

**THE CHALLENGES OF STRATEGIC PLAN IMPLEMENTATION AT
ALL SAINTS CATHEDRAL CHURCH NAIROBI**

BY

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DECLARATION

This Research Project is my original work and has not been submitted for a degree award in any other university

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DEDICATION

This research paper is dedicated to my dad- George Awando, and my late mum- Christine Atieno Awando, my family –Georgia and Timothy. They have been an inspiration and great encouragement to finish what I start.

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TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF ABBREVIATIONS AND ACRONYMS	vii
LIST OF FIGURES	viii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Concept of Strategy.....	3
1.1.2 Strategy Implementation Concept.....	3
1.1.3 All Saints Cathedral Church Nairobi	4
1.2 Research Problem.....	6
1.3 Research Objectives	7
1.4 Value of the Study.....	8
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction	9
2.2. Theoretical Foundations of the Study	9
2.3 Strategy Implementation Process	10
2.4 The Challenges of Implementing Strategies.	12
2.4.1 Behavioral Challenges	13

2.4.2	Inadequacy of Resources	14
2.4.3	Inappropriate Systems.....	15
2.4.4	Operating Environmental Forces	17
CHAPTER THREE: RESEARCH METHODOLOGY		19
3.1	Introduction	19
3.2	Research Design.....	19
3.3	Data Collection Method	19
3.5	Data Analysis	20
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION		21
4.1	Introduction	21
4.2	Demographics.....	21
4.3	The Strategic Planning Process	22
4.4	Strategy Implementation	23
4.5	Challenges of Strategy Implementation	24
4.6	Overcoming the Challenges	28
4.7	Discussion	31
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS		35
5.1	Introduction	35
5.2	Summary of Findings	35
5.2.1	Implementation Challenges	35
5.2.2	Overcoming the Challenges	37

5.3	Conclusion.....	38
5.4	Recommendations	39
5.5	Limitations of the Study	40
5.6	Suggestions for Further Research	40
	REFERENCES	41
	APPENDICES	44
	Appendix I: Interview Guide	44
	Appendix II: Letter of Introduction from the School of Business	52

LIST OF ABBREVIATIONS AND ACRONYMS

ACK -Anglican Church of Kenya

AGM -Annual General Meeting

ASCC -All Saints Cathedral Church

CEO –Chief Executive Officer

CCN -City Council of Nairobi

ICT -Information and Communication Technology

PCC -Parochial Church Council

SP -Strategic Plan

LIST OF FIGURES

Figure 1: Changes at All Saints Cathedral Church	24
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ABSTRACT

Strategic plan implementation is key to the success of the strategies that have been formulated. The strategic management process involves strategy formulation, implementation, monitoring and evaluation. The internal and external environment greatly influence the actual outcomes of the strategies that are formulated. The greatest challenge in realizing the intended vision and mission is in the time spent implementing the strategy. These challenge include those related to structure, process and relationships within the organization (Johnson, Sholes and Whittington, 2007). The overall objective of the study was to find out the implementation challenges faced by All Saints' Cathedral Church and how they overcame them. In order to meet the above objective, the study was conducted as a case study in order to have in-depth understanding of the Cathedral. The respondents were selected from a cross section of the leadership of the Cathedral from the governance, management, staff and congregation. Primary Data was collected using questionnaires and interview guide while secondary data was collected from strategic plans, annual reports and Cathedral website. In data analysis, content analysis techniques was used. The findings was that All Saints Cathedral Church made major changes to their structure, policies, communication in order to meet their objectives. Albeit they still have challenges in transition of their leadership, poor communication, lack of involvement of all stakeholders, inadequate knowledge and skills on strategic planning and implementation by some of the management and inconsistent monitoring and evaluation of their strategies. The study recommends involvement of all cadre of staff, better communication, training of staff and membership to appreciate strategic thinking and consistent monitoring and evaluation of their strategic plan.

CHAPTER ONE:INTRODUCTION

1.1 Background of the Study

The Strategic Management process involves strategy formulation, implementation, monitoring and evaluation of the same. The greatest challenge to the success of any developed strategy is found in its implementation. The challenge of realizing the intended vision and mission is on how it tackles issues related to the structure, process and relationships within the organization (Johnson, Scholes and Whittington, 2007)

Johnson and Scholes, (2002) states that the reasons as to why some develop strategic plans is from a deep desire to get to new frontiers, and others solve or mitigate perennial and emerging problems. Austroads (1998) views Strategic Planning process as one that focuses on critical issues above and beyond routine organizations operations that facilitate efficient and effective service delivery. Strategy is stated as a company's "game plan"; providing a framework for decisions by management. It reflects a company's awareness of how, when, and where it should compete; against whom it should compete; and for what purpose it should compete (Pearce and Robinson, 2011).

Pearce and Robinson (2011) defines strategic management as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. Strategic planning requires setting clear goals and objectives by seeking answers to the following questions: Who are we? Where do we want to be? How can we get there? It's the process an organization conceives the future and takes necessary steps to achieve that future (Thompson and Strickland, 1992). Strategic

planning consists of several components which are linked together to provide managers with a systematic method for formulating, selecting and implementing strategies (Aldag and Sterns, 1987). Thompson and Strickland (1992), indicates the five major stages as: defining organizational purpose and mission, defining organizational goals, formulation of organizational strategic plan, implementing strategic plan and evaluating and reformulating strategic plan.

Strategic Plan implementation usually faces diverse challenges. These challenges range from those related to structure, processes and relationships within the organization (Johnson, Scholes and Whittington, 2007). Given the many challenges, strategy implementation by organizations in Kenya becomes an area of great concern. For organizations to become relevant, strategic formulation and implementation becomes the norm. Porter (1980) states that every firm competing in an industry has a competitive strategy whether explicit or implicit. The strategy may have been developed explicitly through planning process or it may have evolved explicitly through activities of the functional departments of the organization. Churches have generally not had strategic plans but some have had informal operational plans. These are usually executed annually. It is in this context that All Saints Cathedral Church is considered a not for profit organization; a place of worship where thousands come voluntarily and give their resources. It is worth noting then that the primary task of strategic planning process or management requires one to understand the environment in which they are operating in, define the organizational goals, identify options, make and implement decisions and evaluate actual performance against target performance. How a strategic plan is implemented is central to the success or failure of the company. Time spent on the implementation of a firm's strategic plan will determine the actual outcomes and results vis a vis what was targeted.

1.1.1 Concept of Strategy

Strategy is seen as the matching of the resources and activities of an organization to the environment in which it operates (Johnson and Scholes, 2002). Mintzberg (1987) defines it as a plan, a ploy, pattern, position and perspective. It is further defined as the pattern or plan that integrates an organizations major goals, policies and action sequences into a cohesive whole (Mintzberg, Quinn and Ghoshal, 1999).

The development of a strategic plan is a commitment by the management to a pursue particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving the company's financial and market performance (Thompson et al, 2007). Strategy also reflects awareness of how to compete, against whom, when, where and for what (Pearce an Robinson, 1997).

These definitions reveal that an organization can successfully achieve its objectives by having a plan. This plan can either be implicit or explicit to steer it to achieve its desired objectives. The plan must be conscious enough to enable it maximize on its competencies and strengths while minimizing its threats and weaknesses. It's worth noting that strategy needs to change as the operating environment changes because it is executed within the context of time.

1.1.2 Strategy Implementation Concept

Rumelt, (2000) observes that strategic planning rests on the premise that the selected strategy will achieve the company's goals and objectives. This achievement happens in stages by the use of different resources at the company's disposal. In implementing the strategies, companies face numerous challenges. These challenges include those related to structure, process, and relationships within the organization (Johnson, Scholes and

Whittington, 2007). Structure types are many including functional, divisional and the matrix types. Each of these structure types has its own strengths and weakness. Structure will have to change during strategic planning implementation so as to deal with the ever-changing external environment, resistance to change and forces of globalization among others (Burnes, 2004).

Organizational processes where level and adequacy of both the physical and human resource inputs and outputs play a fundamental role in strategy implementation. The levels of centralization, devolution, and strategy styles affect strategy implementation in the organizations internal environment. Employee relationships are also important in formation of teamwork. Externally, the organizations strategic alliances and outsourcing, foreign exchange and licensing among others can hinder or enhance strategic plan implementation. Additional issues that affect strategic planning implementation include an organizations resources, cultural orientation, organizational politics and power, communication and accountability and budgetary allocation amongst others.

1.1.3 All Saints Cathedral Church Nairobi

Over eight thousand churches are registered in Kenya as per the figures available at the office of the registrar of clubs and societies. The missionary churches which were established in the early twentieth century, commonly referred to as main stream churches include Seventh Day Adventist, Roman Catholics, Methodist Church, Presbyterian Church of East Africa, Anglican Church of Kenya, Africa Inland Church, and Baptist Churches. These churches have structures in place to ensure accountability and professionalism. In the most recent years many churches have sprung up either

having weak or no structures nor accountability systems but run by individuals or families (Kung'u, 2007).

In the Anglican Church of Kenya structure, All Saints' Cathedral Church (ASCC) is considered the Provincial Cathedral as well as the Diocesan Cathedral of All Saints' Cathedral Diocese in Nairobi. It was founded in 1917 with a few missionaries but now has a current Sunday attendance of over 9,000 people comprising about 1200 children, 700 teenagers, 1600 youth and 4,500 adults. The Cathedral holds 14 services and has over 35 ministries to meet the diverse needs of its congregation.

According to the ASC Strategic Plan 2012-2016, it indicates that the Cathedral is considered to be a National Cathedral situated at the edge of Uhuru Park. "It is registered under the National Museums Act of Kenya and therefore a 'listed building' in the Ministry of National Heritage in the country. It is the home of the Provincial services and is of interest across the Province with an influence of national character (ACK Constitution, 2002). This national positioning exposes the Cathedral to interaction with political, economic, and socio-cultural issues both at the local, national and international levels. This is attested by its membership and the number of visitors who frequent church services within the year. The Cathedral has a Kindergarten as well as a primary school". The former being established during the colonial times. It is cosmopolitan with a congregation that has high exceptions representing the diversity that exists in Kenya.

Since its inception till 2007, the Cathedral had not developed an elaborate strategic plan but had the use of annual plans and budgets. In the year 2007 they developed their first five strategic plan -2007-2011 and the second from 2012-2016. They are currently in the process of developing the third strategic plan 2017-2021. The congregation has

grown in number from 4,000 (2005) to 9,000 (2016) members in the stipulated period. They have also had change of leadership of their Provosts and overall Archbishops as well as senior clergy and staff. Their financial contribution currently stands at an annual income of 190 million (2015) from 50 million (2005). They are currently worth two billion (ASC AGM Report, 2015) in net assets compared to one billion (ASC AGM Report, 2005). Being a church the practice of strategic planning is a challenge but it seems they are making it.

1.2 Research Problem

Implementation of strategic plans involves translating the strategies into actions. This is said to be the most challenging aspect of strategic management process. Effective implementation of strategic plans does not guarantee getting results as planned.

Traditionally, churches have been known to be non-profit making but this perception is greatly changing. Churches have ventured into profit making businesses that is used for outreach services to the community as well as for endowment. They have ventured into building schools, colleges, universities, guesthouses, hospitals, restaurants as well as financial institutions (Kenas, 2012).

The activities of the church are considered to be of a spiritual nature where most of its membership expects acts of faith. But the trend has changed where churches are embracing proper management practices even in actualizing their faith. Churches are quickly adopting corporate systems and structures enabling their members to participate in policy making. Churches elect to their parish council or church boards, members who are formally trained as well as professionals in respective fields. For example, lawyers or architects or auditors. They are also employing staff who are specialized in different

fields for more effective implementation of spiritual services. Churches are therefore taking up strategic management processes as a way of fulfilling their spiritual mandates (Obwoye, 2006).

A number of scholars have done research in the field of strategic planning and strategic management process in general. (For example Awino, 2001; Aosa, 1992; Ochanda, 2005; Karuri, 2006; Sesi 2009). However, a few have written on implementation of strategic plans: (Awino, 2001; Karuri, 2006, and Ochanda, 2005, Sesi, 2009) looked at the challenges of strategy implementation mostly focused on government, state corporations and public entities. They all recommended further in-depth study to be carried out on each challenge.

From their findings, there is a gap in the knowledge of the challenges faced in implementing strategies by different sectors or organizations. As noted by Burnes (2004); Buzzell (1987) argue that the unspoken hypothesis behind sectorial application of strategic planning and related challenges in organizations is that every sector like industry has unique elements and hence the need for further study.

The main stream churches have structured systems of administration to follow up of their activities. What challenges in implementing of strategy in a church been encountered and how have these institutions overcome those challenges?

1.3 Research Objectives

Objectives help to focus the area of study for the researcher. This enables the researcher create parameters to which he will do his research. The general objective of this study seeks to find out the implementation challenges faced by All Saints Cathedral Church and how they overcame them.

The study seeks to establish two specific objectives. These are:

- i. To find out the challenges faced by All Saints Cathedral Church in implementing strategic plans
- ii. To understand how All Saints' Cathedral is overcoming such challenges.

1.4 Value of the Study

All Saints Cathedral leadership and membership will benefit from this study as it will enable them understand and appreciate how to implement their future strategic plans. It will also enable them seek ways of taking appropriate measures to minimize bottlenecks to effective implementation of the strategic plans. This will also encourage the Anglican Church and the greater church as a whole not only to make strategic plans but implement them effectively and efficiently.

The study will provide stakeholders with a basis of understanding strategy implementation in the organization and seek ways of adopting best management practice to enhance effective implementation strategies in their respective areas hence contributing positively to the overall planning sector.

In addition, the study will assist in carrying out further research in related fields of study by providing background information. It will thus facilitate individual researches to identify gaps in current research and carry our research in those areas.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, we summarize the work that has been done by other researches in the fields of strategic planning or strategic management process. The specific areas that are covered include: some the theoretical foundations of strategic management, strategy implementation process and the challenges of implementing strategic plans. The challenges include issues relating with leadership, culture, structure, policies and procedures (systems), reward and incentives, tactical and operational plans, resources, management and employee involvement, budgeting, communication of responsibilities and accountability, globalization forces, power and politics, and implementation control.

2.2. Theoretical Foundations of the Study

Institutional Theory is “a theory on the deeper and more resilient aspects of social structure. It considers the process by which structures, including schemes, rules, norms and routines, become established as authoritative guidelines for social behavior”. In defining institutions, according to William Richard Scott (1995, 235), there is "no single and universally agreed definition of an 'institution' in the institutional school of thought." Scott (2008) states that institutional theory is "a widely accepted theoretical posture that emphasizes rational myths, and legitimacy." While Kraft's Public Policy (2007): Institutional Theory is "Policy-making that emphasizes the formal and legal aspects of government structures."

Scott (1995) also states that there are certain prevailing belief systems and procedures in the operating environment that an organization must conform to in order to survive.

Knetter, (1989) adds that there is evidence when organizations face similar challenges they will react differently depending on the type of economies they are operating in. For organizations to engage in different types of activities to their advantage in a given environment they must consider the social, political, legal, technological, and economic factors that make up an institutional structure.

Resource Dependence Theory (RTD) is concerned with the organizations' behavior in relation to the external resources that are available to it. The procurement of these external resources is important for proper management both strategically and tactically. The theory was first mooted in the 1970s with the publication of "The External Control of Organizations: A Resource Dependency Perspective" by Jeffrey Pfeffer and Gerald R. Salancik. The success of an organization is dependent on its ability to gather, change and utilize raw materials in a much faster way than its competitors.

The basic argument of resource dependence theory is that organizations depend on diverse resources to include labor, capital, and raw material, among others. Resources thus become a basis of power. This is where the resources originate from the environment which includes other organizations. It's worth noting that some resources that one organization needs are often within the control of other organizations.

Customers' demand is considered as a resource to an organization. This is because customers can be viewed as a resource prone to scarceness. Competition amongst firms is found in their provision, distribution, and financing of external resources

2.3 Strategy Implementation Process

Formulation of strategy is one thing, implementing it is another. It is not just good or enough to craft a good strategy if it will not be implemented accordingly. A good

strategy needs to be implemented by putting all the plans into actionable points. Strategy implementation involves creating fits between the way things are done and what it takes to execute them effectively which ensures efficiency and proficiency. Thus operationalization of strategy involves identifying activities that will be necessary to achieve the mission and vision.

Mintzberg et al. (1999) indicates that implementation of strategy is composed of a series of administrative activities. These activities come from the response from the internal and external environment. Johnson et al. (2013) indicates that implementation or translating strategy into action is concerned with three components. These include organizational structures, processes and relationships, and managing change. They further indicate that strategy implementation in the voluntary and not-for-profit sector is largely driven by the underlying values, ideologies, objectives and expectations of the funding bodies.

Pearce and Robinson (2011) indicate that successful implementation of strategy will involve: one, translating the strategy into operational activities. Two, the strategy and the firm becoming one where the way the firm organizes its key organizational leaders, its activities and the culture of the organization to reflect the strategy. Three, as the operating environment changes, managers should be flexible enough to establish strategic controls and adjust the current strategies, commitments and objectives. Lastly, for organizations to grow, prosper or even survive they must consider bringing entrepreneurship process in a competitive and changing business operating environment. The success of an organization will depend on putting together all the above by creating short-term objectives and action plans, and developing specific functional tactics.

2.4 The Challenges of Implementing Strategies.

Implementation of strategy happens to be more challenging and delicate than the task of formulating strategy. A strategy may be good but if its implementation is poor, the strategic objective may not be achieved. There are four possible strategy implementation outcomes: Success when both the formulation and implementation is good; a gamble when the formulation is poor and implementation is good; Trouble when the formulation is good but the implementation is poor; finally failure when both formulation and implementation is poor.

Johnson et al. (2013) writes that implementation challenges are as many and diverse as the type of organization. The operating environment is prone to change over time either rapidly or slowly and without warning. This poses implementation challenges to managers thus making them craft strategies that are relevant to those circumstances. Clarity of how to engage the issues of the time must be addressed as need arises and with speed in the ever conflicting pressures of doing business. They have to consider the organizations strategic capabilities and the expectations of the stakeholders. The challenge of strategic drift where the current strategies being implemented are not addressing the strategic position of the organization leading to failure and performance deterioration must be addressed. This will include understanding and addressing contemporary issues that challenge the organization at a given time.

Implementation challenges arise from the organizations operating environment; both internal and external. This will depend on the type of strategy, type of organization, and the prevailing circumstances. Involvement of key people in the formulation stage is

important in ensuring critical implementation issues are not left out of consideration during strategy development.

Many authors view the implementation challenges differently. For the purpose of this research they have been categorized as internal and external sources of challenges. Internal sources include: behavioral challenges such as resistance to change; inadequacy of resources such as human resource skills and experience, resource mobilization, funds/budgetary allocation, equipment and facilities; inappropriate systems such as leadership, policies and procedures, organizational culture, reward systems, structure, and communication systems.

External sources include: Operating environmental forces coming from the stakeholders such as creditors, suppliers, customers, government, shareholders, local community, and the general public, amongst others. Others include globalization forces.

2.4.1 Behavioral Challenges

Johnson et al, (2011) notes that people tend to hold on to corporate traditions and culture which derived from their beliefs about what has previously worked. This in itself causes inertia and resistance to change. This is basically seen in where top management decide on the strategy to be undertaken, plan its implementation and then effect necessary changes. This is however, unrealistic to suppose they can control everything. Lower level employees or middle level managers may manifest resistance by showing lack of commitment, slowdowns, absenteeism, poor performance and strikes.

Burnes (2004) argues that “firms are complete social systems with both formal and informal social structures and not mechanical machines. Therefore they cannot be forcefully controlled by close supervision, rigid rules and purely economic incentives”.

Behavioral challenges can be reduced by effective communication, effective reward system, good leadership and participation by all employees in strategic development. It is thus important to match the characteristics of top managers with the nature of the business (Thompson and Strickland, 1989).

2.4.2 Inadequacy of Resources

For any organization to function it will need resources at its disposal. These resources include human resource skills and experience, resource mobilization, funds/budgetary allocation, equipment and facilities. Lack of resources or inadequacy of any resource will lead to failure of the organization. Johnson et al (2006) indicates that the tangible resources are the physical assets of an organization such as plant, labor and finance whereas intangible assets are the non-physical assets such as information, reputation and knowledge. Thus many organizations operate with resource levels far below the threshold level which is disastrous for any success of the strategy.

Ansoff (1990) indicates that in many organizations the strategic budget is not separated from the operating budget. The challenge for many organizations is competition between strategic tasks and operating tasks in budgetary allocation. In most cases this is resolved in favor of the operating tasks. For efficient strategy execution, the staff ought to be empowered so that service provision to clients and product improvements is in the hands of all the staff (especially lower level staff) than just on the senior management.

2.4.3 Inappropriate Systems

Inappropriate systems are elements in management that are key in ensuring the smooth running of the institution. This include systems such as leadership, policies and procedures, organizational culture, reward systems, structure, and communication systems. Without these systems running well the institution will not be able to archive its intended objectives.

Pearce and Robinson (1991) indicates that the role of the CEO and key functional leader is fundamental in the success of the organization. The CEO acts as a catalyst and his role is both symbolic and substantive thus he can influence the outcome of the strategy whether it succeeds or fails. The leader guides people and/or their activities in an organized effort hence making leadership a quality of the behavior of an individual. Choosing the leadership style that will drive the strategic process to success is the leadership challenge. Because strategy implementation involves change, transformational leaders will be require to provide vision, initiative, motivation, and inspiration. Hence the leaders' influence will depend on his/her attitude and aptitude, personality of attributes, leadership style, motivation and commitment, reputation, skills and experience.

The culture of the organization needs to be compatible with the strategy being employed. Corporate culture refers to the set of common ethos and attitudes that are shared among members of the organization. Shared assumptions are molded by the actual experiences encountered in solving basic problems of the firm (Pearce and Robinson, 2011). Brown (1995) writes that most employees in an organization have a high emotional stake in the current culture and are likely to suffer considerable

uncertainty, anxiety, and pain in the process of change. Hence, once culture has taken root in an organization, it is usually difficult to unfreeze it (Boore, 2005) consequently an attempt to change organizational culture is met with considerable resistance to change and hence a challenge to strategy implementation.

There are many routine activities that are performed in an organization to keep it running smoothly. Organizational performance depends on how well these routine activities are carried out. Communication and technology are some key support systems for routine activities. Poor communication or use of technology may make it difficult to monitor and evaluate implementation and take remedial actions where a problem arises. Muthya (2004) argues that communication in most organizations is largely in written form and is usually top-down. Giving and receiving feedback is critical in communication because it improves understanding of ones responsibilities and ultimately motivates staff. It should be an ongoing activity throughout the implementation process.

Policies provide a framework for decisions. They are meant to provide basis onto which personnel can execute operational activities within agreeable parameters. The implementation challenge is to come up with new set of policies and procedures to guide and channel individual and group efforts in implementing the new strategy. Change policies and procedures involves adopting best practices in the industry.

Pearce and Robinson (2011) argues that matching the structure to strategy is a fundamental task of organizations' strategists. The organizational structure helps to coordinate activities that promote effective strategy implementation. The organizational structure should be consistent with the strategy to be implemented. A new strategy or changes in strategy brings about internal problems which require a new

structure. There are different structural type for different strategies namely functional structure, multidivisional structure, holding company structure, matrix structure, transnational structure, team-based structure, and project-based structure. The choice of which structures depended on the strategic challenge which the organization faces to include level of control, change needed, knowledge required and globalization (Johnson et al, 2013)

2.4.4 Operating Environmental Forces

The operating environmental forces shapes the way implementation of strategy happens. These forces come from the stakeholders such as creditors, suppliers, customers, government, shareholders, local community, and the general public, amongst others. Building of strong partnerships with the private sector and business community, along with collaborating with government agencies is very instrumental in the implementation of strategic plans. By involving relevant stakeholders the organization can find support for policy and activities so as to avoid conflicts and to generate the needed support for the strategic plan over time. The stakeholders create a platform for approval and shared responsibility, provide wider field of expertise and creativity; an expected wider range of policy options to choose from, leading to more sustainable outcomes (Ramanujam and Venkatraman, 1987).

Globalization poses the greatest challenge to business managers today. The way governments work in terms of policies and activities tend to drive globalization process. The political changes mean that nearly all nations will function within a market-based economy. Global forces affect the quality of products in form of exports and imports as

dictated by related prices. This in turn affects consumer demand as customers will want to buy the best quality products at the least cost (Sessi, 2009)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The aim of this research was to establish the implementation challenges that All Saints Cathedral Nairobi would have gone through in implementing their strategic plans in the last ten years. It further sought to establish the reasons for success in implementing the strategic plan. This chapter therefore gives details on how research was conducted.

3.2 Research Design

This study is a case study of All Saints' Cathedral Church Nairobi. This was an in-depth study where the researcher was able to identify the various challenges being faced by the All Saints Cathedral in implementing strategic plans. Previous studies undertaken on churches have been done cross-sectional covering multiple churches and thus not in-depth. This gave a more focused approach and yield relevant results to the study.

3.3 Data Collection Method

Both Primary and Secondary data was obtained from the Cathedral publications, website, annual general meeting financial reports, as well as use of interviews and questionnaire. Primary data was used due to its credibility and ease of control over errors (Copper and Schindler, 2008). To collect primary data, the researcher relied on the interview guide comprising of four sections. Section A that captured the general information of the respondents i.e. demographics; section B captured data on strategic planning; section C on strategy implementation; and lastly section D captured details

on details on the challenges of strategy implementation relevant to All Saints Cathedral Church. The persons interviewed were the Provost and a member of the Parochial Church Council, a member of the clergy, two members of staff (mid-level management and support staff) and two members of the congregation. Secondary data supplemented the primary data. This was gathered from sources such as annual general reports and newsletters.

3.5 Data Analysis

As suggested by (Yin, 1994) the deductive method was used to analyze the interview responses. The researcher used open-ended questions so as not to limit the respondents as to the type and extent of answers to be received. This was done by use of quantitative methods like frequency, and percentages. There is use of table and figures to summarize and organize the results.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objectives were to establish the challenges that were faced by All Saints Cathedral while implementing the strategic plans for 2007-2011 and 2012-2016. At the time of doing this research, All Saints Cathedral Church was about to launch the next strategic plan 2017-2021. This chapter presents the results and the interpretation of the study. The method of data collection was personal interview through the use of interview guides which were given to respondents in advance to collect relevant facts. Secondary data was collected to confirm facts where respondents gave conflicting views.

4.2 Demographics

The study established that all the respondents have been at the ASC for at least five years. This means that they have been at the Cathedral at least through an entire strategic plan period of five years. The respondents were the Provost (who is the priest in charge of the parish), a Parochial Church Council Member, a member of the clergy, two staff members as well as two members of the congregation. The interviewees were involved in the running of the church at different levels. The members of the congregation are in committees that execute part of the ministry activities of the Cathedral and to some extent involved in drafting the policies of the Cathedral in regards to its ministries. The PCC is the governing body of the church where policy direction is provided. The Provost, clergy, and staff members are in the senior management, middle level management as well as support staff. All the respondents answered in the affirmative that there exists a formal organizational chart at the Cathedral.

4.3 The Strategic Planning Process

The study established that ASCC has had operational plans and that the first formal or written strategic plan was for the period covering 2007-2011 and the second covered 2012-2016. The preparation for the strategic plans were started in 2006 and 2011 respectively. The also confirmed that the third strategic plan was being crafted and about to be launched in the month of November 2017. There seems to be a delay in this case and when asked about it, the respondents explained there needed to involve more stakeholders as well as include it in their Centenary Celebrations that the Cathedral is having this year.

The respondents all indicated that the Cathedral has a vision, mission, and core values statements. When asked if the Cathedral reviews and revises its strategic plan during the implementation period, only five of the respondents answered in the affirmative representing 71.4% while 2 representing 28.6% were not sure that they do. Three interviewees indicated that the reviews are done quarterly, two indicated annually while two were not sure revealing a 42.6%, 28.7% and 28.7% respectively. The staff said they meet every week to go through review meetings of their weekly or monthly activities but not necessarily on the operationalization of the strategic plan or in relation to it. The respondents indicated that the strategic plan is influenced mainly by the ministry activities, desire for spiritual and numerical growth, desire to remain relevant in the future as well as the congregational felt needs. These cut across various age groups, gender as well as skills and talents of the membership.

Three of the respondents said that there are external organizations that are concerned with the realization of the strategic plan representing 42.6%, two of the mentioned no organization i.e. the Cathedral is concerned about its own objectives while two were not sure representing 28.7% and 28.8% respectively. Those who responded in the

affirmative indicated the All Saints Cathedral (ASCD) Diocesan office and the Anglican Church of Kenya (ACK) Provincial offices as the main organizations concerned with their realization of their objectives, and this is because ASC is part of the larger body of the Anglican Church of Kenya. Only one respondent 14.3% indicated that there are penalties or sanctions for non-attainment of the ASCC goals while four respondents 57.1% indicated that there are no penalties and two 28.6% were not sure if there were any. In general, 42.6% scored the Cathedral as fair in planning its strategies while 57.4% scored it as good.

4.4 Strategy Implementation

When asked whether ASC has ever implemented any of its strategic plans, five of the respondents (71.4%) answered in the affirmative, one 14.3% said they have not while one 14.3% said not sure. This was a contrast to whether they monitor the plans where 42.6% answered in the affirmative, 28.7% responded in the negative while another 28.7% answered not sure. This was a similar percentage when asked to indicate whether it implemented successfully. The indicators for their success were said to be increase in the membership that attends the church, increase in the giving of tithes and offerings, involvement of members in various ministry activities, meeting various congregational needs, and a comparatively shared vision amongst the staff and members.

When implementing any strategy, change is always expected in various aspects of the organization. 71.4% of the members when asked if any changes took place responded they there were changes while the rest 28.6% were not sure or indicated there was no change. For those that responded in the affirmative or were not sure (see Figure 1- Change aspects at the Cathedral), 100% of them indicated structural changes, 71.6% indicated a cultural change, 85.7% indicated leadership changes, 57.1% indicated policy and procedure changes, another 71.6% indicated ICT changes while 85.7%

indicated increase in the resources base (resources included financial and human capital).

Figure 1: Changes at All Saints Cathedral Church

Value	Frequency	Percentage %
Structural	7	100%
Cultural	5	71.6%
Leadership	6	85.7%
Policies	4	57.1%
Procedures	4	57.1%
ICT	5	71.6%
Increased resource base	6	85.7%
Others	0	0%

Source: Field Work

4.5 Challenges of Strategy Implementation

Structure is an important aspect of strategy implementation with 71.4% of the respondents answering in the affirmative while 28.6% indicated that it's not important to the Cathedral. When asked if the structure is a challenge, 57.1% answered yes while 42.9% responded no. This is because of the heterogeneous or hybrid nature of the reporting structure of some offices. This is difficult to implement unless well understood. Some offices report to two different supervisors and this creates difficulty to whom one is answerable on certain aspect. They cited that some employees report to

the one supervisor on administrative matters while to another on ministry matters. This heterogeneous nature if not implemented well creates confusion and frustration to the respective employees.

Leadership is also considered an important aspect of strategy implementation with 71.4% saying yes while 28.6% saying the Cathedral does not consider it as important. Those that answered in the affirmative said it is because it creates stability and growth of the church because they craft policies and chart ways to realize the vision, additionally they give oversight over ministry and projects. 57.1% said it was a challenge while 42.9% said it wasn't a challenge. Interesting to note was that lack of interest on the strategic plan, vested interest by various leaders as well as tribal leanings posed a leadership challenge. Also change of leaders and especially clergy who play key leadership roles was noted as a factor since some of the new ones do not understand how strategic plans are implemented in relation to their pastoral work

When it comes to cultural challenges, 71.4% intimated importance of culture to the Cathedral while the other 28.6% said it's not important. This is because it is important to create a positive culture, one that surges forward and wants to win or overcome issues. This is the way of life for the Cathedral creating resilience. The same percentages applied to whether it is a challenge or not. The respondents said that competing cultures and refusal to change were a challenge.

71.4% responded that there exists a rewards policy and procedure while 28.6% say none exists. 60% of those that responded positively said it is a challenge while 40% said it is not. The 60% positive respondents said that one could not tell the basis of some rewards being given as well as the intrinsic versus extrinsic nature of the rewards.

The Cathedral PCC and senior management are the one that formulate policies and procedures. All the respondents, 100%, answered positively to the importance of policies and procedures implementation of strategic plans at the Cathedral. It was noted that communication of the policies and procedures was one of the challenges. Others cited were an ever changing work/ministry environment as well a docile and submissive PCC who are often overruled by their own committees, otherwise considered ‘kitchen cabinet.’

28.6% said that the Cathedral prepares tactical and operational plans while 71.4% said no. The respondents said that the clergy and departmental heads are responsible for the tactical and operational plans. When asked whether they are linked to the annual budget, 28.6% said yes while 71.4% said no. The same percentage was derived when asked if it was important to strategic implementation. The respondents said that some of the plans were not implemented as other interests were brought in and executed.

When asked if resource allocation was important, 42.9% said that it is important while 57.1% said it is not. 57.1% consider resource allocation a challenge while 42.9% said it is not. They indicated that the challenge was based on the desire of the leadership or what they considered important visa vie going according to the strategic plan or the tactical and operational plans.

When asked who prepares the strategic plan, the respondents said that the Provost, PCC and heads of departments were responsible in conjunction with a consultant. 42.9% said that all the employees are involved in the preparations of the strategic plan and 57.1% responded to the negative. The same percentages was witnessed in terms of the formulation being participatory or not by all employees. 85.7% responded that this is a

challenge to implementation while 14.3% said it is not. This was attributed to lack of interest thereafter and not consulting it in implementing their activities.

The respondents indicated that heads of department in conjunction with the finance office as well as participation from a selection of leaders from the congregation prepares the budget but the Provost determines to a large extent how the funds are allocated. The funds are allocated on the basis of the reports from the different committees. 57.1% said that budgetary allocation is important to the Cathedral while 42.9% said that it is not. 71.4% said that the final budgetary allocation poses a challenge to strategic plan implementation and this is because the strategy is not followed. This makes the budgetary allocation to rarely reflect an intention or desire to implement the strategic plan. 28.6% said it does not pose a challenge.

On communication of responsibilities and accountability, the respondents said that this is communicated through ones job description, and annual evaluation by the supervisor. 71.4% of the respondents said that strategic plans are communicated to all staff before implementation while 28.6% said they are not. The leadership was cited as responsible for achieving the SP objectives. 100% said that it is not a challenge.

All the respondents agreed that ASC factors in influence of the global market forces in preparation of their plan. This is 100% of the respondents. Of this 42.9% said it is considered a challenge because it is only done on paper and that no meaningful measures are put into place to execute it. The remaining 57.1% said it is not a challenge.

On power and politics, all the respondents, 100%, said that this influences strategy implementation. This is because a few opinion leaders play a role in the direction the Cathedral takes. 100% of the respondent also said that power poses a challenge to SP

implementation and this is seen on issues of staffing, budgeting as well as compromising on the set goals and objectives of the SP.

All the respondents said they did not have any other challenges in the implantation of the Strategic plan. Making it 100% those who responded to the negative.

4.6 Overcoming the Challenges

The Cathedral bases its control of the strategic plan on future targeted position and benchmarked position. 57.1% said that implementation control is important while 42.9% said it is not. Of those that responded to the positive, 75% said that it was a challenge because they were not sure whether they are implementing the strategic plan or not and that there is no proper accountability to the fulfillment of the plan. The other 25% it is not a challenge. Monitoring and evaluation of the SP were a challenge because it is not done as often as it is meant to be and communicated on time for changes or policies to be made.

In subsequent discussion on how to overcome the different challenges and what they are doing about it. The respondents gave different ways they felt that they had overcome or managed the challenges. During the development of the first strategic plan 2007-2011, they revised the mission and vision statements that had been in existent for some time. During the development of the second strategic plan 2012-2016, they again modified the mission statement and left the vison statement intact. In both cases they changed so as to meet the demands of the changing environment. In the current plan 2017-2021, they have totally changed the vision, mission and core values statements; again this is to be relevant in the changing environment. This seems to help them stay current in their execution of the plans.

The organizational structure was changed during the development of the first plan and maintained during the second strategic plan. This was because they were not able to fill up the staff vacancies that were created by the strategic plan. To some degree they got in new staff but this depended on the general income and ability to pay the new staff. This is still work in progress even as they embark on the new strategic plan.

The respondents all agreed that the Cathedral being a church has a strong traditional culture that is difficult to change. It is said that the Anglican Church uses tradition, the bible and reason to make their decisions. In this case the norms of the staff and the congregation is regulated by these Anglican norms. As much as the staff will be changed the traditions and practice that are seen within the Anglican Church still remain the same. Though different employees from different professional backgrounds are employed from time to time the Anglican culture to a great extent still remains.

It was also worth noting the Cathedral's leadership plays a great part in the fulfilment of their mission and vision. One of their threats indicated in the first strategic plan is that transfer of clergy is at the discretion of the bishop and this can happen at any time during implementation of the plan. Just as they stated of the first strategic plan, the Provost/CEO moved, the deputy another acted for a year before the employment of a substantive Provost. One year into the implementation of the second plan, the second Provost left leaving his deputy who later became the current Provost. During the Annual General meetings some of the leaders are either reelected or new ones elected. To mitigate the change of the PCC, the Cathedral policy was changed to have those who serve in the PCC be elected to serve for six years consecutively. They then take a break for two years and can be reelected again. This creates stability in case the Provost is changed or the clergy are moved as well as when employees leave for other

opportunities. The Cathedral systems, traditions and purposed culture creates a stable environment for continuity regardless of the performance of the leadership.

This leads to how the policies and procedures are developed and executed. The respondents indicated that most of the time policies are developed either in response to some activities or events that has happened or in preparation of the events that are to happen. The respondents also said that after the election into office of all the PCC elders, they then co-opt into the PCC professionals in respective fields like legal, engineering, finance, human resource, et al so that professional advice is given to the management. This ensures that when policies are crafted for specific fields it meets the criteria of that field. This is because the senior management of the church is generally run by clergy who may not necessarily be professionals in those fields. They employ professionals in different fields in middle level management positions to support the work of the clergy and the Provost. Being a church the focus is ministry to people hence everything revolves around this.

On politics and power, the respondents said it's a sensitive part to speak about since it is an emotive issue. But it has to be played out even in a church setting. To some of the respondents anything that is done will always be viewed from a political or tribal bias. This complicates issues. Some of the respondents said that it has to be done on merit where all are able to sense and perceive fairness and justice being done in handling matters. This is also seen in relation to rewards and motivation where some employees feel they are being victimized. The respondents said the church should be a place of openness and feeling fairness in rewarding everyone. This is still a challenge that they will still grapple with.

Budgetary allocation was put in priority areas at the discretion of the Provost and PCC. With the employment of a finance manager it meant that they could invest some of the savings they had in the stock market. Proper budgets were done towards the end of the year in review to the current plans. Development projects are also considered and budgeted for from the generous contributions of the congregation.

Communication of responsibility and accountability was instilled to all employees since they are professionals in their fields. Though this is still a challenge to some, the Cathedral managed to some extent to give job descriptions to all the staff and explain their expectations of them. They also had a series of teachings on the strategic direction the church was undertaking during the first strategic plan. This enabled the congregation to be involved. More still needs to be done so that all the stakeholders are involved with the plan especially as they implement the new plan.

The respondents indicated that the Cathedral developed reporting systems where each ministry met as often as they can. The PCC meets quarterly to receive reports from the finance and general purpose committee and ministries committees which meet monthly and once in two months. Respective ministries and subcommittees meet as much as they can but have to give their reports with budgetary requests, policy recommendations and outlined activities to these two committees.

4.7 Discussion

The aim of the study was to find out the challenges faced by All Saints Cathedral Church in implementing strategic plans and to understand how they are overcoming such challenges. The study identified several challenges with all participants agreeing that it is not easy to implement laid down strategies if all and sundry do not coordinate

well. The challenges include those of structure, policies, leadership, and communication.

It is worth noting that the structure, policies and culture of the church did change to a great extent. This is in relation to the institutional theory where an institution's schemes, rules, norms and routines become established as an authoritative guidelines for social behavior. The organizational structure of the church changed so as to be able to implement its strategic plan. Additional staff were employed so as to meet the stated objectives of the SP. Involvement of all the staff was wanting as only the top leadership was involved in the planning. This creates an ownership gap where the low cadre of staff or support staff do not support the strategic plan. This is in line with Johnson et al, (2001) that people hold on to existing ways of doing things and existing beliefs about what makes sense.

The leadership seems to be a challenge because of the frequent changes of those in leadership. This means that there is no continuity of some of the programs that are outlined in the operational plans. There has been a significant change of the Provosts having had a total of three changes with another one in the position as acting Provost for one year in the span of implementing the two strategic plans. This slowed down the pace of implementation. Also the clergy team which forms the bulk of senior managers and middle level managers has changed over the implementation period.

Vested interests or nepotism when it comes to employment of staff to key positions was also cited. Communication seems to be a challenge since some policies that were made to make it possible to implement the strategic plan were not known to some of the employees.

The congregation puts a lot of demand on the pastoral team as well as the entire staff team. Hence they are viewed as an external resource to the church which can be viewed as a resource prone to scarceness. The church depends on free will giving by its membership in the name of tithes and offerings. This was notably gone up and it is attributed to a strong pulpit ministry where members are urged to give as well as a strong pastoral care ministry where the clergy offer care to the members by visiting them or being present for them in times of need.

Members feel obligated to support the work since they too benefit when it comes to times of need. The felt needs of the congregation are met by this approach making it their strength. They have also invested in the stock market and have several projects that help to raise their incomes e.g. the multipurpose hall is hired for different functions by members of the public.

Another challenge cited are mostly administrative which if streamlined well will even increase their productivity. This is seen in some of the employees reporting to two different supervisors especially the ministry staff. The hybrid structure is such that in one will report to the clergy responsible for a specific aspect of ministry and administratively report to another line manager for matters administration. This if not handled well leads to confusion and misplaced loyalty.

Kenas (2012) found out that most church leaders do not have sufficient training and skills on the subject of strategy evaluation and control. This is needed in implementation of strategy where the leaders are able to craft new or improve on existing strategies. The Cathedral can be credited for following up on their objectives frequently so as to be able to meet their goals. Kungu (2007) found out that main challenges of implementing strategy in mainstream churches was in an unsupportive

culture of which it can be noted that after sometime the culture of the Cathedral has changed to accommodate strategic thinking hence strategy implementation. There was resistance at the beginning of the strategic plan formulation but over time the Cathedral members have embraced strategic planning and thus their need to embark on a third strategic plan. Kimani (2011) found out that Biblica's challenge revolved around finances, personnel and contextualization of its strategy. This is similar to some extent with the Cathedral in terms of personnel deployment and the contextualization of its activities and budgeting of the same when dealing with finances. Mugasia (2012) researching the City Council of Nairobi (CCN) now Nairobi County found out that CCN's challenges ranged from structure, culture, technology, leadership, lack of focus, to choice of external service strategy consultants. Partly the Cathedral has faced the same challenges and with continuous engagement and training on strategy for the staff as well as involvement will enable them meet their objectives.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The research objectives were to establish the challenges that were faced by All Saints Cathedral while implementing the strategic plans for 2007-2011 and 2012-2016. This chapter presents the summary of the findings of the study and the recommendations both to policy makers and to academia. It will also point out the limitations of the study and give suggestions for further research.

5.2 Summary of Findings

The findings from the research are in two sections. The first is on the challenges that were encountered by the Cathedral in implementing their strategy. The second is how they have managed to overcome some of the challenges or what they are doing to overcome those challenges moving forward.

5.2.1 Implementation Challenges

The study established that ASCC has had strategic plans 2007-2011, 2012-2016 and are currently launching a third strategic plan 2017-2021. It established that the strategic plans were well thought out and that it impacted on the way the Cathedral functions to meet its goals.

The study revealed some inadequate systems challenges. The strategic plan was elaborate and this changed the organizational structure of the Cathedral. The plan being elaborate needed more functional departments to make it operational. This created a hybrid employment structure which if not managed well causes confusion to the staff on who they report to. This also meant an increase in the number of employees. The Cathedral didn't manage to get all the employees as per the plan to fill the created

positions because of their financial position. Leadership challenges were also established because of the frequent transition of the leadership in the board i.e. the PCC as well as the Provost and other senior managers. Over time this led to a conflict in power and politics; who is in control of the resources and whose decisions are to be implemented. This was evident in how there were strong divergent views from the different cadre of the staff. Others felt there was biasness whereas others felt there was fairness. This depended on who was deemed close to the leadership or power.

By having the structure changed by the elaborate plan then inadequacy of resources challenges will be evident. The number of staff to fully actualize the strategic plan was not fully implemented. This was because the Cathedral's primary source of income is the generous voluntary contributions from members of the congregation. This then limited them in getting all the resources they needed including the equipment and facilities. Indeed the current number of staff is more than when they embarked on the first formal strategic plan. They also have more equipment and facilities than when they started. Budgeting was also viewed as skewed with some programs being considered over others or depending on the person leading certain programs.

With the inadequate resources it leads to behavioral challenges where some members of the congregation felt that there was nepotism or tribal consideration when employing staff. Rewarding and motivation of the employees was also a challenge with some viewing it as selective rewarding or favoring one over another. Some of the clergy who are in top leadership were not appreciative of strategic thinking while others took time to understand their role and function in the strategic plan. This led to poor accountability and reporting on the plan's objectives or goals.

Operating environmental challenges was exhibited by external institutions such as the Anglican Church Provincial and Diocesan offices who have a great stake on the Cathedral thus complicating the implementation even further. These institutions have their demands which they request of the cathedral to implement. This include and is not limited to financial requests as well as clergy deployment. Communication was deemed one sided since some employees seem not to be in the loop of what the Cathedral was doing especially in the development of the second strategic plan.

5.2.2 Overcoming the Challenges

The study established that implementation controls were done but this was limited to the understanding of the different supervisors. This is a challenge to some of the clergy since this is not there area of training. It also revealed negative perceptions amongst the staff and congregation of being unfairly treated and not rewarded as need be because of coming from one ethnic community or the other.

The study revealed that the Cathedral was able to include professionals into its core governance leadership as well as its management. The professionals amongst the leadership and staff give valuable insight in the type of programs, projects, investments and savings the Cathedral can undertake. In regards to budgets and allocation of resources and handling finances; there have put in place strict policies that are followed dogmatically. This enables the congregation to trust the leadership thereby giving more of their resources in terms of time, finances and talents.

New policies were adopted to enable the operationalization of the plan. Human resource policy on how to employ, retain and exit staff was developed. Financial policy was also developed on how to manage the cathedral finances, audit and risk policy was also developed. The study also revealed that the Cathedral enhanced its communication

channels though not fully utilized by purchasing new equipment and software. They also update all their members on regular basis of the events and activities going on. The Cathedral PCC has subcommittees that hold regular meetings to discuss the affairs of the Cathedral. The PCC is left to make policies and give direction for the Cathedral.

It is worth noting that as an Anglican Church, what holds it together is the strong Anglican culture that it has as an institution. This is seen in its fundamentals of its faith being use of its traditional practices, reason when dealing with issues and use of the bible to solve matters and build their faith.

5.3 Conclusion

This study revealed gaps in the way the ASC implements its strategies. There was general consensus on the importance of strategic planning and implementation at the Cathedral. Though to some degree they have managed to overcome some of the challenges they have faced, they will have to prepare themselves to do better in the next strategic plan. There was also positive response from the respondents in desiring to see the success of the strategic plan and the Cathedral in general. A lot goes in to the formulation of the strategies but much more needs to put into its implementation. Involvement of all cadre of staff from top level to low level needs to be done. Communicating the strategy and continuous updating of what is going on as well as evaluation needs to be done on a regular basis.

Training of the staff on basic strategic management skill and other management and/or administrative functions need to be done so as to improve the level of understanding and appreciation of strategic thinking. New staff need to be properly oriented into the culture of the Cathedral. Lines of reporting need to be made clear so as to reduce

conflict or confusion. Also the monitoring and evaluation in terms of accountability will need to be strengthened.

5.4 Recommendations

The study makes several recommendations. Firstly the Cathedral needs to invest in training of its staff at all levels in the field of strategic management. Secondly, policies need to be developed and followed through in terms of implementation as well as documented for future references. This will include issues or rewarding and motivation of staff, leadership, trainings and communication. Thirdly, communication of the strategy needs to be done on a continuous basis updating the employees and stakeholders on its undertakings and where there are in relation to the strategic plan. Fourthly, periodic monitoring and evaluation of the plan needs to be streamlined and adhered to strictly with progress reports being produced and recommendations implemented as need arises. This creates accountability from all those who are involved.

Strategic management consultants need to be brought on board especially those who understand and appreciate how churches operate. This will help to demystify some operational strategies and help create practical systems and tools that can be effectively used in the church environment. They will also assist in monitoring and evaluation of the plan and help to identify gaps that need to be addressed.

To the academia, the study recommends that further research be carried out in the context of churches. It also recommends that strategic management studies be introduced to theological schools especially for theological and divinity students in order to inculcate a culture of proper management and administration of church institutions.

5.5 Limitations of the Study

This study was done under time constraints hence only a few respondents were approached. Some of the respondents had to change the appointments several times since they were called into impromptu meetings with their supervisors or were engaged in counseling. The researcher was also engaged in other impromptu meetings thus limiting time spent with each respondent. The political tension of getting a president of the Republic of Kenya also contributed to changing dates and timings of meetings during the research.

The study covered broad range of issues that affect implementation of strategy. It therefore suggests narrowing some on the specific implementation issues that have been stated e.g., leadership challenges, motivation of staff at all levels, and policy challenges.

5.6 Suggestions for Further Research

The study can be replicated in other churches and para-church organizations as mentioned above to establish their attitude and practices towards the challenges faced in implementation of strategy. A similar study with specific areas of challenges can be carried out for example on leadership challenges or on policy development in strategic plans of religious institutions.

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APPENDICES

Appendix I: Interview Guide

This interview guide seeks to find out the strategic implementation challenges faced at All Saints Cathedral Church. All responses will be treated with utmost confidentiality and used only for academic purposes. Please provide information with accuracy and honesty.

SECTION A: DEMOGRAPHICS

Position and title of interviewee:

Department:

Length of service in department:

Length of service in ALL SAINTS CATHEDRAL:

Does ALL SAINTS CATHEDRAL have a formal organizational chart?

SECTION B: STRATEGIC PLANNING

1. Does All Saints Cathedral have a strategic plan? When did they start preparing strategic plans?
2. Is the strategic plan formal or informal (written/ unwritten)?
3. Does All Saints Cathedral have a vision, mission and core values statements?

4. Does All Saints Cathedral review and revise its strategic plans?
5. What influences the strategic plans and how often does it review its strategic plans?
6. Is there an external organization that is concerned with realization of the objectives of the strategic plan at All Saints Cathedral?
7. Are there penalties/sanctions for non-attainment of All Saints Cathedral goals?
8. If the answer to 1 and 7 above is yes what was All Saints Cathedral's score?

SECTION C: STRATEGY IMPLEMENTATION

1. Has All Saints Cathedral ever implemented its strategic plans?
2. Does All Saints Cathedral control and monitor its strategic plans?
3. State briefly whether the implementation has been successful and explain the indicators of success?
4. Did any changes take place in the organization during strategy implementation?
5. What kind of changes were they? State whether they were structural, cultural, leadership, policies, procedures, computer systems, increase in resources base or otherwise.

SECTION D: CHALLENGES OF STRATEGY IMPLEMENTATION.

1. Structural Challenges
 - a) State whether All Saints Cathedral considers structure an important factor to strategy implementation. If yes why do you say so?

- b) Is the structure a problem /challenge at All Saints Cathedral?
- c) What aspect of the organizations structure a challenge/problem if any?

2. Leadership

- a) State whether All Saints Cathedral considers leadership an important aspect of strategy implementation. If yes why do you say so?
- b) Is leadership a problem/challenge to strategy implementation at All Saints Cathedral?
- c) What aspects of leadership are considered a challenge/problem in implementing your strategic plans?

3. Cultural Challenges

- a) Does All Saints Cathedral consider culture an important factor in strategy implementation? If yes why do you say so?
- b) Is culture a challenge/problem in strategy implementation at All Saints Cathedral
- c) If your answer to 3 b) is yes, then state in what ways culture is a challenge to strategy implementation.

4. Reward and Motivation Challenges.

- a) Does All Saints Cathedral have policies and procedures on employee reward and motivation systems?
- b) If the answer is yes, does All Saints Cathedral consider its reward and motivation system a challenge/problem to strategy implementation?
- c) If the answer to 5b is yes then state what problems or challenges were faced in strategy implementation

5. Policies and Procedure Challenges

- a) Who formulates policies and procedures at All Saints Cathedral?
- b) Does All Saints Cathedral consider policies and procedures an important aspect in strategy implementation?
- c) What challenges/problems did All Saints Cathedral encounter in implementing its policies and procedures?

6. Tactical and Operational Plans Challenges

- a) Does All Saints Cathedral prepare tactical and other operational like marketing programs and service awareness programs budget?
- b) Who prepares such programs and related budgets?
- c) Are these tactical programs and other operational plans linked to the annual budgets?

- d) If the answer to (a) and (c) above are yes then does All Saints Cathedral consider tactical and operational plans an important aspect of strategy implementation?
- e) If the answer to (d) is yes, what challenges/problems did All Saints Cathedral encounter in using tactical and operational budgets/plans for strategy implementation?

7. Resource Allocation

- a) Does All Saints Cathedral consider resource allocation an important aspect of strategy implementation?
- b) Does All Saints Cathedral consider resource allocation a challenge to strategy implementation?
- c) What aspects of resource allocation were considered a challenge/problem in strategy implementation?

8. Management and Employee Involvement

- a) Who prepares the strategic plans?
- b) Are employees at all levels involved in the preparation of All Saints Cathedral strategic plans?
- c) Are they participatory?
- d) Does the approach of preparing the strategic plans pose a problem/challenge to the implementation? If yes explain the challenges faced?

9. Budgetary Allocation

- a) Who is responsible for preparing the budgetary estimates and who determines how the funds should be allocated?
- b) What is the basis of making the budgetary allocations or estimates?
- c) Does All Saints Cathedral consider the budgeting allocation process as an important aspect in strategy implementation?
- d) Do the final budgetary allocations pose a challenge/problem in strategy implementation?
- e) If answer to (d) above is a problem please explain?

10. Communication of Responsibility and Accountability

- a) How are tasks and feedback communicated to staff at all levels from the highest to the lowest and vice versa?
- b) Are strategic plans communicated to all staff before implementation?
- c) Who ensures that strategic plans achieve the set objectives?
- d) Does All Saints Cathedral consider communication of responsibility and accountability a challenge/problem to strategy implementation? If yes indicate in what way it is a problem?

11. Globalization Forces

- a) Does All Saints Cathedral factor in possible influences of the global market in preparing their strategic plans?
- b) How have the global market forces impacted the strategy implementation process at All Saints Cathedral?
- c) Are influences of the global market forces considered a challenge to strategy implementation and in what way are they a challenge/problem?

12. Power and Politics

- a) State whether Power and Politics influence strategy implementation in All Saints Cathedral. If yes why do you say so?
- b) Is Power play a problem /challenge to All Saints Cathedral strategy implementation? If the answer is yes explain how?

13. Implementation Control

- a) What basis does All Saints Cathedral apply in controlling strategic plan implementation? Is it Previous years actual results or budget, the future targeted position or a benchmarked position.
- b) Does All Saints Cathedral consider implementation control as an important aspect of strategy implementation?
- c) If the answer to 13b is yes, was implementation control a challenge or problem to strategy implementation?

- d) Which aspects of the implementation control process were a challenge/Problem?

14. Other Challenges/Problems

- a) Are there other challenges to strategy implementation and which are not mentioned above because they are unique to All Saints Cathedral?
- b) Kindly enumerate them and explain in what way they are a challenge/problem to strategy implementation in All Saints Cathedral.

Thank you for your cooperation!!

Appendix II: Letter of Introduction from the School of Business



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

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

P.O. Box 30197
Nairobi, Kenya

DATE...10/11/2017

TO WHOM IT MAY CONCERN

The bearer of this letter AWANGO FRANCIS OMANGO

Registration No. 061/67201/2013

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.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

