AN ANALYSIS OF STRATEGIC ISSUE MANAGEMENT IN THE
TELECOMMUNICATION INDUSTRY IN KENYA: A CASE OF ACCESS KENYA
GROUP

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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A Research Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY

SUMMER 2016
DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit

Signed: ________________________ Date: ________________________

Seif Abdulmunem Abdalla Seif (ID: 643403)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date: ________________________

Dr Mosoti Zachary

Signed: ________________________ Date: ________________________

Dean, Chandaria School of Business
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ABSTRACT

The General objective of this study is to identify the application of H. Igor Ansoff¹s strategic issue management in the telecommunication industry. The study was guided by the following specific objectives: to examine the strategic issue management practices in the telecommunication industry in Kenya, to determine the benefits of strategic issue management in the telecommunication industry in Kenya and to analyze the challenges of strategic issue management in the telecommunication industry in Kenya.

The research design that was adopted is a cross sectional case analysis of Access Kenya through quantitative analysis. Quantitative analysis was employed to measure the frequency and magnitude of the various factors. The population of focus in this research was management employees of AccessKenya Group limited, the organization of study. The sampling technique employed was stratified random sampling because of the heterogeneous of the population. In this case, convenience sampling was employed whereby the willingness of the respondents were key determinant of what constitutes the representative sample. The sample size for the study is 53 respondents a 15% representation of the target population.

Primary data for the research was collected through use of questionnaires that comprised both closed and open ended questions that sought to measure strategic response for effective customer retention. Respondents were required to respond to questions developed from the three research questions which did provide substantial data for analysis to derive conclusions. The data was analyzed using SPSS Statistics in terms of percentages, mean, as well as regression tables and presented in form of tables and figures to elicit the findings in light of the three research objectives

The study revealed that that majority of the respondents agreed that the following are key strategic issue management practices: Globalization, New technology, Global financial crunch, Exchange rate fluctuation, Operation cost, ISO certification, Changes in government policy, Emergence of new competitors and finally Changes in top management.
The study further revealed that majority of the respondents agreed that among the benefits of strategic issue management include: improved performance, improved efficiency, insurance against risk and finally strategy effectiveness.

Finally the study revealed that time taken in discussing and verifying strategic issues is a challenge to SIM, the resources required for strategic issue handling are inadequate, refusal by top management to submit to SIM, systems delay in information flow, stakeholder resistance in SIM implementation, strategic issue management gets great deal of resistance from the impacted people in the organization. There is a feeling of less teamwork on the strategic issue management department in the organization.

The study concludes that the key issue management practices that affect the telecommunication industry in respect to Access Kenya are: Globalization, new technology, Global financial crunch, exchange rate fluctuation, operation cost, ISO certification, changes in government policy, emergence of new competitors and finally changes in top management. It was observed that the time taken in discussing and verifying strategic issue is a challenge to SIM, the resources required for strategic issue handling are inadequate, refusal by top management to submit to SIM, systems delay in information flow, stakeholder resistance in SIM implementation, strategic issue management department in the organization.

The study recommends that the response to strategic issues at Access Kenya should involve all managers in the strategic planning to help them achievement of its plan. Second all managers should also be involved in strategic issue management to give them adequate decision making authority in the implementation of the strategies and have a documented procedure on how to handle strategic issues. Third the document procedures to handle strategic issues should incorporate evaluation of strategic issue management for continuous improvement of the process. The study also recommends that AccessKenya needs to focus on the benefits of strategic issue management such improved performance, improved efficiency, insurance against risk, and finally strategy effectiveness. This should inform the decisions made by the organization. The study finally recommends that all the stakeholders in the industry should incorporate the findings of this study, especially the identified strategic issue practices and challenges facing the industry in making their decisions.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Strategic issue management is primarily associated with Ansoff (Ansoff, 1980). The concept of strategic issue management first emerged when practitioners of corporate strategic planning realized a step was missing between the SWOT analysis of the Harvard model and the development of strategies. That step was the identification of strategic issues. Strategic issue management approaches are process components or pieces of the larger strategic planning process (Lawal, Elizabeth and Oludayo, 2012).

According to Ansoff (1980), the level of changeability today is at such a state that formal strategic planning procedures are no longer sufficient to ensure a timely response to future turbulence. The today organizations find themselves operating in an environment that is changing faster than it has ever been before. The process of analyzing in the implication of these changes and modifying the way that the organizations react to them is known as business strategy. The environmental discontinuity is driven in part by those entrepreneurial spirited small businesses that have been a vital factor to the growth success of new and novel advancements in computers, biotechnology, and other related technology industries (Berger and Udell, 1998).

For a firm, to implement its strategy in an increasingly turbulent environment, Ansoff and MacDonnell (1990) have proposed three conditions that should be met: First, that the aggressiveness of the firm’s strategic behavior should match the turbulence of its environment. This means that if the environment is stable, strategic aggressiveness can be based on historical facts or precedents. As one moves along the continuum of turbulence to surprising levels, the strategic aggressiveness of the firm changes to reactive anticipatory, entrepreneurial and to being creative. This means as the level of turbulence increases the creativity and innovativeness of the firm should match.

Prahalad and Hamel (1990) have stated that strategic thinking needs to be a core competency of an organization, requiring that managers need to develop strategic insights to guide the company. In Strategic Management itself, which is theory-oriented, Ansoff is talking about perception of
the environment by the organization according to the level of turbulence (Martinet, 2010). The effective management of emerging issues has never been more important to the success of business organizations than it is today. An increasingly global marketplace means that corporate performance in one region of the world directly impacts its regulatory burden, brand image, reputation and financial wellbeing not only there, but across the globe. To head off crises and take advantage of emerging business opportunities, you need an effective issues management process (Laufer, 2006).

It has been pointed out that a strategic issue is a forthcoming development, from inside or outside of the organization, which is likely to have an impact on the ability of the enterprise to meet its objectives. An issue can be a welcome, an opportunity to be grasped in the environment, or an internal strength which can be exploited to advantage. Or it can be an unwelcome external threat, or an internal weakness which imperils continuing success, even the survival of the enterprise. Rockmore et al, (1996) argue that external threats, because they signal significant discontinuities in the environment, can be converted into opportunities by aggressive and entrepreneurial management. This premise is the core reason why it is important for management and other employees have to actively involve themselves with Strategic Issue Management, if they want a successful future of their enterprise (Mbogo, 2007).

A number of studies related to strategic issue management have been done (Lawal et al, 2012) in their study on effect of strategic issue management on organizational performance reported some evidence adoption of issues management techniques can improve the performance and relative standing of organization that are with different societal and political issues. Heugens, (2003) in his study on strategic issues management and organizational outcomes assessed whether strategic issues management activities contribute anything worthwhile to corporate performance by reporting two studies on the issues management strategies of Dutch food firms during the recent introduction of genetically modified ingredients. He concluded that the implementation of issues management activities by firms that are exposed to societal or political predicaments significantly and positively influences organizational outcome variables. This study would use a framework that can easily be implemented by Access Kenya Group right now to identify issues and develop responses when there is still time to influence the final outcome.
The three key steps in the issue management process are: Issue Identification, issue prioritization and Strategy development and action planning (Ansoff, 1980).

The issue of identification process is managed by a cross-functional issues team of mid- to senior level people from across the organization. The team’s mission is to identify any actual or perceived gaps between stakeholder expectations of how the company should perform and its actual performance. These gaps represent the issues facing the organization. The next challenge is to prioritize the list of identified issues, so that you focus your efforts on those issues that matter most (Prahalad and Hamel, 1990). The issues team rates the potential impacts of an issue on the company’s reputation or financial well-being on a scale from “High” to “Low,” based on a set of objective criteria. The team also rates the relative urgency of the issue, using a similar scale and set of criteria. Each issue is then plotted on a simple matrix matching its impact and urgency scores. Relative priorities are then assigned to each issue based on where it falls in the matrix. The final step in the process is strategy development and action planning. The issues team begins by developing a clear picture of the current issue environment, generating a vision of success, and identifying what internal and external factors will either help or prevent the company from achieving its goals. It then develops an action plan for how it will manage each issue. While each action plan is unique, there are four broad actions you may take: ignore, react, participate or initiate. When overlaid onto the issue prioritization matrix, it becomes clear what the appropriate response is for each issue (Laufer, 2006).

Ansoff and McDonnel, (1990) points out that SIMS is a systematic procedure of early identification and fast response to surprising changes both inside and outside an enterprise. This system is real time and involves continuous preoccupation with strategic issues first it involves continuous surveillance, both inside and outside the enterprise. The senior management is responsible for managing the system for fast response since they have the resources and authority to initiate prompt action. They assign responsibility for individual issues directly to units which are best equipped to deal with the issues and resources allocated directly to senior management. The Strategic Issues Management (SIM) system is deployed using the following Processes; A firm's top management team continuously surveys their potential future external environment (technology, economic, political, social, competition), and intra-firm environment (strengths and weaknesses), from which they evaluate which issue will likely have a significant effect on the
firm. Management evaluates each discontinuity on the firm, its effect, level of urgency, and immediacy of response required. Those determined as high impact on the firm are, labeled as strategic issues.

The strength that would be of an advantage to Access Kenya Group of the approach is its ability to recognize and analyze key issues quickly. The weaknesses of the approach is that no specific advice is offered on exactly how to frame the issues other than to precede their identification with a situational analysis of some sort. The primary aim of an organization is to achieve its goals and objectives which are to make the best profit by increasing organizational performance (Berman, Wicks, Kotha, and Jones, 1999).

Since the beginning of the liberalization of the telecommunications sector in 1999, Kenya has seen fast internet growth and even faster mobile phone growth. Encouraged by this development, the government has plans to turn Kenya into East Africa's leader in Information and Communications Technology (ICT). Since 1999, Kenya has experienced radical changes as the liberalization process of the telecommunications sector began. Of vital importance to the process was the establishment of the Communications Commission of Kenya (CCK) in February of that same year through the Kenya Communications Act, 1978. CCK's role is to license and regulate telecommunications, radio communication and postal services in Kenya. Since then a visible boost has gripped the industry (Embassy of the Republic of Kenya In Japan, 2015).

Started in 1995 as Communication Solutions Ltd (Commsol), the company rebranded to Access Kenya Limited in 2000 to become the leading Corporate ISP in Kenya and later the holding company Access Kenya Group in 2006. With a long history in providing unbeatable solutions, our focus is to deliver business value to our clients in all sectors of the economy by remaining true to our vision of providing new and innovative products and services at affordable and competitive prices. In 2013, Access Kenya Group was acquired by the Dimension Data Group and is now part of the global Internet Solutions business (AccessKenya, 2013).
1.2 Statement of the Problem

Kenya has witnessed significant growth in the ICT sector as demonstrated by the number of telephone lines, Internet Service Providers (ISPs), Internet users, broadcasting stations, and market share of each of them. The Government has continued to liberalize the ICT sector (Waema, 2007). The challenges faced by the makers of telecommunications policy in Kenya are exceptionally demanding. To meet of economic needs, it will be necessary to expand the network, enhance service quality and features, and upgrade operational efficiency and productivity. Kenya has a rapidly expanding economy, but also has one of the world's highest population growth rates--by the year 2000 its population is expected to reach 38 million. Kenya will also need to invigorate agriculture and enhance the lives of those in its rural areas to stem the tide of migration into the towns. Five million new jobs will be needed in the urban areas if the country is to avoid massive unemployment and social unrest (Tyler, 2006).

There is a notable variance within the industry and academia concerning the costs incurred relative to the benefits achieved of the successful implementation of Ansoffian Strategy within the telecommunication industry. Although the principles and processes of scalability are still conceptual, this project is to illuminate those features of Ansof’s Strategic Management Systems and conditions for optimal use to ensure competitive edge (Laufer, 2006). This is reflected in increased concern for corporate social and environmental responsibilities and in a more fundamental debate about the nature and purposes of business. Ansoff cited failures of certain organizations in anticipating these socio-political pressures as evidence for his claim. This can be interpreted to mean that there is an even greater need today for people who can truly think strategically; people who are not confined by process and who are able to integrate intuition and imagination with formal analysis (Brønn and Brønn, 2002)

The strength of the approach is its ability to recognize and analyze key issues quickly. The primary aim of an organization is to achieve its goals and objectives which is to make the best profit by increasing organizational performance (Berman, Wicks, Kotha and Jones, 1999)

1.3 General objectives

The General objective of this study was to identify the application of H. Igor Ansoff's strategic issue management in the telecommunication industry the case of AccessKenya.
1.4 Specific Objectives

1.4.1 To examine the strategic issue management practices at AccessKenya.

1.4.2 To determine the benefits of strategic issue management at AccessKenya.

1.4.3 To analyze the challenges of strategic issue management at AccessKenya.

1.5 Significance of the Study

Findings of this study were critical in application to future strategic implementations of issue management in the telecommunications services market. The study will reveal key success factors of H. Igor Ansoff’s Strategic Management Systems hence inform managers intending to engage such strategies on what they need to do to achieve success. The study will also be critical to Access Group as it informs the management some of the faults or issues that are contrived in the processes they partake and as such, proposes the recommendations relevant for correction of the faults in order to achieve elevated execution of the strategies. The study is also useful to researchers and scholars seeking to advance research in the field of Issue Management

1.5.1 General Management

The overall responsibility of the management is to ensure that assessing the relative importance of the issues, selecting the key strategic issue, deciding on how the respective issues are to be treated and assigning responsibilities for their resolution. In order to do this, management must ensure that when implementing strategy, they maintain quality and value in the inevitably growing structure regardless of independently operating business units. Therefore the significance of this study is to ensure that managers of Access Kenya Group identify the relationship between priorities assignment and resolve of issues but most importantly be able to achieve strategic feedback in correlation to performance.

1.5.2 Staff

This group concerns itself with monitoring the progress of the various projects towards assigned objectives. Additionally concerned with the detection of trends, evaluation of their impact and timing, assessing the time required for response and alerting decisions makers about sudden and
important issues, in addition when the strategy of response to an issue is not clear this group may be asked to act as planners and to submit action recommendation.

1.5.3 Scholars

Scholars will identify the principal steps in issue analysis starting with issue identification, and look at three possible source of information about impending strategic issues: the trends in the external environment, the evolutionary trends within the enterprise, and the trends in performance. Scholars will be able to identify how issue management within the behavior of firms is directly linked to successful strategy formulation and implementation and structure fit and it can have an effect on companywide measures of productivity and performance.

1.6 Scope of the Study

The study investigates factors that mitigate issue management in Telecommunication industry in Access Kenya Group. The independent variables studied include importance of tackling issues in management and the integration challenges to ensure issue resolution. The study targeted the 355 employees of Access Group Kenya Limited including managers, supervisors and junior staff. This study was conducted in June 2015 to December 2015 hence the findings collected are to reflect issue occurrence beforehand.

1.7 Definition of Terms

1.7.1 Issue Management

Is a process that ensures the monitoring and information processing ability of an organization and thus to deal with uncertainty and risk contributing. Issues management is all about facilitating communication leadership in organizations (Dougall, 2008).

1.7.2 Issue Identification

Issue Identification is a forthcoming development, either inside or outside of the organization, which is likely to have an important impact on the ability of the enterprise to identify objectives (Ansoff, 1980).
1.7.3 Competitive Advantage

An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and retain more customers than its competitors. There can be many types of competitive advantages including the firm's cost structure, product offerings, distribution network and customer support (Porter, 2008).

1.8 Chapter Summary

Chapter one presents the background information to the research problem, identifies the problem statement, states the purpose of the study and lists the research questions addressed in the research project. It also presents the rationale, scope, and definition of terms used. Chapter two presents the literature review. It discusses the existing research literature on mergers and historical mergers experience, integration process and post merger success. The discussion tackles all the research questions posed and provides a firm theoretical background for the study. Chapter three presents the research methodology used in this study. It details the research design, population and sampling, data collection methods, research procedures and how data collected was analyzed. Chapter four presents the results and findings the study gathered while chapter five presents the study summary, discussion and the conclusions and the recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature with regards to the three objectives of the study which include the strategic issue management practice, the benefits of strategic issue management and finally the challenges of strategic issue management.

2.2 Strategic Issue Management Practices

Organizations implement strategic issues management process by creating strategic issues management system. It is a system that incorporates set of organizational procedures, routines, personnel and processes devoted to perceiving, analyzing and responding to strategic issues (Dutton and Ottensmeyer, 2014). The strategic issue management system requires that responsibilities are assigned to various groups within the organization. These may be the general management, the staff group and the workers group (Ansoff and McDonnell, 1990). The responsibilities of each group must be very clear to avoid the risk of strategic issue management system degenerating into “paralysis by analysis”. The groups should be resolvers, and not planners, of issues.

2.2.1 Issue Identification

The first stage of SIM is scanning. This is the process of monitoring the environment and providing environmental data to managers (Daft and Weick, 2014). It is a process of information identification and collection by organization through different sources. The process of scanning depends both on individuals” perceptions and on organizational activities that influence organizational perception. On the individual level, the process of perceptual selection determines to which issues in their environment top-level decision-makers will devote their scarce cognitive processing capacities (Heugens, 2011).

There are two possible scanning modes (Heugens, 2011). Prospective environmental scanning focuses on the identification of potential issues. It gives organization early warning about significant environmental changes. Another type of scanning behaviour has passive nature, which lowered the possibility of early signs of important events and developments.
Issues come to the attention of the organization when they are already mature. Organizations choose one or another mode of scanning depending in the managerial perception about organizational position in the environment.

Real time strategic issue response are necessary to facilitate the firm’s preparedness in handling the impending issues that may have profound impact on the firm (Ng’ang’a, 2011). In his presentation to the issue management council (IMC), Jacques (2010) proposed a nine best issue management best practice indicators. He broadly classified them under structure, implementation and integration. Under structure, he recommended the establishment of a mechanism to identify current and future issues through environmental scanning/issue analysis. When reviewing the structure, management should consider the following reference points. There should be designated individuals to formally monitor key information sources such as news media, journals, research, website and external conferences and peer industry activities. The organization sought to actively participate in trade association including monitoring and lobbying of legislation, new regulation and relevant litigation at local, national and international levels, use phone or e-mail hotlines, allow employees to elevate issues with management, ensure community advisory panels or third party focus groups are actively promoted and existence of an established process is in place to receive evaluate and prioritize scanning inputs room both internal and external sources.

The third factor requires that responsibility for stewardship of the issue management process be clearly assigned and mechanisms put in place to build organizational expertise in the discipline. This should take care of the following reference points; job descriptions should show clear responsibility for the issue management process an issue management centers of expertise to provide resources and to improve issue management awareness and effectiveness at all levels of the organization. Then, the issue management process steward then formally monitors issue teams. To eliminate redundancy, promote consistency of policy and message and optimize resource deployment, conduct formal training so that it’s available the issue teams to properly implement the process. The operational issue management process should then be regularly reviewed and bench marked (Ali, 2008).
At the implementation stage, the fourth critical factor is “ownership” of each major issue being clearly assigned at an operational level with accountability and results linked to performance reviews. The following preference points should be taken into account. The issue owner is clearly identified on all documentation and communication. Action plans and timelines are set out at both group and individual operational activity. The issue progress is assessed and evaluated against formalized operational or tactical goals while personal and learn issue achievement relate directly to salary and bonus assessment. The management authorizes resource such as task teams to address particular issues (Ng’ang’a, 2011).

Fifth, the progress against key issues should be formally reviewed with organizational owner on a regular basis and the status of each to be monitored at the highest management level. This ownership should take into account the following reference points. The issue teams meet and report on regular basis. They should have existing recognized processes to formally evaluate progress against strategic objectives. The chief executive officer should be regularly briefed on key issues including status and plans (e.g. weekly or fortnightly). The process should then be established to record and implement management feedback while management formally reviews issue position statements and actively participate in regular status updates (Jones, 2010).

The executive committee or board of directors has fiduciary oversight of the issue management, has mechanisms in place to report progress to directors and/or external stakeholders and authority to intervene in the event of non-compliances or misalignment. The following reference points should be considered; Board level management has direct issue involvement (e.g. public policy or environmental affairs committee or nominated director to lead or maintain the issue process and related policy). The issue reports are available to external stakeholders (e.g. annual reports, corporate social responsibility report) while organization external web-site provide issue updates and mechanisms for stakeholders feedback, have established procedures existing for the board to intervene where necessary and to penalize non-complain. The board utilizes an executive level external issue or stakeholder advisory board (Ali, 2008).

The final phase would then constitute the integration stage. The top management should ensure that formal channels exist for managers at all levels to identify and elevate potential issues for possible integration into broader strategic planning including external stakeholder management which must be done in light of the following reference points: that strategy planning should
specifically review current and future issues and then financial impact throughout the business life-cycle. The external stakeholder then advocate formally reports findings and feedback. Business or new products reviews identify and address potential issues while “issue scanners” are formal identified and trained. Managers should then actively encourage outside in perspectives and employee participation (Ansoff and McDonnel, 1990).

### 2.2.2 Strategic Issue Management Systems

Ansoff and McDonnel, (1990) points out that SIMS is a systematic procedure of early identification and fast response to surprising changes both inside and outside an enterprise. This system is real time and involves continuous preoccupation with strategic issues first it involves continuous surveillance, both inside and outside the enterprise. The senior management is responsible for managing the system for fast response since they have the resources and authority to initiate prompt action. They assign responsibility for individual issues directly to units which are best equipped to deal with the issues and resources allocated directly to senior management. The Strategic Issues Management (SIM) system is deployed using the following Processes; A firm's top management team continuously surveys their potential future external environment (technology, economic, political, social, competition), and intra-firm environment (strengths and weaknesses), from which they evaluate which issue will likely have a significant effect on the firm. Management evaluates each discontinuity on the firm, its effect, level of urgency, and immediacy of response required. Those determined as high impact on the firm are, labeled as strategic issues.

For high Impact and high urgency issues, immediate action is required to resolve the issue. Management assigns a rapid response unit with necessary resource allocation to resolve the issue. High impact and moderate issues, a delayed response is requires where strategic issue are designated for review in the next scheduled planning session. High impact but low urgency issues, continuous monitoring and evaluation is carried out. If the urgency increases, a task force leader is assigned to deal with the problem. Discontinuities that are both low on impact and urgency on the firm, no changes are expected to be put in place (Jones, 2010).
2.2.3 Impact Estimation

Ansoff and McDonnell, (1990) proposed four analytical techniques to be used in Strategic Issue Management practices; Simple Environmental impact analysis looks into one event at a time without taking into account of inter dependence. Threats opportunities and strengths /weaknesses are identified from continuous surveillance of external environment trends, internal capability trend and performance trend. Issue ranking approach involves a continuous environmental surveillance through trend analysis. Impact and urgency of the trends are estimated and presented as key strategic issues to top management; issues are then prioritized as issues requiring immediate action, postponable issues, delay able issues and minor issues (Yeibei, 2014).

Cross impact analysis estimate the likelihood of simultaneous occurrence of several events/trends. This analysis produce cluster of events/trends, thereby facilitating identification and preparedness of probable future disaster or opportunity scenarios. A case where both strength and weaknesses are useful in pursuing future opportunities to minimize the impact of the threats is called the positive synergy case. The negative synergy is where the SWOT synergy will have the opposite effect. Secondly, organizations adopt a formal process to assign and manage issues. The following reference pints are important; establish policies or procedures describing the issue management process including roles and responsibilities and documentation, have formal prioritization analysis, ensure that issue strategy development tools or worksheets are consistently used make sure that issue status files and position statements are regularly updated and information to be maintained to facilitate future access to the last status and lessons learned (Ali, 2008).

The eight factors for consideration is the management of current and future issues to be well embedded within the strategic planning and implementation process of organizational clients or owners. The following reference points should be considered; training programs to promote issue management as a standard operating procedure. The leadership of the business or operating unit owns the issue and receives regular updates. Issue owners should be members of core management while issue management plans are fully aligned with Business plans to ensure optimum synergy and minimize duplication or internal conflict. The Chief Executive Officer briefing book must them integrate issues into annual General meeting, analyst briefing and other shareholder communication evaluations is done for the issues impact and issue urgency. A
positive synergy occurs when strengths and or weaknesses are applicable to responding to threats and opportunities. A negative synergy occurs when neither strengths nor weaknesses help in with threats and opportunities (Jones, 2010).

2.3 Benefits of Strategic Issue Management

2.3.1 Improved Performance

A number of studies related to strategic issue management have been done (Lawal et al, 2012) in their study on effect of strategic issue management on organizational performance reported some evidence adoption of issues management techniques can improve the performance and relative standing of organization that are with different societal and political issues. Heugens, (2011) in his study on strategic issues management and organizational outcomes assessed whether strategic issues management activities contribute anything worthwhile to corporate performance by reporting two studies on the issues management strategies of Dutch food firms during the recent introduction of genetically modified ingredients. He concluded that the implementation of issues management activities by firms that are exposed to societal or political predicaments significantly and positively influences organizational outcome variables.

Perrott, (2011) documented Ramsay healthcare a case example of how a health care organization implemented the process of strategic issue management and. The Ramsey case demonstrates how the use of a carefully designed and implemented strategic issue management practices facilitated and improved the identification of priority strategic issues to drive the change and adaption agenda for that organization.

Ali (2008) in his study of strategic issue management practices by Commercial Banks in Kenya, found out that Management understand how critical it is to address strategic issues and that in order to be able to effectively deal with the discontinuous and surprising environment organization should embrace strategic issue management system to enhance their capacity to adapt and learn. Wambutura (2010) studied Strategic issue management in Kenya Maritime Authority and recommended that SIM should be highly implemented in public institutions for them to realize their set goals and objectives.
Chembalain, (2012) studied strategic issue management by shipping companies in Kenya and recommends consistent application of SIM practices and a regular review of the techniques in order to match the environmental changes both locally and globally. All these studies have established that SIM is being practiced even though the level of appreciation varies among the different contexts.

2.3.2 Improved Efficiency

The strategic issues facing the organization and its response to them will call on the organization’s skills in strategic management - its ability to recognize and deal successfully with strategic issues. In the private sector, these will include ensuring greater efficiency and value for money, improved and innovative product and service delivery to the customers, increased communication with customers and partners, and greater organisational coordination (Jones, 2010).

Although the strategy process may incorporate timetabled events which fit into the wider management processes, strategic management is a continuous process, (Jakab and Preker, 2013). Managers at all levels in the organisation may need to make decisions on business issues at any time, and some of these decisions could be regarded as 'strategic' - even though they may not appear so at the time. Any business-focused strategy must be flexible enough to accommodate the demands of continuous change (Jakab and Preker, 2013).

According to Abdullahi (2010) a manager must be able to identify the strategic issues facing the organisation those issues it must address if it is to meet its business objectives. These might include social inclusion, for example, or environmental issues. The responses to strategic issues will be incorporated in the themes of the business strategy. There is not necessarily a one-to-one relationship between strategic issues and the themes of the business strategy, since themes will be chosen as the basis for programmes of business change, and one such programme may address several strategic issues.

The strategic issues facing the organization and its response to them will call on the organization’s skills in Strategic Management – its ability to recognize and deal successfully with strategic issues (Hitt et al, 2010). One benefit of Strategic Issue Management is that it enables swift response to environmental surprises. SIM systems detect surprising changes as they
become evident and respond in real time without waiting for annual planning (Ansoff & McDonnell, 1990). An organization that is preoccupied with environmental surveillance throughout the year will notice a discontinuity way ahead of reactive ones. Ansoff (1980) argues that how quickly an organization will respond is determined among other factors by how much knowledge the organization has about an issue. If the knowledge level is high, an organization may have time to execute an appropriate response as opposed to when information about the issue is still vague.

2.3.3 Insurance against Risk

Related to the above point is the issue of insurance against risk. An organization with a high level of information about an impending threat or opportunity is more likely to execute an appropriate response than one which is operating on a vague signal (Ansoff, 1980). This way SIM reduces uncertainty. It shields organizations from strategic shocks with unknown origins. It therefore prevents accumulated losses and extraordinary costs (Ansoff and McDonnell, 1990). Dutton and Ottensmeyer (2014) observe that SIM systems can have a symbolic meaning. This way, they produce, manage and resolve meanings for strategic issues thus preserving the image of an organization as it conveys an image of a rational and effective organization. They sort and extract meaning from organization context when they are used by decision makers to create and communicate shared meanings.

Although the strategy process may incorporate timetabled events which fit into the wider management processes, strategic management is a continuous process. Managers at all levels in the organization may need to make decisions on business issues at any time, and some of these decisions could be regarded as ‘strategic’ – even though they may not appear so at the time. Any business-focussed strategy must be flexible enough to accommodate the demands of continuous change (Kuehner-Hebert, 2010)

According to Abdullahi (2010) a manager must be able to identify the strategic issues facing the organization – those issues it must address if it is to meet its business objectives. These might include social inclusion, for example, or environmental issues. The responses to strategic issues will be incorporated in the themes of the business strategy. There is no necessarily a one-to-one relationship between strategic issues and the themes of the business strategy, since themes will
be chosen as the basis for programmes of business change, and one such programme may address several strategic issues.

2.3.4 Strategy Effectiveness

A number of studies in the strategic management literature for example Aosa (1992) are based on a broad approach of the content of strategies, in which organizational features are considered as evidences of adopted strategic orientations. According to this approach, studying strategic orientations implies to evaluate organizational characteristics simultaneously. Some of these studies identify major strategic behaviours allowing organizations to succeed. In addition, they focus on the content of the strategic orientations. Their typology shows how organizations choose specific strategies that allow them to realize an adequate fit with their environment.

It has been pointed out that a strategic issue is a forthcoming development, from inside or outside of the organization, which is likely to have an impact on the ability of the enterprise to meet its objectives. An issue can be a welcome, an opportunity to be grasped in the environment, or an internal strength which can be exploited to advantage. Or it can be an unwelcome external threat, or an internal weakness which imperils continuing success, even the survival of the enterprise. Ali (2008) argue that external threats, because they signal significant discontinuities in the environment, can be converted into opportunities by aggressive and entrepreneurial management. This premise is the core reason why it is important for management and other employees have to actively involve themselves with Strategic Issue Management, if they want a successful future of their enterprise (Mbogo, 2007).

A comprehensive analysis of environmental trends and prospects identifies additional strategic issues. Resolution of these strategy and environment-driven issues become the central preoccupation of the annual planning process. Thus strategic issues analysis (analysis of impact and response to significant developments was added to strategy analysis – determination of thrusts for the future development of the enterprise.
2.4 Challenges of Strategic Issue Management

According to Ansoff and McDonnell (1990), installation and acceptance of SIM is not likely to be simple. The difficulties come from different sources. Right from planning/formulation and implementation of Strategic Issue Management, challenges do occur normally at certain stages. Limiting funds to support Strategic Issue Management is one of the greatest challenges facing many organizations. A good resource base is a critical success factor in making sure that the strategy and the environment are aligned in the same direction (Mbogo, 2007). Lack of funding therefore may make the management feel that Strategic Issue Management is not taken seriously, thus may engage in more of reacting to emergent issues in environment rather than planning in advance; hence compromising competitive advantage.

A number of studies related to strategic issue management have been done (Lawal et al, 2012) in their study on effect of strategic issue management on organizational performance reported some evidence adoption of issues management techniques can improve the performance and relative standing of organization that are with different societal and political issues. Heugens, (2003) in his study on strategic issues management and organizational outcomes assessed whether strategic issues management activities contribute anything worthwhile to corporate performance by reporting two studies on the issues management strategies of Dutch food firms during the recent introduction of genetically modified ingredients. He concluded that the implementation of issues management activities by firms that are exposed to societal or political predicaments significantly and positively influences organizational outcome variables.

2.4.1 Differing Opinion among People

The differing opinion of the people involved also limits the implementation of Strategic Issues Management. This would tend to support the view that Strategic Issues Management implementation may not be very smooth if the organizational structure is tall instead of a lean structure which can follow faster flow of information. Learning organizations have to look for ways of accommodating varying opinions and focusing on common goals to avoid aborting opinions that could impact on an organization.

Prahalad and Hamel (1990) have stated that strategic thinking needs to be a core competency of an organization, requiring that managers need to develop strategic insights to guide the company.
In Strategic Management itself, which is theory-oriented, Ansoff is talking about perception of
the environment by the organization according to the level of turbulence (Martinet, 2010). The
effective management of emerging issues has never been more important to the success of
business organizations than it is today. An increasingly global marketplace means that corporate
performance in one region of the world directly impacts its regulatory burden, brand image,
reputation and financial wellbeing not only there, but across the globe. To head off crises and
take advantage of emerging business opportunities, you need an effective issues management
process (Laufer, 2006).

2.4.2 Resistance to Change
Resistance to change is another common challenge in Strategic Issue Management especially at
the implementation stage. Resistance comes in because Strategic Issue Management requires real
time systems. Muya (2006) asserts that real time wrecks hierarchical organizations by making
possible instant access to activities of all types- anywhere, anytime all the time. Refusal to take
charge is frequently coupled with a mentality problem, a refusal by top management to accept
new and unfamiliar issues as relevant to the enterprise. Thus the acceptance of SIM by top
management is the major problem to solve. The solution is a ‘sales campaign’ by the ‘converted’
subgroup of general managers. Careful education and an involvement in confrontation of issues
by the top group, is more promising course of action. In cases where the new realities require a
transformation of mentality of key managers the firm will probably need external help.

2.4.3 Refusal by Top Management to Submit Itself to Discipline
Refusal of the top management group to submit itself to the discipline of SIM can be a taunting
challenge. Periodic planning is frequently used for organizing ‘the others’ in the enterprise. If top
management refuses to become part of the process, periodic planning can still make a useful
contribution to the enterprise. But if top management pay a lip service to SIM, it will not work.
According to Ansoff and McDonnell (1990), installation and acceptance of SIM is not likely to
be simple. The difficulties come from different sources. The first is the refusal of the top
management group to submit itself to the discipline of SIM. SIM systems it will only function in
an organization if managers accept to play a central role in it (Ansoff and McDonnell, 1990).
This is a tall order in most organizations as managers normally prefer the familiar over the
unfamiliar. Ansoff and McDonnell (1990), observes that it is also difficult to get managers to submit to the disciplines demanded by the system. Installation of SIM in organization usually meets enormous resistance from the impacted group. In the implementation stage, the strategy itself may be changed so the expected results may not be attainable. In the highly competitive, technologically driven environment, scarce resource may hinder the installation of SIM (Ansoff and McDonnell, 1990).

2.4.4 Requisite Networks within and Outside the Organization

The other challenge of SIM systems is that it requires managers to build networks within and outside the organization (Mkanduli, 2005). Oomens and Bosch (1999) noted that implementation of effective SIM cannot guarantee that a company will never experience a crisis situation. It is important for firms to develop crisis awareness and crisis management capabilities. However, sound issue management reduces the number of occasions when crisis management is needed. This is brought about by failure to effectively assess the impact of external changes on existing plans.

According to Ansoff (1980) implementation of SIM is not easy. The list of issues to be dealt with and monitored keeps on changing due to the turbulence of the operating environment. This may lead to thrashing of resources among solving of issues due to ever changing priority lists resulting to lost energy, time and money. The situation is worsened when the new realities to be confronted are drastically different from the past. This may require the enterprise to seek for external help which may prove very expensive to the organization. Oomens and Bosch (1999) noted that SIM and stakeholders management are related concepts because for every issue, a stakeholder analysis is required to determine who the most important stakeholders are for a particular issue and estimate their influence. This creates a problem since interest of stakeholders is always conflicting. This poses a great challenge especially when implementing SIM. Therefore top management has to exercise caution in order to meet the various needs of their stakeholders.

2.4.5 The Business Environment

The environment in which a firm operates is becoming increasingly turbulent and complex public opinion and individual norms and values have changed and society’s expectation and the demands it makes to companies are now higher than before (Oomens and Bosch 1999).
For a firm, to implement its strategy in an increasingly turbulent environment, Ansoff and MacDonnell (1990) have proposed three conditions that should be met: First, that the aggressiveness of the firm’s strategic behavior should match the turbulence of its environment. This means that if the environment is stable, strategic aggressiveness can be based on historical facts or precedents. As one moves along the continuum of turbulence to surprising levels, the strategic aggressiveness of the firm changes to reactive anticipatory, entrepreneurial and to being creative. This means as the level of turbulence increases the creativity and innovativeness of the firm should match.

Secondly that responsiveness of the firm’s capability should match the aggressiveness of its strategy. When the environment is repetitive, precedents drive the firm. This works well in a closed system. However, when the environment is very turbulent (unforeseen) the firm should adopt an open system, which entails, embracing a total commitment to creativity.

Thirdly, that the components of the firm’s capability must be supportive of one another the firm’s internal capabilities such as financial base and research and development coupled with the strategic formulation process should adapt to the environmental turbulence or charge. If one of the factors shifts to a higher level the rest should follow suit.

According to Ansoff and MacDonnell (1990), strategic issue management (SIM) relies heavily on strategic surveillance through environmental scanning and special alert controls. It employs the technique of object gap analysis to ensure that operational controls are in place. This requires organizational capabilities, which facilitate management response to surprising changes. They propose that for a firm to deal effectively with the surprising changes it requires to invest in a strategic surprise system.

For a firm to be able to invest in a strategic surprise system to enable it close the environment and capability gap, it is paramount to design the capabilities (managerial as well as functional), which will enable it to initiate and support the new strategic response (Ansoff and McDonnell, 1990). The planned response and the capability design must be put in practice to avoid organizational resistance (Ansoff and McDonnell, 1990).
2.5 Chapter Summary
This chapter has presented a review of literature with regards to the three objectives of the study which include the strategic issue management practice, the benefits of strategic issue management and finally the challenges of strategic issue management. The next chapter presents the research methodology that will be adopted in this study.
CHAPTER THREE

3.0 METHODOLOGY

3.1 Introduction
This chapter elaborates on the research methodology that will be used to carry out the research project. This includes the population of study, the sampling design, sampling techniques as well as the sample size, data collection methods and also the research procedures.

3.2 Research Design
According to Bryman and Bell (2003), a research design is a framework for the generation of evidence that is suited both to a certain set of criteria and to the research question in which the investigator is interested. The research design that will be adopted is a cross sectional case analysis of Access Kenya through quantitative analysis. Quantitative analysis will be employed to measure the frequency and magnitude of the various factors.

3.3 Population and Sampling

3.3.1 Population
A population is the total collection of elements about which one wish to make inferences (Cooper and Schindler, 2000). The population of focus in this research will be all employees of AccessKenya Group limited, the organization of study. The research will be concerned with gathering input from middle and top management as seen in table 3.1.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management (Formulators)</td>
<td>25</td>
<td>15%</td>
</tr>
<tr>
<td>Mid-Level Management Level</td>
<td>25</td>
<td>15%</td>
</tr>
<tr>
<td>Human Resource</td>
<td>13</td>
<td>8%</td>
</tr>
<tr>
<td>Credit control</td>
<td>25</td>
<td>15%</td>
</tr>
<tr>
<td>Operations</td>
<td>20</td>
<td>12%</td>
</tr>
<tr>
<td>Sales</td>
<td>62</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: HR Department, 2015
3.3.2 Sampling Design
This refers to selecting the target population and selection of the sample (Cooper and Schindler, 2000). The target population in this research will be determined by the organization of study in this case: AccessKenya Group Ltd employees. All the Team Leaders, Head of Sections and top management will be involved in the study.

3.3.2.1 Sampling Frame
A sampling frame refers to the listing of all units in the population from which the sample will be selected (Bryman and Bell, 2003). The sampling frame included all the Team Leaders, Head of Sections and top management of AccessKenya employees that are involved in the core business at the corporate, business and functional levels. From the information provided by human resource department, the various business units in AccessKenya Group Ltd included sales, marketing and communications, customer services, Credit Control, CRM, human resources, finance and administration and network operations.

3.3.2.2 Sampling Technique
According to Cooper and Schindler (2000), a sampling technique is a method of determining the elements in the representative sample. The sampling technique employed will be stratified random sampling because of the heterogeneous of the population. In this case, convenience sampling will be employed whereby the willingness of the respondents were key determinant of what constitutes the representative sample.

Despite the fact that there are various sections in AccessKenya Group Ltd, this did not affect the composition of the sample as the type of responsibility and work role an employee is involved in did not change the factors under study. Characteristics such as gender, religion, position, and education or income level will not be considered as they did not impact the study.

3.3.2.3 Sample Size
A sample refers to the segment of the population that is selected for investigation (Bryman and Bell, 2003). The sample size for the study is 50 respondents.
<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management (Formulators)</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Mid-Level Management Level</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Human Resource</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Credit control</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Operations</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Sales</td>
<td>62</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

According to Cooper and Schindler (2000), data collection involves the gathering of facts presented to the researcher from the study’s environment. Primary data for the research will be collected through use of questionnaires that comprised both closed and open ended questions that sought to measure strategic response for effective customer retention. Respondents will be required to respond to questions developed from the three research questions which will provide substantial data for analysis to derive conclusions.

Ranking and rating will be used to develop scales that will be measured to establish significant data for basing valid conclusions on. Ranking will be used when evaluating the respective order of factors.

### 3.5 Research Procedures

This refers to the process followed in the course of conducting the research project (Bryman and Bell, 2003). The first step is the preparation of the research proposal followed by the determination of the sample and estimation of the budget of costs incurred. The data collection instrument through questionnaires is then developed and a pilot exercise conducted to evaluate its effectiveness. The evaluation of the pilot exercise gave leeway to data collection from the field which will be done between 4th March and 18th March 2016, followed by analysis and
interpretation. The final step is drawing of conclusions and making of recommendations coupled with presentation of the findings for implementation to the company.

3.6 Data Analysis Methods
According to Cooper and Schindler (2000), data analysis involves reducing accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. The data will be analyzed using SPSS Statistics in terms of percentages, mean, as well as regression tables and presented in form of tables and figures to elicit the findings in light of the three research objectives.

3.7 Chapter Summary
This chapter presented the methodology that will be used to conduct the research. The research involved descriptive study through a cross sectional case of the organization of study. The population of focus will be middle and top management of AccessKenya Group Ltd involved in the core business of the company. Data collection will be conducted through the use of questionnaires and analyzed through the determination of percentages, mean, and presentation through graphs and charts. Chapter four presents the study findings and interpretation.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter explains the processes, techniques and procedures adopted to analyze, present and interpret data gathered using the questionnaires. The chapter elaborates quantitative data analysis, cross tabulation tables, percentages and mean. This will be attained through the following specific objectives. A total of 53 questionnaires were issued out of which 50 of them were returned indicating 94 percent response rate. 53 questionnaires were issued to take care of refusal rates and thus enhance the response rate.

4.2 Background Information
The following subsection presents a summary of findings with regards to the background information. This includes age of the respondents, gender, years of experience as well as the highest level of education.

4.2.1 Age of the Respondents
As seen in table 4.1, it was revealed that 12% of the respondents were aged 18-25 years, while 34% were of the age 26-35 years as 32% were of the age 36-45 years and 14% were of the age 46-55 years and finally 8% were above 55 years.

<table>
<thead>
<tr>
<th>Age of the Respondents</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 Years</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>26-35 Years</td>
<td>17</td>
<td>34%</td>
</tr>
<tr>
<td>36-45 Years</td>
<td>16</td>
<td>32%</td>
</tr>
<tr>
<td>46-55 Years</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Above 55 Years</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.2.2 Gender of the Respondents
Table 4.2 shows that male respondents constituted 71% of the respondents while the female respondents accounted for 29%. This indicates that majority of the respondents were male.
Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Male</td>
<td>36</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.3 Highest Level of Education

Table 4.3 indicates that 54% of the respondents from AccessKenya Limited have undergraduate qualifications, as their highest education level. 28% reported that they had attained a Masters as their highest level of education while 12% have doctorate qualifications. Those who reported as having attained a diploma or any other qualifications as their highest education level made up 6% of the respondents.

Table 4.3: Respondents Level of Education

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Masters</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Bachelors</td>
<td>27</td>
<td>54</td>
</tr>
<tr>
<td>Diploma</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.4 Years of Experience

Table 4.4 reveals that 45 percent of the respondents had worked for 2-4 years at the organization while 17.5 percent had worked for 5-7 years as 30 percent having worked at the organization for 8-10 years as the remaining 7.5 percent had worked for 10 years and above. The findings imply that most of the respondents had massive experience in the industry owing to their number of years in the organization.
Table 4.4 Years of Experience

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-4 Years</td>
<td>21</td>
<td>45.0</td>
</tr>
<tr>
<td>5-7 Years</td>
<td>9</td>
<td>17.5</td>
</tr>
<tr>
<td>8-10 Years</td>
<td>14</td>
<td>30.0</td>
</tr>
<tr>
<td>Above 10 Years</td>
<td>6</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.3 Strategic Issue Management Practices
The first objective of the study was to examine the strategic issue management practices in the telecommunication industry in Kenya. The following subsection presents findings with regards to how the respondents reacted to this issue.

4.3.1 Globalization

Figure 4.1 reveals that globalization is a key strategic issue to a very high extent (55%), high extent 36%, moderate extent (5%), low extent (2%) and very low extent (2%).

![Figure 4.1: Globalization](image)

Figure 4.1: Globalization
4.3.2 New Technology

Figure 4.2 reveals that majority of the respondents agreed that new technology is a key strategic issue to a very high extent (50%), high extent (30%), moderate extent (12%), low extent (9%) and very low extent (0%).

![New Technology Bar Chart]

**Figure 4.2: New Technology**

4.3.3 Global Financial Crunch

Figure 4.3 reveals that majority of the respondents agreed that the global financial crunch is a key strategic issue to a very high extent (60%), high extent (33%), moderate extent (3%), low extent (3%) and very low extent (3%).
4.3.4 Exchange Rate Fluctuation

Figure 4.4 reveals that majority of the respondents agreed that the exchange rate fluctuation is a key strategic issue to a very high extent (65%), high extent (30%), moderate extent (5%), low extent (0%) and very low extent (0%).
4.3.5 Operation Cost

Figure 4.5 reveals that majority of the respondents agreed that the operation cost is a key strategic issue to a very high extent (60%), high extent (30%), moderate extent (3%), low extent (4%) and very low extent (3%).

Figure 4.5: Operation Cost

4.3.6 ISO Certification

Figure 4.6 reveals that majority of the respondents agreed that the ISO certification is a key strategic issue to a very high extent (60%), high extent (29%), moderate extent (1%), low extent (3%) and very low extent (7%).
4.3.7 Changes in Government Policy

Figure 4.7 reveals that majority of the respondents agreed that changes in government policy is a key strategic issue to a very high extent (50%), high extent (43%), moderate extent (7%), low extent (0%) and very low extent (0%).
4.3.8 Emergence of New Competitors

Figure 4.8 reveals that majority of the respondents agreed that emergence of new competitors policy is a key strategic issue to a very high extent (50%), high extent (34%), moderate extent (10%), low extent (3%) and very low extent (3%).

![Figure 4.8: Emergence of New Competitors](image)

4.3.9 Changes in Top Management

Figure 4.9 reveals that majority of the respondents agreed that emergence of new competitors policy is a key strategic issue to a very high extent (55%), high extent (44%), moderate extent (6%), low extent (2%) and very low extent (1%).
4.4 Benefits of Strategic Issue Management
The second objective was to determine the benefits of strategic issue management in the telecommunication industry in Kenya.

4.4.1 Improved Performance
Figure 4.10, shows that 30% of the respondents strongly agreed 36% agreed, 17% were uncertain 15% disagreed while 2% strongly disagreed that strategic issue management leads to improved performance.
Figure 4.10: Improved Performance

4.4.2 Improved Efficiency

Figure 4.11, shows that 62% of the respondents strongly agreed, 31% agreed, 4% were uncertain, 2% disagreed while 1% strongly disagreed that strategic issue management leads to improved efficiency.
Figure 4.11 Improved Efficiency

4.4.3 Insurance against Risk

Figure 4.12, shows that 53% of the respondents strongly agreed, 39% agreed, 6% were uncertain, 2% disagreed while 0% strongly disagreed that strategic issue management leads to insurance against risk.
4.4.4 Strategy Effectiveness

Figure 4.13, shows that 52% of the respondents strongly agreed 28% agreed, 16% were uncertain 2% disagreed while 2% strongly disagreed that strategic issue management leads to strategy effectiveness.
4.5 Challenges of Strategic Issue Management
The third and final objective of the study was to examine the challenges of strategic issue management. The following subsection presents findings with regards to this element of study.

4.5.1 Time Taken in Discussing and Verifying Strategic Issues
Figure 4.14, shows that 36% of the respondents strongly agreed 35% agreed, 13% were uncertain 13% disagreed while 3% strongly disagreed that time taken in discussing and verifying strategic issues is a challenge to strategic issue management.

Figure 4.13: Strategy Effectiveness
Figure 4.14: Time Taken in Discussing and Verifying Strategic Issues

4.5.2 Resources Required For Strategic Issue Handling Are Inadequate

Figure 4.15, shows that 42% of the respondents strongly agreed 26% agreed, 17% were uncertain 13% disagreed while 2% strongly disagreed that resources required for strategic issue handling are inadequate.

Figure 4.15: Resources Required For Strategic Issue Handling Are Inadequate
4.5.3 Refusal by Top Management to Submit to SIM

Figure 4.16, shows that 30% of the respondents strongly agreed 31% agreed, 25% were uncertain 10% disagreed while 4% strongly disagreed that refusal by top management to submit to SIM is a challenge to strategic issue management.

![Figure 4.16: Refusal by Top Management to Submit to SIM](image)

4.5.4 Systems Delay in Information Flow

Figure 4.17, shows that 28% of the respondents strongly agreed 35% agreed, 30% were uncertain 5% disagreed while 2% strongly disagreed that systems delay in information flow is a challenge to strategic issue management.
4.5.5 Stakeholder Resistance in SIM Implementation

Figure 4.18, shows that 30% of the respondents strongly agreed 32% agreed, 25% were uncertain 11% disagreed while 2% strongly disagreed that stakeholder resistance in SIM implementation is a challenge to strategic issue management.
4.5.6 Resistance to Change

Figure 4.19, shows that 50% of the respondents strongly agreed, 30% agreed, 11% were uncertain, 7% disagreed while 2% strongly disagreed that strategic issue management gets great deal of resistance from the impacted people in the organization.
4.5.7 Less Team Work

Figure 4.20, shows that 34% of the respondents strongly agreed 25% agreed, 20% were uncertain 14% disagreed while 7% strongly disagreed that there is a feeling of less teamwork on the strategic issue management department in the organization.

![Bar Chart for Less Team Work]

Figure 4.20: Less Team Work

4.6 Chapter Summary

This chapter sought to present a summary of the findings with regards to the specific objectives of the study. The first part of this chapter presented findings with regards to the background information of the respondents; second part was on strategic issue management; third part was on the benefits of strategic issue management and the fourth part of the chapter presented findings with regards to the challenges of strategic issue management. Chapter five presents a summary of findings, discussions, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary and discussions on the findings of the research as well as interpretations and relevance in relation to the literature review in chapter two looking at the implications of the findings to the existing body of knowledge in the field of strategic management. The chapter first summarizes the findings starting with objectives of the study; gives a discussion and thereafter, the conclusion recommendations for the study presented.

5.2 Summary
The General objective of this study was to identify the application of H. Igor Ansoff¹s strategic issue management in the telecommunication industry. The study was guided by the following specific objectives: to examine the strategic issue management practices in the telecommunication industry in Kenya, to determine the benefits of strategic issue management in the telecommunication industry in Kenya and to analyse the challenges of strategic issue management in the telecommunication industry in Kenya.

The research design that was adopted was a cross sectional case analysis of Access Kenya through quantitative analysis. Quantitative analysis was employed to measure the frequency and magnitude of the various factors. The population of focus in this research was management employees of Access Kenya Group limited, the organization of study. The sampling technique employed was stratified random sampling because of the heterogeneous of the population. In this case, convenience sampling was employed whereby the willingness of the respondents were key determinant of what constitutes the representative sample. The sample size for the study is 53 respondents a 15% representation of the target population.

Primary data for the research was collected through use of questionnaires that comprised both closed and open ended questions that sought to measure strategic response for effective customer retention. Respondents were required to respond to questions developed from the three research questions which did provide substantial data for analysis to derive conclusions. The data was analyzed using SPSS Statistics in terms of percentages, mean, as well as regression tables and
presented in form of tables and figures to elicit the findings in light of the three research objectives

The study revealed that that majority of the respondents agreed that the following are key strategic issue management practices: Globalization (91%), New technology (80%), Global financial crunch (93%), Exchange rate fluctuation (95%), Operation cost (90%), ISO certification (89%), Changes in government policy (93%), Emergence of new competitors (84%) and finally Changes in top management (99%).

The study further revealed that majority of the respondents agreed that among the benefits of strategic issue management include: improved performance (66%), improved efficiency (93%), insurance against risk (92%) and finally strategy effectiveness (80%).

Finally the study revealed that time taken in discussing and verifying strategic issues is a challenge to SIM (71%), the resources required for strategic issue handling are inadequate (68%), refusal by top management to submit to SIM (61%), systems delay in information flow (63%), stakeholder resistance in SIM implementation (62%), strategic issue management gets great deal of resistance from the impacted people in the organization (80%), There is a feeling of less teamwork on the strategic issue management department in the organization (59%).

5.3 Discussion

5.3.1 Strategic Issue Management

The study revealed that that majority of the respondents agreed that the following are key strategic issue management practices: Globalization (91%), New technology (80%), Global financial crunch (93%), Exchange rate fluctuation (95%), Operation cost (90%), ISO certification (89%), Changes in government policy (93%), Emergence of new competitors (84%) and finally Changes in top management (99%). Ansoff and McDonnel, (1990) points out that SIMS is a systematic procedure of early identification and fast response to surprising changes both inside and outside an enterprise. This system is real time and involves continuous preoccupation with strategic issues first it involves continuous surveillance, both inside and outside the enterprise. The senior management is responsible for managing the system for fast response since they have the resources and authority to initiate prompt action. They assign
responsibility for individual issues directly to units which are best equipped to deal with the issues and resources allocated directly to senior management.

The findings are also an affirmation that indeed the eight factors for consideration is the management of current and future issues to be well embedded within the strategic planning and implementation process of organizational clients or owners. The following reference points should be considered; training programs to promote issue management as a standard operating procedure. The leadership of the business or operating unit owns the issue and receives regular updates. Issue owners should be members of core management while issue management plans are fully aligned with Business plans to ensure optimum synergy and minimize duplication or internal conflict. Cross impact analysis estimate the likelihood of simultaneous occurrence of several events/trends. This analysis produce cluster of events/trends, thereby facilitating identification and preparedness of probable future disaster or opportunity scenarios. A case where both strength and weaknesses are useful in pursuing future opportunities to minimize the impact of the threats is called the positive synergy case. The negative synergy is where the SWOT synergy will have the opposite effect. Secondly, organizations adopt a formal process to assign and manage issues. The following reference pints are important; establish policies or procedures describing the issue management process including roles and responsibilities and documentation, have formal prioritization analysis, ensure that issue strategy development tools or worksheets are consistently used make sure that issue status files and position statements are regularly updated and information to be maintained to facilitate future access to the last status and lessons learned (Ali, 2008)

The findings also agree organizations implement strategic issues management process by creating strategic issues management system. It is a system that incorporates set of organizational procedures, routines, personnel and processes devoted to perceiving, analyzing and responding to strategic issues (Dutton and Ottensmeyer, 2014). The strategic issue management system requires that responsibilities are assigned to various groups within the organization. These may be the general management, the staff group and the workers group (Ansoff and McDonnell, 1990). The responsibilities of each group must be very clear to avoid the risk of strategic issue management system degenerating into „paralysis by analysis”. The groups should be resolvers, and not planners, of issues. Ansoff and McDonnel, (1990) points out that SIMS is a systematic
procedure of early identification and fast response to surprising changes both inside and outside an enterprise. This system is real time and involves continuous preoccupation with strategic issues first it involves continuous surveillance, both inside and outside the enterprise. The senior management is responsible for managing the system for fast response since they have the resources and authority to initiate prompt action. They assign responsibility for individual issues directly to units which are best equipped to deal with the issues and resources allocated directly to senior management. The Strategic Issues Management (SIM) system is deployed using the following Processes; A firm's top management team continuously surveys their potential future external environment (technology, economic, political, social, competition), and intra-firm environment (strengths and weaknesses), from which they evaluate which issue will likely have a significant effect on the firm. Management evaluates each discontinuity on the firm, its effect, level of urgency, and immediacy of response required. Those determined as high impact on the firm are, labeled as strategic issues.

5.3.2 Benefits of Strategic Issue Management

The study further revealed that majority of the respondents agreed that among the benefits of strategic issue management include: improved performance (66%), improved efficiency (93%), insurance against risk (92%) and finally strategy effectiveness (80%). The study agreed a number of studies related to strategic issue management have been done (Lawal et al, 2012) in their study on effect of strategic issue management on organizational performance reported some evidence adoption of issues management techniques can improve the performance and relative standing of organization that are with different societal and political issues. Heugens, (2003) in his study on strategic issues management and organizational outcomes assessed whether strategic issues management activities contribute anything worthwhile to corporate performance by reporting two studies on the issues management strategies of Dutch food firms during the recent introduction of genetically modified ingredients.

The findings agreed with Ali (2008) in his study of Strategic issue management practices by Commercial Banks in Kenya, found out that Management understand how critical it is to address strategic issues and that in order to be able to effectively deal with the discontinuous and surprising environment organization should embrace strategic issue management system to enhance their capacity to adapt and learn, (Wambutura, 2010) studied Strategic issue
management in Kenya Maritime Authority and recommended that SIM should be highly implemented in public institutions for them to realize their set goals and objectives. According to Abdullahi (2010) a manager must be able to identify the strategic issues facing the organisation those issues it must address if it is to meet its business objectives. These might include social inclusion, for example, or environmental issues. The responses to strategic issues will be incorporated in the themes of the business strategy. There is not necessarily a one-to-one relationship between strategic issues and the themes of the business strategy, since themes will be chosen as the basis for programmes of business change, and one such programme may address several strategic issues.

The strategic issues facing the organization and its response to them will call on the organization’s skills in Strategic Management – its ability to recognize and deal successfully with strategic issues (Hitt et al, 2010). One benefit of Strategic Issue Management is that it enables swift response to environmental surprises. SIM systems detect surprising changes as they become evident and respond in real time without waiting for annual planning (Ansoff & McDonnell, 1990).

A number of studies in the strategic management literature for example Aosa (1992) and Njanja (2002) are based on a broad approach of the content of strategies, in which organizational features are considered as evidences of adopted strategic orientations. According to this approach, studying strategic orientations implies to evaluate organizational characteristics simultaneously. Some of these studies identify major strategic behaviours allowing organizations to succeed. In addition, they focus on the content of the strategic orientations. Their typology shows how organizations choose specific strategies that allow them to realize an adequate fit with their environment.

It has been pointed out that a strategic issue is a forthcoming development, from inside or outside of the organization, which is likely to have an impact on the ability of the enterprise to meet its objectives. An issue can be a welcome, an opportunity to be grasped in the environment, or an internal strength which can be exploited to advantage. Or it can be an unwelcome external threat, or an internal weakness which imperils continuing success, even the survival of the enterprise. Rockmore et al, (1996) argue that external threats, because they signal significant discontinuities in the environment, can be converted into opportunities by aggressive and entrepreneurial
management. This premise is the core reason why it is important for management and other employees have to actively involve themselves with Strategic Issue Management, if they want a successful future of their enterprise (Mbogo, 2007).

The findings agreed with Abdullahi (2010) who affirms a manager must be able to identify the strategic issues facing the organization – those issues it must address if it is to meet its business objectives. These might include social inclusion, for example, or environmental issues. The responses to strategic issues will be incorporated in the themes of the business strategy. There is no necessarily a one-to-one relationship between strategic issues and the themes of the business strategy, since themes will be chosen as the basis for programmes of business change, and one such programme may address several strategic issues. This is in line with a number of studies in the strategic management literature for example Aosa (1992) and Njanja (2002) are based on a broad approach of the content of strategies, in which organizational features are considered as evidences of adopted strategic orientations. According to this approach, studying strategic orientations implies to evaluate organizational characteristics simultaneously. Some of these studies identify major strategic behaviors allowing organizations to succeed. In addition, they focus on the content of the strategic orientations. Their typology shows how organizations choose specific strategies that allow them to realize an adequate fit with their environment.

5.3.3 Challenges of Strategic Issue Management

Finally the study revealed that time taken in discussing and verifying strategic issues is a challenge to SIM (71%), the resources required for strategic issue handling are inadequate (68%), refusal by top management to submit to SIM (61%), systems delay in information flow (63%), stakeholder resistance in SIM implementation (62%), strategic issue management gets great deal of resistance from the impacted people in the organization (80%), There is a feeling of less teamwork on the strategic issue management department in the organization (59%). Mwangi (2008) asserts that real time wrecks hierarchical organizations by making possible instant access to activities of all types- anywhere, anytime all the time. Refusal to take charge is frequently coupled with a mentality problem, a refusal by top management to accept new and unfamiliar issues as relevant to the enterprise. Thus the acceptance of SIM by top management is the major problem to solve. The solution is a ‘sales campaign’ by the ‘converted’ subgroup of general managers. Careful education and an involvement in confrontation of issues by the top group, is
more promising course of action. In cases where the new realities require a transformation of mentality of key managers the firm will probably need external help.

The findings also agrees with Ansoff (1980) implementation of SIM is not easy. The list of issues to be dealt with and monitored keeps on changing due to the turbulence of the operating environment. This may lead to thrashing of resources among solving of issues due to ever changing priority lists resulting to lost energy, time and money. The situation is worsened when the new realities to be confronted are drastically different from the past. This may require the enterprise to seek for external help which may prove very expensive to the organization.

Additionally the findings also affirm that a firm to be able to invest in a strategic surprise system to enable it close the environment and capability gap, it is paramount to design the capabilities (managerial as well as functional), which will enable it to initiate and support the new strategic response (Ansoff and McDonnell, 1990). The planned response and the capability design must be put in practice to avoid organizational resistance (Ansoff and McDonnell, 1990). For a firm, to implement its strategy in an increasingly turbulent environment, Ansoff and MacDonnell (1990) have proposed three conditions that should be met: First, that the aggressiveness of the firm’s strategic behavior should match the turbulence of its environment. This means that if the environment is stable, strategic aggressiveness can be based on historical facts or precedents. As one moves along the continuum of turbulence to surprising levels, the strategic aggressiveness of the firm changes to reactive anticipatory, entrepreneurial and to being creative. This means as the level of turbulence increases the creativity and innovativeness of the firm should match.

Secondly that responsiveness of the firm’s capability should match the aggressiveness of its strategy. When the environment is repetitive, precedents drive the firm. This works well in a closed system. However, when the environment is very turbulent (unforeseen) the firm should adopt an open system, which entails, embracing a total commitment to creativity.

Thirdly, that the components of the firm’s capability must be supportive of one another the firm’s internal capabilities such as financial base and research and development coupled with the strategic formulation process should adapt to the environmental turbulence or charge. If one of the factors shifts to a higher level the rest should follow suit.
5.4 Conclusion
5.4.1 Strategic Issue Management

The study concludes that majority of the respondents agreed that the following are key strategic issue management practices: Globalization, New technology, Global financial crunch, Exchange rate fluctuation, Operation cost, ISO certification, Changes in government policy, Emergence of new competitors and finally Changes in top management.

5.4.2 Benefits of Strategic Issue Management

The study further concludes that majority of the respondents agreed that among the benefits of strategic issue management include: improved performance, improved efficiency, insurance against risk, and finally strategy effectiveness.

5.4.3 Challenges of Strategic Issue Management

Finally the study concludes that time taken in discussing and verifying strategic issues is a challenge to SIM, the resources required for strategic issue handling are inadequate, refusal by top management to submit to SIM, systems delay in information flow, stakeholder resistance in SIM implementation, strategic issue management gets great deal of resistance from the impacted people in the organization, there is a feeling of less teamwork on the strategic issue management department in the organization.

5.5 Recommendations
5.5.1 Recommendations for Improvement

5.5.1.1 Strategic Issue Management

The study recommends that the response to strategic issues at Access Kenya should involve all managers in the strategic planning to help them achievement of its plan. Second all managers should also be involved in strategic issue management to give them adequate decision making authority in the implementation of the strategies and have a documented procedure on how to handle strategic issues. Third the document procedures to handle strategic issues should incorporate evaluation of strategic issue management for continuous improvement of the process.
5.5.1.2 Benefits of Strategic Issue Management

The study recommends that AccessKenya needs to focus on the benefits of strategic issue management such improved performance, improved efficiency, insurance against risk, and finally strategy effectiveness. This should inform the decisions made by the organization.

5.5.1.3 Challenges of Strategic Issue Management

The study recommends that all the stakeholders in the industry should incorporate the findings of this study, especially the identified strategic issue practices and challenges facing the industry in making their decisions.

5.5.2 Recommendations for Further Studies

In the process of performing this study, additional areas of research were brought to light that may have theoretical and/or practical implications. Those areas of research should be addressed in hopes that they will eventually be pursued in a separate study. Thus, this section offers further discussion on survey generalizability, additional organizational factors, “judging the tone” of stakeholders as well as the connection between new media utilization and organizational title.
References


APPENDIX I: QUESTIONNAIRE

Section I: General Information

1. Age
   a. 18-25 [ ]
   b. 26-35 [ ]
   c. 36-45 [ ]
   d. 46-55 [ ]
   e. Above 55 [ ]

2. Gender
   f. Male [ ]
   g. Female [ ]

3. Highest level of Education (tick one)
   a. Doctorate
   b. Masters [ ]
   c. Bachelors [ ]
   d. Secondary [ ]
   e. Others (Please specify) ____________________________________________

4. Years of experience in the industry?
   a. 2 - 4 years [ ]
   b. 5 – 7 years [ ]
   c. 8 – 10 years [ ]
   d. Above 10 years [ ]
**Section II: Strategic Issue Management Practices**

1. Using a scale of 1-5 tick the appropriate answer from the alternatives provided for each of the respondents. 5=Very High Extent, 4=High Extent, 3=Moderate Extent, 2= Low Extent and 1 = Very Low Extent

<table>
<thead>
<tr>
<th>Strategic Issue</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Globalization</td>
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<tr>
<td>New technology</td>
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<td>Global financial crunch</td>
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<td>Exchange rate fluctuation</td>
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<td>Operation cost</td>
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<td>ISO certification</td>
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<td>Changes in government policy</td>
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<td>Emergence of new competitors</td>
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<td>Changes in top management</td>
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</table>
2. Kindly indicate the methods you use in scanning both the internal and external environments. (Rank 1 being the method used most and 10 being the method least used)

- Print media
- Electronic media
- Marketing research
- Customer analysis
- Competitor analysis
- Market intelligence
- Internet research
- Scouting the external environment
- Performance monitoring
- Informal contacts

**Section III: Benefits of Strategic Issue Management**

1. Using a scale of 1-5 tick the appropriate answer from the alternatives provided for each of the respondents. 5=Strongly Disagree, 4=Disagree, 3=Uncertain, 2= Agree and 1 = Strongly Agree

<table>
<thead>
<tr>
<th>Benefit</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Performance</td>
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<td>Improved efficiency</td>
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<td>Insurance Against Risk</td>
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<tr>
<td>Strategy Effectiveness</td>
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</table>
Section IV: Challenges of Strategic Issue Management

1. Using a scale of 1-5 tick the appropriate answer from the alternatives provided for each of the respondents. 5=Strongly Disagree, 4=Disagree, 3=Uncertain, 2=Agree and 1 = Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>Time taken in discussing and verifying strategic issues</td>
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<tr>
<td>The resources required for strategic issue handling are adequate in our organization</td>
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<td>Refusal by top management to submit to SIM can adversely affect our organization performance</td>
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<td>Systems delay in information flow within our organization</td>
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<tr>
<td>Stakeholder resistance in SIM implementation</td>
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<tr>
<td>Strategic issue management gets great deal of resistance from the impacted people in our organization</td>
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<tr>
<td>There is a feeling of less teamwork on the strategic issue management department in our organization</td>
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<tr>
<td>Refusal by top management to accept new/unfamiliar issues as relevant has strategic and tactical implications in our organization</td>
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## APPENDIX II: RESEARCH SCHEDULE

After this proposal has been submitted, the schedule for the other part of the study will be as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Week</th>
</tr>
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<tbody>
<tr>
<td>Supervisor Reviews proposal</td>
<td>1</td>
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<tr>
<td>Make proposed collections</td>
<td>2</td>
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<tr>
<td>Agree on final research proposal</td>
<td>3</td>
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<tr>
<td>Pre test Questionnaire</td>
<td>4</td>
</tr>
<tr>
<td>Revise Questionnaire</td>
<td>5</td>
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<tr>
<td>Data Collection</td>
<td>6</td>
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<tr>
<td>Data editing and coding</td>
<td>7</td>
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<tr>
<td>Data Analysis</td>
<td>8</td>
</tr>
<tr>
<td>Report Writing</td>
<td>9</td>
</tr>
<tr>
<td>Submit Final report</td>
<td>10</td>
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<tr>
<td>Supervisor review final report</td>
<td>11</td>
</tr>
<tr>
<td>Make proposed corrections</td>
<td>12</td>
</tr>
<tr>
<td>Submit final report for approval</td>
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</table>
### APPENDIX III: BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount (KShs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Writing-Logistics &amp; Printing</td>
<td>5000</td>
</tr>
<tr>
<td>Data Collection</td>
<td>6000</td>
</tr>
<tr>
<td>Travel Expenses</td>
<td>3000</td>
</tr>
<tr>
<td>Editing and Coding data</td>
<td>6000</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>5000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25000</strong></td>
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