FACTORS AFFECTING STRATEGY IMPLEMENTATION AT TRADEMARK EAST AFRICA STRATEGY IMPLEMENTATION

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

SPRING, 2017
FACTORS AFFECTING STRATEGY IMPLEMENTATION AT TRADEMARK
EAST AFRICA STRATEGY IMPLEMENTATION

BY
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A Project Report Submitted to the School of Business in Partial Fulfilment of the
Requirement for the Degree of Global Executive Masters in Business
Administration (GEMBA)

UNITED STATES INTERNATIONAL UNIVERSITY

SPRING, 2017
STUDENT’S 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: _____________________

Diana Mugambi (ID............)

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

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GeMBA Coordinator
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ACKNOWLEDGEMENT

I would like to acknowledge my supervisor Prof Francis W. Wambalaba for the guidance and wise counsel during the development of this thesis. I would also like to acknowledge my friends and family for their support.
DEDICATION

I dedicate this project to my family.
ABSTRACT

Strategies help provide direct organizational operations on a day to day basis over a period of time. Time, energy and resources are invested into formulating strategy which in most cases may not involve all key stakeholders as is the case in implementation. The implementation phase has been found to have significant effect on the appropriateness and feasibility of the strategies formulated. Implementing a strategy requires sustainable change and focus toward common objectives by all employees within the organization.

The purpose of this study was to evaluate factors affecting strategy implementation at Trade Mark East Africa (TMEA). The study was guided by the following research questions: What are the models applied by TMEA in strategy implementation; what are the effects of internal resources on strategy implementation at TMEA? How do stakeholders influence strategy implementation at TradeMark East Africa?

An explanatory research design was employed to assess the factors affecting strategy implementation at TMEA. The sampling frame of the study included the staff of TMEA as the respondents of the study. In this study, the sampling frame was drawn from the 138 employees at TMEA as at December 2015. This was used so as to ensure that the sampling frame is current, complete and relevant for the attainment of the study objective. The study grouped the population into 7 stratus based on position in the organization. From each stratum, the study used simple random sampling to select the sample size from the population. Random sampling was used to select individual members to be subjected to the study. A sample size of 103 employees was selected. The research instrument adapted in this study to collect primary data was questionnaires. The questionnaires was structured and closed ended to enable the researcher create data that is easily quantifiable. The questionnaires were divided into four sections covering the demographic information and the three research questions that the study had chosen to cover. Data from questionnaires were summarized, coded, tabulated and analyzed. Editing was done to improve the data quality for coding. Coded data was entered into the statistical package for social sciences (SPSS) version 23 for analysis. Results of the study were presented in tables and charts.

The study established that TMEA had successfully applied the models as a tool to communicate and clarify strategy and directions within the organization, gain consensus and therefore bring together the organizational members. The models were performance measurement tool that used a strategy plan to connect day-to-day processes to its
organizational goals at TMEA. Rather than capture how an organization currently operates, it is concerned with creating a strategy to drive future direction, building in cause and effect linkages while simultaneously taking into account both financial and intangible resources that can determine success or failure.

The study concluded that the success of TMEA in the turbulent and competitive business environment included: proper training of employees, adequate financial support, organization structure and democratic style of management was key to effective strategy implementation. Despite the challenges from the internal and external resources, the organization need to formulate, implement and evaluate strategies in order to survive. For the best practices in the financial sector, organization needs to benchmark the best practices with global firms for strategic advantages locally and internationally. The findings indicated that TMEA make an effort to achieve some competitive advantage over their competitors in such a stormy environment by striving to implements strategies formulated.

The study conclude that for successfully strategy implementation to be attained, the strategies in the organization plan must be translated into guidelines for the daily actions of the organization's stakeholders and managers must direct, control and adjust theses strategies with the ever changing environment. Strategy implementation can be whitewashed, if the attitudes and habits of stakeholders are at crossroads with the needs of the strategy and if their culture of doing things obstructs strategy implementation instead of facilitating it.

This study recommends that management should restructure the organization in order to promote a culture of open communication among workers and participatory decision making practice. The study further recommends that the management should to expand financial budgets in areas that support implementation of the organization strategies. The organization need to ensure that the future strategy formulation should made participatory by ensuring that it includes all staff as well as other stakeholders. For an effective strategy implementation, TMEA needs to make the process of implementation all inclusive where the junior staff, customers, stakeholders are accommodated for each to feel part and parcel of the process.
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## ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
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<tbody>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>DSS</td>
<td>Decision Support Systems</td>
</tr>
<tr>
<td>ESS</td>
<td>Executive Support Systems</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technologies</td>
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<tr>
<td>IS</td>
<td>Information System</td>
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<tr>
<td>IS</td>
<td>Information Systems</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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<td>MIS</td>
<td>Management Information Systems</td>
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<td>RBV</td>
<td>Resource Based View</td>
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<tr>
<td>SMIS</td>
<td>Strategic Management Information Systems</td>
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<tr>
<td>TMEA</td>
<td>TradeMark East Africa</td>
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<td>TPS</td>
<td>Transaction Processing Systems</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organisations formulate and implement strategies to direct their operations on a day to day basis over a period of time. The strategies are formulated with the intention of getting an organization from the current position to a desired future position in a competitive manner. Time, energy and resources are invested into formulating strategy which in most cases may not involve all key stakeholders as is the case in implementation. The implementation phase has been found to have significant effect on the appropriateness and feasibility of the strategies formulated. This is largely because implementation of strategies requires leadership and guidance to have all implementing stakeholders involved and dedicate themselves fully.

According to Rajasekar (2014), many strategies formulated do not sustain their competitive advantage because they lack the processes in strategy implementation. Beer and Eisenstat (2000) identified leadership as a key ingredient in strategy implementation. Rajasekar (2014) categorizes factors affecting strategy implementation as organizational structure, information availability and accuracy, organizational culture, technology, leadership style, uncertainty and use of appropriate technology.

Birken (2015) stated that top managers have the responsibility to ensure that strategies are implemented efficiently by demonstrating their support to middle managers, convincing staff that ICT implementation is necessary by allocating implementation policies and practices, providing the required resources to facilitate innovation implementation and adopting effective human resource policies. Caldwell, Chatman, Lapiz, Self and Williams (2010) identified that top management effectiveness at various levels of the organization are key in the successful implementation of strategies. The main challenge in implementation of strategies is ensuring that employees commit and direct their capabilities in the business by understanding the new strategy. Therefore, the importance of top management involvement outweighs any other factor in strategic implementation (Rajasekar, 2014).

Ineffective leadership from top management is one of the key hindering factors in strategy implementation due to ineffective coordination. According to Cater and Pucko
(2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership from senior management is one of the main obstacles in successful strategy implementation. Top management should be actively involved in coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership.

From a global perspective, Rajasekar (2014) examined the factors affecting effective strategy implementation in a service industry in Oman. The study found that successful strategy implementation is crucial for any organization to survive in the competitive environment. Organizations cannot sustain their competitive advantage despite robust strategy formulation because of they lack the processes in implementing the strategy. Brinkschröder (2014) noted that strategy is the main direction of an organization which is set at the top and is very important for organizational survival. Managers spend a lot of time in planning but the most important part about strategy is the implementation phase.

According to Yabs (2007), a number of factors must be looked into when implementing a strategy. These are prerequisites’ for implementation, resources for implementation, leadership skills, leadership qualities and temperamental characters. Prerequisites looked into are factors that emanate from both external and internal environment. External factors include all inputs that are turned into finished goods such as raw materials, energy and manpower whereas internal factors are machinery, qualified employees, financial strength, internal structure and management capability. The resources required in implementation of strategy are divided into external and internal inputs. External inputs emanate from the firm such as raw materials. Internal inputs include the firms’ internal installed capacity and infrastructure. Thus, a firm that has qualified manpower is well equipped and has best leaders who have a character of temperance and moderation can implement their strategies quickly and successful (Yabs, 2007).

Regionally, Akpan and Waribugu (2016) analyzed the impact of structure on strategy implementation among telecommunication firms in Nigeria. The centralized structure of organizations leads to slow pace of strategy implementation while specialization structure enhances strategy implementation of the telecommunication firms. Assefa (2015) conducted a study on instilling strategy management culture at the Ethiopian sugar corporation. The study noted that leadership, organizational structure, human resources,
information systems and technology are the most common factors for the successful implementation of strategies in service sector.

In the Kenyan context, Okumus (2003) did a study on a framework to implement strategies in organizations. The study identified that there should be a process of ensuring that all necessary resources including time, financial resources, skills and knowledge are made available during strategy implementation. The management team at the organization must make sound decisions, giving direction on how the developed strategy will be implemented. While Ngau and Kumssa (2006) define resources as stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Sufficient resources are a crucial factor in strategy implementation. Lack of or inadequate resources may lead to the failure of strategy implementation which in most cases takes more time than expected or planned. According to Brinkschröder (2014) people are the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. There is a need to choose the right people for the right responsibility. It is therefore the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions.

Pearce and Robinson (2007) identified communication as an important factor in strategy implementation. It is important for organizations management to develop a comprehensive communication strategy to coordinate key elements of the implementation of plans. Lingard, Francis, and Turner (2012) study found the need for effective communication methods about work-life intervention and strategies within the organization during strategy implementation. Miniace and Falter (2006) noted that communication is a key success factor within strategy implementation and communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. Top down communication enables senior management to share the strategic plan with employees.

Brinkschröder (2014) notes that there is the need for vertical communication through the organization as well as frequent communication as major method to reach shared perceptions, values and beliefs among the workforce and eventually reach a state of higher performance in the organization. Brenes and Mena (2008) concluded that organizational culture supportive of principles and values in the new strategy resulted in
successful strategy implementation in organizations. Ahmadi, Salamzadeh, Daraei, and Akbari (2012) state that there is a meaningful relationship that exists between organizational culture and strategy implementation. They further found out that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture’s influence varies from the most effective to the least effective. Meldrum and Atkinson (2008) have found out that organizations with strong cultures are inclined towards high economic performance over time, especially in markets that are highly competitive and where constraints on organization behaviour are greater. In an organisation with a strong culture, employees are likely to conform more consistently to understood rules of behaviour.

TradeMark East Africa (“TMEA”) is the largest non-profit ‘aid-for-trade’ facility in the world. TMEA’s vision is “A united East Africa with flourishing trade, sustainable and inclusive prosperity for all East Africans.” TMEA began its operations in 2010 and works closely with East African Community (EAC) institutions, national governments, the private sector and civil society organisations to increase trade by unlocking economic potential within the East African countries. TMEA is in the completion phase of their first strategy which ran from 2010/11 to 2016/17 and is about to embark on the second strategic phase 2017/18 to 2022/23. TMEA is an outward facing and result oriented organisation with key strategic allies within the East African Community where it operates.

1.2 Statement of the Problem

Implementing a strategy requires sustainable change and focus toward common objectives by all employees within the organization. According to (Speculand, 2014) strategy is about making the right choices and implementation is about making the right actions. Several studies have examined the factors affecting strategy implementation in organization. Rajasekar (2014) established that corporate communication both internal and external, leadership, organizational structure, and control mechanisms affected strategy implementation. Mbaka and Mugambi (2014) while examining factors affecting successful strategy implementation in the water sector in Kenya and identified a number of factors including: strategy formulation process adopted, relationship among different units/departments and different strategy levels, models applied, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources. Abok (2013) established that key factors in strategy
implementation included: management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans. Nkosi (2015) identified lack of adequate financial resources, inadequate structure, weak continuous professional development policies and resistance to change as key factors affecting strategy implementation.

As shown in the studies evaluated above, the existing studies have examined different sets of factors in different contexts which limit their application in the case of TMEA. This therefore creates a research gap that necessitates the undertaking of the current study.

1.3 Purpose of the Study
The purpose of this study was to evaluate factors affecting strategy implementation at Trade Mark East Africa.

1.4 Research Questions
The study was directed by the following research questions:
1.4.1 What models are applicable by TradeMark East Africa in strategy implementation?
1.4.2 What are the effects of internal resources on strategy implementation at TradeMark East Africa?
1.4.3 How do stakeholders influence strategy implementation at TradeMark East Africa?

1.5 Significance of the Study
The findings of this study would of importance to several individuals and institutions including: The leadership team at TradeMark East Africa; key stakeholders (customers), the Government of Kenya, and future scholars and academicians.

1.5.1 Leadership team at TradeMark East Africa

Through the findings of this study, it is hoped that the leadership at TradeMark East Africa would learn a lot on factors affecting strategy implementation within the organization. The information gathered will help inform future strategy formulation and implementation to ensure the identified challenges are well planned for and dealt with. This will improve the ability of the organization to achieve its strategic goals in a seamless and sustainable manner.
1.5.2 Key Stakeholders (customers)

The findings of this study would be very valuable to key stakeholders who are also customers of TradeMark East Africa. Through the findings of this study, the customers would understand their role in strategy implementation at TradeMark East Africa which would help them offer optimal cooperation with TradeMark East Africa management. This would promote strategy implementation at the organization.

1.5.3 The Government of Kenya

Through the findings of this study, the Government of Kenya would be informed on its policy formulation, implementation and regulation to ensure smooth operations of organizations in the Country. Several government ministries, parastatals and agencies interact with TradeMark East Africa in their trade transactions and thus they would benefit a lot in ensuring that their interactions are beneficial to both parties.

1.5.4 Future scholars and researchers

It is further hoped that the findings of this study would be beneficial to future scholars and researchers as it will provide empirical evidence upon which they can base their studies. In addition, this study will suggest areas for further research where future scholars and research can extend the existing knowledge on strategic management in general.

1.6 Scope of the Study

This study was a case study of TradeMark East Africa which has a staff count of 138 as at June 2016. The study was carried out at TradeMark East Africa headquarters in Nairobi. The study the study restricted itself on factors affecting strategy implementation including models applied, internal resources and stakeholder involvement. The study was undertaken in the Month of October, 2016. The study used primary data collected using a questionnaire.

The study foresaw a number of challenges which hindered the attainment of research objectives. First, the target respondents felt shy and withhold key information relevant for the study fearing that the information requested would intimidate them or paint a negative image about their organization. To overcome this challenge, the researcher carried along an introduction letter from USIU which confirmed to the respondents that the information requested would be used for academic purposes only.
The study further encountered delays in target respondents filling in and returning the questionnaires owing to their busy daily schedules which left them with limited time. To overcome this challenge, the researcher applied a drop and pick later method where the respondents had to fill in the questionnaires at their own free time. In addition, to ensure a high response rate, the researcher made frequent calls to the respondents to remind them to fill in and return the questionnaires.

1.7 Definition of Terms

1.7.1 Strategy
TMEA organization’s “game plan” that results in future oriented plans interacting with the competitive environment to achieve the objectives (Pearce and Robinson, 2007).

1.7.2 Strategy Implementation
This is the process of translating strategy into organizational action through appropriate structure and design, resource planning and the management of strategic change (Johnson and Scholes, 2002).

1.7.3 Stakeholders
Entities within or outside an organization who affect or are affected by the actions of the organization, that have influence or interest in the activities and performance of the organization (Pearce and Robinson, 2003).

1.7.4 Strategic Plan
A guide developed by an organization to provide a road map on how it will reach goals, and set a foundation such that the entire organization understands what will happen and the outcomes (Mintzberg, 2004).

1.8 Chapter Summary
This chapter covered the introduction of the study where it has presented the conceptual and contextual arguments. It also presented that statement of the problem, purpose of the study, research questions, and significance of the study, scope and definition of key terms. The second chapter examined literature as conducted by several scholars and researchers to inform the current study. The literature further identified the research gap to be filled by the study. Chapter three covered research methodology where it discuss
the methods that were applied by the researcher in collecting and analyzing data so as to achieve the research objective. Chapter four covered research findings and interpretations while chapter five covered discussions, conclusions, and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviewed the different literature that is related to the study. It reviewed literature based on the specific research questions; What are the models applied by TradeMark East Africa in strategy implementation; What are the effects of internal resources on strategy implementation at Trademark East Africa?; How do stakeholders influence strategy implementation at TradeMark East Africa? In addition, the chapter presents a summary which clearly illustrates the research gap to be filled by this study.

2.2 Models applied in Strategy Implementation
Different models are applied by managers in managing strategy implementation in their organizations. Strategies are developed in organizations to help them attain competitive advantage over their competitors. It is a game plan developed with the aim of moving an organization from a current point A to a desired point B (Pearce and Robinson, 2007). This is achieved through strategy implementation which involves operationalization of formulated strategies. Unlike strategy formulation, strategy implementation is complex and involves many stakeholders who if not well managed would affect the ability of an organization to attain the desired future position (Johnson, Scholes and Whittington, 2005). This section will explain the application of various models in strategy implementation including: the Balanced Score Card developed by Kaplan and Norton, McKinsey 7S model,

2.2.1 McKinsey 7s Model
McKinsey 7S model is one of the models organizations may apply during strategy operationalization and implementation. McKinsey 7S model holds on the premise that effective strategy implementation ought to be aligned with seven variables within the organizational context if the organization is to deliver on its objectives (Ngau and Kumssa, 2006). These variables include; structure, strategy, systems, skills, style, staff and shared values. The seven variables, which the authors term "levers", all begin with the letter "S". The seven levers are divided into ‘Soft Ss’ and ‘Hard Ss’. The shape of the model emphasizes interconnectedness of the elements and supposes that all the elements must be mutually working together for the achievement of the organisations objectives.
In Search of Excellence (Peters and Waterman, 1982), the 1982 best-selling book, proposed that when firms achieve an integrated harmony among three “hard” “Ss” of strategy, structure, and systems, and four “soft” “Ss” of skills, staff, style, and superordinate goals, they tend to become higher performing or excellent organisations.

Structure is the means which an organisation is able to chart its own destiny. An organisation structure formalizes work allocation, channels for collaborative working and communication and serves as a means of allocating responsibility and authority (Teare, Costa, & Eccles, 1998). Structure of the organization is one of the key determinants of effective strategy implementation as it determines the flow of information and how tasks are performed. It promotes communication and continuous feedback to key stakeholders in the organization (Thompson, Thompson, Gamble, & Strickland, 2012).

An aligned organisation structure will promote the level of efficiency and effectiveness with which activities are performed. Rajasekar (2014) identified organization structure as a key determinant of strategy implementation among service industry firms. The structure existing in the organization determines the type of leadership and leadership styles applied. Cater and Pucko (2010) established that a significant positive relationship between organization structure and organization performance.
Another key variable in strategy implementation is the strategy itself (Aaltonen & Ikävalko, 2002). The notion that strategy is first formulated and then resources are allocated within a new organisation structure during the implementation phase is a far cry from the complexities of transformation strategy. Rajasekar (2014) is of the view that formulating a progressive strategy alone is not important because a well formulated strategy poorly implemented may spell doom for an organization. Unlike strategy formulation, strategy implementation is complicated and time consuming that needs adequate resources and better coordination among the implementing partners.

The systems and processes available in an organization play an important function in strategy implementation. Systems involve daily activities and processes engaged in by staffs in order to get the work done (Cater and Pucko, 2010). They define how employees go about their tasks in order to deliver on their job descriptions. The existing formal and informal systems in the form of procedures need to be efficient and help quality decision making at all levels. The information management system needs to be efficient and safe such that access rights can be allocated to individuals in accordance with their duties to prevent misuse of organizational information (Rajasekar, 2014). The resource allocation systems need to be efficient to ensure that there is no resource misuse. Employee management systems and quality control systems need to be functional to ensure quality service delivery especially for the service industry (Hrebinjak, 2006).

Staff, their skills and commitment to competence is another key factor identified by the Mckinsey models as an important element in strategy implementation (Benko & Mcfarlan, 2003) argue that creating high performing and loyal employees is the only way to effectively implement strategy. Organisation staff are the only true competitive advantage and when their relationship with the organisation is mutually beneficial then this also can be directly attributed to satisfied customers. The investment that an organisation makes in employee selection, training, rewards and performance measurement builds a workforce that is both valuable and loyal. The experience of staff and their adequacy will determine how efficient and effective the tasks are performed and how well the developed strategy objectives are attained. Subsequently another researcher argued that skills would be a narrow view and advanced the argument of resources to represent skills, technology and money as key inputs into any strategy implementation
This variable is also stressed by the Resource Based View (RBV) Theory that argues that the resources owned and controlled by an organization play a key role in determining how well the organization achieves strategic plans (Barney, 1991). The RBV theory holds that in order to develop and implement strategies effectively, organizations need to have adequate resources.

Style relates to the leadership style adopted within the organization. Different scenarios will call for different leadership styles to achieve the set organizational objectives. Transformational leadership style is where the leaders focus on motivating the entire work force to work toward common objectives. A transformation leader is charismatic and inspirational and is able to passionately instil pride and faith in an idealistic future which employees want to identify and be a part of (Covin, Kolenko, Sightler, & Tudor, 1997). This therefore means that the management needs to be very alert in monitoring and evaluating the progress on strategy implementation so that necessary measures can be taken.

Shared values are at the very core of the McKinsey 7s model. They are the norms, ideologies, beliefs and attitudes that guide employee behaviour and thus the foundation of every organization. (Authors, 2003). These values and common goals keep the employees working towards common goals as a coherent team. The challenge is to align the organisation culture in the implementation of strategic objectives (Nito, 2005). The 7S framework can be utilized in situations whereby there is need for realignment in order to improve company performance, establish likely effects of future changes in a company and to determine the best way to implement a proposed strategy (Hrebiniaiak, 2006).

2.2.2 The Balanced Scorecard Model
The balanced scorecard (BSC) is a performance measurement and strategic management tool designed to translates an organization’s mission and strategy into a balanced set of integrated performance measures. This model was introduced by Schneiderman in 1987 but later refined by Kaplan and Norton. This model was developed to refine performance measurement which initially included financial ratios following the inability to express certain performance perspectives in financial terms. The BSC frameworks aim to respond
to the criticisms levelled at financial measures that were found to be one-dimensional and their concentration in the past records which represents a “history of a firm”.

The BSC Model complements traditional financial perspective with other non-financial perspectives: customer satisfaction, internal business process; learning and growth (Kaplan and Norton, 1996). These performance measurement perspectives avail relevant feedback on how well an organization is executing the formulated strategic plan in order to take the necessary adjustments as necessary. BSC is important in strategy implementation because it helps in integrating a firm's strategy with a purposely limited number of key metrics. It allows for proper utilization of scarce resources for optimal outcome. The combination of financial and non-financial measures of the BSC was developed to link short-term operational control to the long-term vision and strategy of the business (Kaplan and Norton, 2005).

![Figure 2. 2: The Balanced Scorecard Perspective](image)

**Source:** Adapted from Kaplan and Norton (1992, p. 82).

### 2.2.2.1 Financial Perspective

Financial perspective deals with financial results of the strategies that can be expressed in figures from the other perspectives (Kaplan and Norton, 1992). Several measures of strategic performance can be expressed in financial terms including: owner’s wealth growth and overall financial performance. BSC model continues to apply the financial perspective because of its ability to summarize the readily measurable and important economic consequences of actions taken by management within a specified period of time (Kaplan and Norton, 2001). The financial perspective provides a summary of how well an organization has performed through its influence on shareholders’ wealth. Commonly used measures in financial perspective include: total costs of operations,
overall revenue realized, profit margins recorded, operating income, return on assets, return on equity, and return on investment among others (McKenzie and Shilling, 1998).

2.2.2.2 Internal Processes

The second perspective concerns the internal business processes. Kaplan and Norton (2005) argue that internal business processes needs to be measurable so as to understand what generates value for the shareholders wealth maximization. Internal processes represent unique assets that can be used by organizations to gain sustainable competitive advantage because they may not be easily copied. Managers need to identify critical internal processes which if well exploited can offer an organization competitive advantage.

2.2.2.3 Customer Perspective

Customer perspective is the third perspective. This perspective is concerned with value creation for customers. It seeks to establish what an organization needs to do in order to meet the expectations of customers. Satisfied customers have been found to be loyal meaning that an organization reaps maximum returns (Kaplan and Norton, 1996). This perspective requires that organizations interrogate what customers want and develop products and services focused on meeting these wants. If well utilized, customer perspective can enable an organization gain sustainable competitive advantage in a given industry. The organization should be able to comprehend the buying processes and see how it can exploit each of these processes for their competitive advantage (Kaplan & Norton, 1992).

2.2.2.4 Learning and Growth

The fourth perspective is concerned with learning and growth. An organization needs to accumulate knowledge and apply it in solving emerging customer needs if it needs to remain competitive. It needs to isolate processes that reduce customer value and see how they can be improved for optimal customer satisfaction. There needs to be well documentation of internal processes and values so as to guide future behaviour in the organization. There needs to be well structure entry and exit for employees to ensure continuity.

The BSC approach aims to bring together disparate measures within an organisation in a single performance measurement report (Brown & McDonnell, 1995). The inclusion of
financial and non-financial measures is what gives the BSC its edge as a strategic performance management system. The alignment of the vision, mission, and strategy with the functional daily routines is what enables organizations to implement strategy successfully and monitor every core activity with the intent to achieve the strategic objectives (Punniyamoorthy & Murali, 2008).

2.3 Effects of Internal Resources on Strategy Implementation

Peter (2014) conducted a study on the challenges of strategy implementation at the ministry of East African affairs, Commerce and Tourism and defines resources as all available factors that are controlled and owned by the firm. They are used to obtain the final products or services to be used by consumers. Adequate resources are an important factor in strategy implementation of plans. A well drafted strategic plan through a refined group or team of renowned management consultants or top managements is unlikely to fail. Successful strategy implementation of this plan is therefore key to any organization’s survival.

Kachru (2009) examined strategic management by looking at concepts and cases and indicated that strategy implementation involves processes by which organizational resources reflect in the activities and choices necessary for actualization of strategic plans. With reference to the resource based view (RBV), competition anchors on the capabilities and resources that exist in an organization or that which an organization might intend to develop in order to attain sustainable advantage. Organizational resources can take a tangible nature such as physical resources, financial resources or human resources. RBV emphasizes on organization’s inner capabilities in developing strategy to accomplish both superior performance and sustainability in service delivery.

Schaap (2012) in the study toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry identified that lack of or inadequate resources may lead to the failure of strategy implementation which in most cases takes more time than expected or planned. Some strategies fail because not enough resources were allocated to successfully implement them. The study went further to identify that organizations have four key resource areas which are people, information
and technology and finance. A number of studies have been carried out on the effects of internal resources on strategy implementation.

### 2.3.1 Human Resources

According to Brinkschröder (2014) people are the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. There is a need to choose the right people for the right responsibility. It is therefore the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions (Pryor, Anderson, Toombs, & Humphreys, 2007). Sometimes adjustments of some resources to improve the process are necessary, therefore the management should monitor the process closely to intervene at the right time.

Muturi (2014) further identified that human resources (HR) could also include abilities and skills of management and employees, adequate time, adequate training and instructions and also sufficient funding. Ongong’a (2014) stated that the effectiveness of strategy implementation is usually affected by the quality of people who are involved in the process. Okumus (2003) in the study titled the framework to implement strategies in organizations states that skills and knowledge of the employees are made available during strategy implementation. Employees will assist by giving inputs of knowledge and ideas that support further decisions taken by managers.

Upadhyay, Upadhyay and Palo (2013) on their study titled strategy implementation using balanced scorecard: achieving success through personal values of leaders and employees state that competence of employees is usually derived from their skills, behaviours, knowledge and attitudes. These factors predict their performance on the job. Competence influences the element of willingness to implement the strategy and this willingness happens only when strategy fits employee values. The actions or decisions taken by different people concerning the strategy implementation are usually guided by their personal values.

Lindblom and Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a Study of the Swedish Energy Intensive Industry states that successful implementation of strategies requires the complete participation of employees. Satisfaction of employees needs to be looked into because so that it can translate to
performance in the organization and its activities in implementing strategies. The study conclusively identifies that competences of employees stand for a great influence on the firm’s overall strategic orientation.

Kamau (2015) stated that the capabilities of employees need to be of quality and sufficient enough to perform their jobs. The success of strategic implementation wholly depends on the people since they determine the culture, structure with their skills and competencies. Aligning HR and strategic plans is very important in organizations since it enhances the effectiveness of strategy implementation. Human Resource Management (HRM) needs to be included in the strategy development of the company which ensures. Different organizations have different ways of utilizing different HR practices. Human resource if handled well can enhance strategy implementation and influence organization outcomes such as productivity and profitability.

2.3.2 Physical Resources
Adams et al. (2003) in the study human, physical and intellectual resource generation defines physical resources as an existing stock of productive assets. The physical resources of a business include all tangible resources and assets owned and used by a company such as land, manufacturing equipment and office equipment. They comprise of building, structures, power generators and equipment that make the daily activities of the company possible. Physical resources should always be available for the start and completion of strategic implementation processes.

Ioana (2007) conducted a study on resource requirements in business planning and stated that the broad categories of physical resources needed to be identified in order to effectively implement a strategy. A relationship with suppliers of the resources should be established to ensure they are always adequate and the implementation doesn’t pause or halt because of inadequacy. The physical resources should be able to help achieve second and long term goals.

The Business and Technology Education Council (BTEC, 2010) conducted a study on Managing Physical Resources in a Business Environment and noted that it is important that organizations learn how to use and manage their physical resources. The management should also include the development of negotiation skills to negotiate with
suppliers on the best ways in which they can avail the resources to the organization. Physical resources should always meet all legal, industrial and social requirements.

Ismail, Rose, Uli, and Abdullah (2012) undertook a study on the relationship between organizational resources, capabilities, systems and competitive advantage and identified physical resources as the machinery, equipment, plant, production technology and capacity. The aspect of physical resources is usually one of the costliest and it is important for a business owner to assess all the implementation needs before they start the purchasing process.

2.3.3 Financial Resources
Kamau (2015) undertook a study on the institutional factors influencing implementation of strategic plans in government hospitals in Kitui Central Sub-County, Kitui County, Kenya states that successful implementation of a strategy requires additional capital. Everyone involved in implementation need to know and determine the source of funds for the firm to enable smooth implementation. Organizations should set aside budget and set aside budget allocations to finance strategy implementation. Adequate finances are the most needed element for overseeing this never-ending process.

Okumus (2003) stated that in strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy and the time span in which the strategy needs to be completed. Okumus (2003) further identifies that there should be a process of ensuring that all necessary resources including time, financial resources. Chisenga (2004) goes further to state that lack of funds mainly contributes to failure in strategy implementation.

Ismail et al. (2012) identified some of the existent financial resources as cash-in-hand, bank deposits, capital and savings. The study revealed that these financial resources may go a long way to oversee project and plan implementations. They may also have additional advantages like increasing firm performance and increasing competitive advantage. Financial resources ensure that everything may be needed to successfully implement strategic plans is obtained. Henderson (2016) identified the most important element of overseeing a plan take place as funding. The funding can be obtained from a variety of sources like loans, savings, investment and grants.
2.3.4 Information and Technology Resources

Kannabiran, Sharda, Gupta, and Wilson (2009) conducted a study on the predictors of effective Information System (IS) Strategy Implementation: a longitudinal study of Indian organizations and stated that organizations need to ensure that new processes are strategically designed and implemented effectively in accordance with the information technologies available. Companies should strive to develop and invest in new emerging technologies to ensure all strategic plans are implemented effectively. Information and technology resources include IT specialists, equipment, computers, networks and servers.

Okumus (2003) noted that an organization needs information and knowledge technology requirements to carry out strategy implementation. Chisenga (2004) in the study the use of ICTs in African public libraries: a survey of ten countries in Anglophone Africa further noted that resources mostly inadequate ICT personnel contributed highly to failure of strategy implementation.

Abazian (2005) on the study concerning the role of ICT in bridging the gap between strategy execution stated, that for strategy implementation to take place there needs to be accurate, timely and relevant information. Networks, databases and connections help businesses to store, provide and send information in a faster, reliable and at a cheaper way. Human resource can also use ICT to have reports accurate, transparent and delivered in time. Different types of information systems (IS) can be used in strategic implementation.

Abazian (2005) identified some of the Information Systems as Transaction Processing Systems (TPS) that has the ability to conduct business transactions, Strategic Management Information Systems (SMIS) which carries out strategic management to improve business performance and Decision Support Systems (DSS) to support in decision making in a business. Others include Executive Support Systems (ESS) that allow users to transform data into accessible and executive reports and Management Information Systems (MIS) which assist managers with the tools to evaluate, organize and manage organization departments.
2.4 Stakeholders influence in Strategy Implementation

Lindblom and Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a study of the Swedish Energy Intensive stated that depending on the stakeholders’ influence, companies will either prefer a more or less proactive or reactive strategy. Management should always perform stakeholder analysis to identify the various types of stakeholders and their needs, issues and concerns that may affect the strategy implementation. A number of studies have been carried out on the effects of various stakeholders on strategy implementation.

2.4.1 Management influence in Strategy Implementation

Rajasekar (2014) undertook a study on the factors affecting effective strategy implementation in a service industry: a study of electricity distribution companies in the sultanate of Oman and identified that management should be very much involved in strategy implementation. Management should always make sure that all processes are streamlines, all activities are coordinated, the organizational structure is aligned, and employees are motivated and committed to strategy implementation. Management should also make sure that they communicate effectively to their employees to enhance the ability of the business to implement and refine its strategy. The leadership style used by management in a given company influences how the chosen strategies will be implemented.

Kannabiran et al. (2009) in their study state that the Chief Executive Officer (CEO) of the company should actively support the strategy implementation. They should make or rather get involved in all major decisions that have to be made on the strategy. He/ She should be directly involved in the implementation and should have the ability to interact with appropriate middle level managers on implementation aspects. They also have the responsibility to allocate adequate resources fairly for every aspect of the implementation.

Čater and Pučko (2010) studied the factors of effective strategy implementation: Empirical evidence from Slovenian business practice identified that one of the biggest obstacle to strategy execution and implementation is poor leadership. Inadequate leadership skills, poor communication techniques and lack of commitment, motivation and support are some of the issues that employees face from management during strategy
implementation. The study findings also revealed that managers should have the ability to cope with strategy conflicts by using the existing organisational power structure.

Lindblom and Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a Study of the Swedish Energy Intensive Industry state that it is top management support and commitment is very important in carrying out strategic implementation. It is usually a lot easier to carry out strategic implementation if the management are in charge of the plans and resources and also take the initiative to coordinate activities taking place during implementation. The attitudes of employees clearly depend on the direct involvement of the management.

Ongong’a (2014) conducted a study on the factors influencing strategy implementation at Kenya Commercial Bank in Kenya and stated that participation and interaction by top management leads to commitment of employees to the firm’s strategies and goals which in turn ensures a successful strategy implementation. A manager has the ability to delay implementation timelines, re-direct strategies, reduce or sabotage the quality of effort exerted to the implementation. The CEO should also have the ability to motivate his/her employees and recognize their efforts with rewards. Committed top managers will always encourage initiative from the middle and lower level managers. Managers should integrate all the role of employees in different departments. Individual leadership traits also play a huge role in overseeing effective strategy implementation.

2.4.2 Government Influence in Strategy Implementation
Kannabiran et al. (2009) identified that strategy implementation of is not only driven by technology and market insight. In today’s context strategy implementation is additionally driven by policy issues. Government promotion and regulation of the impact of the implementation of the strategy have major implications of the organization. Laws and regulations govern implementation activities, and make managers and directors accountable to a broader range of stakeholders.

Lindblom and Ohlsson (2011) state in their study that the government has regulations that all organizations have to adhere to failure to which fines and penalties usually follow as consequences. Firms therefore need to meet all the government requirements. The study identified this as the reason as to why the government stakeholder is considered to be one
of the most influential one. Government regulation creates conditions for firms depending on the industry, location and country and makes them clear for all organizations to follow during implementation of any strategies.

BTEC (2010) states that organizations must ensure that resources are safe and secure for employees to make use of and that they meet all legal requirements set by the government. This will ensure that strategy implementation goes smoothly with no interruptions concerning legality. The unit shows learners why it essential for organisations to carry out regular audits and reviews of the efficiency and value for money of their physical resources, such as procurement of consumables or energy usage. As part of this process, learners will carry out a risk assessment of resources in an organisation. Learners will need to appreciate that the maintenance and refurbishment of facilities are activities which require careful planning, ensuring compliance with organisational procedures and staying within budget.

2.4.3 Shareholders influence in Strategy Implementation

Lindblom and Ohlsson (2011) stated that shareholders are vital for organizations since they serve as investors, risking their own money to oversee the running and profitability of the company. Poor strategy implementation can lead to monetary losses for the investors hence the greatly influence the implementation. They can choose to withdraw their money and this can cause financial downfall to an organization. Shareholders affect strategy implementation by airing their concerns and discontent. Communication between management and the company’s shareholders concerning the position of strategy implementation should therefore be appropriately done.

Ramashala, Pretorius and Steyn (2015) undertook a study on effective strategy execution to realise shareholder value: a proposed framework for management and stated that shareholder are very much valued and all their recommendations should be included in strategic plans and implementation processes. Answers on questions concerning implementation should be provided to all shareholders so that they can contribute in realizing the company strategy. This will additionally increase company profits and ensure satisfied shareholders.
Rajasekar (2014) states that most of today’s company strategies should aim at earning the maximum returns for shareholders and investors. They should therefore integrate their shareholders and always communicate effectively on any issues that may come up concerning the implementation process. Their needs and expectations should be identified and incorporated in the process of implementing the strategies. Shareholder groups can be established to help management better understand their needs and expectation and strive to meet them.

2.4.4 User influence in Strategy Implementation
Kannabiran et al. (2009) states that strategy implementation must reflect the way in which people react to it. Companies should carry out user management to ensure that they are involves in strategic implementation. The implementation plan should be communicated to the user and feedback sought. Formal structures should be set for involving users in making key decisions about the strategy being put in place by the organization. The study reported user involvement to have a direct reflection on user participation and satisfaction.

Lindblom and Ohlsson (2011) state that companies depend on their consumers or customers and the pressure these customers bring to the organization is a factor that influences strategy implementation to a very high extent. The expectations and needs of customers results to consequent actions by the organization during the implementation of their strategies. Firms also involve the customer in strategy implementation in order to strengthen the relationship between them and the customer and also to raise customer awareness. The study conclusively added that pressure from the consumer influences strategic implementation of plans in an organization in a positive way.

Fraj-Andrés, Martínez-Salinas, and Matute-Vallejo (2009) conducted a study on the factors affecting corporate environmental strategy in Spanish industrial firms and concluded that pressure from customers always influences management to make better strategy implementation decisions. It also increase customer loyalty and improves corporate image thus gaining more consumers.
2.5 Chapter Summary
The purpose of this literature review evaluated factors affecting strategy implementation. The chapter has models applied in strategy implementation including balanced scorecard and the Mckinsey 7S models. Perspectives of different scholars and researchers have been brought forward to help understand what has already been done in this area. Next is chapter three which provides research methodology clearly outlining the methods that used to collect the required data, research design and how data was analyzed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter covered the research methodologies that were adopted in order to realize the study objectives. It specifically covered the research design, target population and the sample procedure to determine the sample size. It further presented research instruments to be used, data collection methods, research procedures and the data analysis methods that were applied to analyse and interpret the data.

3.2 Research Design
An explanatory research design was employed to assess the factors affecting strategy implementation at TMEA because it focuses on the why questions. Explanatory research usually seeks to identify any causal links between the factors or variables pertaining to the research problem at hand. Answering the ‘why’ questions involves developing causal explanations (Maxwell, 2012). This kind of research is normally very structured in nature and seeks to get deep information about a given phenomenon.

According to Harris, Cartwright, Torok, Holden, Brown, Ogilvy-Stuart and Peacock (2013), it is important to investigate the phenomenon systematically so that the results will portray the holistic picture of the lives of the people under investigation. Maxwell (2012) observed that a explanatory research design is used when data is collected to describe persons, organizations, settings or phenomena. This is because good description provokes the ‘why’ questions of explanatory research. According to Paulin (2007), descriptive research studies are based on some previous understating of the nature of the research problem. The design sought to capture both qualitative and quantitative aspects.

3.3 Population and Sampling Design

3.3.1 Population
Mugenda (2008) describe a population as a complete set of individuals, cases or objects with some common observable characteristics. The study’s target population included all the 138 staff of Trade Mark East Africa. According to Amin (2005), Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions.
### Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Position</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership Team</td>
<td>4</td>
</tr>
<tr>
<td>Senior Directors</td>
<td>5</td>
</tr>
<tr>
<td>Directors</td>
<td>19</td>
</tr>
<tr>
<td>Managers</td>
<td>44</td>
</tr>
<tr>
<td>Officers</td>
<td>38</td>
</tr>
<tr>
<td>Assistants</td>
<td>25</td>
</tr>
<tr>
<td>Interns</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>138</strong></td>
</tr>
</tbody>
</table>

Source: HR department at TMEA

#### 3.3.2 Sampling Design

The sampling design of a study specifies the possibility of a particular sample from being drawn from a whole population. Any statements made about the sample should also be true of the population (Mugenda & Mugenda, 2003).

##### 3.3.2.1 Sampling Frame

The sampling frame of the study included the staff of TMEA as the respondents of the study. According to Turner (2003) a sampling frame is the set of items from which a sample size is selected. In this study, the sampling frame was drawn from the 138 employees at TMEA as at December 2015. This was used so as to ensure that the sampling frame is current, complete and relevant for the attainment of the study objective.

##### 3.3.2.2 Sampling Technique

The study grouped the population into 7 strata based on position in the organization. From each stratum, the study used simple random sampling to select the sample size from the population. Mugenda and Mugenda (2003) stipulate that a sample of at least thirty elements is adequate for generalization of the findings to the whole population. Random sampling was used to select individual members to be subjected to the study. According to Lewis and Thornhill (2009) Stratified random sampling method is preferred in this study since it will lead to selection of a representative sample from each stratum.

##### 3.3.2.3 Sample Size

A sample is a subset of population about which the findings are to be generalized. A sample size of respondents will be selected from the total population. The study applied Yamane (1967) formula to calculate a representative sample size for any given population. The formula used to calculate the sample size for this study is described below.
Where \( n \) is the sample size, \( N \) is the population size, and \( e \) is the level of confidence which we have determined as 95%.

\[
n = \frac{N}{1 + N(e)^2}
\]

\( n = 138 / (1 + 138(0.05)^2) \)

\( n = 102.60 \)

The sample size was 103.

### 3.4 Data Collection Methods

Creswell (2009) defines data collection as a means by which information is obtained from the selected subjects of an investigation. According to Ngechu (2004), there are many methods of data collection. The choice of a tool and instrument depends mainly on the attributes of the research topic, research questions, objectives, design and expected data and results. The study collected primary data using questionnaires. According to Saunders, Lewis and Thornhill (2012) a questionnaire includes all methods of data collection in which each person is asked to respond to the same set of questions in a predetermined order.

The questionnaires was structured and closed ended to enable the researcher create data that is easily quantifiable. Structured questionnaires according to Marshall and Rossman (2014) entail several questions that have structured response categories whose main aim is to learn about the distribution of characteristics, attitudes or beliefs. The questionnaires were divided into four sections covering the demographic information and the three research questions that the study had chosen to cover.

### 3.5 Research Procedures

The questionnaires were personally delivered to the respondents at TMEA headquarter in Kenya during a particular date convenient for both the researcher and the respondents. To ensure that information was provided quicker and more freely, the researcher carried along an introductory letter from the university which confirm to the respondents that the information requested would be used for academic purposes only.
Research assistants were provide guidance and clarifications to the respondents on how to answer the questions. The respondents were then be given a week to fill the questionnaires and then they were picked up by the assistants. The researcher used phone calls to monitor the progress of the filling of the questionnaires once within the week and to answer any questions that the respondents wanted to be clarified.

3.6 Data Analysis Methods
According to Kothari (2004) data analysis and interpretation involves cleaning up collected research data before undertaking to deduce it so as to give meaningful interpretation and explanation. The filled questionnaires were checked for completeness and consistency and errors and omissions corrected and then coded and analyzed qualitatively and quantitatively. Qualitatively the data was sought into patterns, themes and categories. This enabled the researcher to make general statements in terms of the observable attributes. Data from questionnaires were summarized, coded, tabulated and analyzed. Editing was done to improve the data quality for coding.

Coded data was then fed into the statistical package for social sciences (SPSS) version 21 for analysis. This version of SPSS was selected for analysis since it offers a more user friendly interface and can easily be linked with Microsoft office utility programs. The study derived the mean, frequencies and percentages from the data analysis for each variable. Results of the study then were presented in bar graphs, tables and pie charts. The reason for the choice of the above methods is to give a pictorial explanation to the textual presentation.

3.7 Chapter Summary
The chapter looks at the research design to be used for the study. The chapter also explains the target population and the sampling design which will include the sampling technique to be used to get the sample size for the study. The data collection methods and the research procedures to be used are explained and finally the method on how to analyze and interpret data is explained. The next chapter presented the results and findings from the analyzed data.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The purpose of this study was to evaluate factors affecting strategy implementation at Trade Mark East Africa. The data was gathered using a questionnaire designed in line with the research questions and summarized by use of descriptive statistics which involves the use of frequency tables, percentages, mean and standard deviation.

4.1.1 Response Rate

A total of 103 questionnaires were distributed out of which 75 questionnaires were returned giving a response rate of 73%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The finding is presented in Figure 4.1.

![Figure 4.1: Response Rate](image)

4.2 Demographic Information

The study sought to determine the demographic information of the respondents in order to ascertain their suitability to undertake the study. The findings are shown in the subsequent sections.
4.2.1 Gender Distribution
The respondents were asked to indicate their gender. From the finding in Figure 4.2, 45% of the respondents were females while 55% were males. This shows that all genders were included in the study thus provide a good representation.

![Gender Distribution](image)

**Figure 4.2: Gender Distribution**

4.2.2 Highest Level of Education
The respondents were asked to indicate their highest level of education. As shown in Figure 4.3, 41% of the respondents had graduate/postgraduate as their highest level of education, 52% had diploma/certificate and 7% had secondary. This shows that the respondents had relevant knowledge thus they had ease in addressing the question and provided the correct responses.

![Highest Level of Education](image)

**Figure 4.3: Highest Level of Education**
4.2.3 Position in the Organization

The respondents were asked to indicate their position in the organization. From the responses, 12% of the respondents were in senior management positions, 32% were supervisors and 56% were in other categories. This shows that all the positions in the organization were covered thus the information provided by the respondents presented a true picture of the organization.

![Figure 4.4: Position in the Organization](image)

4.3 Models Applied in Strategy Implementation

Different models applied by organizations in strategy implementation were identified and the respondents were required to indicate the extent to which each had been applied at Trade Mark East Africa in strategy implementation. A scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= N/A (Not Applicable) was used. From the responses mean and standard deviation were calculated for ease of interpretation and generalization of finding.

From the finding in Table 4.1, the respondents were asked whether TMEA ensures appropriate channels for collaborative working condition. The results showed that the respondents agreed to a little extent with a mean of 2.72 with a standard deviation of 1.085. The respondents were asked if TMEA ensures that there are adequate employees for strategy implementation, the respondents agreed to a little extent with a mean of 2.74 with a standard deviation of 0.871. The respondents were asked whether TMEA ensures that resources are prudently allocated to different strategy implementation tasks. The
respondents agreed to a little extent with the statement with a mean of 2.84 with a standard deviation of 1.013. Respondents were asked to what extent they agreed with the statement TMEA ensures that the systems and processes available in the organization are efficient. The respondents agreed to a little extent with the statement and had a mean of 2.92 and standard deviation of 0.911 and TMEA ensures that well experiences employees are employed for strategy implementation had a mean of 2.85 with a standard deviation of 0.865.

Table 4.1: Models Applied in Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA ensures appropriate channels for collaborative working condition</td>
<td>2.72</td>
<td>1.085</td>
</tr>
<tr>
<td>TMEA ensures that there are adequate employees for strategy implementation</td>
<td>2.74</td>
<td>.871</td>
</tr>
<tr>
<td>TMEA ensures that resources are prudently allocated to different strategy implementation tasks</td>
<td>2.84</td>
<td>1.013</td>
</tr>
<tr>
<td>TMEA ensures that the systems and processes available in the organization are efficient</td>
<td>2.92</td>
<td>.911</td>
</tr>
<tr>
<td>TMEA ensures that well experiences employees are employed for strategy implementation</td>
<td>2.85</td>
<td>.865</td>
</tr>
</tbody>
</table>

From table 4.2, the respondents were asked whether TMEA ensures that there is good leadership for strategy implementation. They agreed to moderate extent with a mean of 3.00 and standard deviation of 0.716. The respondents agreed to a moderate extent with the statement that TMEA ensures it develops strategies for a certain period of time with a mean of 3.09 with a standard deviation of 0.988. The respondents agreed to a moderate extent with the statement that TMEA considers organizational structure in strategy implementation with a mean of 3.14 with a standard deviation of 1.061. The respondents agreed to a moderate extent with the statement TMEA ensures that there is learning among staff in strategy implementation with mean of 3.24 with a standard deviation of 0.802. The respondents agreed to a moderate extent that TMEA ensures that customer satisfaction is observed in strategy implementation with a mean of 3.25 with a standard deviation of 0.772.
Table 4.2: Models Applied in Strategy implementation

<table>
<thead>
<tr>
<th>Model Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA ensures good leadership for strategy implementation</td>
<td>3.00</td>
<td>.716</td>
</tr>
<tr>
<td>TMEA ensures it develops strategies for a certain period of time</td>
<td>3.09</td>
<td>.988</td>
</tr>
<tr>
<td>TMEA ensures it considers organizational structure in strategy implementation</td>
<td>3.14</td>
<td>1.061</td>
</tr>
<tr>
<td>TMEA ensures learning among staff in strategy implementation</td>
<td>3.24</td>
<td>.802</td>
</tr>
<tr>
<td>TMEA ensures that customer satisfaction is observed in strategy implementation</td>
<td>3.25</td>
<td>.772</td>
</tr>
</tbody>
</table>

The respondents agreed to moderate extent that TMEA ensures proper allocation of responsibilities for effective strategy implementation had a mean of 3.38 with a standard deviation of 0.820. Respondents agreed that TMEA ensures that customers’ perspectives are respected in strategy implementation had a mean of 3.41 with a standard deviation of 0.839. They also agreed to a moderate extent that TMEA ensures that there are adequate financial resources to run strategy implementation with a mean of 3.70 with a standard deviation of 0.539 and TMEA ensures that the shared valued are adhered for effective strategy implementation had a mean of 3.86 with a standard deviation of 0.6.

Table 4.3: Models Applied in Strategy Implementation

<table>
<thead>
<tr>
<th>Model Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA ensures proper allocation of responsibilities for effective strategy implementation</td>
<td>3.38</td>
<td>.820</td>
</tr>
<tr>
<td>TMEA ensures that customers’ perspectives are respected in strategy implementation</td>
<td>3.41</td>
<td>.839</td>
</tr>
<tr>
<td>TMEA ensures that there are adequate financial resources to run strategy implementation</td>
<td>3.70</td>
<td>.539</td>
</tr>
<tr>
<td>TMEA ensures that the shared valued are adhered for effective strategy implementation</td>
<td>3.86</td>
<td>.600</td>
</tr>
</tbody>
</table>

4.3.1 Extent to which Models Applied Affected Strategy Implementation

The study sought to determine the extent to which the models applied affected strategy implementation at Trademark East Africa. The finding shows that 14.7% of the respondents indicated that the models applied affected strategy implementation to a moderate extent, 81.3% indicated great extent and 4% indicated very great extent.
Table 4.4: Extent to which Models Applied Affected Strategy Implementation

<table>
<thead>
<tr>
<th>Extent to which Models Applied</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate extent</td>
<td>11</td>
<td>14.7</td>
</tr>
<tr>
<td>Great extent</td>
<td>61</td>
<td>81.3</td>
</tr>
<tr>
<td>Very great extent</td>
<td>3</td>
<td>4.0</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.4 Internal Resources and Strategy Implementation

Different internal resources applied by organizations in strategy implementation were identified and the respondents were required to indicate the extent to which each had been applied at Trade Mark East Africa in strategy implementation. From the responses mean and standard deviation were calculated for ease of interpretation and generalization of finding.

From the responses, the respondents agreed to a little extent that TMEA has adequate well qualified staff for strategy implementation and had a mean of 2.34 with a standard deviation of 1.55. The respondents agreed to a moderate extent that TMEA internal processes are efficient and a mean of 2.50 with a standard deviation of 1.510. The respondents also agreed to a moderate extent that TMEA has adopted the state of technology efficient for strategy implementation with a mean of 2.54 with a standard deviation of 1.694. The respondents agreed to a moderate extent that TMEA has adequate financial resources for strategy implementation with mean of 3.13 and standard deviation of 1.553 and they also agreed to a moderate extent that TMEA has adequate human capital for strategy implementation had a mean of 3.80 with a standard deviation of 0.402.

Table 4.5: Internal Resources and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA has adequate well qualified staff for strategy implementation</td>
<td>2.34</td>
<td>1.555</td>
</tr>
<tr>
<td>TMEA internal process are efficient</td>
<td>2.50</td>
<td>1.510</td>
</tr>
<tr>
<td>TMEA has adopted the state of technology efficient for strategy implementation</td>
<td>2.54</td>
<td>1.694</td>
</tr>
<tr>
<td>TMEA has adequate financial resources for strategy implementation</td>
<td>3.13</td>
<td>1.553</td>
</tr>
<tr>
<td>TMEA has adequate human capital for strategy implementation</td>
<td>3.80</td>
<td>0.402</td>
</tr>
</tbody>
</table>
4.4.1 Extent to which internal Resource Affected Strategy Implementation

The study sought to determine the extent to which the internal resources affected strategy implementation at Trademark East Africa. From the finding in Table 4.4, 5.3% of the respondents indicated that internal resources affected strategy implementation to a no extent, 4% indicated little extent, 20% indicated moderate extent, 48% indicate great extent and 22.7% indicated very great extent.

Table 4.6: Extent to which internal Resource Affected Strategy Implementation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To no extent</td>
<td>4</td>
</tr>
<tr>
<td>To a little extent</td>
<td>3</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>15</td>
</tr>
<tr>
<td>Great extent</td>
<td>36</td>
</tr>
<tr>
<td>Very great extent</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
</tr>
</tbody>
</table>

4.5 Stakeholders and Strategy Implementation

Several statements on stakeholders’ influence as applied by organizations in strategy implementation were identified and the respondents were required to indicate the extent to which each had been applied at Trade Mark East Africa in strategy implementation. From the responses mean and standard deviation were calculated for ease of interpretation and generalization of finding.

As shown in Table 4.5, the respondents agreed to a little extent that TMEA obeys the decisions developed by the stakeholders had mean 2.60 with a standard deviation of 1.039. On whether TMEA stakeholders' influence the environmental strategy of the firm, the respondents agreed to a moderate extent and had mean 2.89 with a standard deviation of 0.938. The respondents agreed to a moderate extent that TMEA management ensures that all processes are streamlined had mean 2.92 with a standard deviation of 1.216. The respondents agreed to a little extent that TMEA ensures that all the activities are coordinated with mean of 2.94 and standard deviation of 0.942 and TMEA consults with its stakeholders in strategy formulation had mean 2.98 with a standard deviation of 0.979. TMEA moderately motivates employees towards strategy implementation had mean 3.13 with a standard deviation of 0.827.
Table 4.7: Stakeholders and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA obeys the decisions developed by the stakeholders</td>
<td>2.60</td>
<td>1.039</td>
</tr>
<tr>
<td>TMEA stakeholders’ influence the environmental strategy of the firm</td>
<td>2.89</td>
<td>.938</td>
</tr>
<tr>
<td>TMEA management ensures that all processes are streamlined</td>
<td>2.92</td>
<td>1.216</td>
</tr>
<tr>
<td>TMEA ensures that all the activities are coordinated</td>
<td>2.94</td>
<td>.942</td>
</tr>
<tr>
<td>TMEA consults with its stakeholders in strategy formulation</td>
<td>2.98</td>
<td>.979</td>
</tr>
<tr>
<td>TMEA motivates employees towards strategy implementation</td>
<td>3.13</td>
<td>.827</td>
</tr>
</tbody>
</table>

From Table 4.8, the respondents agreed to a moderate extent that TMEA management involves employees in strategy formulation had mean 3.22 with a standard deviation of 0.994. The respondents agreed to a moderate extent that TMEA adheres to the provisions of law in its operations had mean 3.33 with a standard deviation of 0.794. The management communicates the strategy expectations to all the employees had mean 3.42 with a standard deviation of 0.719. Commitment of employees leads to successful strategy implementation had mean 3.52 with a standard deviation of 0.759 and TMEA meeting the legal requirements ensures smooth strategy implementation had mean 3.61 with a standard deviation of 0.714

Table 4.8: Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMEA management involve employees in strategy formulation</td>
<td>3.22</td>
<td>.994</td>
</tr>
<tr>
<td>TMEA adheres to the provisions of law in its operations</td>
<td>3.33</td>
<td>.794</td>
</tr>
<tr>
<td>The management communicates the strategy expectations to all the employees</td>
<td>3.42</td>
<td>.719</td>
</tr>
<tr>
<td>Commitment of employees leads to successful strategy implementation</td>
<td>3.52</td>
<td>.759</td>
</tr>
<tr>
<td>TMEA meeting the legal requirements ensures smooth strategy implementation</td>
<td>3.61</td>
<td>.714</td>
</tr>
</tbody>
</table>

4.5.1 Extent to which Stakeholders Affected Strategy Implementation

The study sought to determine the extent to which the stakeholders affected strategy implementation at Trademark East Africa. From the finding, 5.3% of the respondents indicated that stakeholders affected strategy implementation to no extent, 10.7% indicated to a little extent, 34.7% indicated moderate extent and 49.3% indicated great extent.
Table 4.9: Extent to which Stakeholders Affected Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To no extent</td>
<td>4</td>
<td>5.3</td>
</tr>
<tr>
<td>To a little extent</td>
<td>8</td>
<td>10.7</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>26</td>
<td>34.7</td>
</tr>
<tr>
<td>Great extent</td>
<td>37</td>
<td>49.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

This chapter presented the results and findings on the analyzed data. The chapter presented the demographic information of the respondents. The chapter presented the findings on the extent to which respondents agreed on the influence of models applied, internal resources and stakeholders on strategy implementation. The next chapter will present the discussions, conclusions and recommendation of the study based on results and findings.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights a summary of the findings, discussion, conclusions and recommendations of the study based on the research questions of the study. The purpose of this study was to evaluate factors affecting strategy implementation at Trade Mark East Africa.

5.2 Summary

The general purpose of the study was to evaluate factors affecting strategy implementation at TMEA. To reach the purpose of this study sought to answer the following research questions: What models are applicable by TMEA in strategy implementation? What are the effects of internal resources on strategy implementation at TMEA? How do stakeholders influence strategy implementation at TMEA?

The study adopted explanatory research design to assess the factors affecting strategy implementation at TMEA because it focuses on why questions. The sampling frame was drawn from the 138 employees at TMEA. Participants were selected using stratified random sampling and random sampling.

The study found out that TMEA ensures that there was good leadership develops strategies for a certain period of time and considers organizational structure. TMEA ensures that there was learning among staff, customer satisfaction was observed, proper allocation of responsibilities, customers’ perspectives are respected, there are adequate financial resources to run strategy implementation and that the shared valued are adhered for effective strategy implementation. The study also found out that TMEA had adequate well qualified staff for strategy implementation, internal process were efficient, TMEA had adopted the state of technology efficient for strategy implementation, had adequate financial resources for strategy implementation and had adequate human capital for strategy implementation.

The study also found out that TMEA motivates employees towards strategy implementation, management involve employees in strategy formulation, adheres to the provisions of law in its operations, the management communicates the strategy
expectations to all the employees, commitment of employees leads to successful strategy implementation and TMEA meeting the legal requirements ensures smooth strategy implementation.

5.3 Discussion

5.3.1 Models Applied in Strategy Implementation

The study found out that TMEA ensures appropriate channels for collaborative working condition are made available for staff. TMEA ensured that there were adequate employees for strategy implementation. These findings are consistent with the observations of Rajasekar (2014) who argued that the notion that strategy is first formulated and then resources are allocated within a new organisation structure during the implementation phase is a far cry from the complexities of transformation strategy. It is further argued that formulating a progressive strategy alone is not important because a well formulated strategy poorly implemented may spell doom for an organization. TMEA ensured that resources were prudently allocated to different strategy implementation tasks. According to Cater and Pucko (2010), organizational resources need to be prudently allocated to reduce of wastages and optimize on output production in an efficient manner. This concurs with the argument by Benko and Mcfarlan (2003) that adequate staff, their skills and commitment to competence is a key factor in strategy implementation.

TMEA ensures that the systems and processes available in the organization were efficient because they play an important function in strategy implementation. Cater and Pucko, (2010) observed that existing formal and informal systems in the form of procedures need to be efficient and help quality decision making at all levels. The information management system needs to be efficient and safe such that access rights can be allocated to individuals in accordance with their duties to prevent misuse of organizational information (Rajasekar, 2014). TMEA ensured that well experienced employees were employed for strategy implementation. This finding concurs with that of Pearce and This was important because investment that an organisation makes in employee selection, training, rewards and performance measurement builds a workforce that is both valuable and loyal. The experience of staff and their adequacy will determine how efficient and effective the tasks are performed and how well the developed strategy objectives are attained. Robinson (2007) further observed that different models are applied by managers
in managing strategy implementation in their organizations. Strategies are developed in organizations to help them attain competitive advantage over their competitors. It is a game plan developed with the aim of moving an organization from a current point A to a desired point B.

To a moderate extent, TMEA ensured that there was good leadership for strategy implementation as argued by Covin et al. (1997) that different scenarios will call for different leadership styles to achieve the set organizational objectives. TMEA ensured it developed strategies for a certain period of time to facilitate monitoring and control. Rajasekar (2014) established that good strategies are broken down into feasible short term timelines so that the management can track their performance over the short period which helps in informing their further scenario planning and controlling resource allocation for sustained future organization performance.

The findings indicated that TMEA considered organizational structure in strategy implementation. Kachru (2009) argues that organizations need to adopt an appropriate organization structure that optimizes decision making at the same time ensuring high quality decisions are made. TMEA ensured that there was learning among staff in strategy implementation to ensure that the employees had necessary skills to implement the strategy. Upadhyay, Upadhyay and Palo (2013) argued that well trained and experienced staff are a great asset to an organization in terms of timely delivery on their tasks hence ensuring timely achievement of objectives. Competence influences the element of willingness to implement the strategy and this willingness happens only when strategy fits employee values. Kamau (2015) stated that the capabilities of employees need to be of quality and sufficient enough to perform their jobs. The success of strategic implementation wholly depends on the people since they determine the culture, structure with their skills and competencies. The actions or decisions taken by different employees concerning the strategy implementation are usually guided by their personal values.

It was also established that TMEA ensured that customer satisfaction was observed in strategy implementation as it formed a key performance indicator. Customers make up key stakeholders in the success of the organization. The efforts of various stakeholders in the organization are to meet the ever changing needs of customers (Lindblom and Ohlsson, 2011). TMEA ensures that customers’ perspectives are respected in strategy implementation. TMEA ensured proper allocation of responsibilities for effective strategy
implementation and adequate financial resources to run strategy implementation were made available. Kamau (2015) noted that organizations need to set aside budget and set aside budget allocations to finance strategy implementation. Adequate finances are the most needed element for overseeing this never-ending process.

The findings further show that TMEA ensured that shared valued were adhered for effective strategy implementation. This finding is in line with that of Cater and Pucko (2010) that the systems and processes available in an organization play an important function in strategy implementation. Systems involve daily activities and processes engaged in by staffs in order to get the work done. They define how employees go about their tasks in order to deliver on their job descriptions. To a great extent the models applied affected strategy implementation at Trademark East Africa and this concurs with Thompson, Thompson, Gamble, & Strickland (2012) that the structure of the organization is one of the key determinants of effective strategy implementation as it determines the flow of information and how tasks are performed. It promotes communication and continuous feedback to key stakeholders in the organization. The discussion is way too limiting here. See guidelines below.

5.3.2 Internal Resources and Strategy Implementation

The study found out that on internal resources, to a little extent TMEA had adequate well qualified staff for strategy implementation this concurs with Brinkschröder (2014) people are the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. Kamau (2015) noted that Human Resource Management (HRM) needs to be included in the strategy development of the company which ensures. Different organizations have different ways of utilizing different HR practices. Human resource if handled well can enhance strategy implementation and influence organization outcomes such as productivity and profitability. There is a need to choose the right people for the right responsibility.

The internal process at TMEA was efficient as the organization had adopted the state of technology efficient for strategy implementation. This is in line with Abazian (2005) who stated that for strategy implementation to take place there needs to be accurate, timely and relevant information. Networks, databases and connections help businesses to store, provide and send information in a faster, reliable and at a cheaper way. Kannabiran, Sharda, Gupta, and Wilson (2009) argued that companies should strive to develop and
invest in new emerging technologies to ensure all strategic plans are implemented effectively. Information and technology resources include IT specialists, equipment, computers, networks and servers. Appropriate technologies applied in operations help organizations improve efficiency and effectiveness the way they go about their businesses.

To a moderate extent TMEA had adequate financial resources for strategy implementation this is consistent with Okumus (2003) who stated that in strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy and the time span in which the strategy needs to be completed. Ismail et al. (2012) revealed that these financial resources may go a long way to oversee project and plan implementations. Financial resources ensure that everything may be needed to successfully implement strategic plans is obtained. Henderson (2016) identified the most important element of overseeing a plan take place as funding. The funding can be obtained from a variety of sources like loans, savings, investment and grants.

To a moderate extent, TMEA had adequate human capital for strategy implementation and this concurs with the finding of Kamau (2015) who stated that the capabilities of employees need to be of quality and sufficient enough to perform their jobs. The success of strategic implementation wholly depends on the people since they determine the culture, structure with their skills and competencies. Brinkschröder (2014) argues that human capital constitute key strategic resource in strategy implementation. It is through human capital that other resources are operated to realize the set objectives. Therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. There is a need to choose the right people for the right responsibility. It is therefore the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions (Pryor, Anderson, Toombs, & Humphreys, 2007). Sometimes adjustments of some resources to improve the process are necessary, therefore the management should monitor the process closely to intervene at the right time. According to Muturi (2014), human resources include abilities and skills of management and employees, adequate time, adequate training and instructions and also sufficient funding.
5.3.3 Stakeholders and Strategy Implementation

The study found out that on stakeholders, to a little extent TMEA obeys the decisions developed by the stakeholders. Lindblom and Ohlsson (2011) argues that management should always perform stakeholder analysis to identify the various types of stakeholders and their needs, issues and concerns that may affect the strategy implementation. Management should also make sure that they communicate effectively to their employees to enhance the ability of the business to implement and refine its strategy. The leadership style used by management in a given company influences how the chosen strategies will be implemented.

TMEA stakeholders’ influence the environmental strategy of the firm, TMEA management ensures that all processes are streamlined; TMEA ensures that all the activities are coordinated and TMEA consults with its stakeholders in strategy formulation. This finding is in agreement with the finding of Johnson, Scholes and Whittington (2005) that unlike strategy formulation, strategy implementation is complex and involves many stakeholders who if not well managed would affect the ability of an organization to attain the desired future position.

To a moderate extent, TMEA motivates employees towards strategy implementation, TMEA management involve employees in strategy formulation, TMEA adheres to the provisions of law in its operations, the management communicates the strategy expectations to all the employees, commitment of employees leads to successful strategy implementation and TMEA meeting the legal requirements ensures smooth strategy implementation which is in line with the finding of Lindblom and Ohlsson (2011) stated that shareholders are vital for organizations since they serve as investors, risking their own money to oversee the running and profitability of the company. They can choose to withdraw their money and this can cause financial downfall to an organization. Shareholders affect strategy implementation by airing their concerns and discontent.

To a great extent the stakeholders affected strategy implementation at Trademark East Africa. This finding is consistent with that of Lindblom and Ohlsson (2011) who stated that depending on the stakeholders’ influence, companies will either prefer a more or less proactive or reactive strategy. Management should always perform stakeholder analysis to identify the various types of stakeholders and their needs, issues and concerns that may affect the strategy implementation.
5.4 Conclusions

5.4.1 Models Applied in Strategy Implementation

The study concludes that TMEA has successfully applied the models to implement strategy. The model has been used as a tool to communicate and clarify strategy and directions within the organization, gain consensus and therefore bring together the organizational members. The study also concludes the models are performance measurement tool that uses a strategy plan to connect an organization’s day-to-day processes to its organizational goals. Rather than capture how an organization currently operates, it is concerned with creating a strategy to drive future direction, building in cause and effect linkages while simultaneously taking into account both financial and intangible resources that can determine success or failure.

5.4.2 Internal Resources and Strategy Implementation

The study concluded that the success of TMEA in the turbulent and competitive business environment was proper training of employees, adequate financial support, organization structure and democratic style of management was key to effective strategy implementation. Despite the challenges from the internal and external resources, the organization need to formulate, implement and evaluate strategies in order to survive. For the best practices in the financial sector, organization needs to benchmark the best practices with global firms for strategic advantages locally and internationally. The findings indicated that TMEA make an effort to achieve some competitive advantage over their competitors in such a stormy environment by striving to implements strategies formulated.

5.4.3 Stakeholders and Strategy Implementation

The study conclude that for successfully strategy implementation to be attained, the strategies in the organization plan must be translated into guidelines for the daily actions of the organization's stakeholders and managers must direct, control and adjust theses strategies with the ever changing environment. Strategy implementation can be whitewashed, if the attitudes and habits of stakeholders are at crossroads with the needs of the strategy and if their culture of doing things obstructs strategy implementation instead of facilitating it.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Models Applied in Strategy Implementation
The study established that rigidity of the organizational structure influenced strategy implementation. Therefore, this study recommends that management should restructure the organization in order to promote a culture of open communication among workers and participatory decision making practice.

5.5.1.2 Internal Resources and Strategy Implementation
It was established that the management did not commit adequate resource to support activities of strategy implementation. Therefore, the study recommends that the management should to expand financial budgets in areas that support implementation of the organization strategies.

5.5.1.3 Stakeholders and Strategy Implementation
The study recommends that the organization need to ensure that the future strategy formulation should made participatory by ensuring that it includes all staff as well as other stakeholders. For an effective strategy implementation, an organization needs to make the process of implementation all inclusive where the junior staff, customers, stakeholders are accommodated for each to feel part and parcel of the process.

5.5.2 Recommendations for Further Studies
The study confined itself to TMEA. This research therefore should be replicated in other companies and the results compared so as to establish whether there is consistency strategy implementation and for benchmarking.
REFERENCE


APPENDICES

APPENDIX I: QUESTIONNAIRE

FACTORS AFFECTING STRATEGY IMPLEMENTATION AT TRADEMARK EAST AFRICA STRATEGY IMPLEMENTATION

Please take a few minutes to complete this questionnaire. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. Kindly answer all questions.

PART A: Demographic Information

1) Please indicate your gender Male [ ] Female [ ]

2) What is your highest level of Formal Education?
   Graduate/Post-Graduate ( ) Diploma/Certificate ( )
   Secondary Education ( ) Primary Education ( )

3) For how long you been working at TMEA?
   ________________________________

4) What position do you hold in the organization?
   Senior Management ( ) Supervisor ( ) Other category ( )

SECTION B: MODELS APPLIED IN STRATEGY IMPLEMENTATION

5) Below are several statements on different models applied by organizations in strategy implementation. Please indicate the extent to which each of this has been applied at TradeMark East Africa in strategy implementation. Use a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= Very Great extent.

| Of the different models applied by organizations in strategy implementation below, please indicate the extent to which each of this has been applied at TradeMark East Africa in strategy implementation on a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= N/A (Not Applicable) | 1 | 2 | 3 | 4 | 5
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6. TMEA considers organizational structure in strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. TMEA ensures appropriate channels for collaborative working condition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

52
8. TMEA ensures proper allocation of responsibilities for effective strategy implementation
9. TMEA ensures it develops strategies for a certain period of time
10. TMEA ensures that the systems and processes available in the organization are efficient
11. TMEA ensures that resources are prudently allocated to different strategy implementation tasks
12. TMEA ensures that there are adequate employees for strategy implementation
13. TMEA ensures that well experienced employees are employed for strategy implementation
14. TMEA ensures that there is good leadership for strategy implementation
15. TMEA ensures that the shared valued are adhered for effective strategy implementation
16. TMEA ensures that there are adequate financial resources to run strategy implementation
17. TMEA ensures that customers’ perspectives are respected in strategy implementation
18. TMEA ensures that there is learning among staff in strategy implementation
19. TMEA ensures that customer satisfaction is observed in strategy implementation

20. In your opinion, what other strategy implementation models have been applied at Trademark East Africa in Strategy Implementation?

__________________________________________________________________________

21. To what extent has the models applied affected strategy implementation at Trademark East Africa?
   Very great extent [  ]
   Great extent [  ]
SECTION C: INTERNAL RESOURCES AND STRATEGY IMPLEMENTATION

Below are several statements on the extent that internal resources affect strategy implementation in organizations. Please indicate the extent to which each of this has influenced strategy implementation at Trademark East Africa. Use a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= Very Great extent. Ditto, i.e., see previous feedback above.

<table>
<thead>
<tr>
<th>Of the different internal resources applied by organizations in strategy implementation below, please indicate the extent to which each of this has been applied at TradeMark East Africa in strategy implementation on a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= N/A (Not Applicable)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. TMEA has adequate human capital for strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. TMEA has adequate well qualified staff for strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. TMEA internal process are efficient</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. TMEA has adopted the state of technology efficient for strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. TMEA has adequate financial resources for strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. In your opinion, what other internal factors have influenced Strategy Implementation at Trademark East Africa?

__________________________________________________________________________

28. To what extent has the internal resources affected strategy implementation at Trademark East Africa?

   Very great extent [   ]

   Great extent [   ]
Need 10-15 questions for each specific research objective. This looks inadequate.

**SECTION D: STAKEHOLDERS AND STRATEGY IMPLEMENTATION**

Below are several statements on the extent that stakeholders influence strategy implementation in organizations. Please indicate the extent to which each of the identified stakeholders has influenced strategy implementation at Trademark East Africa. Use a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= Very Great extent. ditto

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of the stakeholders’ influence as applied by organizations in strategy implementation below, please indicate the extent to which each of this has been applied at TradeMark East Africa in strategy implementation on a scale of 1-5 where 1= Not at all, 2= little extent, 3= moderate extent, 4= great extent and 5= N/A (Not Applicable)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. TMEA consults with its stakeholders in strategy formulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31. TMEA management involve employees in strategy formulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>32. TMEA management ensures that all processes are streamlined</td>
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<td>33. TMEA adheres to the provisions of law in its operations</td>
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<td>34. TMEA obeys the decisions developed by the stakeholders</td>
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<td>35. TMEA stakeholders’ influence the environmental strategy of the firm</td>
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<td>36. TMEA ensures that all the activities are coordinated</td>
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<td>37. TMEA motivates employees towards strategy implementation</td>
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<td>38. The management communicates the strategy expectations to all the employees</td>
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</table>
39. Commitment of employees leads to successful strategy implementation

40. TMEA meeting the legal requirements ensures smooth strategy implementation

41. In your opinion, in what other ways has the stakeholders’ influences strategy implementation at Trademark East Africa?

42. To what extent has the stakeholders affected strategy implementation at Trademark East Africa?

<table>
<thead>
<tr>
<th>Option</th>
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<tr>
<td>Very great extent</td>
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<tr>
<td>Great extent</td>
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<tr>
<td>Moderate extent</td>
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<tr>
<td>To a little extent,</td>
<td>[ ]</td>
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<tr>
<td>To no extent,</td>
<td>[ ]</td>
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</tbody>
</table>

THANK YOU