

**STRATEGIC RESPONSES BY KENYA WILDLIFE SERVICE  
TOWARDS REALIZATION OF KENYA VISION 2030**

**BY**

**AMOS OTIENO JUMA**

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## DECLARATION

This research project is my original work and it has not been presented in any University or College for examination.

**Signed:** -----

Amos O. Juma

D61/60260/2010

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Date

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

**Signed:** -----

Dr. James Gathungu

Lecturer-Department of Business Administration

School of Business, University of Nairobi

**Date** -----

## **DEDICATION**

This paper is dedicated to my late parents Baba James, Mama Patricia and Anjeline. My dear wife Agnes and daughter Crystal, whose wisdom, wise counseling and determination have been the corner stone in my quest for academic excellence.

## **ACKNOWLEDGMENTS**

First and Foremost I would wish to thank the almighty God for guiding and giving me strength to undertake this study, without his blessing this study would not have been successful. Secondly my special thanks go to my supervisor Dr. James Gathungu, lecturer in the department of business administration, school of business, without whose guidance, support and constant advice, this work would not have been a success. I want to sincerely thank him for his tireless efforts, encouragement and valuable critique, during the proposal time and more so during the entire research period. He has spent countless hours in and outside the office time to clarify and guide accordingly. His knowledge of the subject and ability to translate my abstract of ideas into coherent thoughts enabled to shape this project to what it is now. Other members of academic staff in the school of business deserve commendations for their contribution in shaping the proposal. I thank you all for your support and advice.

My gratitude also goes to the MBA colleagues in particularly Charles, Nicholas and Juliana for the valuable support throughout the study period. I am also indebted to KWS, who gave me study leave and partial sponsorship to pursue this study. Last but not least, my special gratitude goes to my dear wife Agnes who stood by me throughout the study period and daughter Crystal, your persistence and patience have been rewarded you have all touched my life in a special way.

May the almighty God bless you all.

## **ABSTRACT**

Organizations are operating in a rapid unpredictable external environment; the changes in the external environment have a significant impact on the survival and success of the organizations. Following the unveiling of Kenya vision 2030 organizations have been triggered to match their strategies to fit to the country's vision 2030 economic model and to ensure that the vision is achieved.

For prosperity and survival, organizations have to devise various strategies that will enable it respond to challenges in its external environment. Pearce and Robinson (1991) proposed the grand strategy for surviving in the environment. Porter (1980) proposed the three generic strategies organizations can use to respond to challenges in its external environment. The purpose of this study was to establish the strategic responses adopted by Kenya Wildlife Service towards realization of Kenya vision 2030.

Strategic responses in organizations has been defined differently by various scholars Schneider and Meyer(1991)states that strategic responses is the assessment of environmental threats and opportunities and organizational strengths and weakness. Pearce and Robinson (1991) defined strategic responses as the set of decisions and actions that results in the formulation and implementation of plans designed to achieve the firm's objectives. Ross, Hitching and Worley(1996) argued that strategic responses is the adaptation and reorientation to the changing environment

This was a case study. The researcher used an interview guide. The interview guide was administered using face to face interviews. The sample size for the study was 20 senior managers in the organization. Secondary data was used to corroborate the data from primary sources. Data collected was analyzed based on content analysis.

The study found that KWS was operating in a very dynamic and volatile environment. The study found out that the organization faced a lot of challenges from its external environment. The most prevalent challenges came from the economic, political and technological environments.

The study further concludes that to respond to these challenges KWS had adopted various strategies such as. Market development whereby additional new source markets have been developed through aggressive marketing campaigns by KWS, KTB and Brand Kenya. KWS has also introduced product development and new products like horse riding, bird watching and Park night dinners have been introduced. Another strategic response was diversification of tourism products like cycling within the Park, Rock climbing and Commercialization of Airwing Services. These findings have implications for the organization and it recommends a role out programme for Kenya vision 2030 with a fully fledged department on vision 2030 delivery to educate the wardens and other staffs on the role of KWS in addressing the vision's objectives.

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## **LIST OF ABBREVIATIONS**

EABL	East African Breweries Limited
GDP	Gross Domestic Product
KPC	Kenya Pipeline Corporations
KWS	Kenya Wildlife Service
MDG	Millennium Development Goals
PDQ	Process Data Quick
WAN	Wide Area Network
WCMD	Wildlife Conservation Management Department

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the study**

This chapter highlights the background information of the study. It points out the firm's external environment and various changes occurring in their external environment. It also points out the various strategic responses adopted by several organizations to align their strategies to the environmental changes and a brief discussion on Kenya vision 2030.

Organizations are operating in a rapid unpredictable external environment; the changes in the external environment have a significant impact on the survival and success of the organizations. These changes are political, economical, social, technological, legislative, and environmental. For instance in 2008 Kenya unveiled the vision 2030 economic development blue print. This was intended to transform the country into a newly industrialized economy providing a high quality of life to all Kenyan citizens by the year 2030. In return organizations have been triggered to match their strategies to fit to the country's vision 2030 economic model.

### **1.1.1 Strategic Responses**

According to Ansoff and Mc Donnell (1990) organizations are environmental dependent and failure to adapt the organizations to their environment leads to strategic problems. Subsequently a change in the environment will lead to changes in the organization. Hence strategic responses are required in any organization to enable it cope with turbulence in the environment and to ensure its success. Strategic response requires organizations to

change their strategy to match the environmental turbulence and also to transform or redesign their internal capability to match this strategy. Porter (1985) observed that understanding of the external environment is important, since all organizations operates in open system and depend on the environment for their inputs and outputs. To be able to build a competitive advantage, organizations needs to examine both their external and internal environment and respond appropriately.

According to Pearce and Robinson (2005) strategic responses are a set of decisions and actions that result in formulation and implementations of plans that are designed to achieve the firm's objectives. Therefore strategic responses are decisions that are made by a firm in order to align the firm to the environmental changes and for the organization to be successful and effective they need to respond appropriately to changes that occur in their external environment. Aosa (1992) argued that a mismatch between the environment and the organization brought about by failure to respond to changes in the environment creates a strategic problem.

Ross, Hitching and Worley (1996) argued that for organizations to remain truly competitive overtime as the environment changes, they had to learn, adapt and reorient themselves to the changing environment. The process has to be deliberately coordinated, leading to gradual or radical system realignments between the environment and a firm's strategic orientation that results in improvement in performance and effectiveness. This process is referred to as integrated strategic change. This adaptation to the changing environment forms the strategic response.

Various strategic responses have been suggested that an organization can adopt to match to the changes in the environment. Pearce and Robinson (1991) proposed the grand strategy for surviving in the environment. A grand strategy is a comprehensive, general plan of major actions through which a firm intends to achieve its long term objectives in a dynamic environment. Grand strategy therefore indicates how the business objectives will be achieved. The grand strategies include concentration, market development, product development, innovation, integration, joint venture, diversification, turnaround, divesture, and liquidation.

Porter (1980) argues that there are three generic strategies that a firm can use to succeed in an industry. The three generic strategies are; overall cost leadership, differentiation and focus. Overall cost leadership entails providing your products or services at lower cost as compared to what your competitor is charging through efficient production methods, tight cost and overhead controls, lowering advertising and services costs. Differentiation involves providing products and services that are unique in the industry and include tactics like brand image, additional features, technology and customer service. Focus strategy involves narrowing down to a particular buyer, segment of product line, market segmentation using both the cost or differentiation strategy to narrow down your segment, with focus being to serve the narrower segment more effectively and efficiently. Any firm that does not pursue any of the three strategies is “stuck in the middle” which is a poor strategy resulting to eminent collapse.

Ghemawat (2007) proposed what he termed as the AAA triangle framework. This framework is based on the premise that the world has become a global village. Therefore firms need to develop global strategies in order to compete effectively. The AAA triangle framework comprise three distinct global strategies; adaptation, aggregation, and arbitrage. By adaptation a firm seeks to boost revenues and market share by maximizing local relevance. With aggregation a firm attempts to deliver economies of scale by creating regional or even global operations which involves standardization. Lastly arbitrage involves exploitation of differences between national or regional markets by locating separate parts of the supply chain in different locations.

### **1.1.2 Kenya vision 2030 economic model**

The Kenya Vision 2030 is a development blue print tailored to transform the country into a newly industrialized economy providing a high quality of life to all Kenyan citizens by the year 2030. The overarching vision according to (Government of Kenya, 2007) will be achieved through the following three main pillars; Economic pillar, Social pillar and Political pillar. These three pillars are supported by various institutional reforms, infrastructure development as well as mid-term and long-term plans. The economic pillar intends to move the economy up the value chain through achieving a gross domestic development of 10% per annum for twenty five years by the year 2012. The tourism growth driver which is among the six growth drivers as envisaged in the economic pillar of vision 2030 will be a leading sector towards achieving of this vision. The vision for tourism sector is to become a top ten long-haul tourist destination in the world offering high value, diverse and a distinctive visitor experience. The overall strategy for the

tourism industry by the year 2012 is to treble national earnings through the following strategies; development of the main tourism product, diversification of tourism sources, human resource development for tourism sector and lastly improving on the security of the tourist (Government of Kenya, 2007).

In order to achieve the tourism goals by the year 2030 the following flagship projects between are to be initiated between the year 2008 to 2012; establishment of three premium resort cities, two in Coast and one in Isiolo, establishment of premium Parks initiative by providing tourist with unique experience at premium cost, upgrading the standards of attractive but rarely visited Parks and lastly the niche product initiative aims at targeting high spenders tourists (Government of Kenya, 2007). The vision first medium plan term in tourism sector envisaged to quadruple tourism contribution to GDP, double international arrivals and treble national earnings through increased bed-night occupation at the coast, safari business and development of a niche product (Mulunda, 2011).The vision also aspires in aiding to meet the millennium development goals for Kenyan's by the year 2015.The MDG'S are world development challenges contained in the millennium declarations adopted by 189 countries.

### **1.1.3 Overview of the Kenya Wildlife Service (KWS)**

Kenya Wildlife Services (KWS), the successor of the Wildlife Conservation and Management Department (WCMD) which had been established in 1976 to improve efficiency and rationalize conservation activities under one department, was preceded by the Game Department and the Kenya National Park trustees. The legislation that



establishes and governs KWS is the Wildlife (Conservation and Management) Act, CAP 376 and the Wildlife (Conservation and management) (Amendment) Act No. 16 of 1989. The scope of the functional mandate of KWS which cover policy, advisory, regulatory, licensing, and implementing roles is too broad and in some respect conflicting.

KWS which is a state corporation body within the Ministry of Forestry and Wildlife controls approximately 8% of the country's land mass comprising; four (4) Marine Parks, five (5) National Reserves, twenty two (22) Terrestrial National Parks, and twenty eight (28) Terrestrial National Reserves. KWS also controls one hundred and twenty five (125) game stations outside protected areas. Within this Parks and Stations are infrastructural developments like office and residential blocks, training institutes, workshops, research centers, bandas, hotels, shops and restaurants, boreholes, road networks, airstrips, and related plants and equipments.

Conservation is closely linked to economic development particularly where like in Kenya it underpins tourism. The tourism industry, whose strength is based mainly on the country's natural resources managed by KWS, is the second largest contributor to the Kenya's economy, accounting for nearly 10 % of the country's gross domestic product. In the process, KWS accounts for 90% of safari tourism. Therefore looking at the tourism industry KWS as a far reaching and indeed a cross cutting role in the implementations of the requisite policy initiatives geared toward realization of the Kenya vision 2030.

## **1.2 Research problem**

Organizations are faced with a number of challenges originating from its external environment. Pearce and Robinson (1991) proposed the grand strategy for surviving in the environment. Using the grand strategy approach, organization's strategic responses to these challenges includes market development, product development, innovations (by adopting to new technology) and diversifications. Porter (1980) proposed the three generic strategies organizations can use to respond to challenges in its external environment, these three generic strategies forms organization strategic responses and they include devising cost cutting strategies to achieve low prices on products or services, product differentiation and segmenting your market in terms of cost or quality. For prosperity and survival, organizations have to devise various strategies that will enable it respond to challenges in its external environment. Organizations which have failed to respond to the various challenges posed by external environment have ended up perishing.

Kenya Wildlife Service is a core partner in the government's strategy to formulate and implement strategies for tourism, to sustainably exploit natural resources for economic recovery, employment and wealth creation. Therefore the role of KWS cuts across the three major pillars of the country's vision 2030 and more specific the economic pillar, tourism sector. The realization of Kenya Vision 2030 is dependent on the political environment in the country, economic changes, technological changes and social-cultural changes. All these factors have affected the organization in a way that has made the management of KWS to develop appropriate strategic responses to ensure that the vision

2030 is realized. The management also seeks to align the organization's strategy to the vision and to transform its internal capability and competence to match the adopted strategy.

Various studies have been carried out to establish how different organizations have responded to changes in the environment. Kandie ( 2001) focused his studies on the strategic responses by Telkom (K) Ltd in a competitive business environment, Njau (2000) focused his studies on East African Breweries responses to the changing competitive conditions and found that there is a linkage between the company's competitive environment to Porter's (1980) economic model, Lesiyampe (2006) carried out a research on responses of Kenya Wildlife Service to increased competition in the tourism industry and found that KWS has adopted the use of superior technologies, increased marketing, five year strategic plans and diversification strategies to respond to the increased competition in the tourism industry, Gachambi (2007) focused her studies on East African Breweries strategic response to changes in the external environment and found that EABL has adopted the strategic response in line with the Pearce and Robinson's (1991) grand strategies, Wanjugu (2008) studied Kenya Pipeline Corporation organizations responses to external environmental changes and found that KPC has adopted strategic planning, capital injection, capacity building and technological change to counter environmental changes.

Given that Kenya Wildlife Service will play a major role in the tourism sector, there is need for KWS to formulate effective strategic responses to cope with Kenya vision 2030 economic model. While appreciating the number of studies done on strategic responses in bringing a fit between the organization's internal capabilities with its strategy in relation to its external environment, the results obtained cannot be applied to any other organization due to contextual differences. There is no published research concerning the same on Kenya Wildlife Service. It is against this backdrop that this study attempts to fill the research gap by determining the strategic responses by Kenya Wildlife Service to Kenya vision 2030 economic model. In doing so the study will address the following question.

What are the strategic responses adopted by Kenya Wildlife Service in the tourism industry following the unveiling of Kenya vision 2030?

### **1.3 Research Objective**

To establish the strategic responses adopted by Kenya Wildlife Service towards realization of Kenya vision 2030

### **1.4 Value of the study**

The findings of this study will benefit a number of stakeholders; the management of Kenya Wildlife Service will use the information from the study as a reference point, as well as for recommendations on areas which they can improve on.

The study will also contribute to the existing knowledge on strategic responses by Kenyan's organizations particularly the public institutions. It will also form the basis upon which other related and replicated studies can be based on and also suggest potential research areas for future researchers.

The study will also benefit the Ministry of Forestry and Wildlife in establishing whether within the Ministry the vision is on course and also coming up with relevant legislations to govern the various stakeholders in tourism sectors to ensure that Kenya vision 2030 is realized.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews various concepts of strategy by other scholars. It gives a brief analysis of the firm's external environment, various approaches to strategic responses and strategic success analysis.

### **2.2 Concept of strategy**

The concept of strategy is a multi-dimensional and has been defined by strategic management scholars in different ways. Chandler (1962) defined strategy as, the determination of the basic long-term goals and objectives of an enterprise and the adoption of the course of action and allocation of resources necessary for carrying out these goals. Pearce and Robison (1997) defines strategy as the "game plan" which results in future oriented plans interacting with competitive environment to achieve company's objectives. This definition of strategy is quite important as it brings out the issue of competitiveness in the environment and the game plan the organization is going to put in place in order to compete effectively.

Johnson, Scholes and Whittington (2008) states that, "strategy is the direction and scope of an organization over the long term which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder's expectations." Aosa (1992) argued that strategy is creating a fit between the external characteristics and the internal conditions of an organization to solve a strategic problem. He defined a strategic problem as a mismatch between internal

characteristics of an organization and its external environment. The match is realized by developing an organization's core capabilities related to the external environment early enough to allow for exploitation of opportunities in the external environment and minimization of threats. Strategy is the match between an organization's resources and skills and the environmental opportunities the organization wishes to accomplish (Schendel & Hofer, 1979).

Hax and Majluf (1996) defined strategy as a response to external opportunities and threats and internal strength and weakness; in order to achieve a sustainable competitive advantage. The central focus of strategy in this definition is to achieve a long term sustainable competitive advantage of the firm through understanding of the external and internal forces that impact the organization. By looking at an organization's external forces you will be able to identify the industry attractiveness and trends, as well as characteristics of the major competitor. Assessing the firm's competitive capabilities will give you the strength that have to be developed further and weakness that needs to be corrected. Therefore strategy is needed in order for organization to obtain a match between their external environment and their internal capabilities, and how to continuously adapt the organization to meet the demands of a changing business environment.

Mintzberg, Quinn and Ghoshal (1998) proposed five different definitions of strategy as a; plan, ploy, pattern, position and perspective. As a plan strategy specifies intended course of action of a company that is designed in advance of the action it governs. As a ploy

strategy is seen as a specific maneuver intended to outdo competitors. Strategy as pattern emerges from a stream of actions. Here strategy is seen as consistency in behavior. The strategy develops or emerges in the absence of intentions. This they term as emergent strategy. As a position, strategy is a means of locating an organization in the environment and indicates how the organization will develop a sustainable competitive advantage. Lastly as a perspective, it gives an organization an identity and reveals the way organization perceives the outside world. The multiplicity of definitions of strategy suggests that it is a multidimensional concept. No one definition can be said to capture explicit all the dimensions of strategy. As Mintzerb *et al* (1998) argues, in some ways these definitions compete in the sense that they can substitute each other. As such, their complementary nature provides an additional insight that facilitates our understanding of strategy.

Abbot (2007) defined strategy as the unique and distinctive actions a company takes to achieve a competitive advantage that will contribute to greater net profitability. Strategy is therefore all about creating a distinctive approach to a customer differentiated value proposition. He argued that sometimes what is much referred to as strategy is usually an operation plan involving some wishful thinking and a projection of existing status-quo into the future and adjusting by a given percentage. According to him hard analysis and ruthless questioning of fundamental assumptions is usually lacking in such plans which should be present in a strategic plan.



### **2.2.1 Strategy Levels**

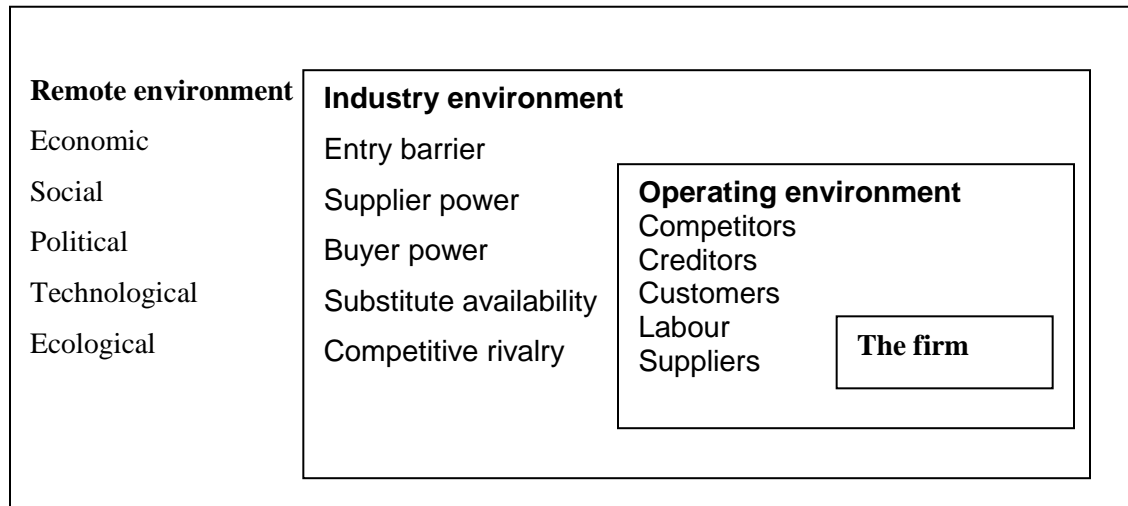
Pearce and Robinson (2005) defines the three decision making hierarchy of firm mainly; corporate level, business level and functional or operational level. At corporate level, the overall concern is the firm's financial performance and achievement of non-financial goals, through setting the firm's objectives and formulating the firm's strategies. At the middle level of a firm's decision making hierarchy is the business level, here managers crystallized the statement of direction and intend developed at corporate level into concrete objectives and strategies for a particular strategic business unit (SBU). Strategic business unit is a unit within the overall organization for which there is an external market for goods or services distinct from another SBU. At the lower level is the operational or functional level, at this level the main function is to develop annual objectives and short term strategies. This is the level where the firm's strategic plan is implemented and the main concern is how the various component of the organization in terms of the people, resources, processes and skills combine together to deliver the organization strategic direction (Johnson & Scholes, 1997).

### **2.2.2 External Environment**

Pearce, Robison and Mital (2010) defines external environment as factors that are beyond the control of a firm but influences the firm choice of direction and action, the firms structure, and internal process. They argued that factors constituting external environment can be divided into three interrelated sub-categories; factors in the remote industry, factors in industry environment and factors in operating environment. These three factors

form the basis of the firm's opportunities and threats in a competitive environment as depicted in the figure 2.1

**Figure 2.1 The Firm's External Environment**



**Source: Adapted from Pearce *at el* (2010) strategic management: strategy formulation, implementation and control P. 94**

Remote environment consist of forces that originate beyond and are irrespective of any firm's operating situation. The industry environment consists of factors for competition that influence all firms with similar products. Lastly the operating environment consists of conditions in the immediate competitive situation having an impact on the firm's ability in acquiring needed resources. These three factors influence the Firm's choice of strategy that optimizes market opportunities (Pearce *at el.*, 2010).

To be successful in future, an organization must be in tune with its external environment. There must be a strategic fit between what the environment wants and what the firm has to offer, as well as between what the firm needs and what the environment can provide (Wheelen and Hunger, 2001). The response time to the environment challenges has been

identified as a major source of competitive advantage for several firms in today's competitive global market (Pearce & Robinson, 1997). Porter (1985) argues that the connection between the external environment and the organization is an input – throughput-output model, where the inputs are received from the environment and released back to the environment after being processed by the organization.

Boseman and Phatak (1989) argues that if a firm wants to remain vibrant and successful in the long run, it must make an impact assessment of the external environment , especially relevant groups like customers, competitors, consumers, suppliers, creditors and the government and how they impact on its operation success is dependent on productivity, customer satisfaction and competitive strength. Effective strategy may enable a business to influence the environment in its favour and even defend itself against competition.

### **2.3 Strategic Responses in organizations**

Brown and Eisenhardt (1998) proposed three strategic postures that can be adopted in a rapid turbulent market; reacting to change, this is when an organization responds to a rival's new product with a superior product, this is a defensive strategy and unlikely to create fresh opportunity. The second posture is anticipating change; this involves making plans for dealing with the expected changes and fine tuning them as they may be required. This is also a defensive strategy since forces outside the organization are in the driver's seat. The last strategic posture is leading change, this entails initiating the market and competitive forces that others must respond to. This is an offensive strategy with the intention of putting the organization in a driver's seat. Pearce & Robinson (1991) defines

strategic responses as the set of decisions and actions that result in the formulation and implantation of plans designed to achieve a firm's objectives. It is thus a reaction of what is happening in the environment of the organization.

Schneider and Meyer (1991) stated that the assessment of environmental threats and opportunities and organizational strengths and weakness are the core to developing strategic responses. Various generic strategic responses have been identified. Porter (1980) advanced what is known as the generic competitive strategies. Ghemawat (2007) advanced the AAA triangular framework for firms facing global challenges. Pearce & Robinson (1991) proposed the grand strategies for firms in dynamic environment. The following is a brief discussion on generic and grand strategies mentioned earlier and the AAA triangular framework for firms facing global challenges.

### **2.3.1 Generic Strategies**

Porter (1980) described the three generic strategies for creating a defensible position and outperforming competitor in a given industry. These three generic strategies are; low cost leadership, differentiation and market segmentation (focus).

Low cost leadership is based on achieving lower overall cost in the industry than the competitors through a set of functional policies. The low cost basis for competitive advantage is lower overall cost than competitors. This require the firm to pursue aggressive construction of efficient-scale facilities, vigorous pursuit of cost reduction derived from experience, tight cost and overhead controls, minimizing in areas like

research and development, advertising, services and sales force. In this case, management attention is to produce goods and services cheaply than competitors.

Differentiation strategy means creating something which is unique in the industry this is based on study of buyers need and behavior in order to understand what they consider important and valuable. Differentiation can be on the brand, image, technology, features, customer service and distribution network. Competitive advantage results from buyers becoming strongly attached to these incorporated attributes and this allows the firm to charge a premium price for the product.

Focus strategy involves using either the low cost leadership strategy or differentiation strategy but on a narrower target. A focus strategy is based on selecting a market niche where the buyers have distinctive preferences. The market niche is defined by geographical uniqueness, specialized requirements in using the product. This strategy places a limitation on the overall market share that can be achieved. It also involves a trade-off between profitability and sales volume. The three generic strategies represent three broad types of strategic groups, and thus the choice of strategic responses. Any firm that fails to develop its strategy along at least any of the three generic strategies is “stuck in the middle” which is a wrong strategy and the firm is assured of low returns (Porter, 1980).

### **2.3.2 Grand strategies**

Pearce & Robinson (1991) proposed the following grand strategies for firms in dynamic environment;

Product development is a substantial modification of existing products or the creation of a related but a new product into the market. This strategy is usually adapted to either prolong the life of a current product or to take advantage of the favorite brand name. This strategy is meant to attract satisfied customers to new products as result of their positive experience with the firm's initial products (Pearce & Robison, 1991).

Market development is another grand strategy, this involves marketing present product often with some modifications by giving out price incentives to customer for more use, opening additional markets and developing quality variations. This strategy is usually preferred since it involves least cost and minimal risk (Pearce & Robison, 1991).

Diversification strategy involves developing new product for new markets this strategy can be divided into two; concentric diversification which involves acquisition of new business related to acquiring firms in terms of technology, market and products. The second diversification strategy is conglomerate; this involves acquisition of a small firm by a larger firm since the smaller firm represents the most promising investment opportunity (Pearce & Robison, 1991).

Another grand strategy is innovation; this is used by firms to reap the premium margins associated with the creation and customer acceptance of new product or more improved product. The rationale behind innovation is to create a new product life cycle and subsequently making similar existing products obsolete. Business competing in fast

changing markets with fast changing technology must innovate. Firms risks being overtaken by competitors by failing to innovate (Johne, 1999).

Joint venture, retrenchment, divestiture and liquidation are referred as defensive strategies (Boseman and Phatak 1989). Joint venture involves two or more companies forming a temporary partnership or consortium with the main purpose of capitalizing on some opportunity in order to succeed in a given environment. Integration strategy can either be horizontal or vertical. Horizontal integration involves acquiring one or similar firms operating at a same stage of production or marketing. Vertical integration involves acquiring a firm that supplies you with inputs such as raw materials or serve as the firm's customer for its output.

Turnaround strategy involves concentrated efforts to reduce costs and assets to reverse negative impact on business. Divesture strategy involves the sale of a business or major unit of the business to rid unprofitable activities. This strategy is often used to raise capital for further strategic acquisitions or investments. The last grand strategy is liquidation, which involves winding up of a business by selling its assets.

### **2.3.3 AAA Triangular Framework**

The world has become a global village, therefore firms have to develop global strategies to manage the differences that arise at the market's boarder (Ghemawat, 2007). To deal with this challenge he proposed the AAA triangular framework. He argued that most business leaders usually make assumptions in global strategy. He argued that firms are faced with the challenge to strike a balance between economies of scale and

responsiveness to local conditions and that the more emphasis companies make on local economies of scale in their worldwide operations, the more global their strategies. Although standardization and local responsiveness strategies are valid but they ignore cross border integration. The main goal of a global strategy is to manage large differences arising at borders (Ghemawat, 2007).

AAA triangular framework consist of the three distinct global strategies namely; adaptation, aggregation and arbitrage (Ghemawat, 2007). He argued that adaptation intends to boost revenues and market shares by maximizing local relevance. Aggregation attempts to deliver economies of scale by creating regional or global operations and it involves standardization. Lastly arbitrage involves exploitation of differences between national or regional markets by locating separate parts of the supply chain in different locations. Firms operating globally have to choose one or more of the strategies. The principle finding in his studies is to choose one or two strategies that will give a firm a competitive advantage.

#### **2.4 Strategic Success Analysis**

Ansoff & Mc Donnell (1990) advanced what they termed as the strategic success hypothesis which states that the success of any organization is determined by the match between strategy and the environment and that internal capability must match the strategy, as depicted in figure 2.2



**Figure 2.2 Matching Aggressiveness and Responsiveness with Turbulence**

Environmental turbulence	Repetitive	Expanding	Changing	Discontinuous	Surprising
	Repetitive	Slow Incremental	Fast Incremental	Discontinuous Predictable	Discontinuous Unpredictable
Strategic aggressiveness	Stable based on precedents	Reactive incremental based on experience	Anticipatory incremental based on extrapolation	Entrepreneurial discontinuous based On expected features	Creative discontinuous based on creativity
		Custodial suppresses change	Production adopts to change	Marketing seeks familiar change	Strategic seeks new change
Responsiveness of capability					
Turbulence level	1	2	3	4	5

**Source: Adapted from Ansoff and Mc Donnell (1990), *Implanting Strategic Management*, P.38.**

Level 1, Repetitive environment; the environment is stable and repetitive and firms do not change their products or services unless they are forced by a threat to their survival.

Level 2, Expanding Environment; the environment changes slowly and incremental, here firms succeed by adapting relatively to change. Firms here make incremental moves based on experience and they do not change their products or services unless forced by a competitor.

Level 3, changing environment; in this environment the successful firms seeks to continuously improve on their products or services in anticipation of changing needs of customers.

Level 4, discontinuous environment; this is the most difficult environment to manage a firm. The distinctive characteristic of firm at this level is that,

it is ready to abandon its historical position for new opportunity that will exist in the environment. Here there is no attachment to a particular market, customer and product. The firm is prepared to move unless it feels that it can make profit. Level 5, surprising environment; at this level successful firms develop products or services with much emphasis placed on innovation and technology. Here firms seek to create their own environment.

Therefore each level of environmental turbulence has different characteristics and requires different strategies and different capabilities. Each level of environmental turbulence requires a matching strategy and the strategy has to be matched by appropriate organizational capability for success, growth and development. Therefore strategy must be altered to match environmental changes and this becomes the strategic responses. Failure to match the three results in a strategic-capability gap (Ansoff & Mc Donnell, 1990).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the methodology used to carry out the research. The sequence of the research methodology is as follows; research design, data collection and lastly data analysis.

### **3.2 Research Design**

This research was conducted through a case study with an aim of finding out the strategic responses adopted by Kenya Wildlife Service towards realization of vision 2030. Mugenda and Mugenda (1999) states that a case study is an in-depth investigation of an individual, institution or phenomenon. Based on information required for the study, a case study is more appropriate design since it gives a full contextual analysis of events. A case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit, irrespective of what type of unit is under study. It is a method that drills down rather than cast wide (Kothari, 1990).

### **3.3 Data Collection**

The study used both the primary and secondary data. Secondary data was obtained from the organization's monthly in-house magazines, strategic plan 2005-2010, 2008-2012, and annual report 2010. Other secondary data was collected from the newspaper and vision 2030 booklet.

Primary data was collected through personal interviews guided by an interview guide a self administered questionnaire was dispatched by email to the field Assistant Directors.

Both made the use of open ended questions to allow respondents to explain phenomenon in their own word. The questions were designed to deal with the objectives which represented a single strategic response under study. The data was collected from twenty respondents; Director, Deputy Directors, Corporation Secretary, selected Departmental Heads and all Area Assistant Directors.

### **3.4 Data Analysis**

The data was analyzed using the content analysis technique since the study solicited for qualitative data. A conceptual and qualitative content analysis was performed on the data to allow for an in-depth understanding of issues in the case. This type of analysis was suitable since it did not limit the respondents on answers and had a potential of generating more detailed information. Nachmias and Nachmias (1992) defined content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same approach to relate to trends.

The data was first sorted out around key central questions and using pattern matching and explanation building techniques an examination of the data was done to see whether it fits or fail to fit to the research question. Content analysis gave a clear understanding of respondent's answers.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

### 4.1 Introduction

This chapter represents the research findings, analysis and presentations of data gathered. To capture the required information the data was recorded by writing the responses has provided by the respondents during the interview. The primary data was collected from twenty (20) respondents as identified in chapter three, research methodology section of this study.

### 4.2 Respondents position in the organization

The respondents were requested to indicate their position in the organization. The respondents interviewed were senior managers in the organization and therefore had an advantage of good command and responsibility. According to the findings in table 4.1, it can be noted that the researcher failed to get responses from three respondents registering eighty two percent (82%) response rate.

**Table 4.1 Respondents position in the organization**

<b>Department</b>	<b>Frequency</b>
Directors Office	1
Deputy Directors	3
Head of Departments	4
Senior Assistant Directors	1
Assistant Directors	8
<b>Total</b>	<b>17</b>

#### 4.2.1 Respondents work experience at KWS

According to the findings in table 4.2, seventy six percent (76%) of employees interviewed had worked for over ten years. The respondents hence had experience and aptitude owing to the years they have worked in the organization. The purpose of this analysis was to represent the participation of employees on the criteria of work experience, since employees with many years of experience tend to have much information about an organization and this have a positive impact on the value of information they provide.

**Table 4.2 Duration respondents has worked in the organization**

<b>Duration of years worked</b>	<b>Frequency</b>	<b>Percent</b>
Less than 5yrs	1	6
6-10	3	18
11-15	5	29
15-20	8	47
<b>Total</b>	<b>17</b>	<b>100</b>

#### 4.3 Challenges in the External Environment

The respondents were asked to describe the operating environment of tourism industry in Kenya. From the responses, the respondents agreed in totality that the environment was volatile, highly unpredictable and rapidly expanding. The respondent observed the following challenges in economic environment in which KWS is operating in; low-income levels, high depreciations of Kenya shillings against the foreign currency and

more specific the dollar, high levels of inflations leading to decline in purchasing power, high interest rates derived from domestic borrowings and finally prolonged drought, this has posed a major challenge since most people could no longer afford the Park fees leading to lower visitations especially from local tourist.

In the political environment respondents identified the following challenges; the post-election violence of 2007 which created a negative perception of Kenya in the international community as unsafe destination. Instability in Somali especially the terrorists threats from Al-Shabaab which has created a feeling of insecurity by the visitors. Another factor identified in the political environment by the respondents was the high turnover of directors in the organization between 1995 to 2005 and most of these appointments were politically instigated and finally the constant political bickering in the coalition government was also identified as a challenge and this has created a lot of tension in the country hence affecting the delicate tourism industry.

In technological environment the respondent identified that due to rapid changes in this market, KWS needs to constantly upgrade its information system to avoid their system being obsolete. The study revealed that KWS had introduced a new electronic ticketing system (Safari-Card) to safe guard against fraud. Secondly following the increased use of plastic money the study also reveals that KWS had introduced Process Data Quick (PDQ) credit card terminals machines at the point of sale. The study also revealed that KWS had upgraded its radio communication system thereby enhancing security operations in the protected areas and subsequently security of the tourists. The organization has also rolled

out the Wide Area Network systems (WAN) this has led to automation of financial systems (sun-system of accounting) in major Parks thereby increasing efficiency in service delivery. To facilitate internal communication the respondents identified the introduction of intranet whereby staffs can communicate faster to each other and finally the respondents also observed the constant updating of the website.

The respondents also observed the following social-cultural factors affecting the business operations of the organization; higher population explosion thereby putting a lot of land pressure on people leaving around protected areas, climate changes causing drought leading to pressure on water and forest resources in protected areas. These two factors have resulted in an increase of human-wildlife conflicts. The respondents also observed that the higher growth of people in the middle class income level has seen a higher increase in local tourism, since there is more disposal income for leisure in this class of people.

#### **4.4 Strategic Responses**

The respondents identified the following strategic responses adopted by KWS towards realization of Kenya vision 2030;

##### **4.4.1 Product Development**

The respondent unanimously agreed that KWS has adopted this strategy through development of new activities like horse riding which have been introduced in Aberdare and Amboseli, walking safaris, night game drives, rock climbing, scuba diving in marine Parks, cycling within the Park, bird watching and Park night dinner.



#### **4.4.2 Market Development**

The respondents also observed that KWS through aggressive marketing and in conjunction with other players like Kenya Tourism Board and Brand Kenya has developed new source markets in China, India, Japan, Australia and Russia away from the original source market in Europe. The respondents also observed that marketing campaigns spearheaded by KWS through the slogan “Twende Tujivinjari” targeting the locals, has seen development of new tourist destinations. The respondents also observed that through the branding strategy KWS has managed to rebuild infrastructure in less visited Parks like Ruma and Saiwa and therefore developing new markets for tourism activities in these areas.

#### **4.4.3 Diversification of tourism products**

The respondents observed that KWS has adopted diversification strategy and has diversified its activities in both tourism and non-tourism activities. The organization has commercialized Airwing services and currently has obtained a license to fly tourists. To increase the revenue base they also carry out maintenance services of other planes. Lastly the respondents observed that to improve the bed capacity envisaged by the vision the organization has awarded tender for the construction of various eco-lodges and tented campsites in various Parks and Reserves.

#### **4.4.4 Innovations**

The Respondent also concurred that KWS has come up with new innovations like the development of electronic ticketing system (safari-card system) to curb revenue fraud, use of General packet radio services and Geographical information systems for security operations have helped reduced poaching and also increased the security of tourists in

protected areas. Through innovations the respondents also observed that KWS has introduced the balance score card as a means of implementing strategy.

#### **4.4.5 Market Segmentation**

The respondents also observed that the geographical uniqueness of the country's tourism sites had made KWS to segment its market and re-classified the Parks into; premium, wilderness, city and mountain Parks. All these segments charge different entry fees depending on whether it is high or low season. The respondents also observed that the organization has segmented its campsites into public and private campsites. Unlike public campsites private campsites are unique and they are intended to capture high spender tourists.

#### **4.5 Strategic fit**

The respondents were asked to describe the strategies the organization had put in place to align itself to Kenya vision 2030. From the responses the respondent unanimously agreed that KWS had adopted the following strategic fit; under the vision's Premier Parks initiatives, the respondents observed that KWS has been involved in branding of the most popular Parks to offer high quality experience. Currently KWS has introduced premium prices for all the facilities in the branded Parks. Under the vision's Niche product initiative the respondents identified that KWS has introduced new activities like bird watching and horse riding and lastly under the vision's under-utilized Park initiative the respondents observed that KWS has involved private investors to improve and expand the infrastructure and especially the bed capacities in the Parks and Reserve.

The respondents also identified that the organization had to develop a new strategic plan 2008-2012 and created a new division of strategy and change to ensure that the organization strategic plan is fully implemented and is in line with Kenya vision 2030.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introductions**

This Chapter gives out a summary conclusion and recommendations drawn from the study. The conclusions are drawn from the objective of the study and the research findings. The chapter also covers the limitations of the study and recommendations in areas which needs to be researched on further.

### **5.2 Summary of findings**

The study sets out to establish the strategic responses adopted by KWS towards realization of Kenya vision 2030. The study made use of secondary data and primary data. Secondary data was collected through in-house monthly magazines and annual reports. While primary data was collected through personal interviews and questionnaires send electronically.

The study established that KWS has faced various challenges originating from its; economic, political, technological and social-cultural environment. To mitigate these challenges and to ensure that Kenya vision 2030 is achieved, KWS management has acted proactively by putting in place a comprehensive strategic plan 2008-2012. This plan has factored in the various appropriate strategic responses to mitigate these challenges and to ensure smooth implementation of Kenya vision 2030. The study further established that the following variables had impacted KWS to a large extend and thus influenced the organization's strategic responses.

In the economic environment the key variables had been the low income levels, higher depreciation of Kenya shillings against the foreign currencies and especially the dollar, high levels of inflations, high interests rates derived from domestic borrowings and prolonged droughts lowering the income levels of locals. In the political environment the study established that the key variables had been the effect of post election violence, instability in Somali, higher turnover of directors and finally constant bickering in the coalition government causing alot of tension in the country and to the delicate tourism industry. In technological environment the key variable was the rate of obsolescence and new technology development which had played a major role in establishing appropriate strategic responses and finally in social-cultural environment the key variables had been higher population explosion and climate change.

The study also established that KWS has adopted the following strategies to align to the Kenya vision 2030. The premium Park initiative leading to review of Park fees, the niche product initiative, resulting into introductions of new activities like bird watching and horse riding and lastly the under-utilized Parks initiative which has seen developments of new lodges in Meru National Park and tented campsites in Ndere Island to increase the bed capacities.

### **5.3 Conclusion**

KWS had employed a mixture of strategic responses in various facets of its operations in order to ensure that the Kenya vision 2030 is realized. Though not clearly distinct the strategic responses adopted by KWS seemed to be in line with the Pearce and Robinson's (1991) grand strategies namely; market development, product development, innovations

and diversification strategy and Porter (1980) generic strategy of Market segmentation. Lastly KWS has adopted the branding strategy to market its products, through this strategy various Parks have been re-branded to improve infrastructure and therefore attracting more tourists.

#### **5.4 Recommendations**

This study is valuable to the managers of KWS. The finding of the study shows that there are several strategic responses KWS can adopt to counter the various challenges that can hinder the realization of Kenya vision 2030. At the moment the response strategies have been successful but more needs to be done and a roll out programme with establishment of vision 2030 delivery department to educate wardens and other staffs on the role of KWS in addressing the vision's objectives needs to be done.

#### **5.5 Limitations of the study**

The study was carried out in KWS only and therefore the strategic responses adopted there cannot be replicated in any other organization. The study faced both financial limitations and time available especially in data collection. The duration available for the study was limited hence exhaustive and comprehensive research could not be carried out on strategic responses adopted towards realization of Kenya vision 2030. Lastly this study focused on senior management while the organizations have quite a number in middle and lower management level. The finding of this study is therefore limited to the views of senior managers.

## **5.6 Areas of further research**

This was a case study on strategic response adopted by KWS towards realization of Kenya vision 2030, as a result the research findings cannot be used to make generalization in the tourism industry. To understand the strategic responses possible for realization of this vision, a cross section survey covering the whole tourism industry could be undertaken.

The study concentrated on strategic responses adopted by KWS towards realization of vision 2030. One major strategy adopted was the branding strategy. A lot of resources in terms of monetary value and physical resources have been put in place to promote this strategy. A research needs to be done to determine the impact of branding strategy on the overall performance of the organization.

Lastly the environment is dynamic and keeps on changing over time. With these changes, the strategic responses are expected to change. Therefore further studies could be carried out on KWS to identify how the organization would alter its strategies to fit to the Kenya vision 2030 in future.

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**APPENDIX 1**  
**INTRODUCTION LETTER**

Dear Respondent,

**TO WHOM IT MAY CONCERN**

I'm a postgraduate student undertaking a Master of Business Administration (MBA) degree at the school of business, University of Nairobi. I am currently carrying out a research on “**Strategic Responses by Kenya Wildlife Service towards Realization of Kenya Vision 2030.**” This is a requirement to complete my MBA course project at the University of Nairobi.

Your have been selected to be part of this study. Therefore I kindly request you to fill the accompanying questionnaire. The information provided will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict and utmost confidence.

A copy of these research project findings will be sent to the Human Capital –Training and Development Office.

Kindly assist in providing the required information. Thank you.

Yours faithfully,

\_\_\_\_\_

**Amos Juma**

**D61/60260/2010**

**Student**

\_\_\_\_\_

**Mr. James Gathungu**

**Supervisor**

**APPENDIX II:  
AUTHORITY LETTER**



ISO 9001:2008 Certified

Winner : COYA 2010 Awards in Corporate Citizenship & Environment, and Human Resource Management.

KWS/7163

30<sup>th</sup> August, 2011

Mr. Amos Juma  
**KWS Headquarters**

Dear Amos,

**APPLICATION TO CARRY OUT RESEARCH**

Reference is made to your letter dated 24<sup>th</sup> August, 2011 on the above subject.

We are pleased to confirm that your request to carry out research has been approved for two (2) weeks from 30<sup>th</sup> August 2011 upto 15<sup>th</sup> September, 2011 at Kenya Wildlife Service Headquarters, subject to the following conditions;

1. You shall not disclose any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of KWS.
2. You shall not, without KWS's written prior consent make use of any document or information enumerated in 1 above.

You are required to give a copy of your final findings to the Human Capital – Training and Development Office.

Yours sincerely,

**John Karenju**  
**For: DIRECTOR**

**APPENDIX III:  
INTERVIEW GUIDE**

**SECTION A: GENERAL INFORMATION**

- 1) Please state your position in the organization

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- 2) How long have you been working with K.W.S

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**SECTION B: CHALLENGES IN THE EXTERNAL ENVIRONMENT FACING  
K.W.S**

- 3) In your own opinion how would you describe the operating environment of tourism industry in Kenya?

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- 4) Please list down the challenges from the economic environment that have had a major impact on the organization operations.

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- 5) What are some of the political challenges that have affected the operations of the organization?

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6). Have there been any technological changes that have affected the operations of KWS?

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7). What are some of the social- cultural factors that have affected the business operations?

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**SECTION C: RESPONSES STRATEGIES**

1). Has the organization engaged in any of the following strategies?

	Yes	No
a) Product Development	( )	( )
b) Market Development	( )	( )
c) Diversification	( )	( )
d) Innovation	( )	( )
e) Low cost leadership	( )	( )
f) Market segmentation (focus)	( )	( )

Other responses please specify

Briefly explain how you have employed these strategies in the organization

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**SECTION D: STRATEGIC FIT**

1) What strategies have the organization made to align itself to Kenya vision 2030?

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- 2) In your own assessment does the organization possess the necessary capability and competence to align its strategies to the vision 2030?

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- 3) What suggestions can you make in order for the organization to realize the vision 2030?

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**Thank you for participating**



## APPENDIX IV ORGANIZATIONAL STRUCTURE (KWS)

