FACTORS AFFECTING IMPLEMENTATION OF THE KENYA VISION 2030 STRATEGY IN PUBLIC SECTOR: KENYATTA INTERNATIONAL CONFERENCE CENTRE

CHIENG' OTIENDE CHRISTOPHER

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DECLARATION

This is to certify that the research project report is my original work and has not been presented for examination in any other University or institution for award of any certificate.

Mr. Christopher Chieng' Otiende

D53/CTY/PT/23747/2011

…………………………. …………………………

Signature Date

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

Mr. Robert Daudi Nzulwa

Lecturer, School of Business

………………………. ……………………….

Signature Date

This research project has been submitted for examination with my approval as Kenyatta University; School of Business chairman

Dr.Stephen Muathe

………………………. ……………………….

Signature Date

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DEDICATION

This research project report is dedicated to my loving family whose support has enabled me to complete it. My sincere thanks go to my supervisor; Mr. Robert Nzulwa who has always guided me.

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ABSTRACT

The factors affecting Kenyatta International Conference Centre is the implementation of the Kenya Vision 2030 Strategy. This was as a result of organizational leadership commitment, information technology, employees training and organizational cultural values. It is from this onset that study aimed to examine whether the above name factors affect implementation of Kenya Vision 2030 Strategy at Kenyatta International Conference Centre. The research design was descriptive in nature with location being at the organization offices, along Harambee Avenue; Nairobi county. The study targeted population was the managers and junior officers that constitute 130 personnel from which a sample size of 65 respondents were selected. Stratified sampling design was used in selecting the samples from each category; managers and junior officers. The researcher used questionnaires in collecting the primary and secondary data for 2 weeks then analyzed it. The quantitative and qualitative analysis was implemented with both descriptive and inferential statistical analysis techniques used. The findings and recommendations were established to Kenyatta International Conference Centre as it embarks o the next development phase: MTP 2012 TO 2017, the recommendations will enable Kenya government Ministry of Tourism to realign its projects to successful accomplishment. Furthermore, this forned fundamental framework through which other researchers could recommend effective strategy implementation in both private and public sectors.

Key Terms

Strategy Implementation; Strategic decisions; Implementation process; Obstacles; Change management; Resistance to change; Commitment; Organizational cultural value; information technology.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Kenyatta International Conference Centre is the main international conference venue in Kenya, located strategically at the heart of the capital city; Nairobi to enhance conference tourism. It was established as corporation through the KICC order, 2004 contained in Kenya Gazette Supplement No.45, Legislative Supplement No.45, and Legislative Supplement No.26 (Legal Notice No. 77) dated 9th July, 2004 to promote and market conference tourism locally and internationally, monitor the quality and standards of conference of facilities while advising investors on improvement of such facilities. In addition, it is mandated to plan and implement the expansion and modernization of existing conference facilities and develops new ones.

The vision of the organization is.”To be premier global centre of excellent in conference tourism”

The mission of the organization is “To provide globally competitive conference facilities and services that surpass our clients’ expectation and maximize returns to the stakeholders.”

In addition, the organization has 6 core values. First is accountability that calls for demonstrating and taking responsibilities in light of agreed of agreed expectations. Secondly is justice on adherence to the rule of law. Thirdly is integrity that demands upholding high professional and ethical standards. The forth is diversity that demands welcoming and respecting persons of all cultures and back ground. The value of inclusiveness is to ensure participatory approach in decision making by seeking, respecting and valuing opinions if interested stakeholders. Finally is objectivity on consistent decision making that are in best interest of KICC.

The organization goal had been to increase international visitors from 1,800,000 in 2007 to 3,000,000 in 2012.In addition; the average spending per visitor was to increase from 40,000.00 Kenya shillings to 70,000.00 Kenya Shillings in 2012.In addition, it was to enhance annual conference tourism earnings from 65,400,000,000 Kenya shillings to in 2007 to 200,000,000 Kenya shillings by 2012.

This facility has hosted major world conferences and conventions hence form vital part in promotion of conference tourism through implementation of The Kenya Vision 2030 strategy that was officially launched by the Grand Coalition Government in July 2008 to built on the successful implementation of the 'Economic Recovery Strategy for Wealth and Employment Creation' (ERS 2003 – 2007), that have seen the country's economy back on the path to rapid growth since 2002, when GDP grew from a low 0.6% and rose gradually to 6.1% in 2006.The Vision 2030 is the national long-term development blue-print that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment being implemented in successive five years Medium-Term Plans (MTP).

The Vision comprises of three key pillars: Economic; Social; and Political. The Economic Pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same until 2030. The Economic Pillar of Vision 2030 is anchored on the foundations of macroeconomic stability; infrastructural development; Science, Technology and Innovation (STI); Land Reforms; Human Resources Development; Security and Public Sector Reforms and seeks to improve the prosperity of all regions of the country and all Kenyans by achieving a 10% Gross Domestic Product (GDP) growth rate. Within the Medium Term Plan 2008-2012, six priority sectors that make up the larger part of Kenya’s GDP (57%) and provide for nearly half of the country’s total formal employment were targeted. Tourism, agriculture, wholesale and retail trade, manufacturing and information technology enabled services (previously known as business process off-shoring). The tourism sector concentrates on enhancement of underutilized Meetings, Incentives, Conferences and Exhibitions (MICE) strategy that is a new emerging globalized approach with the characteristics of high value created, great employment opportunity, and great inter-industry linkage; superior service, superior order, and superior environment, and which characteristics allowed MICE to be chosen through appraisal as a benchmark service industry.

The LAPSSET study report proposed the need to develop a national MICE development strategy was to market Kenya as a Conference Tourism destination in the region and continent and attract more business visitors by attracting high-end international hotel chains and investing in new conference facilities. The full implementation of the strategy will increase in number of visitors;

marketing Kenya as a conference tourism destination and attract investors Attract investors. With the end of first Medium-Term Plans (MTP) for 2008-2012 under ‘flagship’ projects expected to lead in generating rapid and widely shared growth ends, the Kenyatta International Conference Centre has faced myriad of challenges in implementation of its strategies.

The challenges in this regard however, were how to maintain consistency in managing the implementation process of strategic decisions. Based on released statistics for government performance of parastatals, it was observed that the strategy has not been properly implemented. The results obtained last year were unsatisfactory as it did not meet Kenya Vision 2030 expected growth rate. This aspect serves as the basis of the study to be conducted. The study determined key obstacles to Kenya Vision 2030 strategy implementation at the Kenyatta International Conference Centre. The following was the organization structure.

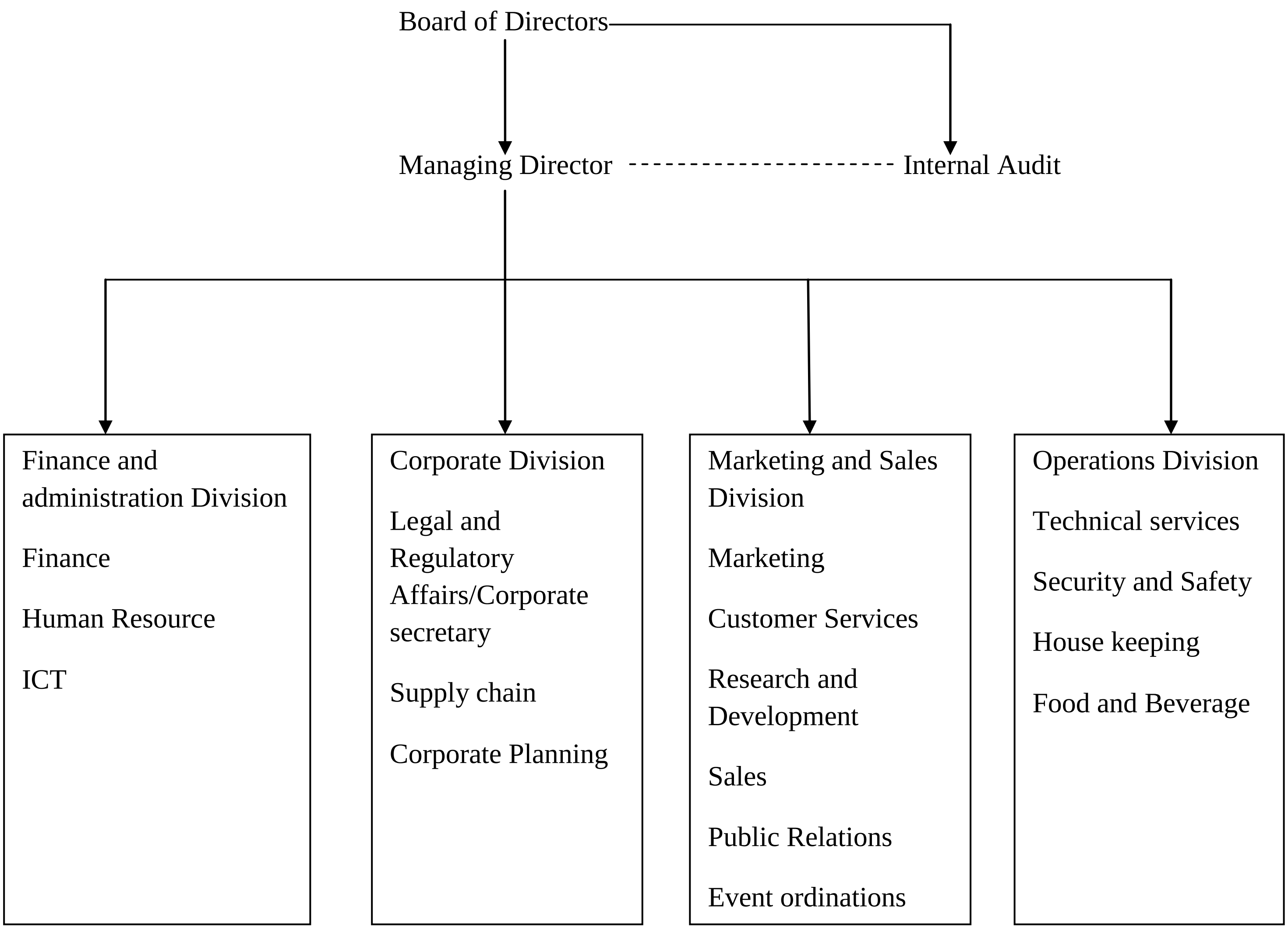


Fig 1.0 Organization structure (Source: Kenyatta International Conference Centre 2012)

The top most decision making organ is the board of directors where the managing director is the secretary in their periodical meetings. The internal audit is independent department that is answerable to the board of directors with clear guideline on updating the managing director. The organization has 4 main divisions; Finance and administration, corporate and regulatory, marketing and sales and operations divisions that have various departments.

According to (Boyne, 2003; Ingraham & Lynn, 2004),the improvement of service performance is one of the most critical issues facing public organizations Governments have typically responded to this with a raft of policies and guidance, covering issues such as how to formulate and implement strategies for service provision. This research focused on a critical but under-researched potential determinant of strategy implementation in public sector with core case being Kenyatta International Conference Centre.

Within the strategic management field, there had been a significant amount of research on strategy processes. That is “the process by which a strategic decision were made and implemented and the factors which affect it” (Elbanna, 2006). Much of this work concludes that process matters for subsequent performance however, little research on this important topic had been carried out in the public sector.

Moreover, much of the process literature focused on the effects of strategy formulation, and there is very little evidence on the processes that organizations used when implementing their strategies and the consequences for performance (Bantel & Osborn, 2001; Dobni & Luffnan, 2003). This was a critical issue for all organizations, as many have noted before, implementing strategy is often more difficult than formulating it, and it is widely accepted to be an aspect of management where many organizations fail (W. Hrebiniak, 2006). It may be especially important for public organizations. It was clear that they are increasingly using strategic management models and language more traditionally associated with private corporations (Bryson, Crosby, & Bryson, 2009), but some argue that they are failing to learn and often recycle “techniques which have been shown to be badly flawed” (Ferlie, 2002).

Nonetheless, writers in these fields have themselves recognized the lack of empirical research linking implementation processes to performance. Strategy implementation is defined as “the communication, interpretation, adoption, and enactment of strategic plans” and is widely perceived to be a significant determinant of performance. In particular, the style of implementation is important: as (Long and Franklin 2004) state, “A key variable when studying implementation was the approach that each agency uses to implement policy” .In focusing on the style of implementation. Within organizations—the processes used to put strategy into practice we draw largely on the literature on strategy implementation and to a lesser extent on the management of change, rather than research on policy implementation, which had typically examined interorganizational relationships (Hill & Hupe, 2002). The strategy implementation literature suggests that there is a range of possible styles of implementation with rational at one end of the spectrum and incremental at the other. However, there is little consensus on which style leads to better performance. One of the classic arguments within the field of strategic management is that organizations were to perform better if they adapt their internal characteristics to reflect their strategies. It is possible, therefore, that the strategic orientation of the organization will mediate the impact of implementation style.

According to (Pollitt & Bouckaert, 2000) an organization's implementation style formed part of its administrative routine, which had long been recognized as crucial to understanding the dynamics of implementation (Johnson,2000) highlighted the "marked influence of the 'taken for grantedness' of management practice and its effects on strategy development". Thus, an organization's implementation style tends to become established and institutionalized over time. Managers often develop a particular style of implementation and stick with it. Hence, we are interested in the general approach to implementation taken within the organization rather than individual examples of the implementation of single policies or specific decisions. The efficient utilization of the resources advocates for implementation of sound strategic plans through which the institution can accomplish its goals. This involved prioritization in converting the strategy into operationally effective action. Indeed a strategy is never complete, even as formulation until it gains a commitment of the resources and becomes embodied in state activities. Therefore, to bring the result, the strategy should be put to action because the choice of even the soundest strategy will not affect state activities and achievement of its objectives.

1.2 Problem statement

The factors affecting The Kenyatta International Conference Centre was the implementation of the Kenya Vision 2030 strategy. This was as a result of organizational leadership commitment, information technology, employee training and organizational cultural values.

The organization had always strived to link its strategies like MICE (Meeting Incentive travel Conference Centre and Exhibition) to Kenya Vision 2030 that aims to increase conferences from 12,000 to 32,000 annually. This would translate national revenue from 2.3 billion Kenya shillings to 6.15 billion Kenya shillings. However from the reports collected from Kenya Performance Contracting; government agency mandated to evaluate operations of all parastals in achievement of Kenya Vision 2030 had not been quite impressive in achieving the financial targets for indicate on the financial pillar of Kenya Vision 2030. The Financial and Stewardship Indicators have not been sufficient with real targets as indicated below:

Financial and Stewardship Indicators	30th June 2010		30th June 2011		30th June 2012	
	Target (Million)	Achievement (Million)	Target (Million)	Achievement (Million)	Target (Million)	Achievement (Million)
Profit(loss)before tax	21.199	47.02	27.565	62.115	39.00	61.34
Return on Investment	0.482	2.10	1.067	2.133	1.40	2.20
Development Index	12.7	14.98	18.308	34.157	20.51	51.85
Debt Equity ratio	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Fig 2.0 Financial and stewardship indicators report (Kenyatta International Conference Centre 2012)

With a target of 6.5 billion Kenya shillings, the profit after tax growth for the organization had been extremely slow. In addition, the return on investment was quite sluggish while the organization completely ignored private corporations, investors and partners that could aid in giving technical and financial resources to enable it expand its operations.Furthermore, low profit after tax implied that increasing the number of tourists annually from 12,000 to 32,000 is still a challenge to the organization.

1.3 Objectives of the study

1.3.1 General objectives

The overall objective was to investigate factors affecting implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre.

1.3.2 Specific objectives

1. To establish how organizational leadership commitment affected implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre.
2. To determine how information technology affected implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre.
3. To examine how employees training affected implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre.
4. To find out how organization cultural values affected implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre.

1.4 Research questions

1. How does organizational leadership commitment affect implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre?
2. How does information technology affect implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre?
3. To what extent does employees training affect implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre?
4. What is the effect of organization culture on implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre?

1.5 Significance of the research

The study was anticipated to determine factors affecting Kenya Vision 2030 strategy implementation at the institution. Based on the understanding of the problem, management was advised on available scientific alternatives to tackle the strategy implementation problems at the institution.

By creating an understanding of the specific problems, management would be able to devise appropriate actions to address it and improve the institution's operation. The recommendation could also be used to evaluate strategy implementation processes at the institution.

It further targeted the support of stakeholders mainly Ministry of Tourism to realign their projects to successful accomplishment. The study aspired to aid the government in transforming Kenya into newly industrializing middle income country providing high quality life to all her citizens by 2030 in clean and secure environment

The research aimed to create a fundamental framework through which other researchers could recommend effective strategy implementation in both private and public sectors.

1.6 Scope of the Study

The study was carried out at Kenya International Conference Centre, which is situated at Harambee Avenue, Nairobi. The study utilized management, technical, supervisory, and support staff of the corporation as it was to be widespread within the organization and every department or section.

1.7 Limitation and delimitation of the study

Biased respondents: Given the fact that the study was focused on one institution, possibility existed that the some participants responded positively with the aim to reflect a good picture of their units. Excuses that might also be given as reasons for not implementing strategies, for example, remuneration related problems were mentioned during the research process.

Time: The researcher was a part time student and committed banker hence in this context study period was limited but worked round the clock to complete the work.

CHAPTER TWO

LITERATURE REVIEW

2. 1 Introduction

This chapter comprised of three parts. The first part presented an overview of the theoretical framework. The second part of the chapter presented a literature study that highlighted some key obstacles already identified by the researcher in the area of strategy implementation and some possible solutions to the identified problems. The third part consisted of the conceptual framework that showed relationship between dependent and independent variables. The information obtained from the literature study was summarized and served as a guide in designing the questionnaire for the research project.

2.2 Theoretical framework

According to (Rossouw, le Roux and Groenewald 2007), strategy as a plan of action designed to achieve the set goals and objectives irrespective of the changing environment. (Miller 2002) noted that less than 50% of formulated strategies get implemented. The utility of any tool lies in its effective usage and so is the case with strategy. Strategy is considered the instrument through which a firm attempts to exploit opportunities available in the business environment.

According to Mintzberg (1996), implementation means carrying out the predetermined plans. Some strategies are planned and some others just emerge from actions and decisions of organizational members. Strategy implementation is concerned with the translation of strategy into organizational action through appropriate structure and design, resource planning and the management of strategic change (Johnson and Scholes, 2002). When considering implementation, questions relating to who should be responsible for carrying out the predetermined strategic plans, what are the structures in place and what changes are necessary must be addressed. Various theories have evolved in implanting strategies to achieve competitive advantage.

2.2.1 Resource-based theory on strategy implementation

According to (Mwailu & Mercer, 1983, Wernerfelt, 1984, Rumelt, 1984, Penrose, 1959) implementation of strategies that will give a competitive advantage of a firm lies on primary application of the bundle of valuable interchangeable and intangible tangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Petered, 1993). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 1991). If these conditions hold, the firm's bundle of resources can assist the firm sustaining above average returns.

The key points of the theory are:

1. Identify the firm's potential key resources.
2. Evaluate whether these resources fulfill the following criteria (referred to as VRIN):

    a. Valuable – A resource must enable a firm to employ a value-creating strategy, by either outperforming its competitors or reduce its own weaknesses. Relevant in this perspective is that the transaction costs associated with the investment in the resource cannot be higher than the discounted future rents that flow out of the value-creating strategy (Mahoney and Prahalad, 1992, Conner, 1992).
    b. Rare – To be of value, a resource must be rare by definition. In a perfectly competitive strategic factor market for a resource, the price of the resource will be a reflection of the expected discounted future above-average returns (Barney, 1986, Dierickx and Cool, 1989).
    c. In-imitable – If a valuable resource is controlled by only one firm it could be a source of a competitive advantage. This advantage could be sustainable if competitors are not able to duplicate this strategic asset perfectly (Peteraf, 1993, Barney, 1986). The term isolating mechanism was introduced by Rumelt, 1984 to explain why firms might not be able to imitate a resource to the degree that they are able to compete with the firm having the valuable resource (Peteraf, 1993,; Mahoney and Pandian,

1992). An important underlying factor of inimitability is causal ambiguity, which occurs if the source from which a firm’s competitive advantage stems is unknown (Peteraf, 1993, Lippman and Rumelt, 1982). If the resource in question is knowledge-based or socially complex, causal ambiguity is more likely to occur as these types of resources are more likely to be idiosyncratic to the firm in which it resides (Peteraf, 1993, Mahoney and Pandian, 1992). Conner and Prahalad go so far as to say knowledge-based resources are “…the essence of the resource-based perspective”

d. Non-substitutable – Even if a resource is rare, potentially value-creating and imperfectly imitable, an equally important aspect is lack of substitutability (Dierickx and Cool, 1989). If competitors are able to counter the firm’s value-creating strategy with a substitute, prices are driven down to the point that the price equals the discounted future rents resulting in zero economic profits.

3. Care for and protect resources that possess these evaluations, because doing so can improve organizational performance (Crook, Ketchen, Combs, and Todd, 2008).

Within the framework of the resource-based view, the chain is as strong as its weakest link and therefore requires the resource to display each of the four characteristics to be a possible source of a sustainable competitive advantage. This advantage can be attained if the current strategy is value-creating, and not currently being implemented by present or possible future competitors.

According to (Barney, 1986), although a competitive advantage had the ability to become sustained, this is not necessarily the case. A competing firm can enter the market with a resource that has the ability to invalidate the prior firm's competitive advantage, which results in reduced (read: normal) rents Sustainability in the context of a sustainable competitive advantage is independent with regard to the time frame. Rather, a competitive advantage is sustainable when the efforts by competitors to render the competitive advantage redundant have ceased (Rumelt, 1984). When the imitative actions have come to an end without disrupting the firm’s competitive advantage, the firm's strategy can be called sustainable. This is in contrast to views of others that a competitive advantage is sustained when it provides above-average returns in the long run.

2.2.2 Competitiveness Theory

Initial reviews on the theories of trade between nations gave the foundation for competitiveness theory. It alluded to the development of sustainable competitive advantage well before its time. Competitiveness theory evolved from the traditional trade theories, fundamentally 'The effect of the Wealth of Nations' Adam Smith in 1776 (later translated in 1937), which was revolutionary. In his book Adam Smith disputed the then existing philosophy Mercantilism view on trade which suggested that trade was a zero sum game in which a trade surplus of one country is offset by a trade deficit in another country. Smith in his argument viewed trade as a positive sum game in which all trading partners can benefit if countries specialized in the production of goods and services in which they had absolute advantage. This came to be known as the theory of absolute advantage.

(David Ricardo, 1817) extended the theory of absolute advantage to comparative advantage where he stated that even if a country does not have an absolute advantage in any good this country and other countries will still benefit from international trade. Nevertheless, Ricardo did not satisfactorily explain why comparative advantage differed across countries. To provide an explanation, in 1919 Swedish economist Eli Hecksher developed the factor proportions (endowment) theory which was afterward expanded by his former student, Bertil Ohlin in 1933 and later came to be known as H-O Theory. The two proposed that comparative advantage arises from differences in factor endowments, a theory which was virtually self evident.

Competitiveness theories proposed some kind of advantage as enabling a country gain more out of international trade. The same is true for the firm. If sustainable superior performance (which equals sustainable competitive advantage) is to be achieved a firm must differentiate itself. Alderson (1937) hinted at a basic tenet of sustainable competitive advantage, that a fundamental aspect of competitive advantage is the specialization of suppliers to meet the variations in buyer demand. Later Alderson (1965) recognized that firms should strive for unique characteristics in order to distinguish themselves from competitors in the eyes of the consumer. He stated that differential advantage might be achieved through lowering prices, selective advertising appeals and/or product improvement and innovations. While these concepts lay the core foundation for firms in moving toward sustainable competitive advantage, the intense nature of competition today requires that firms be more innovative and entrepreneurial in their strategy planning than just lowering prices or improving existing products. The most important question then would be how then can companies build sustainable competitive advantage?

2.3 Empirical review

2.3.1 Leadership commitment

According to (Gary Yukl, 2006), leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to strategically accomplish shared objectives". (Peter Northouse 2007) describes leadership as "a process whereby an individual influences a group of individuals to achieve a common goal."

(Reny and Robson 2002) viewed leadership as about committed influence—the ability to influence your subordinates, your peers, and your bosses in a work or organizational context. Without influence, it is impossible to be a leader. Of course, having influence means that there is a greater need on the part of leaders to exercise their influence ethically. He considered commitment to mixed strategies as a possible "classical" view of mixed strategies, as done by von Neumann and Morgenstern.

According to (Chemers, 2000; Judge and Piccolo, 2004; Khurana, 2002), leadership commitment has been a central, but sometimes controversial, topic in organizational research for example, reflecting a macro perspective, Podolny, Khurana and Hill-Popper observed that "for at least the past thirty years, the concept of leadership commitment has been subject to criticism and marginalization by the dominant organizational paradigms and perspectives". Part of this skepticism has resulted from questions about the definition of the construct as well as whether leadership has discernable effects on organizational outcomes. Proponents of leadership argue that leaders, by their very roles, are responsible for making decisions that help their organizations adapt and succeed in competitive environments. Research has confirmed that leader's behavior influences group and organizational behavior, but we know less about how senior leaders ensure that group and organizational members implement their decisions. Most organizations have multiple layers of leaders, implying that any single leader does not lead in isolation. We focused on how the consistency of leadership effectiveness across hierarchical levels influenced the implementation of a strategic initiative in a large health care system. We found that it was only when leaders' effectiveness at different levels was considered in the aggregate that significant performance improvement occurred. We discuss the implications of these findings for leadership research, specifically, that leaders at various levels should be considered collectively to understand how leadership influences employee performance.

While provocative, the assertion that leaders in organizations do not play a distinct role in influencing groups and individuals to achieve organizational goals, is not supported by the empirical evidence; leaders often have a substantial impact on performance (Bass, Avolio, Jung, & Berson, 2003; Bertrand & Schoar, 2003; Judge, Piccolo, & Ilies, 2004; Koene, Vogelaar, & Soeters, 2002). The circumstances under which leaders are able to affect performance are less clear, however (Hambrick, Finkelstein, & Mooney, 2005).

(Anand and Nohria, 2001) notes that one situation in which leadership effectiveness may be most visible is when an organization changes its strategy. Adopting a new strategic initiative is distinct from implementing it, but research investigating leaders' roles in such change often blurs the two processes. For example, studies of CEO succession that examined subsequent changes in organizational performance associated with the appointment of a new CEO have implicitly assumed that the new CEO was able to implement change throughout the entire organization and that leaders at lower hierarchical levels were supportive of the change. A more nuanced perspective, however, would acknowledge that for a senior leader to affect organizational performance requires that managers and employees at lower levels also support the new strategy. To implement a new strategic initiative, leaders at subordinate levels must reinforce it; that is, they must allocate resources for it, deal effectively with resistance to it, and convince employees that the new initiative is important and in the employees' interests to support. A number of studies have illustrated how a crucial determinant of successfully implementing a new strategic initiative is whether lower level leaders support the change.

More involved middle level leaders were in formulating their organization's strategy, the more the organization's performance improved as a result of the new strategy. It is reported that when middle level leaders did not support the strategy, they were sometimes able to sabotage it. Other studies have shown that consensus within the top leadership team about the strategy can also help or hinder its execution. This suggests that to realize performance gains from a strategic change requires that both senior and subordinate leaders effectively communicate the strategy and take actions to ensure its implementation; that is, if subordinate leaders are not committed to the strategy, implementation is at risk.

Understanding the effects of leadership commitment on organizational performance requires examining multiple levels of leadership simultaneously (Hunter, Bedell-Avers, & Mumford, 2007). In organizations of any size it is likely that organizational performance should be related to the aggregate effects of leaders at different hierarchical levels. Most previous studies of leadership commitment have focused on the effectiveness of a single person (The CEO, a general manager, or supervisor), but leaders at different organizational levels are clearly important too. For example, Berson and Avolia (2004) argue that upper-level leaders' actions influence the ways lower level leaders translate and disseminate information about a new strategy. The mechanisms by which leaders provide meaning about critical elements in the work environment may influence this alignment.

For example, one of the critical ways leaders influence the performance of work groups is by providing a compelling direction for the group (Hackman & Wageman, 2005). Similarly, (Podolny, Khurana, and Hill-Popper 2005) argue that the roots of executive leadership commitment are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members' ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006). Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation, how aggregate leadership influences organizational performance is not straightforward. For instance, a powerful senior leader may compensate for less effective leaders at lower levels. Alternatively, a less effective but highly aligned set of leaders across levels may successfully implement change. Or, an effective set of subordinate managers who do not support a strategic initiative may block change. Regardless of the effects of an individual leader, alignment or misalignment of leaders across hierarchical levels may enhance or detract from the successful implementation of a strategic initiative.

Leadership commitment, and specifically strategic leadership commitment, is widely described as one of the key drivers of effective strategy implementation .However, a lack of leadership commitment, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. Strategic leadership is defined as "the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary" (Hitt, Ireland, & Hoskisson 2007). Strategic leadership commitment is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalised business environment.

According to (Osborn, Hunt, & Jauch, 2002), it will serve no purpose to talk about things that need to change, while no effort is made by management to ensure that personnel understand and support the change. It is very important to think about implementation from the start as such thinking would generate some indication on how the plan will be operationalized. On the other hand, personnel might take it for granted that the way things are done currently, is the only best way and forget about any possible improvement that could be brought about by the change. By providing awareness amongst personnel would make them more comfortable with the process and see the necessity of the proposed change. At times personnel view the change as a once off event and get frustrated when the expected changes do not happen immediately. It is very important to let personnel see the change as a process, to assist them to embrace change for the benefit of the organization.

2.3.2 Information Technology

According to (Petrovic, Kittl and Teksen 2001), technology has had a great impact on human development and implementation of strategies all through the history. It can be defined as knowledge, products, processes, instruments, procedures and systems which helps producing goods and services. Technology is at the center of systems designed for finding customers needs and satisfaction. Information technology can also be described as sets of tools, processes, and methodologies (such as coding/programming, data communications, data conversion, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process, and present information. In broad terms, information technology also includes office automation, multimedia, and telecommunications. Successful implementing of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. By this means defined goals are achieved. Information technology is transforming business processes; increasing operational efficiency, reducing costs and reshaping the way organizations function in the online environment. While the right software plays a huge part in success online, it is largely dependent strategic implementation. It can mean the difference between a successful or unsuccessful launch, and can greatly affect the end result in terms of usability, functionality and impact on the bottom line. Most importantly, strategic implementation has the potential to reinvent business processes, enabling the organization to run more efficiently and effectively, maximizing return on investment.

(Nigel and Slack, 2003) mentioned, implementation can also have an impact on the bottom line. They suggest that if managed well, strategic implementation can be a source of enormous gain, arguing that "the firm that is better than its competitors at implementation receives new technology at what amounts to a discount price". Conversely, poor implementation can result in dramatically higher costs, including rework, training and support, as well as the opportunity cost involved as a result of wasted time spent failing to achieve the desired business goals and objectives.

(Petrovic, Kittl and Teksen 2001) recommended that a practical methodology for implementation that supports the evolution of the business, when successfully implemented in such a way that it improves business processes, will lead to the development of new, strategic business models, influencing business performance and the ongoing strategic direction of the firm. Information is the same of blood which streams into the organization's vessels and brings it to life. Information systems' function in implementing process is mainly concern with internal circulation of information and appears on environmental uncertainty phenomenon. Information ambiguity is a situation in which problems couldn't empirically and explicitly be understood or analyzed and gathering more data about them is not possible.

(Nigel and Slack, 2003) also noted that another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocal exchange of information. It means a system that transmits information up and downward. Management information system is one of instruments can collect and organize data for managers in order to do their tasks. In every information system, an executive information system has been recognized, which provides a fair possibility for planners and even for formulators. An organization’s strategy should be compatible with the internal structure of the business and
its policies, procedures, and resources. The corporate strategies must be compatible with its internal structure; otherwise implementation and performance are constrained. Therefore, the strategy implementation must be carefully monitored to ensure that the project is completed according to specifications, on schedule and within budget. Technological changes are true innovations and have placed the company as a market leader. Indeed, new technological change is a high expenditure project. Thus, most organizations tend to favour product modification or adaptation approaches. Information technology was the driver in creating the worldwide integration of various global markets that make up globalization. It would again be near impossible to discuss every influential technological advance over the past 30 years, but there are a select number of advances that truly have had a monumental impact on the progression of globalization and its relationship with business.

In a recent article in Computerworld, documentation management was listed as second in the list of top five technologies being tested in 2007 Wolter Kluwer NV is a multi-billion dollar international publishing company with over 18,000 employees. Up until 21st century the company primarily worked with paper, everything came in paper form and everything went out in paper form. Then around 2000, they began receiving large amounts of electronic content and customers began requesting for an online presence. Being an international company, the firm was receiving electronic data in many different formats, at a more intense pace than ever before. The company needed a strategy to keep up with all of the new content they were receiving. After doing plenty of research the company decided on an enterprise content management (ECM) system. An ECM system is a set of technologies used to another function technology which has been in use by companies for many years now is the relational database, only recently have companies been using it to help in creating global business strategies. United Parcels Service, UPS, is a global provider of package delivery as well as specialized transportation and logistics services. Each business day UPS delivers 1.8 million packages to shipping customers and up to 6 million cosigners. Doing business in over 200 countries with 344,000 employees requires a highly integrated global IT infrastructure; luckily for UPS they have one. UPS's IT infrastructure synchronizes their global operation by coordinating the flow of goods, information and resources. At the heart of the IT infrastructure is their Data Center. The Data center is run by the world's largest DB2 database to track the 13.6 million packages that are shipped each day. UPS can store information about all packages shipped as well as other corporate functions such as sales, marketing and finance in its data warehouse. The company is able to extract data from operation all across the world in order to keep track of the enormous amounts of packages being shipped across the world. Having the ability to store large amounts of information effectively so that is can be easily organized and extracted allows a global company such as UPS to manage and track the enormous amount of packages being transported across the globe. Without a database in place, a global company such as UPS would not be able to effectively manage and keep track of the vast amounts of information on packages being shipped across the world. A relational database such as DB2 allows a company to store and organize vast amounts of data that can be accessed from virtually any location. Any company that wishes to create a global business strategy must have an effective way of storing the mass amounts of data in a way that makes it easy to extract information, a relational database allows for that ability.

2.3.3 Employee training

In recent years, much concern has been shown for the strategic involvement of the human Resource and its effect on firm's performance (Analoui, 2000). The debate has led to the creation of a resource-based model of human resource management ,identifying human resource as being responsible for increasing organisational success (Kakabadse and Kakabadse, 2000) and a realistic indicator for the improved organisational effectiveness (Analoui, 2002).

Training is of growing importance to organizations seeking to achieve its strategies. There is significant debate among professionals and scholars as to the affect that training has on both employee and organizational goals. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention in implementation of strategies. The number of formal learning hours per employee also rose from 26 hours in 2003, to 32 hours in 2004 (atsd.com, 2005). As the investment in various training programs continue to rise, it becomes even more imperative for employers to understand the impact that training has on their attainment of strategies.

A survey with over 300 senior executives in human resource, finance, and operations at U.S. and European companies with revenues of greater than $1 billion conducted by Convergys Corporation (CVG) showed that 65% of corporate executives expressed that in order to gain a competitive advantage in today's changing markets, a flexible workforce was essential. Nevertheless, those executives said that retaining key talent was quite a challenge due to the extent that the companies did not have the best systems in place to identify skilled employees. They added that fewer training and development programs were being provided to their strategic employees; more training and development programs should be offered to those employees to help them stay current in the industrial and market trends and technological innovation (CVG, 2004).

In a survey of 18 companies in Hong Kong, Malaysia, Indonesia, South Korea, Taiwan and Singapore, found that 60% of the firms established training programs to address the skill shortages in their companies for successful implementation of strategies. (Dockery, 2001) suggested that "training needs to be considered in a wider strategic context"; the researcher firmly stated that "training is an important tool in the implementation of innovations and other business changes. In the same study, Dockery found a higher training frequency in firms, which had a formal strategic or business plan and conducted formal performance comparisons with other firms. (Nikandrou and Papalexandris ,2007) examined the practices adopted by successful Greek firms, with acquisition experience, in managing their personnel and found that increased human resource involvement in building organizational capability through training and development activities was one of the main strategic human resource practices implemented by those companies. (Sum, 2010) found a statistically significant positive relationship between the strategic integration of training in the firm's business strategies and the extent to which training contributed to the firm's innovation

(Anderson 2002) defines metacognition as "thinking about thinking." As Anderson states, the use of metacognitive strategies ignites one's thinking and can lead to higher learning and better performance. Furthermore, understanding and controlling cognitive process may be one of the most essential skills that teachers can help second language learners develop.

One of the most important workforce training strategies is to evaluate effectiveness of strategy use. Self-questioning, debriefing discussions after strategies practice in which workers record the results of their learning strategies applications, and checklists of strategies used can be used to allow the student to reflect through the cycle of learning. At this stage of metacognition the whole cycle of planning, selecting, using, monitoring and orchestration of strategies is evaluated. It should be noted that different metacognitive skills interact with each other. The components are not used in a linear fashion. More than one metacognitive process along with cognitive ones may be working during a learning task (Anderson, 2002). Therefore the orchestration of various strategies is a vital component of training. Allowing employees training opportunities to think about and talk about how they combine various strategies facilitates strategy use (Anderson 2002).

It has been suggested that learning strategy instruction may help learners in three ways: firstly, learning strategies instruction can help students to become better learners, secondly, skill in using learning strategies assists them in becoming independent and confident learners, and finally, they become more motivated as they begin to understand the relationship between their use of strategies and success in training.

To ratify this premise, an abundant body of research has been carried out in recent years. "Strategy training can enhance both the process of language learning (the strategies or behaviors learners use and the affective elements involved) and the product of language learning (changes in students' language performance)."

Trained employees who use strategy training often become enthusiastic about their roles as facilitators of strategies attainment. Strategy training makes them more learners oriented and more aware of their strategic needs.

Furthermore, as it has been suggested by some researchers one of the areas that training could help their employee in relation to learning strategies could be to familiarize them with different lexical learning strategies, which would lead to more autonomy in students. Moreover, most of the studies in learning strategies have concentrated on identification, description and classification of learning strategies used by learners. As a result, more attention should be paid to finding whether strategies used by successful employees can be taught to unsuccessful students, and if so, what instructional approaches teachers should use to teach the strategies (Nikandrou and Papalexandris, 2007)

Since, managers are intensively involved in the strategic formulation of the policies and practices of the firm. Thus, arguably competition, globalization, and continuous change in the market and technology form the principal reasons for the transformation of training of workforce to a new strategic role (Analoui, 2002). It is aptly noted that whilst '.traditional workforce training ideas emphasize solely on physical skills concern for individual efficiency and quality and finally workforce as management adversary.

The traditional perspective on management pays more attention to ‘task’ at the expense of people and their development as strategic resources of the organization. To go further to contend that human resource not only must focus on business level outcomes but also it must transform itself into a strategic core competency rather than a market follower. Accordingly, focus is shifted on to strategic instead of functional competencies, emphasizing on the most important missing element in the human resource functional expertise- a system perspective.

The training system that develops and maintains a firm’s strategic infrastructure should be considered an investment. Human resource training therefore constitutes an essential element of the infrastructure that supports this value creation process and one which acts as a potential strategic lever for the organization. This system level focus is consistent with the development of a conceptual training rationale for the creation of a strategic impact and as such has been referred to as a high performance work system. Moreover, it has been suggest that a training system produces employee behavior that focuses on key business priorities, which in turn drive profits, growth and ultimately market value. It is hardly surprising to learn that how changing market conditions have rendered many of the traditional sources of competitive advantage, such as patents, economies of scales, access to capital and market regulations, less important in the current economic environment than they had been in the recent past.

2.3.4 Organisational Cultural values

According to (Thompson et al. 2005), values are the behaviors particularly valued in an organization, the principles of “the way things are done around here”, underpinning the culture. Core values are the organization’s essential and enduring tenets: timeless, guiding principles requiring no external justification, with intrinsic value to the organization’s members. Organizations decide for themselves what values they hold as core, without compromise. “The ultimate glue that bonds the best companies” is another way of defining values. Disney values wholesomeness, happiness, imagination; Proctor and Gamble value excellence; Hewlett & Packard value respect for the individual. Values and beliefs guide the decision of corporate life. It is the leader’s task to ensure that they are aligned and consistent, rather than mixed and contradictory. They point out, “Values define the firm’s nonnegotiable behaviors as well as provide the guideposts for navigating through grey areas. They set forth the “do’s” and “don’ts”, the “always, under any circumstances” and the “never, under any circumstances”. They are the essence of corporate culture. They keep a company together and give it resilience. They are expressions of its personality, determining its attractiveness to employees, customers, and all others who have a say in whether the firm will prosper. Publishing values is a good idea, but living them day in and day out is what really counts in the end.

A significant body of research clearly indicates that organizational cultural values, and specifically the be extent that it is aligned or not aligned with strategy, is the single most important factor in determining whether or not a strategy is successfully executed and performance goals achieved (2004; Sorenson, 2000 Connie Curran, 2002). A researcher and practitioner in the healthcare sector wrote “Cultural values eats strategy for lunch every time”. In this simple statement she has eloquently summarized one of the strongest themes in the literature on strategy implementation, which is that it doesn’t matter how wonderful your organization’s strategy is, if its cultural values does not support it, the strategy will not be realized – even if your goals and infrastructure are aligned. Organizational culture includes the highly influential sets of values which influence the selection, design and implementation of strategic initiatives, impacting growth and operational strategies. Misaligned cultural values create drag that impairs the performance of the organization’s ‘engines’ for growth, hobbling strategies from being achieving to their full potential.

(Thompson et al. 2005) stated that corporate culture is manifested in the values and business principles that management practices as well as in the attitudes and behaviors of employees. The prevalent cultural value at a particular institution plays a significant role in the strategy implementation process and at the same time could serve as an obstacle or a strong element in support for the strategy.

On the other hand, a work climate at an institution could promote attitudes and behaviors that are well suited to first rate strategy implementation or the opposite. Needless to state that a value that encourages actions that support good strategy implementation does not only provide the institution`s personnel with clear guidance regarding what behaviors and results constitute good job performance but also produces significant peer pressure from co-workers to conform to culturally acceptable norms.

The critical points in this regard are the aspects of building on existing cultural value that supports the strategy implementation process and trying to change the culture that is not in conformity in order to get the desired support. The culture needs to be aligned to the organizational strategy to ensure smooth implementation activities of the organizational goals.

According to (Lehner 2004), management needs to find the correct match between the cultural values and the strategy to ensure that the value that is prevalent in the institution supports the applicable strategies in place. Strong emphasis is on the aspect of advising managers to spend more time in creating a culture that supports and encourages behaviors conducive to good strategy implementation. He highlighted that participation of organizational members is important for a cultural model of implementation. It is very important to convince personnel to develop a culture that supports strategies designed to lead the organization into better future business prospects. This approach indicates the importance of building the culture with the purpose of developing attitudes and behaviors that support a particular strategy implementation process. Hewitt Associates are a company of HR consultants who have lived their values, and are driven by them. Ted Hewitt took 3 months out before establishing the firm to think about how he wanted it to be. His goals and values are still in place 60 years later. They have had a 25% increase in profit each year over the last 4 years. There are now 77 offices in 37 countries and 11,000 employees worldwide.

Dee Hock, the Founder and CEO of Visa, organizes the workplace around purpose, vision, principles and values. He differentiates this from less forward thinking organizations organizing around rules, regulations, and control. I addition, Boulder Heuristics Inc. went, in 5 years, from $140,000 in revenue to $5 million. In 1995 they projected growth to $20 million by 2000. Employment was expected to grow from 33 workers to 80 in that time. They have 3 integrated underlying factors; a set of core values called internal operating commitments, a team of highly skilled software engineers, and a unique approach to management. Integrity is valued over profit. When they started applying their core values to the people they work with, employee satisfaction shot up, customer satisfaction, fun and profits shot up. Skilled software developers are attracted to the company because of its core values.

2.4 Critical review

One of the limitations of the existing literature was the scarcity of empirical studies, which examined the impact of implementation style on performance .This had been a “missing link” in much of the research on strategy implementation. A significant problem with many of the studies of implementation that are available is that success is identified as the adoption of the strategy, rather than higher performance .As (Fernandez and Rainey 2006) stated, “Researchers must confront the challenge of analyzing the relationship of the content and process of change to organizational outcomes such as performance” . There are a number of conceptual studies that attempted to categorize different approaches to strategy making and implementation (Miller, & Wilson, 2003). These models illustrated the range of implementation styles that existed in organizations, but they differed both in the variables that they considered and the terms that they used. For example, (Hickson et al. 2003) used the terms planned and prioritized, whereas (Thompson 2000) synthesized these models by categorizing implementation style along a spectrum of approaches, with rational/command at one end and incremental/ generative at the other. A similar approach was also taken in classification of marketing implementation tactics and strategies. Much of the literature on strategy processes focuses on a rational approach to implementation. For example it's argued that "the main advice on implementation tends to be couched in terms of the rational steps to be taken. A rational implementation style is characterized by centralized control, the use of formal means to secure compliance, and the separation of formulation and implementation. A key element of this approach was that formulation and implementation are sequential activities. Strategy is first deliberately formulated and only then is it put into place. As part of its evaluation of appropriate strategies, an organization is likely to pilot the strategy before full implementation. (Fernandez and Rainey 2006) reiterated that one key factor that contributes to the successful implementation of change is the provision of a plan that can act as an organizational roadmap. Rational implementers were likely to define activities clearly, through formal methods such as business or project plans that identify tasks with targets. Control has also been identified as central to the implementation process.

2.5 Conceptual framework

The conceptual framework of the study was based on the assumption Implementation of Kenya Vision 2030 at Kenyatta International Conference Centre was affected by various factors namely; leadership commitment, information technology, employee training and organisational cultural values that were considered independent variable.

The figure encapsulated the relationship between the dependent and independent variables. With various factors used as measurement levels. Implementation of the Kenya Vision 2030 strategy at Kenya International Conference Centre as dependent variable was measured on the basis of profit and loss after tax, return on investment, development Index and debt equity ratio.

Organization cultural values were measured based on employee's identity with organisational values and relevancy of the values. While Employee training measured on training relevancy and training resources.

Furthermore, information technology was measured on the basis of technological failures and unreliable technology while Leadership commitment was measured on the basis of leadership guidelines, resource mobilizations and leadership incentive.

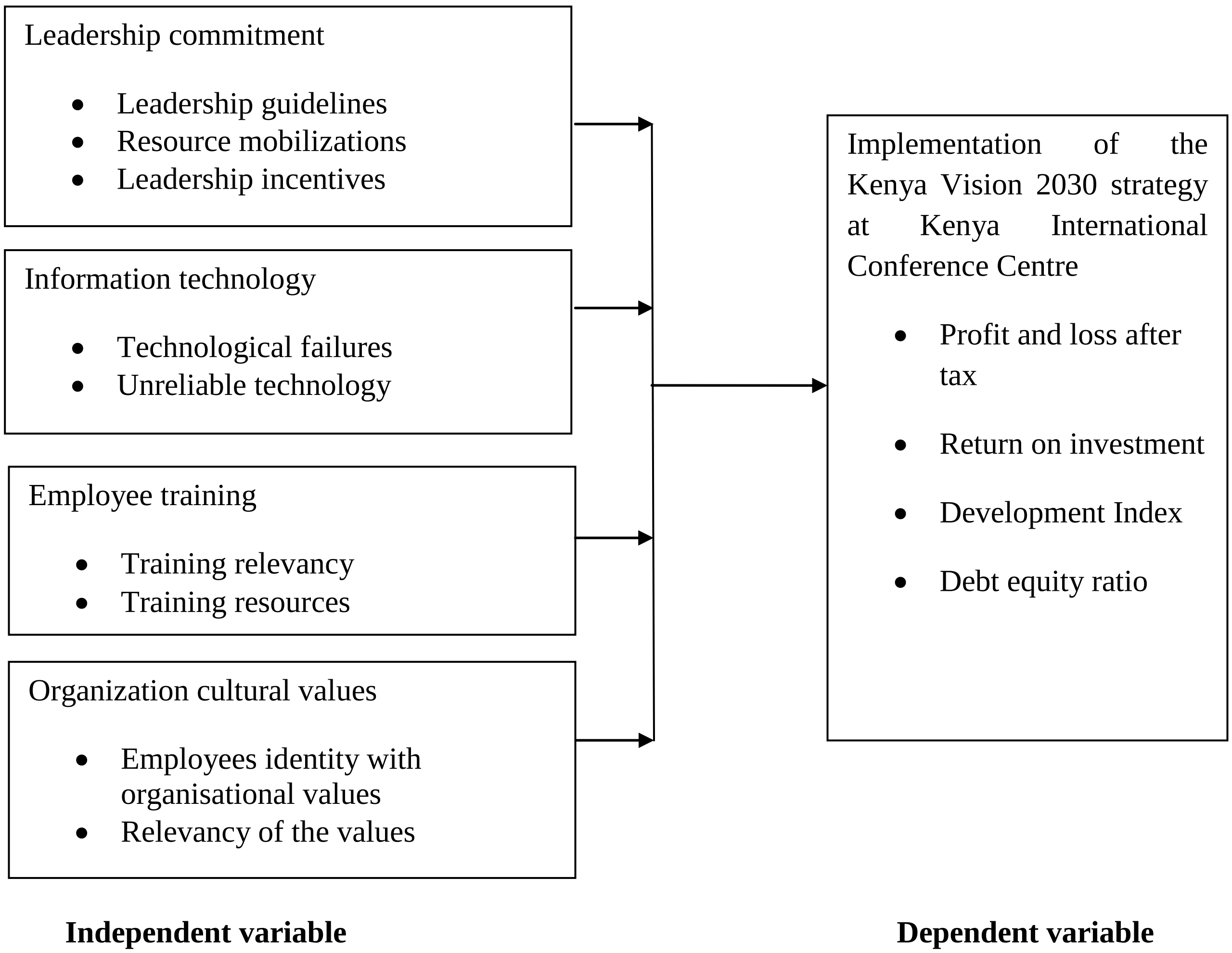


Fig 3.0 Conceptual framework of the research study (Researcher, 2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The preliminary work to set a scene for the study had been concluded in the previous chapters. Based on the information obtained, it was now possible to present the research methodology to be adopted to obtain the data for the study. Attention was now drawn to the method that was to be applied to collect data with the purpose to answer the research question.

3.2 Research design

According to (Welman and Kruger 2001), a research design is the plan according to which the research participants are identified and to collect information from them. A qualitative research design was adopted for the purposes of this study. This research design was adopted to accommodate the limitation in terms of time and resources available to conduct the study.

The respondents were obtained from the 130 personnel of the Kenyatta International Conference Centre. The research instrument was a structured questionnaire which was based on an adapted Likert scale of 1 to 5 points, with applicable meanings of each point on the scale.

As part of the background of this chapter, a brief highlight on the intended results was generated through the questionnaire and discussed to create an indication of the type on information that would be required to answer the research question introduced in Chapter one. The questionnaire consisted of categories. The first category attempted to establish the perception with regard to already identified obstacles to strategy implementation. This was done to test the relevance of the already identified problems in strategy implementation in the operating environment of the Kenyatta International Conference Centre. The answers to the questions under this category gave an indication to whether all identified problems are relevant to the institution.

The second category came with questions aimed at highlighting the elements regarding the institution's capabilities to manage and control the implementation process. The questions attempted to establish the effectiveness of co-ordination methods being applied at the institution to facilitate the implementation process.

The third category was designed to source information on the perception of employees with regard to the 4 independent variables during strategy implementation process.

Under the fourth section, the research attempted to establish the level of influence the uncontrollable factor has on the implementation process of the institution. The research also determined factors related to the timeframe certain plans go through before it is fully implemented. The critical data to be established in this regard was to determine whether individuals get frustrated and lose hope in the planned activities that take long to be implemented.

The last category focuses on determining additional data through additional answers to open-ended questions. This is done to source additional factors that are not highlighted in the survey that are also contributing to obstacles to strategy implementation.

3.3 Location of the study

The study was carried out at Kenya International Conference Centre, situated at Harambee Avenue, Nairobi. The study utilized management, technical, supervisory, and support staff of the corporation. This was because the study was widespread within the organization and every department or section.

3.4 Target Population

According to (Mathafena 2007), the population refers to the potential subjects who possess the attributes in which the researcher is interested. In the case of this study the target population was be drawn from senior management team, internal audit, finance and administration division, corporate and legal division, marketing and sales divisions and operations division that make up 130 employees within the various departments of the Kenyatta International Conference Centre.

The respondents were drawn from the employees of organization which according to human resource department. 50% representation of this will be used as the sample size for the study.

The above focus group were selected as they were in one way or another make decisions on the out sourcing services provided to Safaricom at any given time.

Table 3.1 Target population and sample size

Sample category	Target population	Sample
Management	10	5
Finance and administration division	20	10
Corporate and regulatory division	10	5
Marketing and sales division	36	18
Operations division	40	20
Internal audit	14	7
Total	**130**	**65**

Fig.4.0 **Source: Organizational Records (2012)**

3.5 **Sampling Design**

In this study, stratified sampling was employed because stratified sample will help the researcher obtain sufficient sample points to support a separate analysis of the subgroups involved (Mary & Mugenda, 2003). According to Welman and Kruger (2001), in the simplest case of random sampling, each member of the population has the same chance of being included in the sample. The target population mentioned above will be divided into groups on the basis of being males or females, and on the basis of the position in the various departments, at Managerial, Technical, Supervisory or support staff level that ensured that the sample taken was a true reflection of the different classes of employees in the organization.

This study comprised of top level managers, technical personnel, supervisory staff and support staff of the company. They were used because they occupy important positions and are best placed to give detailed account of strategy implementation at Kenyatta International Conference Centre. The researcher will use stratified sampling to obtain data from each stratum.

Respondents from each stratum will be selected using random sampling. Purposive sampling is to be used to select the respondent. The researcher was going to use a total of 30 potential respondents as the sample size as shown in fig.4.0

3.6 Data Collection procedures and instruments

The questionnaires interview scheduled and observational forms were used to collect information for the study. Each question on the questionnaire was developed in a specific research question. The kinds of questions used in the questionnaire were structured or closed ended questions. The closed ended questions were easier to analyze and administer than the unstructured or open ended questions.

These questions which share the same set of response categories like the likers type scale from strongly agree to strongly disagree and don't know. These questions were easy to complete and the respondent are not likely to be put off. Interviews was also be used to collect data for this study.

Interviews as oral administration of the questionnaire were involved face to face contact with the respondent. Interviews provided in-depth data which could not be possible to get using a questionnaire. Lastly, the observation guide was used to obtain data on this study. An observation checklist was designed and used to record the behaviors of the respondents observed during data collection.

3.7 Instruments of validity and reliability

The researcher carried out a pilot study to pretest and validate the data. According to (Cooper and Schindler ,2003), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected. This was in line with a qualitative research design methodology employed in this research proposal.

According to (Berg and Gall, 1989) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study was a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

To establish the validity of the research instrument the researcher seeked opinions of experts in the field. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

In addition, the researcher took note of the importance of protecting the privacy and rights of the participants in the research. These fundamental rights and privacy were protected by adopting the following procedures during the field work. Furthermore, the participation in the research was voluntary. Therefore participants will have the right to decide whether to take part in the survey or not while the researcher will focus on group data when presenting the results of the research. The result was presented based on statistical averages to avoid the possibility of revealing the information provided by individual respondents.

3.8 Data Analysis and presentation

The questionnaires were collected from the field and analyzed according to the objectives of the study. Quantitative data was used to analyze the information inform of tables and graphs. Descriptive statistics was used to measure the factors affecting implementation of Kenya Vision 2030 at Kenyatta International Conference Centre. Before the analysis is done, all the filled up questionnaires were checked for reliability and verification and in a manner that facilitated analysis (Mary Ngechu 2006) this included the data be grouped in to four thematic areas: organizational cultural values, employee training, leadership commitment and informational technology on how to improve the outsourcing process. The data was analyzed using graphical statistical techniques performed on Microsoft Excel and Microsoft Word. During this process the information collected was analyzed and interpreted in order to give feedback on the findings about the research question. Results will be presented through multiple and line charts.

Using a multiple regression model the data collected was analyzed using regression analysis. The data mainly focused on the four thematic areas to come up with an appropriate analysis. The data analyzed will be presented using graphs, frequency curves, frequency polygons, histograms, pie charts and diagrams. The model to be used to regress these variables is as follows;

A multiple regression equation expressed as:

$$Y = \alpha i + \beta 1\ X1it + \beta 2\ X2it + \beta 3\ X3it + \beta 4\ X4it + \varepsilon i$$-------------

Where:

Y= dependent variable {(Implementation of Kenya Vision 2030 in Kenyatta International Conference Centre)

αi = Constant

$\beta 1$= Regression coefficient of leadership commitment

X1it = Independent variable leadership commitment

$\beta 2$ = Regression coefficient of information technology

X2it = Independent variable information technology

$\beta 3$ = Regression coefficient of employee training

X3it = Independent variable employee training

$\beta 4$ = Regression coefficient of organization cultural values

X4it = Independent variable organization cultural values

εi = Error term

Indicator- Financial and stewardship indicators

Formula: Operating income (Loans + Investment) / Operating Cost + Loan Loss Provisions + Financing Cost

Standard: Operating Self- sufficiency at 100%

CHAPTER FOUR

FINDINGS AND DISCUSSION OF RESULTS

4.0 Introduction

In the previous chapters, the concepts and theoretical background to strategy implementation obstacles were discussed through a comprehensive literature study. In order to address the research objective highlighted in Chapter one, a research study was conducted to provide an understanding of the hurdles faced by the Kenyatta International Conference Centre on implementing The Kenya Vision 2030. The purpose of this chapter is to present responses obtained from various participants in the research project.

4.1 Analysis of data collected

Data was collected from personnel at the institution to determine various factors that were perceived as possible obstacles to the strategy implementation process. The data was collected through a questionnaire consisting of 3 major parts. The first part of the questionnaire obtained data on the personal information (gender, age bracket, education level and position held in the organization) of respondents and a table and graphical representation used to present the responses from various participants.

The second part of the questionnaire sourced data regarding the institution's capabilities to manage and control the implementation process. These were done through an investigation on the performance indicators at the institution and responses presented through a table and graphical representation.

The third part of the research instrument dealt with questions designed to source information on independent variables and results under this section were also be presented through a table and graphical representation. The last part of the questionnaire focused on obtaining additional data through open-ended questions and results obtained under this section are presented through descriptive responses.

A total of 65 questionnaires were distributed to the potential respondents at the institution and only 49 were received back. Two questionnaires were returned incomplete while 47 were completed. This represents a 75.38 percent return rate. Based on the number of completed questionnaire returned (>88%), the researcher deemed it as adequate and decided to proceed with the data analysis and present the findings.

The questions were based on a Likert scale of one to five. For the purpose of providing a broader indication on whether the respondents accept or reject the hypotheses the data is summarized as follow:

- Respondents having scored one and two are grouped together to indicate disagreements.
- Respondents having scored three are regarded as being neutral.
- Respondents having scored four and five are grouped together to indicate agreements.

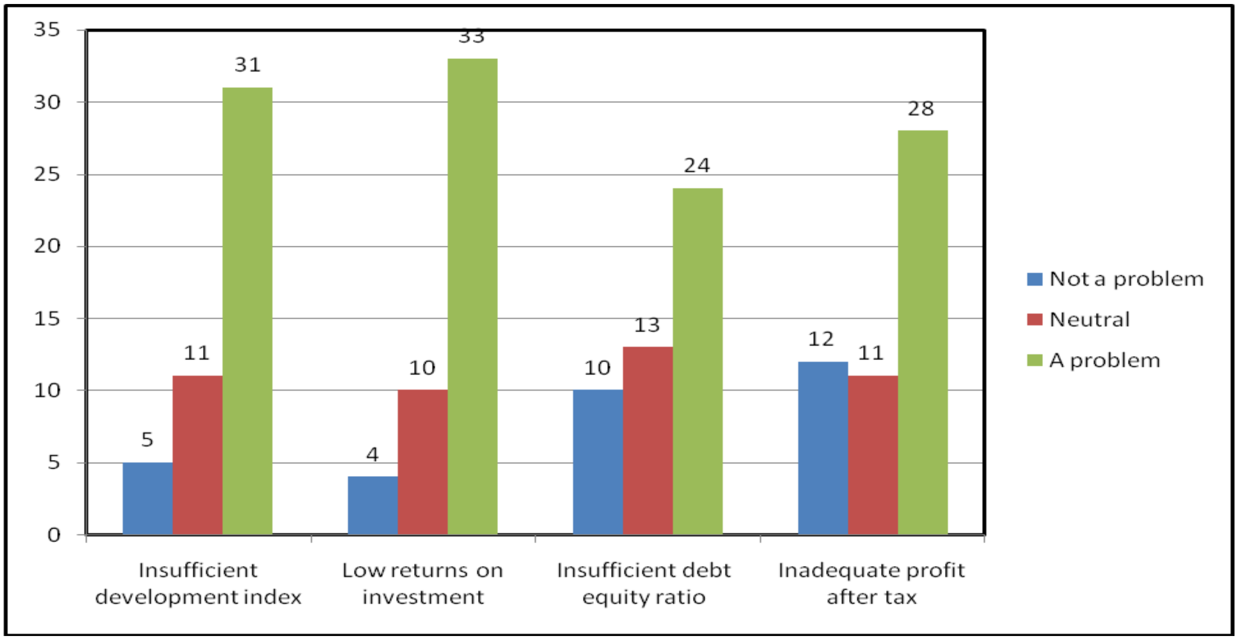
The following section presents the results according to sections as highlighted on the research

Table 4.2 Statistical results on the obstacles of implementation of Kenya Vision 2030 at Kenyatta International Conference Centre

Obstacles to successful strategy implementation	**Not a problem**	**Neutral**	**A problem**	**Total respondents**
Insufficient development index	5	11	31	47
Low returns on investment	4	10	33	47
Insufficient debt equity ratio	10	13	24	47
Inadequate profit after tax	12	11	28	47

Source: Survey data (2013)

Figure 4.2 Graphical representations on findings of obstacles to implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre



Source: Survey data (2013)

4.2.1 Explanation of the results

The highest number of respondents (33) identified low return on investments biggest problem as per the above graph. In addition, insufficient development index was also noted as second highest problem facing implementation of the Kenya Vision 2030 at Kenyatta International Conference Centre. Though a problem, insufficient debt equity ratio was the least as per the findings. The summations of respondents ranging from 4 to 23 were either neutral or felt that there was no problem.

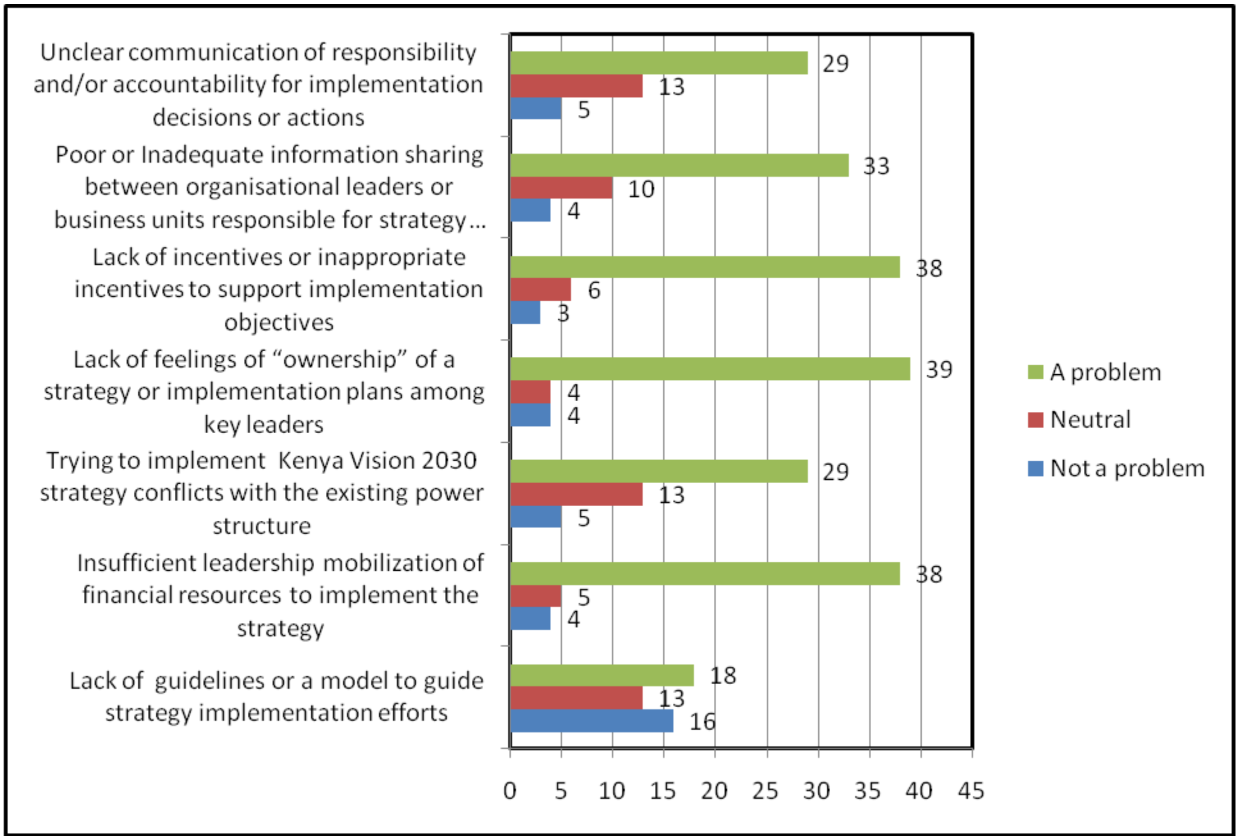
Majority of respondents who never found the challenges facing the strategy implementation were neutral.

Table 4.3 Results on the organisational leadership commitment as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre

Obstacles to successful strategy implementation	**Not a problem**	**Neutral**	**A problem**	**Total respondents**
Lack of guidelines or a model to guide strategy implementation efforts	16	13	18	47
Insufficient leadership mobilization of financial resources to implement the strategy	4	5	38	47
Trying to implement Kenya Vision 2030 strategy conflicts with the existing power structure	5	13	29	47
Lack of feelings of "ownership" of a strategy or implementation plans among key leaders	4	4	39	47
Lack of incentives or inappropriate incentives to support implementation objectives	3	6	38	47
Poor or Inadequate information sharing between organisational leaders or business units responsible for strategy implementation	4	10	33	47
Unclear communication of responsibility and/or accountability for implementation decisions or actions	5	13	29	47

Source: Survey data (2013)

Figure 4.3 Graphical representations on organisational leadership commitment as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre



Source: Survey data (2013)

4.3.1 Explanation of the results

The majority of respondents (38) identified lack of feeling of ownership by key leaders as biggest problem on orgnisational leadership commitment as per the above graph. In addition, insufficient leadership mobilization of financial resources to implement the strategy and lack of incentives or inappropriate incentives to support implementation strategic objectives was also extremely high as 38 respondents in each approving them to be major challenges too.

Majority of respondents who never found the challenges facing the strategy implementation were neutral. Furthermore, respondents were of the opinion that the institution had guidelines to implementing the strategies. From the results, a conclusion could be drawn that suggested that the strategy in place was not accepted by the majority, hence lack of ownership of such plans.

Lack of cooperation between departments and initiative to encourage ownership of the implementation process amongst employees coupled with lack of commitment from staff members hamper effective strategy implementation.

The findings indicate an overwhelming agreement of respondents on the obstacle related to inability to manage change effectively. Based on the results obtained, it was evident that there is a lack good change management practice at the institution. The result showed that the majority of the personnel were resisting change due to the incorrect approach adopted in managing the change process.

This presents a serious challenge to management as key employees do not take ownership of the strategies and drive it to ensure effective implementation. This implies lack of accountability for the strategy adopted by the institution and if not addressed fast, could result in a big stumbling block for efficient operation of the institution.

The result also suggested that there was a lack of commitment from personnel to agree on certain steps in order to move the institution forward.

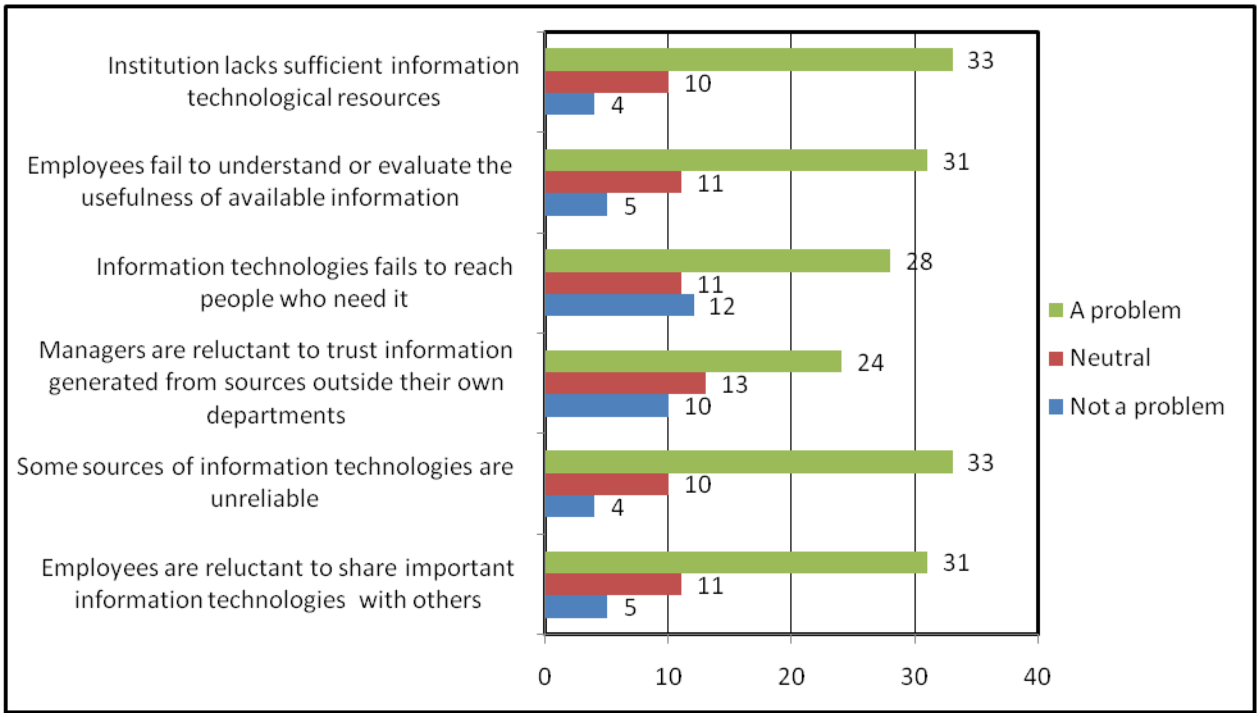
Table 4.4 Results on the Information Technology as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre

Obstacles to successful strategy implementation	Not a problem	Neutral	A problem	Total respondents
Employees are reluctant to share important information technologies with others	5	11	31	47
	4	10	33	47
Managers are reluctant to trust information generated from Some sources of information technologies are unreliable sources outside their own departments	10	13	24	47
Information technologies fails to reach people	12	11	28	47

who need it				
Employees fail to understand or evaluate the usefulness of available information	5	11	31	47
Institution lacks sufficient information technological resources	4	10	33	47

Source: Survey data (2013)

Figure 4.4 Graphical representations on Information Technology as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre



Source: Survey data (2013)

4.4.1 Explanation of the results

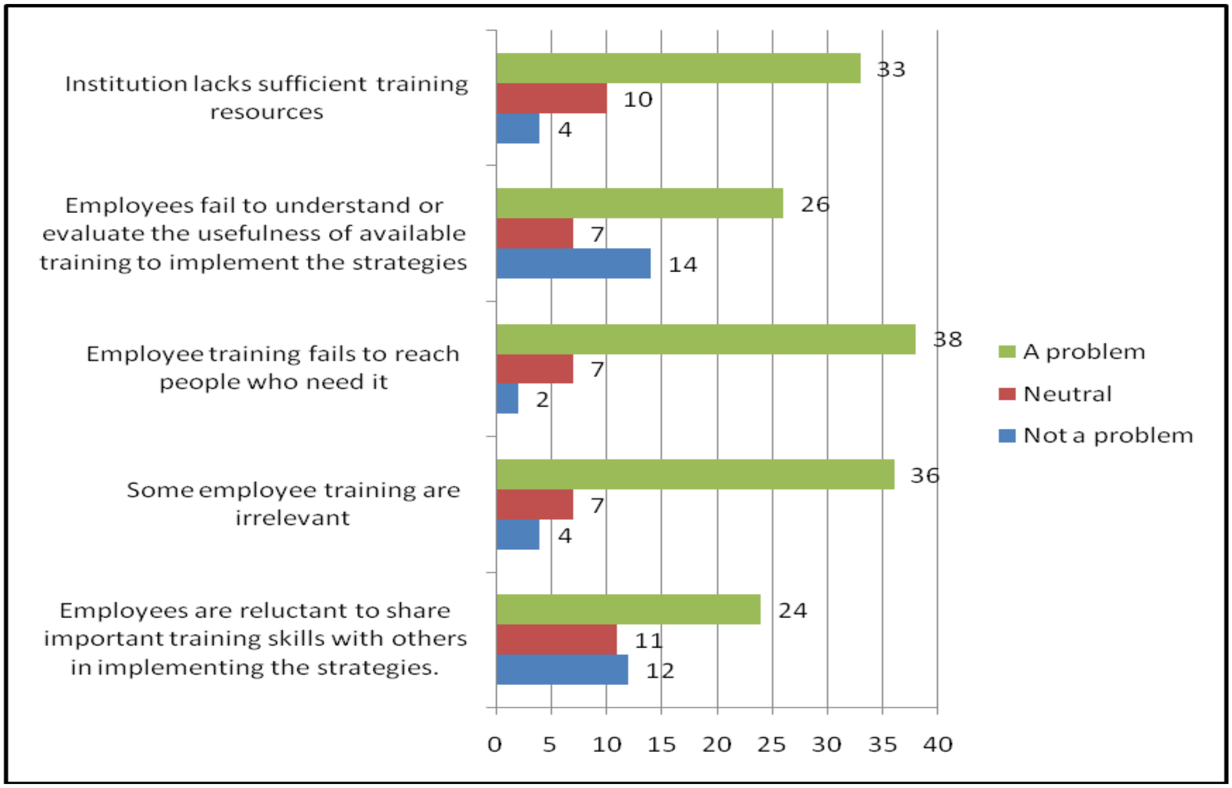
The researchers found out that information technology do affect implementation of the Kenya Vision 2030 strategy. Moving forward, majority of respondents (33) identified sufficient information technological resources and some sources of information technologies are unreliable to be major challenges on information technology. This implies that majority of technological resources employed by the institution could be obsolete and fail to meet the current growing trend in conference business industries. Amongst the other respondents who never saw a problem with information technology, majority were neutral. Managers being reluctant to share information from other departments were considered to be the list problem. Respondents who never felt IT as a problem ranged between 4 to 5.

Table 4.5 Results on the employee training as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre

Obstacles to successful strategy implementation	Not a problem	Neutral	A problem	Total respondents
Employees are reluctant to share important training skills with others in implementing the strategies.	12	11	24	47
Some employee training are irrelevant	4	7	36	47
Employee training fails to reach people who need it	2	7	38	47
Employees fail to understand or evaluate the usefulness of available training to implement the strategies	14	7	26	47
Institution lacks sufficient training resources	4	10	33	47

Source: Survey data (2013)

Figure 4.5 Graphical representations on the employee training as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre



Source: Survey data (2013)

4.5.1 Explanation of the results

Employee training failing to reach the intended staff was the biggest problem with 38 respondents approving the same. Furthermore, many staff(36) felt that some training are irrelevant hence do not impact much on enhancing operational efficiency.Resondents considered sharing of training skills as the least problem to

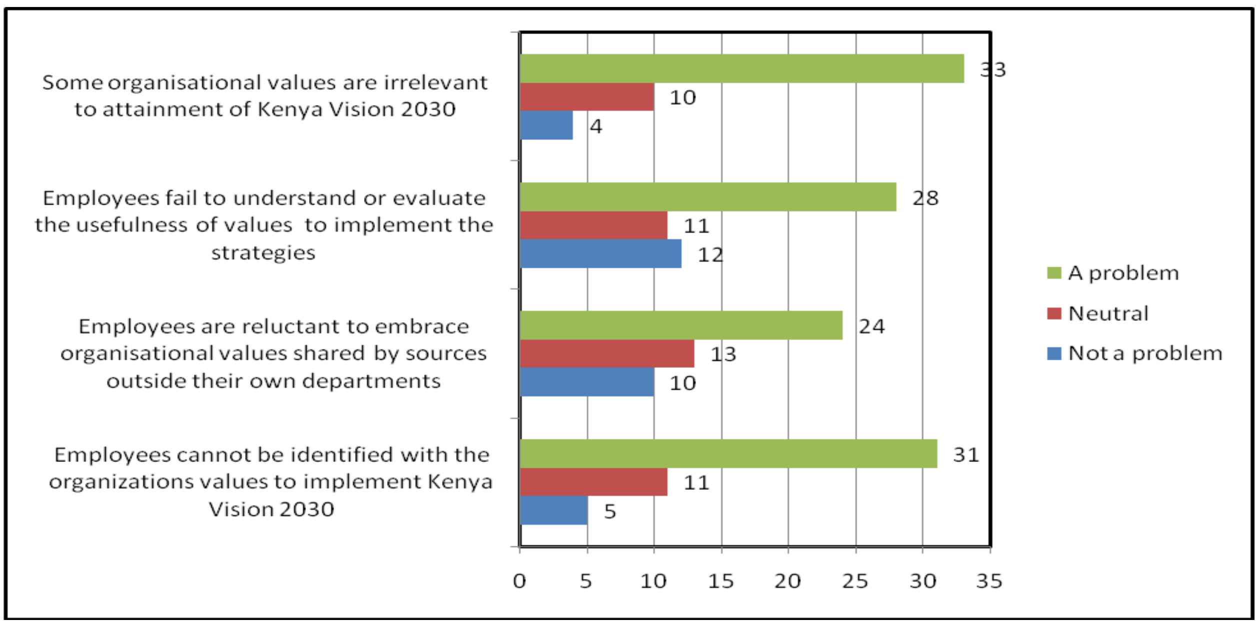
The findings demonstrated a lack of information sharing that could be regarded as a problem confronting the institution. The results also showed that there was a possibility of departments operating as independent units with opposing objectives. In addition, lack of proper coordination was seen as another challenge facing the institution.

4.6 Results on the organization cultural values as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre

Obstacles to successful strategy implementation	Not a problem	Neutral	A problem	Total respondents
Employees cannot be identified with the organizations values to implement Kenya Vision 2030	5	11	31	47
Employees are reluctant to embrace organisational values shared by sources outside their own departments	10	13	24	47
Employees fail to understand or evaluate the usefulness of values to implement the strategies	12	11	28	47
Some organisational values are irrelevant to attainment of Kenya Vision 2030	4	10	33	47

Source: Survey data (2013)

Figure 4.6 Graphical representations on organization cultural values as obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre



Source: Survey data (2013)

4.6.1 Explanation of the results

Form the findings, many respondents at 33 approved that some organisational values are irrelevant with attainment of Kenya Vision 2030.Furthermore, majority at 31 agreed that they cannot be identified the organization values however much they strived to embrace with other departments. Fewest respondents; 4 considered irrelevancy of the organizational values as a problem though majority who did not approve the problem were more neutral than those who never sat the problem.

4.7 Results on open ended question and additional comments

The results under this section were sourced through additional remarks and open-ended question comments made by respondents. The respondents were of the opinion that these factors were also contributing to the obstacle of strategy implementation at the Kenyatta International Conference Centre .The following are the additional factors raised by respondents:

- The respondents highlighted the insufficient control of implementation plans, improper approach in communicating required changes as well as fear amongst employees of change as the contributing factors to an unsuccessful strategy implementation process.
- Lack of leadership and negative conflicts within top management are also to blame for some of the failure of strategy implementation at the institution.
- The organizational culture at the institution does not encourage good performance amongst employees.
- Insufficient time is spent on communicating strategies and lack of comprehensive training programs for employees to create understanding across all levels hamper the smooth implementation of strategies.
- Focus on individual benefits instead of organizational or customer benefits.
- Government intervention in particular, the changes in political office bearers delay strategy implementation. This happens when changes are made at Ministerial level resulting in some strategic programs' due dates to be reviewed and shifted forward.
- Conflicting information from some managers is incorrectly interpreted by employees and consequently causing misunderstanding amongst employees.

- Given the prevalent economic factors that have forced some businesses out of business, employees regard any process of reorganization as a recipe of retrenchment. Therefore individuals turn a blind eye to the positive aspect of the process and fail to pinpoint the positives that would come with the particular change.
- The lack of mentorship programs and succession planning at the institution force people to spend a short time at the institution.
- Lack of a proper strategy formulation process as well as the lack of knowledge about strategy implementation process.

4.8 Conclusion

The chapter highlighted in detail the findings of the study. The result showed that various obstacles exists at the institution and needs to be addressed by management to ensure successful implementation of strategies. The following chapter will highlight recommendations, conclusions drawn from the study and some shortcomings on the study that would require some further research.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

5.1 Introduction

The theoretical background and objective of the study were set out in Chapter one. To expand on the theoretical background to the study, a literature review was done in Chapter two. The concepts and issues related to obstacles to effective strategy implementation were highlighted within the framework of four specific themes.

Chapter three highlighted the research methodology adopted to obtain the data for the study while chapter four dealt with the research findings and interpretation of various factors obtained during the research project. In this chapter, the most crucial points of concern highlighted in the previous chapters are summarized together with a number of conclusions. Certain recommendations will be put forward as well as some suggestions on the areas for further research.

5.2 Recommendations drawn from the research study

In light of the issues highlighted as the research findings in Chapter four, the following recommendations are made to improve strategy implementation process at the institution:

The institution should develop tangible mechanism to manage change to facilitate strategy implementation. Personnel need to be adequately prepared through regular information sharing to eliminate misunderstanding of plans. A platform needs to be created whereby employees in teams are given the opportunity to express their fears, as well as an explanation to them in fewer details how the proposed change is going to affect them.

Furthermore, clarity where necessary must be provided to everybody on what the organization intends to do for the sake of the future growth of the institution. The responsibility to change certain aspects of the institution’s operation must be made everybody’s responsibility. Ongoing follow up meetings should be conducted to ensure that everybody understands the purpose of the strategy adopted.

The institution should be able to identify key employees who could be given clear mandates to report on the progress of certain strategies in terms of its acceptance by general staff and progress towards achieving the results. A team spirit must be created in such a way that team members are free to express opinions on whether a particular strategy is workable and how it should be made to work if it is found to be not working.

To keep momentum, cooperation needs to be rewarded to ensure that those who are ready to work as a team are rewarded accordingly. Information sharing must be an ongoing process within all departmental units as well as across departmental level. Good information must be shared timely to ensure that up to date information is reaching everybody in the organization. Management must always be ready to provide support wherever it is needed for the strategy to work. Management must be able to provide leadership and at the same time be willing to listen to complaints from employees. Employees' complaints must be timely addressed to ensure that everybody gets the feeling of being a critical component to the overall progress of the system.

Regular interaction between managers and subordinates should be encouraged to ensure ongoing communication in departments. Managers should be visible to all team members even when there is no problem to address but only to show that they are part of the team.

The timeframe it takes to implement changes should be given serious consideration. The change process should be explained with a specific timeframe in mind. There should be serious commitment from the institution's management to keep to the proposed timeframe. Any failure to meet the target date must be communicated timely to employees to ensure that trust is maintained for the process.

Changes at the management level must be organized in such a way that they do not hamper the process as a result of many new faces at the institution strategic level. The changes should come as reinforcement in areas where the management is lacking necessary expertise. Consideration could be given to rotating at least three managers in a given cycle to ensure that continuity is maintained.

Government intervention should be of strategic nature and should not be a stumbling block to the operation of the institution. Government for example, should give a clear mandate to the board of directors and the latter must be accountable for any decision that is made based on the particular mandate.

5.3 Areas for further research

- To determine the reason why staff turnover is high at the management level, further research will be needed to understand the underlying factors behind the resignation of managers at the institution.
- To determine the impact of slow response to customer complaints by the institution. Investigate the impact of regular changes at board of director level on the performance of the institution.
- To investigate the possible reasons why some planned programs take too long to implement.

5.4 Conclusions

The chapter provided recommendations and conclusions derived from the study as well as the areas for further research. Even though many factors were highlighted as serious obstacles to effective strategy implementation, the findings might have been influenced by the restructuring process that was ongoing at the time of the study. Therefore the result might have been different or different outcome might have been obtained.

A number of obstacles to strategy implementation have been highlighted in the study. These obstacles appear to be a serious stumbling block to successful strategy implementation at the Kenyatta International Conference Centre. Failure to address these obstacles will result in failure of many programs aimed at improving the performance of the institution.

Several interventions are needed to improve the communication process at the institution. Measures are needed to ensure team spirit across all functional departments. Measures are needed to reduce staff turnover at management level.

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APPENDICES:

Appendix I: Letter of Introduction

May, 2013

Dear respondent,

RE: REQUEST FOR RESEARCH DATA.

I am a master's student at Kenyatta University, pursuing a course leading to degree on Masters of Business Administration (Strategic Management). In partial fulfillment of the requirements of the stated degree course, I am conducting a research project entitled, **Factors affecting implementation of Kenya Vision 2030: A Case of Kenyatta International Conference Centre.**

To achieve this, you are invited to participate in this academic research study being conducted. You are part of a carefully selected group that has been asked to participate in this academic research study and I greatly appreciate your assistance.

Please note that;

1. The responses are anonymous and confidential;

2. Approximately 15 minutes will be required to complete the questionnaire

3. Participation in the study is voluntary and important;

4. Your responses will be used for academic purposes only;

5. The findings can be availed on request only;

6. Should you have any difficulties in responding, please contact me at the e-mail address; chiengchristopher@gmail.com or call me at +25472755284.

Please sign the form to indicate that;

1. You read the information and

2. You have given your consent.

Thank you for your participation

Respondent's signature:………………………… Date:……….……………………..

APPENDIX II

QUESTIONNAIRE (for Kenyatta International Conference Centre)

QUESTIONNAIRE (for Kenyatta International Conference Centre)

<table>
<tr><td>Ref. No</td><td colspan="3"></td></tr>
<tr><td>Date:</td><td></td><td>April</td><td>2013</td></tr>
<tr><td colspan="4">My name is Christopher Chieng'; a student pursuing a Master's degree in Business Administration (Strategic Management) at Kenyatta University. I am carrying out research on Factors Affecting Implementation of Kenya Vision 2030 Strategy, A Case of Kenyatta International Conference Centre. You have been selected as one of the respondents for the study. I would like you to spend a few minutes to fill the questionnaire and note the information provided will be used for academic purpose only and will be treated with utmost confidentiality.</td></tr>
</table>

Instructions

Kindly respond to all questions by ticking and or giving comments where necessary.

Please give additional information where you feel it is necessary.

PART A- Personal Information

1). Gender, Male [ ] Female [ ]

2). Indicate your age bracket

a) Below 25 years [ ]

b) 26 – 35 years [ ]

c) 36 – 45 years [ ]

d) 46 -55 years [ ]

3). Indicate your education level

a) Secondary level (KCSE) [ ]

b) Diploma [ ]

c) Undergraduate degree [ ]

d) Postgraduate degree [ ]

4) Briefly indicate your position in the company / department.

PART B

FACTORS AFFECTING IMPLEMENTATION OF KENYA VISION 2030 STRATEGY AT KENYATTA INTERNATIONAL CONFERENCE CENTRE

Using a scale of 1-5, Where;

Using a Likert scale of 1-5, kindly respond to the below question. Where:

5. Strongly Agree
4 Agree
3. Neither agree nor disagree
2. Disagree
1. Strongly disagree

Kindly respond to the below question by ticking inside the box that best fits your response

Q01. Researcher has identified implementation of Kenya Vision 2030 at Kenya International Conference Centre to be affected by various challenges. In your experience, how big is the problem? Use a 5-point scale to rate.

	5 Strongly Agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Insufficient development index					
Low returns on investment					
Insufficient debt equity ratio					
Inadequate profit after tax					

PART C

FACTORS AFFECTING IMPLEMENTATION OF KENYA VISION 2030 STRATEGY AT KENYATTA INTERNATIONAL CONFERENCE CENTRE

Using a scale of 1-5, Where;

Using a Likert scale of 1-5, kindly respond to the below question. Where:

5. Strongly Agree
4 Agree
3. Neither agree nor disagree
2. Disagree

1. Strongly disagree

Kindly respond to the below question by ticking inside the box that best fits your response

Q01. Researcher has identified organisational leadership commitment a possible obstacle to successful implementation of Kenya Vision 2030 strategy at Kenyatta International Conference Centre?

In your experience, how big is the problem for? Use a 5-point scale to rate.

	5 Strongly Agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Lack of guidelines or a model to guide strategy implementation efforts					
Insufficient leadership mobilization of financial resources to implement the strategy					
Trying to implement Kenya Vision 2030 strategy conflicts with the existing power structure					
Lack of feelings of “ownership” of a strategy or implementation plans among key leaders					
Lack of incentives or inappropriate incentives to support implementation objectives					
Poor or Inadequate information sharing between organisational leaders or business units responsible for strategy implementation					
Unclear communication of responsibility and/or accountability for implementation decisions or actions					
Lack of understanding of the role of organizational structure and design in the implementation process					

Inability to manage change effectively or to overcome internal resistance to change					

Additional Comments:

Q02) Based on your knowledge, to what extent does the Information Technology affect implementation of Kenya Vision 2030 at Kenyatta International Conference Centre? .Use a 5-point scale where a 1 means strongly disagree and a 5 means strongly agree.

	5 Strongly Agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Employees are reluctant to share important information technologies with others					
Some sources of information technologies are unreliable					
Managers are reluctant to trust information generated from sources outside their own departments					
Information technologies fails to reach people who need it					
Employees fail to understand or evaluate the usefulness of available information					
Institution lacks sufficient information technological resources					

Additional Comments:

Q03) Based on your knowledge, to what extent does the employee training affect implementation of Kenya Vision 2030 at Kenyatta International Conference Centre ? .Use a 5-point scale where a 1 means strongly disagree and a 5 means strongly agree.

	5 Strongly Agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Employees are reluctant to share important training skills with others in implementing the strategies.					
Some employee training are irrelevant					
Managers are reluctant to embrace training generated from sources outside their own departments					
Employee training fails to reach people who need it					
Employees fail to understand or evaluate the usefulness of available training to implement the strategies					
Institution lacks sufficient training resources					

Additional Comments:

Q04) Based on your knowledge, to what extent does the organization cultural values affect implementation of Kenya Vision 2030 at Kenyatta International Conference Centre ? .Use a 5-point scale where a 1 means strongly disagree and a 5 means strongly agree.

	5 Strongly	4 Agree	3 Neither	2 Disagree	1 Strongly

	Agree		agree nor disagree		disagree
Employees cannot be identified with the organizations values to implement Kenya Vision 2030					
Some organisational values are irrelevant to attainment of Kenya Vision 2030					
Employees are reluctant to embrace organisational values shared by sources outside their own departments					
Employees fail to understand or evaluate the usefulness of values to implement the strategies					

Additional Comments:

Q05) Finally, what other factors not mentioned in this survey make the Kenya Vision 2030 strategy implementation process challenging or difficult at Kenyatta International Conference Centre?

…………………………………………………………..…..………………………………………………

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Thank you

APPENDIX III

INTERVIEW GUIDE

1. Greetings and introduction
2. Explaining the purpose of the interview
3. Knowledge of Kenya Vision 2030.
4. The factors affecting implementation of Kenya Vision 2030 at Kenyatta International Conference.
5. Recommendations on how implementation of the strategy can be enhanced.

APPENDIX- IV

OBSERVATION GUIDE

1. Work environment and embracement of organisational values
2. Presence of office furniture
3. Status f conference halls and other convention facilities
4. Computers and laptops generations used
5. Telecommunication gadgets i.e. telephones, fax and mails.
6. Arrangement and tidiness of the offices
7. Administration style
8. Handling of visitors
9. Training facilities and skills being applied
10. Office space

APPENDIX-V

WORK PLAN

Task	Duration	January & February 28^{th} 2013	March 1^{st} & March 19^{th} 2013	Marc 21^{st} & April 4^{th} 2013	April 5^{th} & April 20^{th} 2013	April 21^{st} & May 1^{st} 2013
Study preparation and literature Review	1 months	■				
Proposal writing and defense	3 weeks		■			
Data collection	2 weeks			■		
Data analysis	2 weeks				■	
Report writing and presentation	2weeks					■

Table 1.0 Work plan (Researcher 2013

APPENDIX VI

THE BUDGET

Serial Number	Expenditure	Item description	Quantity	Unit of measurement	Unit per price	Total
1	RESEARCH PROPOSAL	Internet research	80	Hours	50	4,000.00
2		Typing	150	Pages	20	3,000.00
3		Flash disk	2	Pieces	1500	3,000.00
4		Travelling	100	Liters	100	10,000.00
5		Binding work	6	Books	500	3,000.00
		SUB TOTAL FOR RESEARCH PROPOSAL				**23,000.00**

Serial Number	Expenditure	Item description	Quantity	Unit of measurement	Unit per price	Total
1	RESEARCH PROPOSAL	Internet research	40	Hours	50	2,000.00
2		Typing	250	Pages	20	5,000.00
3		Research assistant	2	Persons	10,000.00	20,000.00
4		Travelling	100	Liters	100	10,000.00
5		Binding work	6	Books	500	3,000.00
		SUB TOTAL FOR RESEARCH PROPOSAL				**40,000.00**
		TOTAL RESEARCH BUDGET				**63,000.00**

Table 2.0 Research proposal budget (Researcher, 2013)