industry
Development Partners	Financial and Technical Support	Improved dairy industry Resource availability

Financial Institutions	Provision of financial services	Increased financial access
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Source: Field Survey 2016

The study further sought to find out the roles played by each of the stakeholders in the strategic planning practice at KDB. The findings indicate that each stakeholder has a special role to play to make KDB a fully function body for it to realize its strategic plans and serve the Kenyan farmers better. The following are the stakeholders and there functions.

National Government:	Policy formulation Provision of resources Provision of enabling environment
County Governments	Policy implementation and formulation Formulation of regulations and operational structures.
Dairy farmer	Milk production
Dairy Farmer Groups	Increased production and bulking of high quality milk
Breeders	Selection and upgrading of dairy breeds
Milk processors	Milk processing and value addition
Service providers	Provision of inputs and services

Stakeholder Associations	Stakeholder Mobilization
Consumers	Milk consumption
Research Institutions	Livestock research
Dairy Training Institutions	Dairy Training
Non-Governmental Organizations	Capacity Building
	Resource Mobilization and Provision
	Development Partners Financial and Technical Support
Financial Institutions	Provision of financial services

The evaluation of the organization to the strategic planning practice is very essential towards the organization's performance. The study found out that the strategic objectives are in line with Performance Contract indicators. Quarterly reports on progress of activities is shared with relevant agencies. Periodic review of the Strategic plan provides the avenue to evaluate performance. This leads to evaluation of Leader driven; Culture driven; Line driven; Numbers driven; and Staff driven.

Every single key partner need to know the association's center reason. To ensure this happens, they make utilize all correspondence implies accessible – pamphlets, electronic informing, email, gatherings, blurbs, finance embeds, and so forth. Being reliable in the messages, and utilizing them to show workers how they fit into the arrangement and how their commitments have moulded the decisions made. Share the outcomes they have accomplished and mentor them toward key execution.

The study further found out that Retreats and working groups to review the Strategic plan are organized outside the office. This will make the KDB employ strategic workshops and strategic away days as tools of driving corporate strategic planning practice with in return improve the organization's performance.

The study sought to find out how the environment affect strategic planning practices at KDB. The findings notes that the environment affects strategic planning practices by Increasing demand for services by the industry stakeholders. This has stretched the resources available to the Board.

The study found out that commitment by Board of Directors and Senior Management and ownership of tasks by all staff through signing of Performance Contracts are the most critical resources in the strategic planning practice with will in turn ensure the performance of the organization.

4.3 Strategic Planning Practice challenges at Kenya Dairy Board

The study was designed to establish the various Strategic Planning Practice challenges as experienced at Kenya Dairy Board as outlined in the literature. Based on convergence of opinions of the respondents the following were the results:

The study find out that Overlapping of activities and overstretched resources due to inadequate funding to meet industry expectations are the major obstacles experienced in strategic planning practice at KDB. The study also found out that the main challenges to effective strategic planning practice at KDB are;

Internal challenges

Inadequate financial resources to match with the industry requirements; inadequate staffing levels hindering effective service delivery; inadequate working tools including a regulatory laboratory for effective product quality surveillance and inspection; inadequate management information systems to facilitate collection, processing and dissemination of information for decision making and disjointed internal communication channels

External Challenges

Growing demand for diversified, timely and accurate information on dairy; changing political, social and economic landscape with the promulgation of the new constitution requiring the board to re-align its structure and operations; erratic milk production tied to the rain patterns which destabilizes the milk collection, processing and marketing systems. The stakeholders are looking upon the Board to provide optimal solutions to mitigate such scenarios in future; increasing competition from non-dairy beverages which threatens future growth of the industry;

low per capita consumption of milk and milk products; dairy production is controlled by the old generation who deny the youth the opportunity to engage in dairy production. This threatens succession planning in dairy production; non compliances along the dairy value chain which has potential to negatively impact on public health and market access especially in the international markets; a large informal sector dealing in raw milk sales and which has limited compliance to milk handling and hygienic standards; increasing costs for fuel and electricity which increase the costs of dairy production, processing and marketing; inconsistency in the supply and quality of feeds, forages and fodder; low adoption of new and emerging technologies which

affects efforts to improve productivity and quality in the industry; weak stakeholder associations especially that for the Dairy farmers which affects representation and advocacy on issues related to dairy production and high cost of credit for investment

The study further to find out how KDB addresses the existing challenges in strategic planning practice. The findings indicates that they ensure all members of the arranging procedure (e.g. senior supervisors, organizers, leaders) have a strong comprehension of the business, its technique and also the suppositions behind that procedure. This comprehension empowers them to distinguish and to react rapidly to possibilities and difficulties as they happen progressively. Increment the ingenuity of the association's procedure. A key arranging process can't ensure inventive knowledge or brilliant thoughts as a rule; however the procedure can build likelihood of testing presumptions. Conquering chose issues and hindrances empowers the association to consider claim arranging requests best and to focus on basic issues of its affiliation, industry and environment. Foster strategic partnerships (e.g. Universities, donor organizations, PPPs, etc.) Lobby government for more funds while adopting prudent financial management systems. Continuous improvement of operational processes through adoption of appropriate information technology management innovations. Continuous capacity building of staff and extolling the virtues of leadership beyond compliance. Thus associations can make their tweaked vital arranging process, which offers the most advantages subsequently increment its performance.

The study set to find out whether they respondents believe that the strategic planning practice at KDB has been successful. The findings shows that results have translated on the ground. It has led to increased compliance by stakeholders on the ground, less suspicion on the Boards role by the general public through a change in business

approach, increased collaboration and requests for information and service by different stakeholders. The study found out that the Strategic planning process is about continuous improvement and adoption of good management practices. As long as KDB can match its strategic objectives with expectations of stakeholders the Board will remain steadfast as a regulatory agency. This will ensure that KDB's future in terms of strategic planning practice remains steadfast which will in turn increase its performance.

4.4 Discussion of the findings

The study set up that the Kenya Dairy Board Strategic arrangement is as a result for a long time (2012-2017). The current key arrangement will be audited and reissued. The arrangement has been synchronized to coordinate with the general national formative destinations as delineated in the national monetary blue print, Vision 2030. It has additionally mulled over the prerequisites of the constitution 2010, the elements in the regressed foundations of government and nearby and global dairy industry, among others, every partner has an uncommon part to play to make KDB a completely work body for it to understand its key arranges and serve the Kenyan ranchers better.

The study discover that KDB addresses the current difficulties in key arranging rehearse. They guarantee all individuals from the masterminding system (e.g. senior directors, coordinators, and pioneers) have a solid understanding of the business, its strategy furthermore the suppositions behind that method. This understanding enables them to recognize and to respond quickly to conceivable outcomes and troubles as they happen continuously

4.4.1 Comparison with Theories

These discoveries are to a great extent in concurrence with the hypotheses of key administration train including asset based hypothesis, Dynamic Capability Theory, Goal-Setting Theory among others. For example, it's apparent that KDB like different associations is an open framework in constant advancement and connection furthermore work in a dynamic, unpredictable and turbulent environment that is exceedingly focused (Albanese and Van Fleet, 1983). This has required the grasp of vital arranging with a specific end goal to set vital bearing, characterize focused moves, fulfill partners, contend effectively and accomplish focused on levels of execution (Thompson et al 2007). This depends on the contention that KDB like some other association in Kenya battle with natural difficulties along these lines need to create upper hand against their rivals keeping in mind the end goal to survive.

4.4.2 Comparison with other Studies

The discoveries of this study are additionally in concurrence with discoveries from different studies. For example like the study by Gode (2009) in Kisumu East District, it built up that key arranging is emphatically related with execution. Likewise, the degree of system usage which is a test to the effect it has on execution was additionally reported by Akinyi (2008) concentrating on the difficulties confronting private associations in usage of vital plans in Kisumu West District.

This study has thusly added to the assortment of learning and to hypothesis building. For instance, it avows that associations without a doubt need to take part in vital arranging since it is decidedly connected to execution and it's an apparatus to battle the always showing signs of change interior environment and the turbulent outer

environment furthermore mostly on the grounds that a 42 key arrangement can be made unexpected to an association's assets and other authoritative components like size, structure and administration. The discoveries have limited the hole on debate concerning impact of key anticipating execution. The discoveries of this study have additionally given huge data to approach designers. For example, the Ministry of horticulture is thusly educated of the degree of vital arranging in day by day cultivating in Kenya furthermore the degree of execution of the same. It can hence set up the proper arrangements and solutions for upgrade the practice through its implementers.

Thus, the administration has been outfitted with data on the confinements in the advancement and usage of vital arrangements prompting to grim commitment to execution. They can consequently reason to enhance the procedures of system improvement (particularly partner association and ecological examination) furthermore venture up usage endeavours to understand the maximum capacity of key arrangement

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study objectives was to determine the strategic planning practice and performance of Kenya Dairy Board and to establish the strategic planning practice challenges faced by the Kenya Dairy Board. This chapter sets out a summary of key findings, discussions and conclusions drawn from the study as set out in the previous chapter.

5.2 Summary of the Findings

KDB is a state corporation under the State Corporations Act. Compliance with the Act ensures compliance with the provisions of performance contracting guidelines and procedures which were introduced as amendments in 2004. Further, performance contracts are derived from the strategic plan. The government has, over the last five years put in place a reporting, monitoring and evaluation framework to ensure total compliance with legislation. Once the strategic plan is crafted a copy is sent to the Ministry of planning to ensure compliance with other government plans such as Vision 2030. On a quarterly basis, Performance reports are sent to Inspector of State Corporations who monitor Performance. Three months after the end of each accounting period each state corporation sends a performance contract evaluation report to the office of the Secretary of Cabinet, which forms the basis of a formal performance appraisal of the state corporation's performance.

From the foregoing, the study established that each stakeholder has a special role to play to make KDB a fully function body for it to realize its strategic plans and serve the Kenyan farmers better. National Government: Policy formulation Provision of resources Provision of enabling Environment County Governments Policy implementation and formulation, Formulation of regulations and operational structures. Dairy farmer Milk production Dairy Farmer Groups Increased production and bulking of high quality milk Breeders Selection and upgrading of dairy breeds Milk processors Milk processing and value addition Service providers Provision of inputs and services Stakeholder Associations Stakeholder Mobilization Consumers Milk consumption Research Institutions Livestock research Dairy Training Institutions Dairy Training Non-Governmental Organizations Capacity Building Resource Mobilization and Provision Development Partners Financial and Technical Support Financial Institutions Provision of financial services.

The study found out that the opinion that consultation is sought among the different stakeholders through stakeholder sensitization forums. The strategic objectives are in line with Performance Contract indicators. Quarterly reports on progress of activities is shared with relevant agencies. Periodic review of the Strategic plan provides the avenue to evaluate performance. This leads to evaluation of Leader driven; Culture driven; Line driven; Numbers driven; and Staff driven. Retreats and working groups to review the Strategic plan are organized outside the office. This will make the KDB employ strategic workshops and strategic away days as tools of driving corporate strategic planning practice with in return improve the organization's performance. The environment affects strategic planning practices by increasing demand for services by the industry stakeholders.

This has stretched the resources available to the Board. Commitment by Board of Directors and Senior Management and ownership of tasks by all staff through signing of Performance Contracts are the most critical resources in the strategic planning practice with will in turn ensure the performance of the organization.

The study find out that Overlapping of activities and overstretched resources due to inadequate funding to meet industry expectations are the major obstacles experienced in strategic planning practice at KDB. KDB addresses the existing challenges in strategic planning practice. Results have translated on the ground. It has led to increased compliance by stakeholders on the ground, less suspicion on the Boards role by the general public through a change in business approach, increased collaboration and requests for information and service by different stakeholders. The Strategic planning process is about continuous improvement and adoption of good management practices. As long as KDB can match its strategic objectives with expectations of stakeholders the Board will remain steadfast as a regulatory agency.

5.3 Conclusion

The study concluded that, the respondents attested that, KDB is actively involved in strategic planning process. This illustrates that it has adopted strategic planning in its operations which would help to improve their service delivery. The Corporation also has a formal documentation of vision and mission statements. This further illustrates that, KDB has adopted modern methods on management through formulation of vision and mission to guide its management and enhance performance.

The study concluded that, the corporation applied the following steps of strategic planning process; develop of scratch systems that add to the general vision, advancement of particular quantifiable sensible and time - bound key objectives correspondence of authoritative vision, mission 48 and scratch approaches, improvement of short and long haul operational objectives; subdividing objectives and designating sub-objectives with cautious consideration regarding subtle elements, taking an interest, timetables and points of reference, observing and assessment measure the advance toward achieving operational and key objectives with key execution markers respectively.

Strategic planning is an effective way of improving performance of KDB; this, at least, has been the general perception in the strategic management literature to date. A closer look at the empirical literature on the subject reveals a more diverse picture. The results are not equivocal; the study found a positive relationship between strategic planning practices and performance of corporation.

5.4 Recommendations

The study recommends that, the management of corporations should seek to enhance their working productivity and nature of items or administrations keeping in mind the end goal to enhance their execution. The study also recommends that corporations in Kenya should adopt a hybrid approach in the strategic planning process to revamp their performance. Concentrate likewise prescribes that the administration of state organizations in Kenya ought to offer constant preparing to the representatives on strategic planning adopt clear communication of strategy so as to equip them with skills that will help them in their orders. This will help the organizations' human asset to work all the more proficiently and increment of the corporations' performance.

5.5 Limitations of the Study

There were several limitations to the study that the researcher note while carrying out the research. The major limitation was availability of free time from stakeholders of the Kenya Dairy Board to enable them to participate exhaustively in the interview process. This in itself created temporary disconnect between the researcher and the participants in the data collection exercise. Other limitations included red tape at the KDB and access to archives for other related secondary data on the Board.

5.6 Areas of further research

Since this study investigated the vital arranging practices and execution of KDB, the study suggests that; comparative study ought to be done in private associations in Kenya for correlation purposes and to take into account speculation of discoveries on the vital arranging practices and execution of associations in Kenya.

The study proposed that further research ought to be directed on Challenges of executing Strategic arranging rehearses in private organizations e.g. banks to discover the key arranging practices and execution of keeping money industry. The concentrate additionally proposed that the reaction rate ought to be widened to cover a bigger populace in order to have more comprehensive discoveries to improve conclusions and suggestions from Strategic arranging rehearses.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Solomon Mwihoti,
P.O. Box 1842 – 00100,
Nairobi.

30th September, 2016

Managing Director,

Kenya Dairy Board,
10th Floor, NSSF Building,
P. O. Box 30406 - 00100,
Upper Hill - Nairobi, Kenya.

Dear Respondent,

RE: REQUEST TO CARRY OUT RESEARCH AT KENYA DAIRY BOARD

I am a post graduate student at the University of Nairobi, School of Business pursuing a Master of Business Administration (MBA) Degree where currently am penning my project proposal and thus requesting for your support in completing this course by expeditiously answering the questions in the interview guide. As I hope for your support, mine is to be grateful for all the time to be spent in this exercise. The information generated by this research will be treated with utmost confidentiality that it deserves and that the information shall purely be used for academic purposes. A copy of the findings will be availed to you on request at the end of this case study.

Yours faithfully,

MWIHOTI, SOLOMON K.

APPENDIX II: INTERVIEW GUIDE

Interview guide on Strategic Planning Practice at Kenya Dairy Board

This interview guide is designed to collect data that will help in better understanding the strategic planning practices at Kenya Dairy Board. The researcher will be aiming to interview the board members, Top Management Team, line managers and staff involved in the strategic planning process at KDB. The data collected by this interview guide will be held with strict confidentiality.

Part A. Strategic Planning Practice at Kenya Dairy Board

1. Kindly give a brief outline of the Kenya Dairy Board Strategy Planning practice.
2. Who are the prime stakeholders in the strategic planning process?
3. What roles does each stakeholder play in the strategic planning practice at KDB?
4. What is your take on the effectiveness of communication to stakeholders on the strategic planning practice at KDB?
5. How receptive are the stakeholders to the strategy planning process at KDB?
6. How does the organization evaluate the strategic planning practice?
7. How does KDB employ strategic workshops and strategic away days as tools of driving corporate strategic planning practice?
8. How does the environment affect strategic planning practices at KDB?
9. What are the most critical resources in the strategic planning practice?

Part B. Strategic Planning Practice challenges at Kenya Dairy Board

10. What form of obstacles are experienced in strategic planning practice at KDB?
11. What are the main challenges to effective strategic planning practice at KDB?
12. How is KDB addressing the existing challenges in strategic planning practice?
13. Do you believe the strategic planning practice at KDB has been successful?
14. Explain KDB's future in terms of strategic planning practice?