

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF KENYA  
TEA DEVELOPMENT AGENCY LIMITED**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
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## DECLARATION

This research is my own work and has not been presented for examination in any other institution.

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Date .....

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**D61/77110/2015**

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

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## **DEDICATION**

I dedicate this research project to dear husband Mr. Wambugu for his unwavering support in ensuring that I complete this project, my daughter, parents and siblings for the encouragement, love and prayers.

## **ACKNOWLEDGEMENT**

I am thankful to God for granting me strength and grace in the entire project work. I register my appreciation to my supervisor Dr. Winnie Njeru for valuable advice and unwavering support. I remain forever indebted to my husband and daughter who stood by me throughout the study period. Thanks to my parents, siblings and all my friends for their encouragement and support. Lastly, I express my gratitude to KTDA employees for their cooperation during data collection; I wish you Gods' blessings.

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## **ABBREVIATIONS AND ACRONYMS**

KTDA	-	Kenya Tea Development Agency
RBV	-	Resource Based View
UON	-	University of Nairobi
HOD	-	Head of Department
ICT	-	Information & Communication Technology
ERP	-	Enterprise Resource Planning



## ABSTRACT

Strategy execution is one of the major steps in strategic management process. The objective of the research was to establish the effect of strategy execution on the performance of KTDA through a sharp focus on some internal factors that impact on implementation of strategy and performance. They are as follows; leadership, culture, communication and resource allocation. The research adopted a case study design and it targeted five senior managers at KTDA. An interview guide was used to collect the primary data. Primary data collected was qualitative in nature hence it was analyzed using content analysis. The results showed that all the components under study greatly influence strategy implementation and KTDA's performance. The outcome further indicated it's critical to ensure that the corporate culture is fit the strategies being pursued by an organization. Leadership element must be actively engaged in the strategy implementation. Leaders determine how well their subordinates embrace the new strategies by how they influence all efforts toward achieving a common goal. Communication of corporate strategy is very important as this will ease resistance to change; this enhances employees understanding of their new roles in the strategy implementation process. Key resources should be adequately provided as and when required. Proper planning of resource utilization is fundamental if a company is to successfully implement its strategies. Further, the research findings indicate that KTDA has heavily invested in ICT infrastructure and training both its staff and the board. The study recommends that KTDA board and management should deliberately entrench a positive corporate culture across board that is performance oriented. KTDA management should implement a robust communication system so as to ensure that corporate strategy is well communicated to all staff. It should set very clear objectives that are well understood by the staff at all levels and finally ensure a continuous scanning of its environment with a goal of developing and executing strategies that will help the company outdo other entities in the industry. The research recommends that a similar study should be carried out in other sectors since the findings of the study may not be generalized. The study also recommends that further studies should explore how the external environment impacts on KTDA on its strategy execution and performance. The study further recommends that future studies should center on performance measurement, evaluation and control at KTDA Ltd.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Business firms are operating in a very volatile environment that calls for more attention to be given to strategy execution and performance in order for them to remain profitable. Strategic management is not a new phenomenon in today's world of business; it's a process that involves strategy formulation, execution, evaluation and control (Pearce & Robinson, 2003). Strategy implementation and performance is critical in today's business and cannot be overlooked if organizations are to be successful. It has been noted that good strategies will fail if not properly implemented. Developing a good strategy is one thing and implementing another. Implementation of strategy has proven to be a nightmare to some managers. According to Gekonge (2009) failure in implementation will automatically render good strategy useless. It is therefore important to further research into strategy implementation and gauge the extent to which it affects performance. It's clear that to achieve success, organizations should successfully implement their strategies.

Organization performance is key in every organization hence the need to monitor and evaluate the strategies being implemented to determine if they are adding value to firm. The study is anchored on resource based view (RBV) and system theory. According to Hrebiniak, (2006) the RBV theory views an organization's internal environment in regard to the accumulated resources both tangible and intangible and also its capabilities as very crucial in determining its strategic move compared to the external environment. According to Pfeffer & Salancik, (1978) Resource based theory is concerned with the way the internal resources of a firm affect its behavior; it denotes that for an organization to survive it must invest in its resources.

The Systems theory supports this study as it informs us that every part of a firm must work in harmony so as to achieve the intended results. This theory denotes that a firm's success is determined by interdependence, interrelation and synergy between the various subsystems. The tea industry has been operating in a volatile environment hence need to develop new strategies so as to be profitable and competitive.

The study sought to focus on Kenya Tea Development Agency holding Ltd, a key player in the tea industry. It also focused on connection between strategy implementation at KTDA Ltd and its performance with an aim of understanding the strategy implementation variables and the extent to which they affect organization performance.

### **1.1.1 Strategy Implementation**

According to Huse & Gabrielson (2004) strategy execution refers to methods embarked on by firms to accomplish its strategies. Achievement of the developed strategies is the main area of concern. Most managers would prefer to participate in strategy formulation instead of taking part in the implementation process since strategy success is not guaranteed. According to Johnson (2004), 66 percent of corporate strategy is in no way executed. This indicates that organizations have been experiencing challenges in implementing their strategies. In fact, 63 percent of organizations attain benefits guaranteed by their strategies on financial performance (Mankins & Steek, 2005).

Kaplan & Norton (2005), established that 95 percent of a company's staff are in darkness on matters regarding what strategy entails or do not seem to understand their company strategy and this highly contributes to the strategy - performance gap. Strategy implementation refers to execution of policy and entails a number of roles that are administrative in nature. Mobilization and utilization of resources is such a major task so as organizations can achieve success. The organization leadership plays a major part in assessing whether the organization actualizes its potential performance through assessing the value generated from resources allocation. According to Smith & Sandstrom (1999) the employees should induce their business leaders to be at the front line in implementing their strategic plan since strategy implementation is a key strategic concern.

### **1.1.2 Firm's Performance**

Performance refers is ability of any business to maximize the available resources to enhance its financial and operational state. It's critical to measure performance so as to know whether the organization is achieving full benefits from the strategies it's implementing and thus achieving the shared purpose. There has been a need to account for the resources invested in strategy implementation to ensure no wastage but value is

realized. With the changing dynamics in the market, it has been very necessary to provide timely and relevant information that is deemed vital for decision making. Implementation of strategy and use of performance management system have been highly studied by a number of researchers (Kaplan & Norton, 1992; Neely, 2005). Adoption of modern performance measurement started way back in 1970s due to inaccuracies of relying on traditional methods that were only focusing on financial measures; the measures assessed current performance via a vis the previous periods (Gome, 2004).

Researchers have developed various performance measurement models that have been adopted across the world, they include; total quality management, activity based costing, six sigma, balance score card and performance prism. According to Johnson & Kaplan (1987), organizations are considering a set of indicators that are both qualitative and quantitative to manage and measure their performance. According to Ittner & Larcker, (2003); Kaplan & Norton, (2000) with the adoption of non-financial based indicators, firms would be encouraged to focus into the future, link strategy to the decision making process and promote learning and growth across an organization's subsidiaries and business units.

Fama & Jensen, (1983) asserts that with separation of ownership and control distinction between management and direction, some organizations boards seem to focus more of their time reviewing and formulating strategies, whilst the stakeholders and other parties are more concerned with results or strategic outcomes rather than bombastic strategic plans on paper. Aspirations are noble but what matters most to stakeholders are the results that they can see, feel, taste and smell (Thomas, 2013). This makes it clear that adoption of measuring performance system is of essence if the organizations are to remain relevant in the dynamic business space. The study intended to ascertain the effect of strategy implementation on performance at KTDA Limited.

### **1.1.3 Kenya Tea Industry**

The Tea industry was started by colonial government in 1903 in Kenya. Commercialization of tea farming was started in 1924 by Malcolm Fyers Bell. Since then, Kenya is majorly known for black tea production, it contributes about 4% to the GDP. Tea is a major foreign exchange earner in Kenya alongside tourism, coffee and horticulture. The leading tea buyers are: Pakistan, Egypt, UK, Afghanistan and Sudan.

Tea industry operates in a very volatile environment characterized by globalization, climate change, competition, government regulations, inflation and technological advancement among other factors; all these directly affect performance.

The Kenya tea industry has various sections that is; production, policy & regulatory, trade, promotion and research. Smallholder farmers are the players in the tea production and sell their tea through KTDA managed factories. We have medium sized and large scale farms that are privately owned estates who are members of Kenya Tea Growers Association and Nyayo Tea Zones. The research aspect is done by Tea Research foundation, policy and regulatory role is carried out by the Ministry of Agriculture and the Tea Board of Kenya respectively. Trade and promotion of tea is overseen by the members of the East Africa Tea Trade Association and other external tea promotion agents and councils.

#### **1.1.4 Kenya Tea Development Agency Ltd**

Kenya Tea Development Authority (KTDA) was established on 20<sup>th</sup> January 1964 and mandated to manage of small-scale tea farmers. On 30<sup>th</sup> June 2000, KTDA was privatized to, Kenya Tea Development Agency Ltd and registered under companies Act. At the time of privatization in 2000 there were 45 small scale holder factories; currently the number has gone up to 66. In 2010 the group adopted a holding structure with the formation of KTDA (H) Ltd and KTDA (Management Services) Ltd, the subsidiary in charge of the factories management, (KTDA Strategic Plan, 2016). KTDA Ltd is mandated to offer extension of tea services, transport from the farms to the factories, tea processing and product marketing for all tea farmers. KTDA (H) Ltd provides management services to the tea factories; this is made possible through a binding management agreement with the factory companies.

KTDA Ltd has had various diversification initiatives aimed at increasing revenue opportunities in its endeavor to enhance sustainable value for its shareholders (KTDA Strategic Plan, 2016). KTDA Limited has eight subsidiaries which are as follows; KTDA Management Services Ltd; provide managing service to the KTDA factories, Majani Insurance Brokers Ltd which undertakes brokerage and all insurance concerns for KTDA. Chai Trading Company Ltd deals with matters regarding to warehousing, buying and selling tea. Kenya Tea Packers Ltd is tasked with packaging

tea and blending for both export and local markets. Greenland Fedha Limited is a non-deposit taking micro-finance institution which provides financial services to the tea farmers and KTDA affiliates. KTDA Power Company mandate is to establish small hydro power projects across the tea growing areas. Tea Machinery and Engineering Company is mandated to provide workshop services which involve tea machinery fabrication, assembly and agency services on behalf of the tea factories. Lastly KTDA foundation subsidiary which is a non-profit venture focuses on corporate social responsibilities.

## **1.2 Research Problem**

Strategy implementation phase seems difficult for most managers. According to Johnson (2004), 66 percent of corporate strategy is never executed. Success of organizations depends on how well the organizations formulate and implement their strategies. Many firms have however experienced challenges in the implementation phase and this has resulted to failure to achieve the organizations' objectives. Some reasons for failure do emanate from both internal and external factors. According to Aosa, (1992) other challenges that impede strategy implementation arise from competitive and macro environment. Success of a good strategy is not assured; what matters most is how well it's implemented. This clearly indicates that strategy implementation and performance cannot be overemphasized if an organization is to be successful.

Tea industry operates in a very volatile environment that makes implementation of strategies even harder. Hence, the firms in the tea industry may need to make changes in order to survive which may involve adoption of new processes, improving the existing processes or even training staff to enable them work comfortably with the new strategies being implemented. A number of organizations' management have developed very good strategic plans that runs for a number of years but they end up accumulating dusts in the shelves. The concern sets in on its implementation as formulation of strategies is done at top management level while strategy implementation is expected to be done by the lower cadre staff. Many firms have continued to experience challenges in cascading the corporate strategy downwards.

In some cases, strategies implemented are not as stipulated in the strategic plan; hence this raises concern as to whether organizations realize the value promised by their

strategic plans. Despite utilization of huge resources during strategy formulation and implementations organizations continue to face challenges with strategy implementation. Due to this gap, there's need to study how factors like leadership, culture, communication and resource allocation influence strategy implementation and organization performance.

Andrews, Boyne & Walker (2011) conducted a research in the United Kingdom on Strategy execution and performance in public service. The study indicated there is need for the public organizations to attain a fit between style of implementation and strategic orientation if superior performance is to be achieved. Langereis (2015) carried out a research in Netherlands to determine the link between strategy and performance of municipalities. Results revealed existence of strategic orientations in the Netherlands municipalities. Further the outcomes indicated factors like ecological capital, economic and social-culture heavily impacted on the organizational performance of municipalities.

In Africa, Oyinlola (2014) did a research on correlation between firms' performance and strategic management in Nigerian banking industry. The finding indicates that for organizations to perform exemplary, it must embrace strategic planning principles which are set firmly in strategic management. He suggests that that there must be a standard for tracking progress of strategy being implemented; resources must be availed as and when required and that there should be a feedback mechanism in place.

Winfred (2016) conducted a research in Zimbabwe on influence of strategy execution and organizational culture on commercial banks performance in Zimbabwe. The findings indicated that strategy execution and organizations' culture greatly impacts on the commercial banks' achievements. It stresses that fit must exist between strategy and culture if organizations are to perform well. The study only focused on culture which is one of the determinants for implementing strategy successfully. This study will focus onto other factors like leadership, communication and resources.

In Kenya, Wainaina (2014) carried out a study on strategy execution and performance of firms in telephony industry. The finding from indicated that coordination of activities, performance of staff and communication greatly affect performance. He also noted that management support is vital and recommended consistent involvement by management in all stages of the implementation process. The study was not exhaustive on the factors affecting performance. Hence the study bridged that gap by focusing on a tea industry.

Njagi & Kombo, (2014) studied effects of strategy execution on achievement in the Kenyan Commercial banks. Their outcome indicated there is great interconnection between organization performance and strategy execution. They suggested that all steps in the implementation process should be properly designed and carried out for there to be an improvement in performance. The findings further revealed that only 44.8% in firms' achievement is attributable to strategy execution, thus implying there are more factors that could influence performance.

Hence, the researcher sought to explore this topic on strategy execution and performance in a different sector; the tea industry. There has been no specific study done on the strategy execution and performance at KTDA Ltd, consequently, the study intended to answer the question, what's the effect of strategy implementation on performance of KTDA Company Ltd?

### **1.3 Research Objective**

The objective of this research study was to determine the effect of strategy implementation on performance of Kenya Tea Development Agency Limited.

### **1.4 Value of the Research**

The results will enrich and validate theory; to mention system theory as the study shed more light into the various factors that affect successful strategy execution besides suggesting a solution on how to overcome the challenges. It will also contribute to literature and act as a reference point by the researchers and academicians. The research will improve significantly the existing knowledge in the strategic execution in the Agriculture sector.

The findings will help policy developers in the tea sector across the country as they will better understand the various internal factors that impact on strategy execution on performance. This knowledge will inform how they develop policies and the impact they would have on the performance of the firms in the tea industry.



The study will give insight to practitioners in the industry into understanding strategic management process as the findings will form the base line of successful strategy implementation. Management at KTDA Limited will be in a position to evaluate its strategies and realign them so as to derive the best results intended from proper implementation of the same. This will also help the management as they develop their strategic plans as this will shed light on some factors influencing strategy execution.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews literature of similar work done by other researchers in similar area of study. The main areas comprise of theoretical foundations, strategy execution and lastly factors influencing strategy implementation and performance.

### **2.2 Theoretical Framework**

A theoretical framework helps form the conceptual basis of a study. This research study was founded on the resource-based view theory and the Mckinsey 7s model.

#### **2.2.1 Resource Based View Theory**

Barney (2003), the resource-based view looks at the firms' elements that include structure and communication existing among the key players who are greatly involved in coordinating the information communicated to them and the key players' commitment to the firm so as to ensure that the proper execution of a strategy is achieved. Hitt et al (2014), asserts that resources are categorized as physical, human and organizational capital which includes skilled employees, patents, finances, capital equipments and infrastructure. Diversification is such an important strategy in every firm. Diversification entails identification of unique firm resources by the managers who then make a decision on the key areas where the resources will be maximally utilized so as to attain excellent performance.

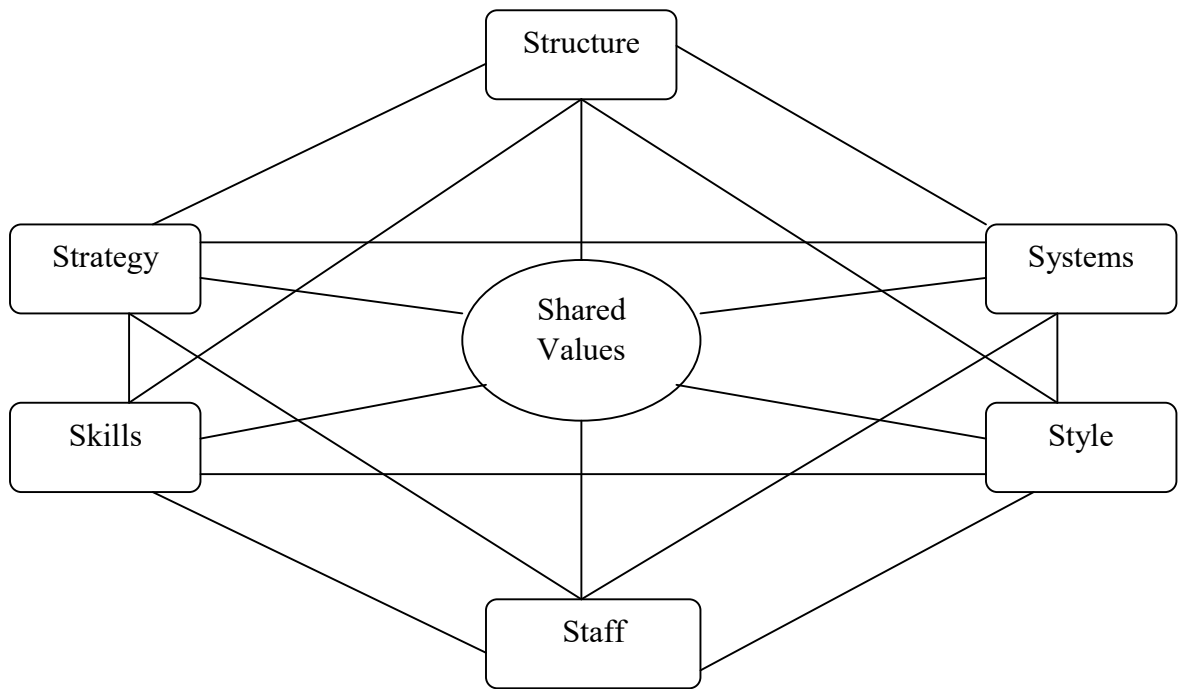
Rare resources refer to the resources available to only a few companies that result to its competitive advantage. A firm that has rare or valuable resources can achieve competitive advantage that is temporal. The rare resource must be costly and hard for the competitors to imitate or substitute if a firm wants to achieve and sustain its competitive advantage. RBV theory has established that resources play a major role if firms are to fully take advantage of the opportunities around them and mitigate risks and threats posed in their operating space. According to Spanos and Lioukas (2012) firms that attain extemporal global performance are those that have demonstrated the ability to change as per the dynamics in the environment through innovation of products and services that help them remain competitive. The leadership resource in this case is very crucial. The

theory gave deep insight to the researcher into understanding how utilization of resources impacts on KTDA Limited performance. Montgomery (2004), asserts that effective execution of a firm's strategies depends on how the firm utilizes and exploits the existing available resources. The RBV model acknowledges that for firms to attain high level performance its critical to deploy sufficient resources.

### **2.2.2 McKinsey 7s model**

McKinsey 7s model is a strategic planning tool which was developed in the early 1980s by Tom Peters and Robert Waterman. It's used by firms to analyze its organization design by focusing on seven internal organizations components which are systems, structure, strategy, style, shared values, staff and skills. The main aim is to determine if the components are properly aligned and how they facilitate the organization to attain its objectives. The model is applicable where a firm wants to improve its performance; when there is need to determine the likely effects of changes in the future within a firm and when establishing the very best way to execute a proposed strategy.

The model focuses on the seven elements of the organization which are classified into two; the 'soft' and 'hard' elements. Hussey, (2000) Structure, strategy and systems are regarded as the hard elements that can be recognized easily and management can easily control them compared to soft elements which are harder to manage and are also intangible. Soft elements include; staff, style, skills and shared values. They are of great importance just like the hard elements as they form the base of the organization and they tend to create sustainable competitive edge. All the seven elements are interrelated and are all important for successful strategic implementation plan.



**Figure 2.1 McKinsey 7-S Framework: (Pearce & Robinson, 1991)**

### **2.3 Factors Influencing Strategy Execution and Performance**

According to Kotter and Best, (2006) execution of strategy help answers the question of who, when, how where hence it is seen as a tactic that drives the company's strategy. According to Hussey, (2000) strategy execution still remains one of the main challenging areas of organizations' management. The success in strategy implementation is dependant on both formulation of a suitable strategy and proper execution of the same. It has been noted that only 63 percent of the Report companies realize the improved monetary performance as a result of successful execution of their strategies (Mankins & Steek, 2005). This has necessitated the need to link strategy implementation to performance as there are huge resources involved. Al- Ghamdi, (1998) a well-developed strategy does not guarantee its success unless it's properly implemented

Grundy (1998), posits that there is a shifting by management from focusing 90 percent attention towards strategy development process and 10 percent to strategy execution to paying both processes equal time (Grundy, 1998). The literature shows that many organizations face difficulty during strategy implementation and hence the need to concentrate on strategy implementation and performance. Management have had to adopt modern performance measures due to inaccuracies of relying on

traditional methods whose main focus was financial measures; the measures assessed current performance via a vis the previous periods (Gome, 2004). Johnson & Kaplan (1987) opines that organizations are considering a set of indicators which factor in both monetary and non-financial measures of performance.

According to Ittner & Larcker, (2003), through the adoption of non-financial based indicators, organizations would focus into the future, connect strategy to the decision making process and promote learning and growth across a firm's subsidiaries and business units. According to Fama & Jensen, (1983) shareholders and other parties are more concerned with strategic outcomes rather than strategic plans that are only on paper. They are concerned with results that they can see, feel, taste and smell. This makes it clear that measuring performance is a critical exercise that must be embraced by management. There are different factors that influence strategy execution and performance which include lack of management goodwill, lack of necessary skills and knowledge to guide employees towards a common goal, lack strategic communication that results to a performance gap for failure to understand where and how to begin the process of strategy implementation, poor coordination of resources and inconsistent evaluation and process monitoring (Okumus, 2003; Alexander, 1985; Gilmore, 1997). There are very many theoretical frameworks that have been developed but still this area of research has not been exhaustively researched. The research focused on the strategy implementation factors which include: organization leadership, culture, communication and leadership.

### **2.3.1 Organization Leadership**

Several of studies have stressed the significance of leadership in an organization's policy development and execution process (Jooste & Fourie, 2009; Teece, 2014) Leadership involves persuading a group or a team towards attaining some defined goals and objectives. Teece, (2014) asserts that a leader must acquire superior skills necessary to transform, motivate and inspire staff toward peak performance. According to Kouzes & Posner, (2010) effective leadership involves impacting the employees with the relevant knowledge to help them add value or perform their responsibilities more effectively.

There is dire need for the employees to perceive firms' leadership to be highly involved in the strategy management process since leadership role is critical in determining the pace at which strategies are implemented.

Anyango (2013) states that, strategic leadership is responsible for ensuring that the organizations values are upheld and corporate culture adhered to for a successful organization. A leader should support the firms' strategies by ensuring availability and sufficient resource allocation. Leadership is key when it comes to strategic communication, hence it must be aimed at enhancing understanding of the direction the organization is moving towards. According to Kouzes and Posner (2010), for effective implementation of strategies, the senior management must fully involve and support the middle level managers as they have a crucial role in the process of strategy execution. They assert that, management must help employees own the idea so that the organization derives all the benefits guaranteed by the strategy and not presume that they will handle it in a satisfactory manner.

As stated by Marginson, (2012) leadership commitment entails full attention and involvement in the whole process of strategy development, implementation and enhanced support through provision of sufficient resources with an aim of attaining firms' objectives. Rajaseker, (2014) posits that the style of leadership in any given organization influences strategy implementation. It influences organization structure, how responsibilities are delegated, decision making power of the managers and incentives and reward systems.

### **2.3.2 Organization Culture**

According to Ansoff, (2009) organizational culture refers to norms, beliefs and values, symbolic acts by the leadership that could be either conscious or unconscious for example; job titles, dress codes or informal meetings and relations with employees etc. The leadership style greatly influences the organization culture in regard to how they do spend their time, their decision making, the work standards set for employees and how consideration is determined. Nayak & Barik, (2013) noted that, even if the rules of an organization are not written down formally or communicated in a direct manner, employees know exactly what is expected of them. According to Ateng (2009), the

cultural dimensions are very critical in all aspects of organizations' behaviors and hence the organizational culture is one of the main core issues.

Ateng (2009) suggests that, if an organization is to change its culture with an intention of realizing all the promised benefits of strategy implementation the same idea should be well thought out as culture is the key for any organization success. This is so because it involves personnel who will take part in the execution of the strategies developed. It is critical to address issues to do with organization culture change as it's a process that require a lot of goodwill from all corners if firms are to succeed in strategy implementation. According to Ansoff, (2009) firm's culture and behavior change highly impacts on strategy implementation.

Culture impacts on the behaviors and attitudes of employees hence influencing the delivery of value in an organization context (Nayak & Barik ,2013). They again assert that an organization's values refers to things believed to be of more importance to the firm that underpin the culture and plays as an ethical compass for the decision making and determining employees behavior. Leadership is key in building the corporate culture, it must ensure that fit exists between the corporate culture and the new strategies being pursued by the organization. A good corporate culture must promote innovation and creativity of the employees. Entrepreneurial culture influences how employees identify risk and opportunities guided by their perception of both external and internal environment (Chen, 2007).

### **2.3.3 Organization Communication**

Lucey, (2013) asserts that, for successful strategy implementation process, communication is a crucial element. Nonetheless, at times communicating to the employees on matters relating to new strategies is often delayed awaiting changes to crystallize. This results in many organizations being forced to tackle the challenges that arise from lack of instituting a two way communication where all employees can share their views openly and exchange ideas helpful towards successful implementation of strategies. Strategic communication is very key for an organization is to achieve success in implementation of its' new strategies.

According to Alexander, (2009) If communication lines are not clear, employees may not understand new key roles in new strategy implementation, this may result to failure

of a firm to recognize the full benefits promised by the strategies they are pursuing. Proper strategy communication eases resistance from staff. A survey of 862 workers of an insurance company was done with an aim of determining the effects of the practices adopted by top management on employee dedication to their work and job satisfaction by Lares-Mankki (2014). The study covered five practices of top management which include enhancing creativity, developing and sharing of firms goals, encouraging employee involvement in work related decisions, setting an example as the role model and giving employees moral support as they pursue organizational goals .

The findings revealed existence of very strong link between practices by top management and these influences the employees' perception and attitude. The more the management encourages employee participation, in providing feedback and asking questions the more the sense of ownership of the new strategies. Strategy communication enhances employees' understanding on what they need to achieve individually or as teams; its therefore of importance to measure performance against set targets, feedback given on performance and result based reward Cocks, (2010).

#### **2.3.4 Resource Allocation**

As stated by Montgomery (2004), firms should continually endeavor to develop and upgrade their capabilities and heavily invest in resources. This is the only sure way for them to maintain competitiveness and growth in an environment that is dynamic. The RBV model suggests the firm resources majorly determines the firm's performance and can largely impact the achievement of a sustainable competitive advantage by the firm (Hoffer & Schendel, 2006). They further assert that resources comprise the firms' capabilities, knowledge, firm attributes, processes and unique assets etc. that the firm owns with which they are able to achieve and successfully execute strategies that can help the organization become more competent and effective. In RBV, the main challenge has been identifying unique firms resources that can be hardly imitated by the rivals.

Organizations depend on their capabilities in order to thrive. Capabilities refer to the firms abilities to utilize all its resources to attain a stellar performance (Pearce et al, 2012). Firms may suffer performance shortfall if they do not leverage and creatively bundle their resources for value addition to their customers. Organizations leadership



should possess the necessary skills for formulation and implementation of strategies. Prioritization of key resources is critical in successful strategy implementation. Human and financial resource is highly ranked than the other resources. Pearce & Robinson, (2010) suggest that training and development of human resources makes other resource to be viable and enhances their regular monitoring. They further indicate that sufficient time resource should be allocated as per the requirement of the strategy being implemented.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter details on the method adopted in completing the research. It entails: the research design, data collection and data analysis techniques.

### **3.2 Research Design**

The study adopted case study research design as this focuses on one single unit. In this study, KTDA Ltd was the unit of study. The method was the most applicable as it gave an in-depth understanding of the different variables that influence implementation of strategy and performance of KTDA Ltd. Case study design provides elaborate, valuable and focused information to phenomenon. The method helps a researcher to obtain clear information that is easy to comprehend. There are other studies that successfully adopted this research design, they include: Musyoka (2011) and Kasingiu (2010).

### **3.3 Data collection**

Data was collected using an interview guide which guided the oral interview. One of the benefits of adopting this technique is that it gave the researcher ease to modify questions based on feedback from the interviewee (Bryman & Bell, 2003). The interview targeted five top management staff since they are better placed to respond to the interview questions for they actively participate in development and execution of strategy. The research was conducted at Kenya Tea Development Agency Limited head offices in Nairobi where the key managers' offices are situated.

The data collection started by the researcher obtaining an introduction letter from the University and another letter of authorization to collect data before embarking to the field. The researcher sought consent from the KTDA management after which the researcher booked appointments with the interviewees. The interview targeted the senior level management from the following departments: finance, corporate communication, strategy & planning and human resources.

### **3.4 Data Analysis**

Content analysis was adopted to examine primary data collected using an interview guide. According to Babbie, (2001) content analysis helps establish the deeper meaning of the content provided or message characteristics. Coupler & Schindler, (2011) states that content analysis involves qualitative data that assists a researcher obtain comprehensive insight about a phenomenon under study with an aim of getting the unique patterns and relationships in the data been gathered. The method involved systematic organization of information in a manner that would enhance understanding of the verbal responses given by the respondents with an aim of building a profile on the effect of strategy execution and performance at KTDA Ltd.

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

### **4.1 Introduction**

This chapter entails the analysis and research findings as stipulated in the research objective. The study intended to establish the effect of strategy execution on performance of KTDA Ltd. It targeted five interviewees who hold senior management positions in the organization. The five managers were from the following divisions: human resource & administration, finance & strategy, operations, group audit and corporate communication. All the five interviewees were available for the interview scheduled at different time and dates with the interviewee hence achieving a 100% response rate. Content analysis was used to help understand the primary data collected by use of interview guide. Information provided was handles with utmost privacy and restricted for academic purpose only. All respondents' names and positions were anonymous.

### **4.2 Demographic Information**

The study collected some demographic information which aimed at verifying the respondents' suitability in providing information necessary to achieve the objective of the study. The interviewees were asked to provide information on the position they held in the company. This was pertinent as it gave the researcher confidence that the interviewees were in the best position to provide important information since they actively participated in strategy development and execution. They all indicated that they were managers in various positions in the organization. The interviewees were also required to give information on the level of education. The data obtained indicated that they were all highly educated; they all had a Master's degree. Further they were required to provide details on the number of years worked for the company. This information was important as it indicated how well they understood the organizations operation in line with strategy implementation and performance. The responses indicated that the interviewees had worked for the organization for a long duration most ranging from 7 years to 9 years. There are some who had served the organization for over 30 years. This confirms the interviewees had served the organization long enough to understand its strategic direction thus giving reliable and credible information.

### **4.3 Factors influencing Strategy Implementation & performance at KTDA Ltd**

This section presents the outcome from the content analysis on linkage between strategy execution and performance in KTDA Ltd. The strategy implementation parameters that were analyzed in the segment were; organizational leadership, organization culture, organizational communication and the resource allocation. For each parameter, the study established its influence on strategy implementation which directly affects performance.

#### **4.3.1 Influence of Organization Leadership**

The interviewees were requested to indicate their level of participation in strategy formulation and execution process. They all asserted that they were highly involved in the formulation of policy and that they were the foremost implementers of the KTDA strategy. They provide their input at the management committee level as they clearly understand the vision of the organization. KTDA do develop a robust 5 year strategic plan that involves the board and senior management team. The interviewees further indicated that KTDA leadership was very supportive and provided a very conducive environment that encourages staff participation in formulation of strategy and execution process. This helps subordinate staff own up the strategies being implemented and ease resistance to change hence boosts organization's performance. KTDA leadership is also keen to ensure that the staffs are well trained so as to enhance great performance.

The question as to how well KTDA leadership understood the corporate strategy clearly indicated that they were well conversant with corporate strategy but noted that there exists a challenge on how the same is cascaded downwards. A respondent noted that there exists a gap on communication of corporate strategy to all level of staff within the organization. Additionally, the respondents indicated that the organization invests heavily on training staff to provide them with the rightful skills and capacity to implement strategies effectively; this minimizes resistance to change. The interviewer sought further to know if the leaders do evaluate, monitor and review performance. A majority of the interviewees were of the opinion that the leaders play a key role in ensuring that the strategies being implemented at KTDA are continuously evaluated, monitored and reviewed. The evaluation is done monthly, quarterly and annually

depending on the division. However it was noted that the process of cascading the corporate strategy to specific departments was not very clear hence this poses a challenge on performance monitoring and review. Some respondents were of the view that the deliverables are not clearly communicated to the Head of Departments. Information provided indicated that individual staff performance review is done annually with an aim of determining bonus payment which should not be the case.

The interviewees were requested to give their opinion in regard to the extent to which they felt leadership influences performance. They all were of the opinion that organization is as good as its leaders; it can either rise or fall with its leaders. This indicated that leadership is very paramount and greatly influences performance. The interviewees were also requested to give their view regarding how KTDA leadership responds to change. They all indicated that KTDA leadership is proactive and cognizant of the changes in the operating environment. They noted that KTDA is heavily impacted by its external environment i.e. climatic changes and market prices. KTDA normally export their processed black tea hence any change in the foreign exchange rates may adversely affect the bonus payout to farmers. The respondents posit that change is fairly communicated and necessary trainings provided to prepare the staff adequately.

#### **4.3.2 Influence of Organization Culture**

The interviewees were asked to explain what they understand by corporate culture and they all seemed to have a clear understanding. They indicated that it is the way an organization does its business, its practices that informs its daily operations. One of the respondents indicated that culture involves the beliefs, shared values and norms within the organization. As to whether corporate culture influences the strategy implementation and performance, the interviewees pointed out that this is a key element if the organization was to achieve success. They all agreed to the fact that culture should match the strategies being implemented and vice versa.

They were keen to point out that culture has been an issue that they are working through entrenching a corporate culture that will be more aligned to the strategies that the organization intends to implement. They pointed out that culture is very accommodative in that there is some laxity among the staff. They noted that a culture

of accountability needs to be enhanced in order to attain organization's strategies. KTDA management reports to a board whose members are elected directors from 64 KTDA managed factories. The board provides an oversight role in the execution of the strategic plan. The board members are the owners of KTDA hence their decision could easily override management decisions. This impacts greatly on how strategies are implemented at KTDA.

The interviewees were asked to indicate how the staff responds to change that comes with new strategy. They indicated that the organization has a very accommodative culture. The staffs are adaptive to the changes that come with new strategy implementation though at times the response is a bit sluggish. A respondent pointed out that as long as there's proper communication of corporate strategy to the lower cadre then teamwork is achieved in execution of strategies. culture at KTDA is conducive to accommodate change. They also pointed out that the management invests heavily on trainings to equip the staff with new skills required to execute new strategies. They also have meeting sessions with staff to communicate changes about to be implemented, this arrangement makes it easy for staff to adapt to change and also minimize resistance to change.

One of the respondents indicated that some changes do face resistance from employees depending on how implementation is rolled out. An instance was highlighted on a new strategy that is currently being implemented that is; ERP- SAP has faced resistance by staff as they have not fully embraced the system. The complexity of the project has being the main challenge. The interviewees indicated that communication plays a key role in enhancing strategy implementation and performance at KTDA. They indicated that there exists a clear communication system that is well understood by all staff. With the changes in technology KTDA has embraced digital platforms of communication which include facebook and twitter. The interviewees indicated that the various channels have really enhanced its communication.

### **4.3.3 Influence of Organization Communication**

The interviewees were in harmony that communication is of essence in enhancing strategy implementation and performance. They noted that communication of organization's strategic direction is paramount. If a strategy is not communicated then it is as good as not having one. The response as to whether KTDA have a clear communication system in place that is well understood by all staff and that allows feedback shows that there is a communication system but there's need to have a robust system of communicating corporate strategy. They indicated that there are various channels of communication that are used in the organization which include; intranet, emails, circulars and publications.

The method of communication chosen should be based on the targeted group. The interviewees further indicated that the HODs do hold meetings to communicate the organization's strategies to their direct reportees. This enhances staff understanding of the strategies being implemented. In their opinion they were asked how well their staff understand the strategies being implemented, a majority of the respondents were skeptical as they felt that there's need for improvement on how strategy is communicated to staff. A respondent was of the opinion that at times staff are deemed to just work without much understanding of the strategic direction of the organization.

### **4.3.4 Influence of Organization Resource Allocation**

The interviewees were asked if KTDA leadership provides adequate resources for support in strategy execution and performance. They indicated KTDA management adequately provides resources towards supporting the strategic initiatives. The respondents were requested to indicate some of the key resources that the organization has heavily invested in. They pointed out that KTDA has heavily invested in human resource, in particular the employees who are well trained and skilled. The board directors are also well trained on corporate governance, this enhances their leadership skills. The organization is deemed to have invested heavily on good compensation across board and a conducive working environment; this has seen the company report very low turnover. KTDA has also invested heavily in infrastructure for instance they have implemented an Integrated Business Process solution project (SAP - ERP) to



help manage their businesses. KTDA has invested heavily on other its profitable ventures; this has increased its asset base.

The interviewees were asked on how often they monitor and audit resource utilization to ensure that value promised is attained. They pointed out that they normally have quarterly budget review. They also indicated that there is no proper process for validating the initiatives that required the resources. This is mainly because some of the strategies that get implemented are not part of the strategic plan. Approval to implement some strategies is obtained as long as one can justify the initiative even if it is not part of the strategic plan. Hence some key initiatives in the strategic plan may end up not being implemented as per plan.

#### **4.4 Influence of Strategy Implementation on Organization Performance**

The researcher further probed the interviewees on the role of strategy execution in enhancing organizational performance. Three respondents alleged that strategy execution impacts on the organization effectiveness to a large extent. Some were of a contrary opinion stating that performance is also influenced by external factors like market prices, climatic changes, hostility in the tea markets and political instability. This implies that for an organization to be competitive it has to clearly understand the environment it's operating in.

The management should be very proactive in putting up measures of mitigating the effects of the identified external factors. They went ahead to state that strategy implementation has increased efficiency on internal processes, customer satisfaction and improved bonus payout to tea growers who deliver to KTDA managed factories. One of the respondents pointed out that KTDA has rolled out an electronic weighing solution to replace the manual scales. Implementation of this has increased accuracy of data and curbed fraud thus increasing efficiency in the processes and customers satisfaction. It was also pointed out that KTDA has implemented an ERP system which is aimed at maximizing shareholders value through increased operational efficiency and also deemed to provide real time information for decision making.

The respondents further indicated that there has been growth in the bonus payout to the farmers over a period of the past five years that is year 2014 upto 2018. The payout has improved from Kshs. 35.5 billion payout in 2014 to Kshs. 62.45 Billion in 2018. The interviewees attributed the growth to the strategies that KTDA has continually implemented over the years. Strategies that are geared at cost reduction like implementation of affordable energy sources and investing heavily on ICT infrastructure.. An interviewee mentioned that KTDA promotes sustainable agriculture with an aim of entrenching best practices among tea farmers. This has contributed to increased production though there are other factors like climate that greatly influence production. This has also ensured that all KTDA managed factories have maintained full certification status. This compliance has made them comply with the requirement of the tea buyers who have continued providing a ready market for tea.

The interview further sought to understand if there was a link between individual staff performance and corporate performance. From the response given there is no clear link between staff and corporate performance. There is a gap since the objectives based on strategy are not very clear. The respondents stated that to some extent hard work is not rewarded and hence need to have a documented performance evaluation procedure. The interviewer also sought to know the tools that are used by KTDA to measure organization's performance. The response given was the use of a balance score card. This tool is effective if properly used as it allows use of monetary and non-monetary performance measures. The tool can be ambiguous to understand and hence pose a challenge in its implementation.

#### **4.5 Discussion of findings**

The research sought to establish the effect of implementation of developed strategies on performance at KTDA. As opined by Machuki & Aosa (2011) strategy implementation has been considered less exciting and difficult, hence lacking much attention from the academicians; without operationalization of strategy nothing tangible can be realized. This notwithstanding, the outcomes of the study were in agreement to findings of other researchers. The study agrees with a research done by Njagi & Kombo (2014) on effects of strategy execution on performance of the Kenyan commercial banks. They concluded there is strong connection between

organizations performance and strategy execution. They suggested that all steps in the implementation process should be properly designed and carried out for there to be an improvement in performance. The study findings concur with those of Scaap, et al., (2008) who established that strategy implementation does not significantly affect organization performance especially if formulation of strategy is deemed faulty. Strategies for implementation must be well thought out so that their effective implementation results to high performance.

The study revealed that leadership is of great essence in any organization, it's required for successful implementation of strategy. Anyango (2013) states that, strategic leadership is responsible for ensuring that the organizations values are upheld and corporate culture adhered to for a successful organization. A leader should support the firms' strategies by ensuring availability and sufficient resource allocation. The board directors provide oversight role, they are tasked with ensuring that the top management deliver results as it's clearly stipulated on the organization strategic plans. The board should provide the necessary support needed by the top management for successful implementation of strategies.

The study revealed there must be fit between strategies being implemented and the culture. This concurs with the findings of Rajasekar (2014) who identified factors that influence strategy execution as follows; leadership approach, organizational structure, technology, human resources and organization culture. There must be a fit between culture and strategies been implemented by an organization. Culture determines the internal orientations and external orientation; it determines how well the organization remains competitive with the changing environmental demands.

The study found out that communication is vital if strategy is to be well implemented in any organization. Strategy must be well communicated and understood at all levels. A robust system of communicating strategy has to be developed to enhance effectiveness on strategy implementation. The study concurs with findings of Wainaina, (2014) who carried out a study on strategy execution and performance in telephony industry in Kenya. The results indicated that it's important to ensure organization activities are well coordinated besides the measurement of individual performance and proper communication of strategies as these key aspects influence implementation of the strategic plan. He further added that management support is

crucial in all the stages of implementation. Proper communication of strategy is deemed to ease resistance from staff. When the corporate strategy is well understood at all levels it enhances collective synergy towards achieving a shared objective.

According to Hoffer and Schendel (2006), resources are inclusive of the firms' capabilities, attributes, knowledge, organizational processes and assets, etc. that the firm controls and which allow the firm to achieve and execute strategies that help the organization improve its competence and effectiveness. This is in line with the research findings regarding organization resources. An organization must invest in its resources in order to have a competitive advantage. Resources must be available when required in the strategy implementation.

Strategy evaluation and monitoring is of foremost importance if organizations are to realize value promised by their strategic plans. Melnyk, Stewart and Swink, (2014) there exists a strong correlation between evaluation of strategies and a firms' performance. They conducted a research in the USA with 210 organizations which intended to establish the impact of metric measurement on performance. The study revealed that 82% of the firms that had well-articulated objectives performed better than those without clear objectives. The study noted that while setting organizations objectives they have to be well aligned with the desired performance. The study also revealed that its not just enough to set objective, but more importantly to establish a way of evaluating and reviewing implementation progress.

## **CHAPTER FIVE: SUMMARY, CONCLUSION & RECOMMENDATIONS**

### **5.1 Introduction**

This chapter provides findings summary, conclusions and recommendations derived from data analysis of the research whose objective was to establish the effect of strategy implementation on performance at KTDA.

### **5.2 Summary of the findings**

This part outlines findings of the research work. According to results in Chapter 4, the findings revealed there exists strong connection between strategy implementation and performance at KTDA.

The results indicated that just like many other organizations KTDA was experiencing a challenge in its corporate culture. Organizations culture plays a key role in strategy implementation as it determines how serious the staffs undertake their roles and responsibilities during strategy implementation. It's therefore critical for organizations to entrench performance winning culture in order to attain excellence in its performance. Culture also informs how the management does performance appraisals. Organizations must seek to harness a rewarding culture that is fair and one that recognizes good performance. In order to minimize resistance to change by the employees the reward system and incentives must be clearly defined. This will also enhance staff motivation. Organization corporate culture should be supportive of the strategies been developed.

The researcher also established that communication of strategy in the organization is very crucial. Failure to communicate strategy in a clear way may result to failure in its implementation. Communication is vital since it helps everyone in the organization to understand the objectives and strategies being implemented. Communication facilitates cascading of the corporate strategy to staff at the lower cadre. This help ease resistance to change that comes with new strategy implementation. Feedback in communication is also very crucial. The employees' behavior is a way giving feedback to the management. KTDA management must employ a robust communication system as a tool to enhance strategy implementation.

It was established that organizational leadership do determine to a large extent the corporate strategy of the organization and are tasked with its implementation. The leadership must involve all staff through coordination of activities towards the attainment of one common goal. Corporate strategy must be well communicated to all staff and cascading of the corporate strategy must be backed up with prioritization of organizations resources. Resources especially financial resource is deemed to be scarce hence the need for the leadership to be more deliberate in resource allocations so as to ensure successful strategy implementation.

### **5.3 Conclusion**

The study aimed at determining the influence of strategy implementation on KTDA performance. The results revealed some consistency with other scholars who found that strategy execution impacts on organizations performance. The study intended to determine the effect of culture, communication, leadership and resource allocation on strategy execution and performance. The study findings indicated that all parameters under study do influence strategy execution and performance of organizations. Additionally, strategies must be properly formulated for the reason that a poor strategy no matter how well it's implemented will not positively influence organizational performance.

The study concludes that organizations face difficulties while implementing their strategies due to the dynamics in the market in which they operate hence all the key factors must be integrated to enhance positive outcome. The management should be cognizant of the various factors that influence strategy implementation and performance of an organization so as to develop measures for minimizing their negative impact. Lastly the study comes to a conclusion that there is need to explore the influence of external environment on strategy implementation as it poses a challenge towards attaining of organizations' objectives.

### **5.4 Recommendations for Policy and Practice**

Several recommendations have been derived from the study results. First this study recommends that KTDA should embrace culture change. KTDA management should deliberately entrench a performance winning culture across board. This will enhance staff motivation hence positively impact on the overall performance. Accountability

culture will enhance results or output at all levels from top to lower cadre. This will result to improved performance and sense of ownership of the strategies being developed.

Secondly this study recommends KTDA to implement a robust communication system. This will enhance flow of information to all levels and also allow feedback. Proper communication of corporate strategy will ensure that all staff are conversant with their roles that comes with new strategies that the organization is pursuing hence contribute positively in its implementation phase. With proper communication, employees will easily embrace change with minimal resistance.

Thirdly the study recommends that management should set very clear objectives that are well understood by the staff at all levels. They should ensure that there is a link between individual and organization performance. Clear targets should be given to all staff and should be frequently reviewed. The staff appraisal should be performance based, this way the staff will highly motivated to work hard and attain corporate goals.

Fourthly, KTDA operates in a very dynamic environment, the study recommends that it should continuously scan its environment so as to develop and implement strategies that will help it remain competitive in the industry. It should take advantage of its strength and opportunities to gain a competitive edge and also mitigate against the effect of the threats posed by the external environment as well as work on its weakness.

Lastly, the study recommends that KTDA should aggressively market their quality teas to new markets since some of the existing markets are risky, insecure and facing political instability like Pakistan and Afghanistan having wars or turmoil every other time. This results to reduced earnings to the farmers. KTDA should also pursue other income generating ventures to diversify from overreliance on tea income.

## **5.5 Limitations of the study**

To study mainly focused on KTDA, a key player in tea industry to achieve its objective. The research findings can therefore not be generalized on other sectors in the industry. There was a limitation to the degree of accuracy from the data derived from the selected interviewees. The researcher noted some differences in the

responses regarding various issues of strategic implementation. The researcher also noted some element of subjectivity giving room for bias.

To some extent the respondents were hesitant to share the information for fear that it would taint the image of the organization or be used against them. The researcher had to give them assurance that information obtained would be held in highest form of secrecy and solely used for scholarly purpose. The researcher had to present the letter of introduction from the university and also sought permission to collect data from KTDA management.

Time was also a limitation factor. The process of obtaining permission from organization's management was abit lengthy hence a delay in data collection. Additionally, the target respondents were the senior managers who have very busy schedules hence limiting time allocated for the interviews.

#### **5.6 Suggestion for Further Research**

The study suggests that replica study to be carried in other sectors in the industry as the findings of this study may not be generalized since it only focused on a tea industry. This will also enhance comparability of the findings with this study. Another study that should be carried out is on performance measurement, evaluation and control at KTDA Ltd. The study findings further indicate that external environment is very critical in influencing strategy implementation in the tea industry. Hence the researcher suggests studies on the influence of external environment on strategy execution and performance at KTDA.



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## APPENDICES

### Appendix 1: Introductory Letter

  
**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... 4/10/2018

**TO WHOM IT MAY CONCERN**

The bearer of this letter... CAROLINE MUTHONI GITONGA

Registration No... N61/77110/2015

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.

  
04 OCT 2018  
**PROF. JAMES M. NJIHIA**  
DEAN, SCHOOL OF BUSINESS

## **Appendix 2: Interview guide**

This purpose of this study is to establish the influence of strategy execution on performance at Kenya Tea Development Agency Limited.

### **PART 1: General Information**

1. What is your current position in the company?
2. What is your level of education?
3. What duration have you served in the organization?

### **PART 2: Factors that affect Strategy Execution and Performance**

#### **a) Organization Leadership**

4. To what extent do you participate in strategy formulation and implementation?
5. In your opinion does KTDA leadership provide a conducive environment for strategy implementation?
6. How well does the leadership articulate the organization strategy?
7. How often do the leaders evaluate, monitor and review performance of strategies being implemented?
8. Does KTDA leadership encourage staff involvement in strategy formulation and implementation process?
9. In your opinion do you believe KTDA leadership provides a clear set of goals, targets and objectives that are SMART?
10. How does KTDA leadership manage change?
11. Do you think there's room for improvement of KTDA leadership so as to enhance Strategy Implementation and organization performance?

#### **b) Organization Culture**

12. What is your understanding of corporate culture?
13. In your opinion does corporate culture affect Strategy Implementation and performance?

14. How well do the employees understand the organization defined mission, vision and goals?
15. How do employees respond to change that comes with new strategy implementation?
16. Do you think there is room for improvement? If yes how can it be improved?

**c) Organization Communication**

17. Does organization communication play a key role in enhancing strategy implementation and performance at KTDA? Explain
18. Does KTDA have a clear communication system in place that is well understood by all staff and that allows feedback?
19. In your opinion how well does your staff understand the strategies being implemented?
20. What are some of the ways you can suggest for improving communication at KTDA?

**d) Organization Resources**

21. Does KTDA leadership provide adequate resources to support strategy implementation and performance?
22. What are some of the key resources KTDA has heavily invested in with an aim of improving its competitive advantage?
23. In your opinion, are the allocated resources adequate for Strategy Implementation?
24. How often do you monitor and audit resource utilization to ensure that value promised is attained?

**e) Organization Performance**

25. To what extent is KTDA performance influence by Strategy Implementation?
26. What tools do you use to measure organization performance?



27. Has Strategy implementation improved staff productivity, efficiency, customer satisfaction, financial performance i.e. profitability, bonus payment
28. Is there a link between individual staff performance and corporate performance? How is this articulated?
29. Which are the other factors that influence strategy implementation and performance at KTDA?

**THANK YOU**