

**STRATEGIC MANAGEMENT TOOLS, TECHNIQUES AND  
STRUCTURE OF LARGE SCALE MANUFACTURING  
COMPANIES IN KENYA**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF REQUIREMENTS FOR AWARD OF THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**DECEMBER 2017**

## DECLARATION

I hereby declare that this research paper is my own original work which as per my knowledge hasn't been submitted in any other university for a degree award.

Signature..... Date.....

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**D61/79717/2015**

The research project by Ben Murphy Opere with my approval as the university supervisor, has been submitted for the award of master of business administration degree.

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## **ACKNOWLEDGEMENTS**

I am grateful to Dr. Jackson Maalu whose invaluable guidance as my supervisor from beginning to the end of my research project has highly imparted knowledge and expertise in the field of entrepreneurship and strategic management. I appreciate that he was always available for consultation, gave feedback very promptly and guided me patiently through this whole process. I would not have completed this research without his overwhelming support.

Additionally, contributions by the University of Nairobi fraternity has been immense. I have gained enormous knowledge from my lecturers, colleagues and received great support from the staff during this process.

Finally, I appreciate the feedback I got from the Kenya Association of Manufacturers (KAM) members. I received elaborate feedback from the questionnaires I used to gather information, the respondents were supportive and selflessly corporative.

## **DEDICATION**

This project is a dedication to my dad, the late Pastor Silas Opere Otiende, my mum Mrs Jane Hawala, who from a tender age instilled the value of education in me, and always taught me to invest my time in education as an opener to successful living. With God's guidance, I am fulfilling their wish for me. Sincere gratitude goes to my immediate family; Liam and Fabian who have cheered me on all the way.

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## **ABBREVIATIONS AND ACRONYMS**

<b>SMTTs</b>	Strategic Management Tools and Techniques
<b>KAM</b>	Kenya Association of Manufacturers
<b>ABC</b>	Activity Based Costing
<b>TQM</b>	Total Quality Management
<b>JIT</b>	Just in Time
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>PESTEL</b>	Political, Economic, Socio, Technological, Environmental and Legal

## **ABSTRACT**

This paper sought to look into the various aspects of organizations particularly equipment and approaches in terms of awareness, application, influence in structure and the decision-making process. Kenyan manufacturers have registered declining profit over the last years with several firms either closing or relocating to other countries yet the tools, methodologies, techniques reviewed in this study are key to support decision making processes. The study sought to establish awareness and application of SMTTs among firms in Kenya's large-scale manufacturing industry. This paper also intended to determine elements that affect selection of SMTTs and their effect in business structure particularly the large-scale firms in the country. Cross-sectional research method was adopted involving a descriptive survey of a selected population sample of 78 firms out of the total population of 788 large scale manufacturing firms. Both open and close-ended questionnaires were administered to top decision makers that included the operations managers and the chief officers. The study findings indicated a positive influence by organizational structure on the use of SMTTs by organizations. This paper also found out that a firm's size, ownership, and culture greatly influence their use of equipment and expertise. This paper further found established SWOT analysis as a leading tool used in organizations owing to its simplicity in usage. Furthermore, the study recommends training of the top managers to improve their skills and awareness of tools and techniques hence proper application in coming up with strategic decisions.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

SMTTs alongside company structure highly contribute to success of an organization. They aid in strategic decision making by the firm. Afonina and Chalupsky (2012) posits that equipment and approaches are important systems which help management in forming strategies, implementing, evaluating and controlling processes. Intellectuals in strategy have established several acceptable ways of establishing and handling processes of decision-making. Businesses therefore have several departments with tasks simplified per department to help contribute to the overall goals of the firm. Nelson and Quick (2011) noted that departments are essential in firm structure and determine roles, responsibilities and leadership that affect organization's decision process.

Several theories informed the study among them, institutional theory which brings in important aspects of dealing with the complex environment in which organizations operate. Scott and Richard (1992) noted that institutional theory helps businesses in identifying and establishing methods of handling internal and external factors that affect a firm's operation. Resource based theory explores capabilities of limited resources to enhance a firm's produce or outcome (Wernerfelt, 1984). Contingency theory explores usage of effective tools and techniques necessary to effectively integrate with the dynamic environment for success of firms. It is based on that no particular structure can be said to be good enough for a particular firm. Teece (2007) in the theory of Dynamic capabilities noted that firms having higher dynamism in potentiality are likely to excel compared to those with lower dynamism in potentiality.

In the current business environment where competition is inevitable, firms must employ proper and efficient equipment and expertise to aid in coming up with better decisions. Organization's success is highly dependent on choice of tools and techniques. Were (2016) reported that the manufacturing industry is faced with several strategy-related problems. Most firms are grouped based on their characteristics. Proper equipment and technical know-how is needed to come up with proper direction and scope of firms.

### **1.1.1 Strategic Management Tools and Techniques (SMTTs)**

The essential processes, design or procedures adopted by firms in their decision-making process form the SMTTs. Businesses at any stage of planning, implementation or decision making can adopt and use these tools. Afonina and Chalupsky (2012) posits that SMTTs applied by a firm on its product and service offering directly affects the overall user experience and satisfaction. This also determines the business performance, market research outcome and innovation decisions.

According to Iseri, Toker, and Kantur (2008), greater success is achieved by having clear goals and direction. These tools vary depending on how long the firm has been in operation, its size and activities. Proper application of SMTTs results to structural changes of firms in line with market demands. This leads to high returns as a result of fast and efficient decision making, reduced cost of production, customer satisfaction and retention. (Afonina and Chalupsky, 2012).

### **1.1.2 Organizational structure**

Drumaux (2014) posits that factors within the organization include operational and administrative procedures, strategic risks, innovation, financial status and employee risks. The effects of structures within the organization can be categorized based on predictability and complexity of the business environment that affect the achievement of the overall business goals.

Corporate goals are usually decomposed into departmental goals for better performance. According to Lunenburg (2012), the roles, tasks, authority and accountability constitute the structure of a firm. Chandler (2013) advances that for a company to excel, the framework in place must be aligned to its direction and scope. Achievement of a firm's objectives requires adaptation of the right tools and techniques. This further depends on its strategic direction. Information is relayed across departments of the firm to ensure coordinated and integrated flow in decisions within the organization.

### **1.1.3 Strategic management tools, techniques and organizational structure**

Application of structure and SMTTs have a direct relationship. Application of SMTTs by firms require proper framework to be in place. The structure, tools and techniques should be consolidated to achieve an effective strategy that addresses environmental forces outside the organization which affects its overall performance (Lawrence and Lorsch (1969)).

Donaldson (2001) postulates that various equipment and skills are required for particular circumstances which occur at different times in the business cycle. This therefore means that their usage cannot be generalized to particular tasks. Businesses in manufacturing sector have many characteristics that differentiate them from each other. This calls for specific framework design for individual firms if they want to achieve high performance. The selected approach should be one that is faster and simpler to implement and understand thus adding great value to management in their decision-making role within the shortest time possible.

#### **1.1.4 Large Scale Manufacturing Firms in Kenya**

Kenya's manufacturing sector is a great contributor to its overall gross domestic product and has continued to experience growth over the years. The sector offers job opportunities to its large population hence improvement in living standards. After liberalization in 1990s, Kenya's manufacturing industry attracted lots of local and foreign investors. The reforms in rules and regulations such as creation of an export processing zone and price regulations made it easier to do business in the country (Chege, Ngui, and Kimuyu, 2013).

The large-scale manufacturing firms deal in wide range of products thus contribute largely to country's economic growth. These firms are represented by Kenya Association of Manufacturers whose role is to promote the products and services of its members across the globe. According to Were (2016), Kenya Association of Manufacturers started in 1959 initially as a private firm. Were further highlights that this body ensures quality standards, proper strategy and application of policies across all member firms.

Competitive pressures within the industry has forced managers of firms in this industry to look for ways of improving efficiency, quality of products and services to gain competitive edge. The firms have been forced to do away with stone age technology and implement new tools and techniques. This has come with several structural adjustments within the organizations. SMTTs have become essential due to ever-increasing needs of the current highly empowered customers.

## **1.2 Research Problem**

The current dynamic business environment calls for proper understanding of the business environment. The factors that directly affect a firm's operation must be evaluated in order to implement proper strategies that will result in achievement of competitive advantage. Manufacturing firms must understand the various techniques and tools and their appropriate areas of application to conduct effective market research, establish consumer demands, analyze product/service costs and make better decisions.

Afonina and Chalupsky (2012) advances that the SMTTs enhance an organization's understanding of its internal and external factors, key areas of business concerns and come up with proper direction and scope in order to achieve its objectives. They help in decomposing tasks, planning and coordinating activities in various departments where firms have detailed and complicated structures. These tools also help in identifying new opportunities, monitoring and controlling these opportunities to ensure long term achievement of strategic goals.

Nyaoga, Aduda and Magutu (2015) conducted a study and discovered that the large-scale manufacturing firms had registered low performance across the years leading to closure of most businesses. In another study, Were (2016) concluded that several operational challenges and increased consumer demands have resulted in the need for advanced products and services. These studies did not address the application of SMTTs by Kenya's large-scale manufacturers.

Additionally, Rajasekar and Al Raei (2014) also conducted a study in Oman where findings indicated many organizations did not apply the SMTTs. Rigby and Bilodeau (2015) conducted a survey on most widely used tools and concluded that large firms applied the SMTTs more than the small and medium firms. The current study employed a descriptive survey design to enhance previous studies and come up with important recommendations for further studies.

Based on the above analyzed studies, a clear gap is defined where none of the studies addressed usage of SMTTs especially by Kenya's large-scale manufacturers. This research paper was to compliment above studies by responding to the research questions. To what extent are large scale businesses in manufacturing industry aware of SMTTs? What elements influence the usage of SMTTs among the firms under study? What are the organizational structures of the firms under study? And finally, in what ways do organizational frameworks or structures affect the utilization of SMTTs?

### **1.3 Research Objectives**

This paper had the following objectives:

- i. To establish the degree of awareness and implementation of strategic management tools and techniques by large-scale manufacturers in Kenya.
- ii. To determine the elements that affect selection of strategic management techniques and tools and their impact on organizational structures of Kenya's large manufacturing companies.

### **1.4 Value of the Study**

The study results would be applicable both locally and globally. Managers would be able to better understand the appropriate tools and techniques required to handle different business situation. In addition, this research project would help managers in applying the right tools and techniques on scarce resources to achieve better results. With the current shift in competitive strategies to customers, firms would be able to identify appropriate tools and techniques needed to exceed customer expectation and enhance customer retention. Finally, scholars and researchers would gain from conclusion and recommendations of this study when coming up with other research problems for future studies. Educators and learners would gain from hands on information on tools and techniques learnt in class.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter discussed the enforcing theories guiding this research paper and opinions advanced by various writers, authors and scholars of strategic management. It also outlined the various ways of conceptualization and usage of strategic management tools and techniques.

### **2.2 Theoretical Foundation**

This segment discussed the theoretical approach with respect to tools and structure as a basis of achieving high performance in manufacturing industry. This study was based on four theories as discussed below.

#### **2.2.1 Institutional theory**

According to Scott & Richard (1992), structural redesign is required to ensure coordination of organization activities and enhanced performance. This theory elaborates key tools and techniques and framework required by businesses for efficient operation. Organizations should have accountable decision makers who understand the firm's goals and are able to take justifiable actions under different circumstances (Dacin, et al., 2007). According to Scott (2001) problems affecting businesses require combination of carefully selected tools and techniques that link available opportunities and threats to assure business sustainability.

Firms are able to predict future events based on trend analysis thus develop strategies that directly apply in these situations. SMTTs are essential for all firms regardless of size. A firm's perceived outcome influences the adoption of various analysis tools and techniques (Kraatz and Zajac, 2006).

### **2.2.2 Resource Based View**

This theory advanced by Wernerfelt (1984) elaborates the strategic management decision process. According to Wernerfelt, firms should utilize their strategic resources in creating new resources thus acquiring competitive advantage. This theory is based on assumption that skilled personnel results to greater organization performance. Organizations should apply strategic resources in creation of superior goods and services that can outstand competition.

Resource Based View emphasizes the adaptation of structures and application of an organization's capabilities in the competitive and ever evolving market environment. These resources include tangible items such as a firm's property, plant, equipment and cash and intangible items like employee expertise, a firm's reputation, and its culture (Enrique, 2015). For a firm to achieve two main competitive advantages i.e. cost leadership and product differentiation, they must ensure proper utilization of strategic resources, strategic tools and techniques to analyze its environment (Porter, 1985). RBV is based on assumptions that all firms have valuable, rare, inimitable and substitutable resources that influence the firm's direction and scope.

Additionally, RBV denotes that one similar strategy cannot be applied across several organizations. According to Barney (2011), intellectual capital is considered as one of the organization resources. Shattow (2009) posits that managers and high company executives are considered to have the essential know-how for coordinating its tasks to achieve business success. However, Wang (2004) is of a separate opinion that successful implementation of SMTTs will need a review of the firm's strategic resources and capabilities.

Finally, Maier and Remus (2002) refer to their resource strategy consisting of the three steps approach of creating, realizing and finally transacting. In this model, market and product and service analysis are competence creation. Service delivery, procurement, and production is categorized under competence realization while competence transaction is used to imply market logistics and order fulfillment.

### **2.2.3 Theory of Dynamic Capabilities**

This theory advanced by Teece, Pisano and Shuen (1997) emphasizes the application of available resources to promptly respond to changes in business surrounding. Dynamic capabilities are the company's ease to develop, expand, adjust resources (Helfat and Peteraf 2009). Focus of this theory is on the consistency and continuity of firm's activities rather than acquiring competitive position.

According to Tubey, Rotich and Kipkelwon (2014), the capability of the firm to integrate its resources in addressing constant challenges and threats from the business environment is essential in strategic planning as a tool for organizations development. Firms require competencies that are greater than those of competitors in order to achieve higher performance and ensure continuity (Teece (2007). This theory emphasizes the importance of organizational learning as an essential part in its decision process.

Miller and Hartwick (2004) refers to tools and techniques to be passing ideas likely to vanish once accepted by managers. However, Iseri (2008) views SMTTs as strategic approaches and ideas aimed at increasing efficiency. These eventually result to high level of organizational performance.

### **2.2.4 Contingency theory**

Contingency concept is based on assumption that efficiency by established framework within an organization is independent of a single element and is likely to change based on prevailing circumstances. In a study by Lawrence and Lorsch (1967) involving ten companies dealing different products, they sought to establish effects of various variables in the operating environment on firm's internal structures. It was established that in predictable and constant conditions, organizations could rely on pre-set policies and procedures in its operations unlike in unstable situations where other factors influence the actions of the organization.

Manufacturing firms take advantage of benefits of using SMTTs where balance exists on environmental demands and departmental roles. Burns and Stacker (1961) also affirms this proposition that strategy implementation by firms is influenced by mechanic and organic factors. Salancik and Pfeffer (1978) posits that under organic organizations, strategy and flexibility by personnel form the basis on the mechanistic organization firms adopt rigid organizational structures.

### **2.3 Organization structure and SMTTs**

A firm's structure refers to its framework including line authority and communication through which its administrative tasks are performed. These tasks are interconnected towards achieving the overall organization goals (Chandler, 1962). Application of SMTTs according to Pearce and Robinson (2009) encompasses departmental knowledge of planned strategy. The success in implementation calls for review by the entire organization in order to gain understanding of their benefits. Personnel must be able to relate well with the tools if success is to be attained.

In order to implement strategic changes, managers must appreciate organization structure as a key factor in this process. According to Lawrence and Lorsch (1967), organic structures are key because of their levels of flexibility allowing for required changes to be easily made as often as required and as per the prevailing business conditions.

## **2.4 Empirical studies and knowledge gaps**

Various research works have been done and some agree that using the right equipment and processes influence output of firms. Rigby (1964) studied on how performance is affected by tools applied in management and concluded that performance was dependent on the business technology and approaches. According to Khadash and Feridun (2006), organizations that applied SMTTs are likely to perform better than others. According to Afonina and Chalupsky (2012) who conducted a study of firms in Czech, Strength Weakness Opportunities and Threat analysis was a leading trend among the SMTTs used. This was found to be dependent on the knowledge of managers within the firms.

Aldehayyat (2009) looked at planning equipment and approaches in Jordan particularly the level of knowledge and application. He concluded that the application is largely dependent on size of the organization rather than the age and structure. The most widely used approach was financial analysis by firms in Jordan.

Tubey, Rotich and Kipkelwon (2014) looked at strategic planning in higher learning institutions in the country where they established that factors like poor policies, corruption, lack of funds and lack of good will hinder success of the organizations and application of strategic management techniques to gain competitive advantage. Kiprono (2013) researched on planning practices by law firms in Kenya and concluded that firms reviewed their strategic plans frequently to achieve their goals.

Another study conducted by Afonina (2015) on the utilization of the 19 SMTTs in the Czech Republic revealed more than 50% usage of the tools and techniques by the firms under study. SWOT analysis was reported as the most widely used tool. The study also found that managers preferred simple, cost effective and user-friendly tools. A study by Ndungu and Francis (2014) on customer satisfaction models established that policies greatly enhanced customer satisfaction levels. This study concluded that innovation and efficiency lead to quality of service which directly affect customer satisfaction levels positively.

In conclusion, various research works on SMTTs are limited in scope calling for more research on this field. Contributions of strategic management tools and techniques is still not appreciated in the country even with many publications on the same. A lot still needs to be done in creating awareness and enhancing acceptance by firms in Kenya. All of above research papers lacked particular study on SMTTs by Kenyan manufacturers. Existing knowledge gap among the studies are lack of identification of the relationship between level of knowledge and usage among large manufacturing businesses in Kenya. Also, there is no clear identification of their influence on selection of appropriate SMTTs.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The section disclosed the design, study sample, data type and the source of data. It also explained how the data was analyzed.

### **3.2 Research Design**

A survey research method is viewed as the most efficient method in ensuring the data collected is sufficient enough to tackle the research problem. This study therefore involved survey to help describe the factors influencing the use of SMTTs particularly by large manufacturing companies in the country. According to Miller (1991), survey research method collects meaningful data which helps in drawing conclusions on important aspects of organizations under study.

The study sought to establish the understanding and usage of tools and their impact on organization structure among large manufacturing companies. The researcher sought to establish awareness and utilization of the tools and techniques to aid decision making. The researcher considered the method effective since according to Poplan (1967), it offers accuracy when describing features of a population sample and generate reflective conclusions. According to Saunders *et al.* (2009), a survey research method is advantageous in that it's cost effective for large data collection and allows comparison with other studies to generate viable conclusions of business circumstances and conditions.

### **3.3 Study Population**

Data was obtained from selected organizations in the manufacturing industry. The Kenya Association of Manufacturers (2017) shows that firms with above 100 employees are categorized as large organizations, 51-100 fall under medium-size and 10-50 are small firms. Organizations with below 10 employees are classified as micro-businesses. Using this criterion and considering that the government sources do not have a documented list of the same, the large-scale manufacturing firms in Kenya add up to 780 (KAM, 2017).

The researcher targeted the managers in operations and strategy departments who are also key decision makers and perceived to have wider understanding of SMTTs applied within the organization. These managers take part in structural changes within the organization to ensure implementation of better ways of operations.

### **3.4 Sampling techniques and sample size**

Simple random and stratification process was used to identify the sample population and collect sufficient information to help draw generalized conclusions. The applied techniques as per Cooper and Schindler (2006), ensure the collected data is a representation of all the subsectors in the Kenyan manufacturing industry.

Guided by Mugenda (2003), the researcher identified a sample size of 78 large-scale firms as the study sample. This accounted for about 10% of total population of manufacturing firms in Kenya which according to Mugenda is a good representation.

### **3.5 Data Collection**

Self-administered questionnaires were distributed to senior managers and top decision makers of the organizations to generate primary data. Both open and close-ended questions were included in the questionnaire to help draw out certain specific answers for quantitative and qualitative analysis.

The researcher used drop and pick later method to administer questionnaire. The selected method is low in cost, reduces bias and achieves high response rate. Research questions were categorized into the following parts; demographic details of the organizations, awareness with SMTTs, application of SMTTs and level of satisfaction with the tools and techniques.

### **3.6 Data Analysis**

The main objective of this paper was to establish the degree of awareness and implementation of Strategic Management Tools and Techniques by large-scale manufacturers in Kenya. This required quantitative data which was collected, cleaned and analysed using Statistical Package for Social Sciences. Data was presented in form of percentages, frequency, mean, standard deviation and descriptive statistics.

Regression analysis was used to test the second objective that was to determine elements that affect selection of Strategic Management Techniques and tools and their impact on organization structure of large manufacturing companies in Kenya. This kind of approach according to Saunders et al., (2003) is useful in determining which independent variable best predicts the dependent variable.

The following regression equation was as applied;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \dots \beta_nX_n + \varepsilon$$

Where;

Y = Awareness and application of the tools and techniques,

$\beta_0$  = Constant (coefficient of intercept),

$B_1 \dots B_4$  = regression coefficient of five variables.

$X_1$  = Size of the firm,

$X_2$  = Organizational structure,

$X_3$  = Ownership of the organization,

$X_4$  = Technical knowhow of the management,

$\varepsilon$  = Error term

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

### **4.1 Introduction**

The section discussed the study results whose objectives were to establish the degree of awareness and implementation of Strategic Management Tools and Techniques by large-scale manufacturers in Kenya and to determine the elements that affect the selection of Strategic Management Techniques and tools and their impact on organization structures of large manufacturing companies in Kenya.

A total of 78 questionnaires were distributed by the researcher out of which 54 complete questionnaires were returned 15 were incomplete whereas 9 were not filled at all. The response rate of 69% was achieved which according to Mugenda (2008) was a good representation of the total population. According to Mugenda (2008) a response rate of above 50% is good for a study.

### **4.2 Demographic features of the firms**

The researcher collected information on certain characteristics of the organizations under study which included number of employees, business sector and how long the company had been in operation in Kenya. Study findings indicated that most of the firms under study represented by 27.8% were involved in food and beverages. Motor vehicles, pharmaceuticals, building and construction represented a percentage of 5.6%. The findings also indicated that very few companies were in leather and footwear, timber and furniture both represented by 1.9%. Table 4.1 presents the findings.

**Table 4.1: Sectors of Large scale manufacturing firms**

<b>Companies</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Building and Construction companies	3	5.6	5.6
Food and Beverages companies	15	27.8	33.3
Motor vehicles and Accessory companies	3	5.6	38.9
Metal and Allied companies	4	7.4	46.3
Pharmaceutical companies	3	5.6	51.9
Plastics and rubber companies	5	9.3	61.1
Timber and Furniture companies	1	1.9	63
Chemicals and allied companies	4	7.4	70.4
Textile and apparel companies	4	7.4	77.8
Leather and footwear companies	1	1.9	79.6
Paper and board companies	6	11.1	90.7
Services and consultancy companies	5	9.3	100
<b>Total</b>	<b>54</b>	<b>100</b>	

**Source:** Research data (2017)

Respondents were asked to indicate the number of employees in their organizations. Findings are as shown in table 4.2. The findings showed that of the firms under study, 44.4% had employees between 501 and 1000, 25.9% of the organizations had between 101 and 500 employees, 18.5% had between 1001 and 1500 employees, 5.6 % had between 1501 and 2000 employees while only few companies had below 100 employees represented by 5.6%.

**Table 4.2: Number of employees in the firm**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
100 and Below	3	5.6	5.6
Between 101-500	14	25.9	31.5
Between 501-1000	24	44.4	75.9
Between 1001-1500	10	18.5	94.4
Between 1501-2000	3	5.6	100
<b>Total</b>	<b>54</b>	<b>100</b>	

**Source:** Research data (2017)

Respondents were also asked to indicate the number of years they had been in operation. The findings were presented in table 4.3 and indicated that most of the organizations under study had been in service for more than 3years represented by 48.1%, 33.3% had been in operation for 3yrs, 11.1 % had been in service for 2yrs whereas 3.7% had only been in operation for a year.

**Table 4.3: Length of operation in Kenya**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
(0-23months)	2	3.7	3.7
One year (1yr)	2	3.7	7.4
Two years (2yrs)	6	11.1	18.5
Three years (3yrs)	18	33.3	51.9
over three years (above 3yrs)	26	48.1	100
<b>Total</b>	<b>54</b>	<b>100</b>	

**Source:** Research data (2017)

### **4.3 Knowledge of Strategic Management Tools and Techniques**

The study sought to determine the awareness of tools and techniques by respondents whether good, very good or excellent. Respondents were asked to rate in a scale of 1 to 5 the level of tools awareness and the results presented in table 4.4. The findings show that most firms represented by 53.7% indicated excellent knowledge of the tools, 44.4% indicated very good knowledge while only 1.9% had good knowledge.

**Table 4.4: SWOT analysis awareness**

	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percent</b>
Good knowledge	1	1.9	1.9
Very good knowledge	24	44.4	46.3
Excellent knowledge	29	53.7	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

On PESTEL analysis awareness, results were presented in table 4.5 and indicated that most of the firms had very good knowledge represented by 64.8% while only 9.3% indicated they had good knowledge per the analysis. A considerable number of respondents represented by 25.9% had excellent knowledge.

**Table 4.5: Level of awareness on PESTEL analysis**

	Frequency	Percentage	Cumulative Percentage
Good knowledge	5	9.3	9.3
Very good knowledge	35	64.8	74.1
Excellent knowledge	14	25.9	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

On value chain analysis, findings were presented in table 4.6. From the analysis, majority of the respondents represented by 53.7% indicated to had very good knowledge, 31.5% had good knowledge while only 14.8% had excellent knowledge of value chain analysis.

**Table 4.6: Level of awareness on Value chain analysis**

	Frequency	Percentage	Cumulative Percentage
Good knowledge	17	31.5	31.5
very good knowledge	29	53.7	85.2
Excellent knowledge	8	14.8	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research Data (2017)

Results on awareness on benchmarking were presented in table 4.7 and indicated a higher percentage of respondents represented by 53.7% had very good knowledge on benchmarking. Of the total respondents, 44.4% had excellent knowledge while only 1.9% had a good knowledge. This shows great level of awareness of benchmarking by most firms in Kenya.

**Table 4.7: Awareness on Benchmarking**

	Frequency	Percent	Cumulative Percent
Good knowledge	1	1.9	1.9
very good knowledge	29	53.7	55.6
Excellent knowledge	24	44.4	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

Respondents were asked to indicate the level of awareness of the experience curve and the results presented in table 4.8. From results of the study most of the firms represented by 55.6% alluded to have very good knowledge of experience curve. A good percentage of the respondents had excellent knowledge represented by 38.9% whereas only 5.6% had good knowledge in the experience curve.

**Table 4.8: Level of awareness of Experience curve**

	Frequency	Percentage	Valid percentage	Cumulative percentage
Good knowledge	3	5.6	5.6	5.6
very good knowledge	30	55.6	55.6	61.1
Excellent knowledge	21	38.9	38.9	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Research data (2017)

#### 4.4 Application of SMTTs

The level of application of SWOT analysis was as presented in table 4.9. Findings indicate that most of the firms under study, 70.4% frequently used SWOT analysis, 16.7% used SWOT analysis very frequently while 13% were not certain of their usage of the SWOT analysis.

**Table 4.9: Level of Application of SWOT analysis**

	Frequency	Percentage	Cumulative Percentage
Not sure	7	13.0	13.0
frequently	38	70.4	83.3
very frequently	9	16.7	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

On the application of PESTEL analysis, findings as shown in table 4.10 indicated that most firms, 57.4% frequently used PESTEL analysis. Also, a considerable number of firms, 20.4% very frequently used PESTEL while 3.7% rarely applied this kind of analysis. Additionally, 18.5% of the respondents were not sure whether their organizations used this analysis.

**Table 4.10: Application of PESTEL Analysis**

	Frequency	Percentage	Cumulative Percentage
Rarely	2	3.7	3.7
Not sure	10	18.5	22.2
frequently	31	57.4	79.6
very frequently	11	20.4	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

On the application of value chain analysis, findings were as presented in table 4.11 and indicated that most firms under study represented by 59.3% applied value chain analysis frequently, 29.6% applied it very frequently while 11.1% of the respondents were not sure of its application in their organizations

**Table 4.11: Application of Value chain analysis**

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Not sure	6	11.1	11.1	11.1
Frequently	32	59.3	59.3	70.4
very frequently	16	29.6	29.6	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Research data (2017)

Results on the application of benchmarking were as shown in table 4.12 and indicated that most firms represented by 53.7% applied benchmarking frequently, 20.4% applied it very frequently while 25.9% of the respondents expressed lack of awareness of its application.

**Table 4.12: Application of Benchmarking**

	Frequency	Percentage	Cumulative Percentage
Not sure	14	25.9	25.9
Frequently	29	53.7	79.6
very frequently	11	20.4	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	

**Source:** Research data (2017)

On the application of experience curve, the study results as shown in table 4.13 showed most firms, 64.8% frequently used experience curve, 22.2 % very frequently while 13% of the respondents were not aware of its application in their organizations.

**Table 4.13: Application of Experience curve**

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Not sure	7	13.0	13.0	13.0
Frequently	35	64.8	64.8	77.8
very frequently	12	22.2	22.2	100.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Research data (2017)

#### **4.5 Factors that affect Choice of Tools and Techniques**

The results of this study shown in table 4.14 indicated that organization size and financial performance largely affected the choice of SMTTs by a mean of 4.52 and 4.48 respectively, owners influence by 4.48, strategic plan by a mean 4.36, labor division by a mean 4.33, technical knowledge by a mean 4.30, need for automation in the organization by a mean 4.30 and age of the organization by a mean 4.15.

The findings also indicated that organization structure moderately affected choice of tools and techniques represented by a mean of 3.91, Industry competition and organization culture equally affected choice of tools and techniques both represented by a mean of 3.85. Lastly the respondents indicated that Gender had the least effect as shown by a mean of 3.20.

**Table 4.14: Factors affecting choice of Strategic Management Tools & Techniques**

<b>Variables</b>	<b>Mean</b>	<b>S. D</b>
Organization Size	4.52	0.746
Need for automation	4.3	0.69
Financial Performance	4.48	0.574
Owners Influence	4.48	0.574
Technical knowledge and skills	4.3	0.662
Strategic plan	4.36	0.5
Organization structure	3.91	0.708
Organizational culture	3.85	0.528
Level of competition in the industry	3.85	0.656
Organization age	4.15	0.627
Division of labor	4.33	0.727
Gender	3.2	0.711

**Source:** Research data (2017)

## 4.6 Inferential statistics

The researcher used Pearson correlation and regression model to establish relationships. Findings in table 4.15 indicated existence of a positive correlation between organization size and awareness of tools and techniques ( $r=0.581$ ,  $p$ - value  $<0.01$ ) These findings also indicate a positive correlation between organization structure and awareness of tools and techniques ( $r= 0.520$ ,  $p$ - value  $<0.01$ ). In addition, influence of the parent owners showed a positive correlation with awareness of tools and techniques ( $r= 0.728$ ,  $p$ - value  $<0.01$ ). The researcher also discovered a positive correlation between technical knowledge and awareness of the tools and techniques ( $r= 0.642$ ,  $p$ - value  $<0.01$ ). The findings therefore show that an increase in the owner's influence, size of organization, structure and technical knowhow will lead to increase the awareness of SMTTs.

**Table 4.15: Awareness of Tools and Techniques by Correlation matrix**

Variables		Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>
Awareness of the tools and techniques	Correlations	1				
	Sig. (2-tailed)					
	N	54				
Organization size	Correlations	.581**	1			
	Sig. (2-tailed)	.001				
	N	54	54			
Structure of Organization	Correlations	.520**	-.086	1		
	Sig. (2-tailed)	.003	.066			
	N	54	54	54		
Influence from parent firm owners	Correlations	.728**	.418**	.045	1	
	Sig. (2-tailed)	.002	.006	.055		
	N	54	54	54	54	
technical knowledge and know-how of the tool	Correlations	.642**	.202*	.303	.074	1
	Sig. (2-tailed)	.006	.042	.136	.093	
	N	54	54	54	54	54

**Source:** Research data (2017)

Findings of the correlation showed existence of a direct link between organization size and use of techniques and tools indicated by an R and P values of  $r=0.448$ ,  $p$ -value  $<0.01$ . Similarly, a positive relationship was seen between structure and application of tools and techniques. Additionally, owner's influence showed a direct relationship with application of tools and techniques. The researcher also found existence of direct relationship between technical knowledge and the application of strategic management technique. Findings indicated variations in technical know-how would lead to increase in application of tools and techniques, 62.5%, increase in owner's influence would result to an increase of 38%, while increase in organization size would lead to an increase of 44.8%.

**Table 4.16: Correlation matrix for the application of Tools and Techniques**

		Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>
Application of Strategic Management Tools & Techniques	Correlations	1				
	Sig. (2-tailed)					
	N	54				
Organization Size	Correlations	.448**	1			
	Sig. (2-tailed)	.003				
	N	54	54			
Organizations Structure	Correlations	.533**	-.018	1		
	Sig. (2-tailed)	.009	.066			
	N	54	54	54		
Influence by firm owners	Correlations	.380**	.086	.045	1	
	Sig. (2-tailed)	.002	.056	.065		
	N	54	54	54	54	
Technical knowledge & know-how	Correlations	.625**	.202	.074	.303*	1
	Sig. (2-tailed)	.007	.152	.093	.026	
	N	54	54	54	54	54

**Source:** Research data (2017)

**Table 4.17: Model summary of awareness of Strategic Management Tools and Techniques**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.891 <sup>a</sup>	.794	.642		.657

a. Predictors: (Constant), size of the organization, organizational structure, ownership of the organization, the technical knowledge and know-how of the tools.

**Source:** Research data (2017)

Findings gave adjusted  $R^2$  of 0.642 ( $R^2=64.2\%$ ) meaning 64.2% of variations in awareness of SMTTs could be significantly explained by variations in organization size, structure, ownership and technical knowledge and know-how of the tool. On the other hand, 35.8 % of the variations represented the unexplained changes that were as a result of other variables not factored in the current research.

**Table 4.18: Analysis of Variance on Awareness**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.705	4	1.926	4.467	.004 <sup>b</sup>
	Residual	21.128	49	.431		
	<b>Total</b>	<b>28.833</b>	<b>53</b>			

**a. Dependent Variable:** Awareness of the tools and techniques

**b. Predictors:** (Constant), organization size, structure, ownership and Technical knowhow

**Source:** Research data (2017)

Findings revealed an F value of 4.467 with significance level of 5%. It showed organization size, structure and ownership significantly explained the changes in knowledge of SMTTs.

**Table 4.19: Regression Coefficients of awareness of SMTTs**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.601	1.193		1.341	.006
Organization size	.229	.120	.271	1.898	.004
Organization structure	.122	.135	.124	.162	.002
Ownership of the organization	.191	.155	.183	.587	.000
Technical knowledge & know-how of the tool and techniques	.206	.139	.217	1.476	.006

a. Dependent Variable: Awareness of the tools and techniques

**Source:** Research data (2017)

From table 4.19, the regression equation derived was;  $Y = 1.601 + 0.229X_1 + 0.122X_2 + 0.191X_3 + 0.206X_4$ . Findings showed that if organization size, structure, ownership and technical knowledge and know-how are held constant, awareness of the tools and techniques will be 1.601. Results indicated existence of positive relationship between organization size, structure, ownership and technical knowledge and know-how and awareness. All the predictor variables were shown to be statistically significant. Firms should therefore take into account such elements in order to increase awareness of SMTTs within the organization.

**Table 4.20 Model Summary of application of SMTTs**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 <sup>a</sup>	.547	.534	.235

**Source:** Research data (2017)

**a. Predictors:** (Constant), size of the organization, organizational structure, ownership of the organization, the technical knowledge and know-how of the tool

Findings in table 4.20 gave adjusted R<sup>2</sup> of 0.534, meaning 53.4% variations in usage of the SMTTs could be explained by variations in organization size, structure, ownership and technical knowledge and know-how leaving 46.6 % resulting from variables excluded by this research paper.

**Table 4.21 Analysis of Variance on application of tools and techniques**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.731	4	2.183	2.809	.035 <sup>b</sup>
	Residual	38.083	49	.777		
	<b>Total</b>	<b>46.815</b>	<b>53</b>			

**a. Dependent Variable:** Application of Strategic Management Tools & Techniques

**b. Predictors:** (Constant), technical know-how, owner's influence size and structure of organization

**Source:** Research data (2017)

The findings in table 4.21 showed F value of 4.467 at significance level of 5%. The model is therefore statistically significant and further implies that all predictor variables could explain changes in the application of SMTTs.

**Table 4.22: Regression Coefficients on application of Strategic Management Tools and Techniques**

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.524	.471		1.114	.007
Organization size	.438	.076	.363	5.798	.023
Organization structure	.396	.035	.990	11.343	.014
Ownership of the organization	.164	.034	.314	4.875	.003
Technical know-how	.224	.060	.321	3.736	.002

**Source:** Research data (2017)

From table 4.22, the regression equation was established;  $Y = 0.524 + 0.438X_1 + 0.396X_2 + 0.164X_3 + 0.224X_4$ . The researcher established the existence of direct relationship between organization size, structure, ownership and technical know-how and application of SMTTs by firms. These findings indicate that awareness to be at 52.4% when organization size, structure, ownership and technical know-how are held constant. Size of organization largely affected the application of SMTTs represented by 52.4%.

## **4.7 Discussions of the study findings**

This paper sought to establish the SMTTs and organization framework of large manufactures. From these findings, organization size had positive relationship with knowledge and usage of strategic management technology by studied companies. These results confirm findings by Afonina and Chalupsky (2012) who concluded that big businesses apply technology to larger extent compared to smaller ones. The researcher also established positive relationship between organization structure and awareness and application of tools and techniques by large-scale businesses. This study therefore agrees with Robinson (2009), who concluded that successful adaptation of technology to help attain organization goals, requires an all-round acceptance within the business setup.

The paper revealed a direct link in size, structure and ownership of the organization and the awareness and adaptation of SMTTs. Kiprono (2013) in his study established that organization owners greatly influenced implementation of various SMTTs in large corporations. Kiprono (2013) also concluded that awareness of the tools and techniques by owners of the firms should be increased in order to gain wider application. The two studies therefore depict similar conclusions on effects of ownership of the organization on application of tools and techniques.

In his study, Rigby(1964) concluded that technical knowhow and awareness of strategic management tools & techniques led to high performance of businesses therefore conforming with results of this research paper. A large awareness percentage as per this study is attributed by organization size, culture, ownership and technical knowhow on SMTTs.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS**

### **5.1 Introduction**

The section summarized results, presented study conclusion and recommendations for further studies. Conclusions were drawn from findings of the study that sought to establish level of awareness, implementation and elements that affect selection of techniques and tools and finally their impact on organization structures of large manufacturing companies in the country.

### **5.2 Summary**

The objectives were to determine awareness level and implementation, determine the elements that affect selection of techniques and tools and finally their impact on organization structures. Results of the indicated great level of awareness by firms under study. This study found out that the firms under study applied various forms of analysis in their decision-making process. The results indicated wide application of balance score card, portfolio analysis, price analysis, customer complaints analysis, among others in their activities. The following regression equation was established from the findings;

$$Y = 0.524 + 0.438X_1 + 0.396X_2 + 0.164X_3 + 0.224X_4$$

This equation means that awareness level will be at 0.524 when organization size, structure, ownership and technical know-how are held constant. The researcher established existence of direct relationship between organization size, structure, ownership and technical know-how and application of SMTTs by firms. The size of organization largely affected the selection and application of SMTTs represented by 52.4%. Other factors indicated to have influence on selection of SMTTs include firm owners' views, strategic plan, division of labor, technical know-how automation needs and firm's age. The study also found out that organization structure and level of industry competition largely affected choice of tools and techniques. It was also established, 64.2% of respondents were aware of usage and application of SMTTs.

The study indicated positive relationship between size, structure, ownership and technical know-how of an organisation and the awareness and application of SMTTs. Companies must therefore consider these elements when making related business choices and decisions.

### **5.3 Conclusion**

Results of the research paper indicated SMTTs were known to most firms. These results depict Afonina and Chalupsky (2012) findings where they researched on current SMTTs by companies in Czech Republic and concluded that tools and techniques were largely used by these firms. This study revealed that SMTTs applied largely depends on organization size and further concluded that size of the firms largely affected the awareness and application of SMTTs. These study results are in line with Afonina and Chalupsky (2012) who concluded that the larger the size of an organization, the greater the usage of SMTTs.

Robinson (2009), studied implementation of the strategic tools and techniques where he concluded that the implementation process requires acceptance by all levels of the organization. The current study finding agrees with Robinson's study in this direction. This paper established that organization ownership affects application of SMTTs by large-scale manufacturing firms. This paper concludes existence of direct relationship between size, structure, ownership, technical know-how of an organization and the awareness and application of SMTTs. The implication is that in order to successfully apply these tools and techniques by a large firm it must have relevant knowledge and skills.

#### **5.4 Recommendations and implications of the study**

This paper sought to establish knowledge and usage of SMTTs by Kenya's large manufacturers. Based on findings, most of the firms expressed awareness and further applied the tools and techniques in their operations. Organization size was reported as having direct relationship with the application of SMTTs. This paper also indicated that the organization structure had a positive influence in the application of SMTTs. The researcher therefore recommends that large firms should take into consideration framework of the firm when applying the SMTTs.

Study results showed that the technical know-how influenced application of SMTTs. It recommends training of managers to enhance their knowledge before adopting technology in an organization. This will enhance effectiveness and realization of organizational objectives.

## **5.5 Limitation of the study**

During research process, the researcher encountered resistance from some respondents who expressed fear that information provided would disallow confidentiality. Responses were however achieved after presentation of proper introduction by university authorization letter. Delay in feedback was experienced hence time constraint in data analysis. The research process involved a lot of financial commitment on the side of the researcher.

## **5.6 Suggestion for further studies**

This study only focused on large manufacturers. It thus proposes another study on small and medium manufacturing organizations to allow for comparison. This will also give a broader understanding of the entire manufacturing industry in terms of tools and techniques. Primary data was used in the study. Another similar study can be carried out using secondary data to capture other factors and events not in the current study due changes in business environment over time.

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# APPENDICES

## Appendix I: Letter of Introduction

  
**UNIVERSITY OF NAIROBI**  
SCHOOL OF BUSINESS

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Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE... 18/10/17

**TO WHOM IT MAY CONCERN**


The bearer of this letter... BEN MURPHY OPELE  
Registration No... DG1/79717/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
18 OCT 2017  
P.O. Box 30197 - 00100, NAIROBI

**PATRICK NYABUTO**  
SENIOR ADMINISTRATIVE ASSISTANT  
SCHOOL OF BUSINESS

## Appendix II: Study Questionnaire

### Part I: Company's Demographic Characteristics

1. Please indicate your company's name .....

2. Please select your company type

Building and Construction company	<input type="checkbox"/>	Chemical and Allied	<input type="checkbox"/>
Food and Beverage company	<input type="checkbox"/>	Textile and Apparel	<input type="checkbox"/>
Energy and Electrical company	<input type="checkbox"/>	Fresh Products	<input type="checkbox"/>
Motor Vehicle and Accessories	<input type="checkbox"/>	Leather and Footwear	<input type="checkbox"/>
Metal and Allied company	<input type="checkbox"/>	Paper Company	<input type="checkbox"/>
Pharmaceutical company	<input type="checkbox"/>	Services and Consultancy	<input type="checkbox"/>
Rubber and Plastic company	<input type="checkbox"/>		
Timber and Furniture company	<input type="checkbox"/>		

3. How many employees are in your company?

100 and Below	<input type="checkbox"/>	Between 101-500	<input type="checkbox"/>	Between 501-1000	<input type="checkbox"/>
Between 1001-1500	<input type="checkbox"/>	Between 1501-2000	<input type="checkbox"/>	2001 and above	<input type="checkbox"/>
Others.....					

4. How many years has your company been in operation in Kenya?

Less than a year	<input type="checkbox"/>	3 years	<input type="checkbox"/>
1 year	<input type="checkbox"/>	more than 3 years	<input type="checkbox"/>
2years	<input type="checkbox"/>		

**Part II: Awareness of SMTTs**

6. Please indicate your level of knowledge of each of the following tools and techniques in your company.

<b>Elements</b>	<b>Excellent</b>	<b>Very good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
SWOT Analysis					
PESTEL Analysis					
Analysis of Critical success factors					
Balanced Scorecard analysis					
Cost Benefit analysis					
Experience curve analysis					
Company cultural practice analysis					
Human resource analysis					
Key success factor analysis					
Porters five forces analysis					
Value chain analysis					
Benchmarking analysis					
Analysis of competency					
Strategic planning software analysis					
Customer purchase plan analysis					
Price analysis					
Level of service analysis					
Customer complaints analysis					

Employees analysis of opinions					
The Portfolio analysis					
Advertising effectiveness analysis					
Product life cycle analysis					
New product acceptance analysis					
Market share analysis					
Market segmentation analysis					
Relative profitability analysis					

### Part III: Level of Usage of SMTTs

7. Please indicate your organization's usage of each of the below Strategic Management Tools and Techniques.

<b>ELEMENTS</b>	<b>Most Often</b>	<b>Often</b>	<b>Rare</b>	<b>Not at all</b>
SWOT Analysis				
PESTEL Analysis				
Analysis of Critical success factors				
Balanced Scorecard analysis				
Cost Benefit analysis				
Experience curve analysis				
Company cultural practice analysis				
Human resource analysis				
Key success factor analysis				

Porters five forces analysis				
Value chain analysis				
Benchmarking analysis				
Analysis of competency				
Strategic planning software analysis				
Customer purchase plan analysis				
Price analysis				
Level of service analysis				
Customer complaints analysis				
Employees analysis of opinions				
The Portfolio analysis				
Advertising effectiveness analysis				
Product life cycle analysis				
New product acceptance analysis				
Market share analysis				
Market segmentation analysis				
Relative profitability analysis				

8. Below are some of the elements that determine use of SMTTs in a firm. Please indicate your level of agreement with each of them in a scale of 1 to 5. Use a scale of 1-5. 1 to indicate Not at all, 2 to indicate to a small extent, 3 to indicate moderate extent, 4 to indicate large extent and 5 to imply that you largely agree.

<b>Factors</b>	<b>1</b> Not at all	<b>2</b> Small	<b>3</b> Moderate	<b>4</b> large	<b>5</b> Very
Company size					
Need for automation					
Company's financial capability					
Owner's influence					
Technical knowhow					
Availability of an established plan					
Company structure					
Firm's cultural aspects					
Industry level of competitiveness					
Firm's no of years of existence					
Division of Labour					
Gender					

9. Please indicate some of the elements that contribute to selection of a particular tool or technique used by your organization

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### Appendix III: List of Companies

COMPANY TYPE	Overall	Sample Studied
Service and consultancy firms	77	8
Building and construction firms	40	4
Chemical and allied firms	74	7
Energy and Electrical firms	40	4
Food and beverage firms	181	18
Leather and footwear firms	10	1
Metal and allied firms	75	8
Motor vehicle and Motor vehicle accessory firms	40	4
Paper companies	69	7
Pharmaceutical and medical equipment's firms	26	3
Plastics and rubber firms	69	7
Fresh produce companies	4	0
Textile and apparels companies	63	6
Timber and furniture companies	12	1
<b>Sum of Companies</b>	<b>780</b>	<b>78</b>

**Source:** Kenya Association Manufacturers (2017)