

**CHALLENGES OF STRATEGY IMPLEMENTATION AT
LABOREX PHARMACEUTICALS LIMITED, KENYA**

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DECLARATION

I hereby declare that this is my original work and has not been submitted for any award at any other institution.

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Date.....

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D61/75874/2012

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

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DEDICATION

This Project is dedicated to my dear husband Onesmus and son Judah. For your sacrifices, great and small I am who I am today.

To my dear parents Rachael and Mumo, I am indebted to you for the solid foundation on which my learning is built. I cannot ask for better parents.

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To God be the Glory.

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LIST OF ABBREVIATIONS

CBD	-	Central Business District
COMESA	-	Common Market for Eastern and Southern Africa
KCB	-	Kenya Commercial Bank
OTC	-	Over-the-Counter
SPSS	-	Statistical Package of Social Sciences
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UNIDO	-	United Nations Industrial Development Organization

ABSTRACT

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 expectations. Strategy is an understanding of the external environment and the resources available to compete in that environment. Among resources which organizations have access to include, facilities, employees, know-how and finances. The aim of the study was to assess the challenges of strategy implementation at Laborex Pharmaceuticals Limited, Kenya. The study was conducted through a case study. The researcher used an interview guide as primary data collection instrument. The study found that management at Laborex is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews. It found that the leadership is important for the implementation of strategy to be successful. Management at Laborex Kenya coordinates the responsibilities and provides support for their employees and act as role models in strategy implementation. The study found that there was need for executive and programme officials who are trained in strategic planning and implementation since they are more likely to meet performance targets set by the organization and offer visionary leadership and direction to others. The study found that implementation of strategy demands ownership and participation at all levels of management from top management to non-management (employees). Interviewees agreed that effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. The study found that culture has stifled strategy implementation at Laborex Kenya. This is because most of the employees still have the old civil service mentality and maintains a particular work ethics. The study found that inadequate capacity at Laborex Kenya; inadequate funding to effectively complete all planned projects; inadequate operation management systems; unpredictable weather patterns; continued theft and vandalism of drugs; inadequate research and development; shortage of skilled and qualified professionals; poor coordination; lack of strategy ownership and political interference are other challenges faced at Laborex Kenya during strategy implementation. The study concludes that implementation of strategy demands ownership and participation at all levels of management from top management to non-management (employees). It concludes that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions. The study recommends that staff motivation and retention is important for ensuring success of strategy implementation. The human resource department should ensure that mechanisms are put in place to ensure that the staffs are motivated. This should include annual evaluation of their performances and basing their salary reviews and bonuses on the recommendations of the evaluations. It also recommends that Laborex Kenya should create a higher level of participation and involvement of members in the organization.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the current business environment, strategy is crucial and implementation has to be effective. Without successful implementation, a strategy is but a fantasy (Hambrick and Cannella, 1989). In many companies the main focus in regard to strategy is put on the formulation of a new strategy. However, a good formulated strategy does not automatically mean that the company achieves the objectives as set in the strategy. To ensure achievement of organizational objectives, the formulated strategy needs to be implemented at all levels of the organization. Implementing a strategy means putting the strategy to action (Hill and Jones, 2009). Even though most executives understand that careful implementation of strategy is crucial for success, many companies still fail to successfully execute the formulated strategy.

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1985) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation.

Cummings and Worley (2005) refers to strategic management as changing from the known to unknown, because the future is uncertain and may highly affect people's positions in organizations. In many instances, organization employees do not support change unless compelling reasons convince them to do so. In order to manage change,

it's good to guide change efforts, it is useful to assess organization's readiness for strategy implementation. Readiness for change involves an assessment of the discrepancies that exist as well as the efficacy of the proposed change targets. Armenakis (1993) defines readiness for change as "the cognitive precursor to the behaviors of either resistance to or support for a change effort". Employees become concerned and act to what is happening in their environment and make assumptions based on how they perceive that change. The assumptions made end up to be challenges of an organization's readiness for strategy. People naturally fear uncertainty; thus, resistance is common. Understanding the challenges of an organization's readiness for strategy implementation is required to understand change process (Marginson, 2002).

At Laborex Kenya Ltd, distribution and marketing of pharmaceuticals is the key. Well formulated strategies are needed to gear the marketing and distribution activities in an effective way. Policies supporting the formulation and implementation of strategies are essential to optimize specific key processes for the company as a whole, notably talent management. Sharing of knowledge throughout the company as well as dissemination of best practice is encouraged. Directors at Laborex Kenya are responsible for developing the company's strategy and ensuring that the set objectives are met. The study will assess the challenges Laborex Kenya faces during the implementation of formulated strategies which might affect its marketing and distribution.

1.1.1 The Concept of Strategy

Johnson et al, (2006) defines strategy as the direction and scope 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 expectations. In this definition, resources play a very key role as far as attaining the desired strategy is concerned. The other point to note as well is the changing environment which has even become more dynamic due to the ever increasing competition. This is because each organization is trying to attain a competitive advantage over the other. On the other hand Robinson and Pearce, (1997) define strategic management as the set of decisions and actions that result in formulation and implementation of plans designed to achieve a company's objectives. This brings the concept of actions that are taken by the organization to meet the set objectives. These will definitely involve resources which for a banking sector is basically systems and human resources.

Common to nearly all strategy is an understanding of the external environment and the resources available to compete in that environment. Among resources which organizations have access to include, facilities, employees, know-how and financial. These are used to combat threats and build on opportunities in the external environment. The more effective the use of resources, the more likely an organization is able to meet its objectives and hence the set strategy. As part of the strategy, it is very important for an organization to identify and evaluate its resources, before considering how the resources can be organized or configured to achieve cost or differentiation base competitive advantage, (Capon, 2008). A resource audit examines how resources could be used to improve efficiency and effectiveness and hence profitability.

The employees form a very critical part of the resources of the firm and more often, tends to be the most expensive liability to the firm more so in the service industry that does not have much of automation. The knowledge and experience of people can be the key

factors enabling the success of strategies. Identifying and evaluating human resources includes an assessment of the number and type of employees in the organization, their current skills and developmental potential. With the current dynamic environment, downsizing is a day to day activity part of the organizations strategy. Downsizing occurs when organizations reduce the number of core employees, recruiting more part time or sub-contracted employees instead of full time employees, (Capon, 2008). Having identified the type of work force the organization needs and the degree of flexibility required the organization and its management should ensure that the employees are managed effectively such that they are able to make the necessary contribution to the organization's strategic fit with its environment.

1.1.2 Strategy Implementation

Strategy, which is a fundamental management tool in any organization, is a multi-dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (Miller, 2002). It is meant to provide guidance and direction for the activities of the organization. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Robinson and Pearce, 1997). Johnson (2002), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholder's expectations.

The concept of strategy revolves around deliberate attempts by an organization to obtain sustainable long term advantage in the delivery of expectations of stakeholders. Strategic management as a process therefore should be viewed in terms of the successful stages under which a strategic plan passes to deliver the expected results. Successful strategic formulation does not guarantee success in the strategy implementation. Strategy implementation is equally important but more challenging since it involves the whole organizations if success has to be reported. Involvement of stakeholders including employees is essential in ensuring that they understand the strategy implementation and also see value in the strategy. Only 10% of formulated strategies are successfully implemented while 90% of well formulated strategies fail at implementation stage (Miller, 2002).

In contrast, there is no agreed upon and dominant framework in strategy implementation. According to Alexander, (1985) major reason why most strategies fail is due to lack of practical and sound models to guide managers and strategy implementers in the process of strategy implementation. Without adequate models, they try to implement strategy without good understanding of multiple factors that must be addressed, often simultaneously to make implementation process a success.

Strategic management is, hence, both a skill and an art. Good strategic management requires both clear thought and sound judgment. Strategic management is the formal and structured process by which an organization establishes a position of strategic leadership. Strategy development is a multidimensional process that must involve rational analysis and intuition, experience, and emotion. But, whether strategy formulation is formal or informal, whether strategies are deliberate or emergent, there can be little doubt as to the

importance of systematic analysis as a vital input into the strategy process (Hill and Jones, 2009; Beer and Eisenstat, 2000).

According to Alexander (1985), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment had an adverse impact. With regard to people, the capabilities of employees involved were often not sufficient, leadership and direction and “training and instruction given to lower level employees were not adequate” (Alexander, 1985). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

1.1.3 Pharmaceutical Industry in Kenya

The pharmaceutical industry in Kenya consists of three segments namely the manufacturers, distributors and retailers. All these play a major role in supporting the country’s health sector, which is estimated to have about 4,557 health facilities countrywide. Kenya is currently the largest producer of pharmaceutical products in the Common Market for Eastern and Southern Africa (COMESA) region, supplying about 50% of the regions’ market. Out of the region’s estimated of 50 recognized pharmaceutical manufacturers; approximately 30 are based in Kenya (Pharmacy & Poisons Board, 2013).

According to UNIDO (2010), the rapid growth of the pharmaceutical market in the region has presented the need to increase quantity of production, and also increase the export ratio for quality products. The country’s pharmaceutical and consumer health market is

estimated to be worth an estimated USD 160 million each year. Sales of over-the-counter (OTC) and prescription drugs clocked up sales of 17.7 billion Kenyan shillings (USD 234.6 million) in 2008, up 22.9% from Sh14.4 billion the previous year (Kenya Pharmaceutical and Health Report 2010).

The growth of pharmaceutical industry in Kenya has forced management of pharmaceutical companies to bring changes in order to remain competitive in the industry. In order to keep up with the changing business environment and customer needs, pharmaceutical distributors have adopted various strategies which include adoption of marketing mix involving product, price, place, and promotion and process strategies which have been very key in the success of pharmaceutical distributors. Differentiation and cost leadership are also strategies widely adopted by pharmaceutical distributors in Kenya. The industry compounds and packages medicines, repacking formulated drugs and processing bulk drugs into doses using predominantly imported active ingredients and excipients. The bulk of locally manufactured preparations are non-sterile, over-the-counter (OTC) products (Laws of Kenya, 2002). The number of companies engaged in manufacturing and distribution of pharmaceutical products in Kenya continue to expand, driven by the Government's efforts to promote local and foreign investment in the sector.

1.1.4 Laborex Kenya Limited

Laborex Kenya Ltd is a subsidiary of the Eurapharma Group in Paris, France. Eurapharma is the largest pharmaceutical distributor in Africa, founded in 1949 in Dakar, Senegal. In Kenya, Eurapharma acquired a local pharmaceutical distributor Howse &

McGeorge in 1995 and renamed it Howse & McGeorge Laborex and eventually Laborex Kenya Ltd. in 2007. Laborex engages in pharmaceutical distribution and marketing. It has five branches spread throughout the country. Nairobi which doubles up as the headquarters, has two offices, one in CBD which acts as a supply centre for customers in that area and on Mombasa road where the core administration sits and also looks after customers from the Central, Eastern and Northern parts of the country. Nakuru branch covers the Lower Rift Valley up to Kericho County. Eldoret branch is responsible for customers in the Upper Rift Valley while Kisumu branch takes care of those in Western part of the country. Mombasa branch runs the affairs of the coastal region.

The holding company Eurapharma defines Laborex's high-level strategy and ensures the interests of the Group's various stakeholders remain aligned. Laborex applies cross functional policies to optimize specific key processes for the company as a whole, notably talent management. Sharing of knowledge throughout the company as well as dissemination of best practice is encouraged. The top management of Laborex Kenya comprises of three directors, the Chief Executive Officer, the Finance Director and the Marketing Director. The three directors are responsible for developing the company's strategy and ensuring that the set objectives are met. They are involved in capturing the environmental changes as advised by the middle-level managers and crafting a response to the challenges emanating from these changes.

1.2 Research Problem

Nearly 70% of strategic plans are never implemented successfully (Sterling, 2003). Charan & Colvin (1999) on the other side states that the failure to execute strategy results

in a 70 percent of CEO dismissals. The ability to execute strategy can be more important than the strategy itself. With failure rates reported in the 70 percent to 90 percent range, investors have come to realize that implementation is more important than vision (Charan & Colvin, 1999). Okumus (2003) observe that despite the importance of strategy implementation process, far more research has been carried out into strategy formulation rather than into strategy implementation process, while Rutan (1999) concludes that literature is dominated by a focus on long range planning and strategy content rather than the actual implementation of strategies, on which little is written or researched. A well formulated strategy, great product, or breakthrough technology can put an organization on the competitive map, but only solid implementation can keep it there. Without effective implementation, no business strategy can succeed (Hrebiniak, 2005). Understanding the challenges of strategy implementation therefore becomes critical in successful implementation of strategic plans.

Laborex Kenya Ltd engages in pharmaceutical distribution and marketing. Strategy is defined by managers of Laborex and ensures the interests of the Group's various shareholders remain aligned. Laborex applies policies to optimize specific key processes for the company as a whole, notably talent management. Sharing of knowledge throughout the company as well as dissemination of best practice is encouraged. Laborex directors are responsible for developing the company's strategy and ensuring that the set objectives are met. They are involved in capturing the environmental changes as advised by the middle-level managers and crafting a response to the challenges emanating from these changes.

Extensive research has been done in various sectors in Kenya about challenges to strategy implementation. Awino et al (2011) conducted a study on effects of planned change strategy of selected firms in the Kenyan insurance industry. They found that employee involvement always leads to a higher rate of success in the implementation of strategic change management coupled with higher productivity. Kiptugen (2003) did a study in Kenya Commercial Bank (KCB) but did not cover the processes involved in strategy implementation and challenges in the implementation phase in KCB. Kamanda (2006) also did a study on Kenya Commercial Bank (KCB) with the objective of determining the factors that influence its regional growth strategy. Muturi (2005) did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. His findings were that any strategy implementation that does not involve the employees is bound to failure.

A study in the pharmaceutical sector that was done by Ileri (2013) on the factors affecting strategy implementation process focused on the management factors and left out employee ownership and organization culture which this study will study. Despite the critical role implementation of strategies play in any organizational success, very little is explored on challenges to implementation of strategies. This study thus sought to answer the following research question: what are the challenges to successful strategy implementation at Laborex Kenya Pharmaceutical Company?

1.3 Research Objective

The objective of the study was to assess the challenges of strategy implementation faced at Laborex Pharmaceuticals Limited, Kenya.

1.4 Value of the Study

The study can be useful to Laborex Kenya and pharmaceutical sector at large since it will provide information about the obstacle to successful implementation of strategies. It can therefore equip the managers adequately to understand the process in the strategy implementation. It can guide the manager in the process of strategy formulation since they will incorporate the already foreseen challenges in the process of strategy implementation.

The government and regulators can find this study useful in the sense that they will understand the challenges to successful implementation of strategies by the pharmaceutical companies and thus factor them in the policy formulation. The study will also be useful to other small and medium enterprise stakeholders since they will be able to borrow from the findings of these studies in a big way.

Scholars and researchers can also find the results of this study useful for further research on challenges to successful implementation of strategies in organizations. This can help in compilation of data that will enhance development of efficient organization strategies based the identified factors.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews previous studies that have been done on strategic implementation process. The chapter will cover the concept of strategy, strategy implementation and challenges to successful implementation of strategies.

2.2 Theoretical Review

2.2.1 Human Relations Theory

The roots of Human relations theory (HRT) can be traced to the Hawthorne Studies conducted by Elton Mayo and Kurt Lewin in the 1920s and 1930s at the Hawthorne works of the Western Electric Company, near Chicago in the United States. The human relations approach sees an organization as a cooperative enterprise wherein worker morale is a primary contributor to productivity, and so seeks to improve productivity by modifying the work environment to increase morale and develop a more skilled and capable worker.

The Human relations theory is anchored on four basic principles; Decentralization - The strict notion of hierarchy employed by classical management theorists is replaced with the idea that individual workers and functional areas (departments) should be given greater autonomy and decision-making power. This requires greater emphasis on lateral communication so that coordination of efforts and resources can occur. This communication occurs via informal communication channels rather than the formal, hierarchical ones; Participatory Decision-Making - Decision-making is participatory in

the sense that those making decisions on a day-to-day basis include line workers not normally considered to be “management.” The greater autonomy afforded individual employees and the subsequent reduction in "height" and increase in span of control of the organizational structure requires that they have the knowledge and ability to make their own decisions and the communication skill to coordinate their efforts with others without a nearby supervisor; Concern for Developing Self-Motivated Employees - The emphasis on a system of decentralized and autonomous decision-making by members of the organization requires that those members be highly “self-motivated.” So one goal of managers in such an organization is to design and implement organizational structures that reward such self-motivation and autonomy.

The theory states that though hierarchy is not the most efficient or effective way to structure an organization. Instead a relational strategy emphasizes the necessity of informal communication to make sure that the interdependent functions of an organization are successfully coordinated. Human relations approaches argue that individuals require jobs that are sufficiently challenging and complex so as to engage the worker, provide novelty and opportunities to succeed, grow, and learn. According to the theory, leadership outcomes depend up quality of the relationship between the leader and his or her subordinates; how structured the task the leader's group has to perform is; and the formal power or authority invested in or delegated to the leader.

This theory is relevant to this study because there is a relationship between the leader and his or her subordinates. Jensen and Meckling (2004) indicates that the idea of strategic management is the relationship that exists between stakeholders at all levels of the strategic management process. In this study there is a relationship between

organizations' and its employees and these relationships can affect strategic management in the organization.

2.2.2 Management by Objectives (MBO) Theory

The theory of Management by Objectives was developed by Peter Drucker (1954). The concept of MBO is closely connected with the concept of planning. The process of planning implies the existence of objectives and is used as a tool/technique for achieving the objectives. Modern managements are rightly described as 'Management by Objectives' (MBO). The MBO concept suggests that objectives should not be imposed on subordinates but should be decided collectively by all concerned with the management. This gives popular support to them and the achievement of such objectives becomes easy and quick.

Management by Objectives (MBO) is the most widely accepted philosophy of management today. It concentrates attention on the accomplishment of objectives through participation of all concerned persons. MBO is based on the assumption that people perform better when they know what is expected of them and can relate their personal goals to organizational objectives. According to the theory, various hierarchies within companies need to be integrated; need for commitment, responsibility and maturity; and need for a common challenge. An MBO system calls for each level of managers to identify their goals for every area they are responsible for. These goals are shared then with their individual units. Shared targets guide individuals in fulfilling their role. The role of the management now is to monitor and evaluate performance. The focus is on future rather than on past.

In relation to this study, employees are given the objectives to achieve. An important aspect of the MBO approach is that there is agreement between employees and managers regarding strategic measures which is open to evaluation. The principle is that when employees are involved with the goal setting (strategies) and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities. There is a link between organizational goals (strategies) and performance targets of the employees.

2.3 Frameworks of Strategy Implementation

Although there are a number of frameworks used for strategic analysis and strategy development, such as SWOT, five forces and value chain analysis (Voss, 2005) relatively few models have been developed for strategy implementation and been widely accepted by practitioners. Researchers have noted for more than a decade that no generally accepted or dominant framework has emerged for implementing strategy at either corporate or business operations levels (Minarro-Viseras, 2005).

Researchers have identified many factors or variables that influence the outcome of strategy implementations. Typical factors in frameworks of strategy implementations proposed in the 1980s were organizational structure, culture, people, communication, control and outcome (Okumus, 2003; Reed & Buckley, 1998). These were the first implementation frameworks to have appeared in the field of strategic management; however, none have subsequently been empirically tested.

Studies of implementing leading practices in other functional areas of organizations have identified important cultural and organizational elements (Saunders, Mann & Smith,

2008). These include: leadership championing the implementation effort, market constraints, and recognizing that deploying leading practices is dependent on resolving people, process and technology issues (Prajogo and McDermott, 2005). Recent research suggests that linking manufacturing/operations strategy content and process aids strategy implementation and improves performance (Brown, 2007).

2.4 Challenges to Strategy Implementation

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2005). A myriad of challenges can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). Several challenges hinder effective implementation as described below;

2.4.1 Ineffective Leadership Practices

Leadership plays a pivotal role in any successful group activity, let alone the implementation of organizational goals. Managers unfortunately have to play the leadership role in order to provide guidance to personnel during strategy implementation. Managers should be ready to oversee the day- to-day implementation of the plans in order to provide continuous support to personnel. At times personnel might encounter problems during the implementation process, which the manager might be able to resolve on the spot without wasting much time

Ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of strategy. Alexander (1985) found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (1998), who performed a similar research in the United Kingdom. Beer et al (2000) mention the quality of direction, which describes multiple ways in which senior management can be ineffective. Senior management sometimes bypasses middle management and directly obtains information from and gives orders to the lower level employees, causing ineffective communication lines in the implementation team. Additionally, this causes a situation in which conflicts are avoided and value-adding discussions on decision-making are lost. Finally, Beer et al (2000) state that leadership in many teams does not make the necessary trade-offs they face during the implementation. Instead, they create vague strategic objectives which do not provide effective direction for implementation.

2.4.2 Poor Communication Process

Poor or ineffective communication, i.e. top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems jeopardizing the implementation of the strategy, and therefore, not able to respond to these problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985). The information flow does not only include people communicating with each other but also information systems through which management is monitoring the implementation efforts. These, are in some cases, also not providing adequate information towards top management (Al-Ghamdi, 1998).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement and direct dialogue that produces lack of active participation in the process. Lares-Mankki (1994) examined the effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices are analyzed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicate that there is a strong relationship between top management's actions and employees' attitudes and perceptions.

2.4.3 Lack of Employee Participation

The third reason for failure of strategy implementation is ownership of the strategy and related implementation activities. Al-Ghamdi (1998) names ownership as the most important reason for failure. If the strategy is not owned by the employees involved in the implementation, it may lead to counter implementation, which causes the organization to move in the wrong direction. Moreover, when key people in the formulation of the strategy are not participating in the implementation, ownership is lost in many cases, causing the increase of time needed for the implementation, or overall failure of implementation (Al-Ghamdi, 1998; Alexander 1985). The other way around, when the affected employees and managers are not at all involved in the formulation of the strategy it is also more difficult for them to feel ownership of the strategy (Alexander, 1985).

Sipopa (2009) conducted a study to determine the key challenges to strategy implementation at the Social Security Commission. The objective was to establish various factors that inhibit successful strategy implementation and explore alternative approaches that could be adopted to facilitate effective implementation of strategic decisions. The study used a target population of 56 respondents and a sample size of 34 respondents. The study concluded that there is lack of change management practice which could be regarded as the reason why resistance to change from the majority of the personnel is being experienced. Indications are also prevalent from the results obtained which led to the conclusion that lack of ownership of the implementation process inhibits strategy implementation. In addition, lack of commitment to achieve positive results, lack of control of the implementation plan, ineffective information sharing methods or communication as well as negative organizational culture are influencing the outcome of the strategy implementation process.

2.4.4 Organizational Culture

One of the major challenges in strategy implementation appears to be cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikavalko, 2002). Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation employee through a strong corporate culture.

Eisenberger, Fasolo and Davis-LeMastro (1990) conducted an empirical study on the strategy implementation and organizational culture. They used a target population of 210 employees and a sample size 110 respondents. They concluded that organizational culture is related to various attitudes and behaviors and that poor organizational culture affects strategy implementation. The study suggested that managers should ensure that organizational culture takes care of employee needs. Gopinath and Becker (2000) conducted a study titled employee involvement on strategy procedures. Their study used a target population of 350 employees and a sample size of 50 employees. The study concluded that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents an outline of the research methodology that was used in this study. It focuses on the research design, data collection methods and comes to a conclusion with the data analysis and presentation methods that were used in this study.

3.2 Research Design

This study was conducted through a case study. This design was used because the study involves an in depth study of the firm's obstacles to successful implementation of strategies. As Ngechu (2004), states, the use of case study comes in handy when an in depth investigation of an individual group, institution or phenomenon is required. Since a case study is an in-depth investigation of a single individual, group, institution or phenomena, it may serve to explore causation in order to find underlying principles. The data obtained is usually more detailed, varied and most extensive. Ngechu (2004) indicates that a case study, in most cases, involves qualitative data.

3.3 Data Collection

The researcher used an interview guide as primary data collection instrument. Primary data was obtained through interviews from head of departments which will be the CEO, Procurement, Maintenance, Human Resource and Administration, Marketing, Finance and ICT. This will make a total of seven respondents.

The interview guide consisted of open-ended questions aimed at obtaining information on obstacles to successful implementation of strategies at Laborex Kenya. Cooper and Schindler (2003) states that an interview guide is useful in directing the researcher towards the topic under study.

3.4 Data Analysis

Karlringer (2000) points out that, data analysis means categorizing, ordering, manipulating and summarizing of data to obtain answers to research questions. Before processing the responses, the completed interview guide was edited for completeness and consistency. Content analysis technique was used to analyze the data collected. This was a systematic detailed qualitative description of the objectives of the study. It involved observation and detailed description of objects, items or things that comprise the study. This method made it possible to analyze and logically group the large quantity of data and compile the rest of the study. The researcher used the data to present the research findings in respect to obstacles to successful implementation of strategies at Laborex Kenya. The data was presented in prose for easy understanding and interpretations.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the research. Data was gathered by use of interview guides to the head of departments which were the CEO, Procurement, Maintenance, Human Resource and Administration, Marketing, Finance and ICT. The interview guide was designed in line with the objective of the study which was to assess the challenges of strategy implementation faced at Laborex Pharmaceuticals Limited, Kenya. The interview guide collected data which was qualitative in nature and was analyzed using content analysis.

4.2 Information about the Respondents

In order to be sure about the interviewees' competence and conversance with matters regarding Laborex Kenya Limited, the study asked questions on the position that the interviewee held in the company. All the interviewees were head of departments of various departments in the company. The researcher also asked about the number of years interviewees had worked in the organization. Interviewees indicated that they had worked in the company for at least five years. The interviewees' responses hence had the advantage of good command and responsibility being that they were head of departments and had experience and aptitude owing to their years of experience in the company.

4.3 Strategy Implementation Practices at Laborex Limited.

The aim of the study was to assess the challenges of strategy implementation at Laborex Pharmaceuticals Limited, Kenya. The study considered various factors at Pharmaceuticals Limited in order to know the influence strategy implementation process at the company. These factors were found through the interview guide and strategic plan of the company. The study requested respondents whether Laborex Kenya has vision and mission statements, has it adopted any strategic management system and who are involved in strategy implementation process in the organization and what are the goals and objectives of the strategies adopted by Laborex Kenya. All the respondents indicated that they were aware of the Laborex Kenya's strategic plan, vision, mission statements and the time plan which all of them indicated that it was five years and that strategies have been documented in each of their departments.

They confirmed that Laborex Kenya has goals and objectives with fully established strategies to achieve the objectives. Further, it was also found that although strategies are put into action after their documentation, Laborex Kenya was still lagging behind in implementing the documented strategies. All respondents acknowledged that these were their strategy implementation practices employed as pertain to their departments. Respondents acknowledged that management ability or competence helps them planning and organizing implementers during strategy implementation process in order to achieve successful strategy implementation practices in their departments.

4.4 Challenges of Strategy Implementation

4.4.1 Ineffective Leadership Practices and Coordination of Responsibilities

The study asked interviewees how ineffective leadership practices and coordination of responsibilities affected strategy implementation practice activities at Laborex Kenya. The study confirmed that the top level management is in the fore front in providing leadership to enable strategy implementation. It was found that management at Laborex is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews.

The respondents believed that the leadership is important for the implementation of strategy to be successful. The respondents perceived the leader as a visionary to ensure that implementation of strategy is efficient and effective by ensuring that existing structure is fit with strategy, appropriate information systems were set and enough resources were allocated for the different initiatives.

Interviewees indicated that they coordinate the responsibilities and provides support for their employees and act as role models in strategy implementation. They made sure that projects were implemented from the drawn strategy and that regular evaluation was done. It was agreed that feedback from the issues arising during implementation was given though participatory annual review and reflection process which collects perspective of the staff, partners and the community on the extent to which positive change is taking place, lessons learnt and the challenges and the constraints.

However there was a feeling felt that there was lack of support from the senior management team. They cited their attitude as laid back in dealing with governance issues. They expected the senior management team to make contributions towards resource mobilization which was not done during the entire implementation period. It was largely felt that the top leadership was not available when needed and did not devote enough time to Laborex.

Respondents commented that there was need for executive and programme officials who are trained in strategic planning and implementation since they are more likely to meet performance targets set by the organization and offer visionary leadership and direction to others. This they said was not sufficient.

4.4.2 Poor communication process

The CEO highlighted that communication is the most critical factor in determining the success or failure of a strategy initiative. Interview results indicated that communication is the area that has the greatest need for improvement at Laborex Kenya. All interviewees said that improved communication for proper coordination especially in the management level during strategy implementation was the most important change that they intended to pursue in the coming year.

Other head of departments confirmed that communication of responsibility is totally lacking. Lower level officers are not involved in the strategic planning process. While top level managers where head of departments belong are involved, lower level managers were merely assigned responsibilities derived from the strategic plan by their immediate supervisors. Respondents agreed that lack of communication also creates resistance from

staff and lack of buy-in of the strategies and this does not enhance the understanding of the strategies.

However, ICT and Marketing head of departments stated that the strategy was communicated to the Laborex staffs. They argued that different methods were used to ensure wide dissemination and roll out of the strategy. It's communicated through meetings, exchange of email and staff retreats. Management ensured that the communication channels were two way so that it could provide information for improving understanding, knowing the staff responsibilities and to motivate staff. They made sure it was a continuous process in the entire implementation process. It was agreed that organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication helped in ensuring that all the stakeholders were involved in the implementation of the adopted strategies and make them more committed.

However Marketing head of department indicated that there was a feeling that the organization left a lot to be desired as such a critical document was not part of the orientation package so they wondered how staffs were supposed to be informed about the strategic direction of Laborex when there was a limitation in knowledge of sharing of such a critical document.

4.4.3 Employee Participation and Ownership

The study asked respondents about the effect of employee participation in the strategy process on successful strategy implementation. Interviewees responded that implementation of strategy demands ownership and participation at all levels of

management from top management to non-management (employees). Interviewees agreed that effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. Committing to and owning the process is central to effective execution. The execution tasks, jobs, and responsibilities vary across levels, but they are all interdependent and important. However, top management is crucial in guiding strategy implementation in an organization.

The respondents indicated that the silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions. Addition key tasks are well defined in enough detail and information systems are adequate at Laborex Kenya resulting in successful strategy implementation. However, they felt that there is proper procedures of ensuring that employees participate well in strategy formulation which can make them own strategies and hence execute them effectively.

4.4.4 Organizational Culture and Structure

Respondents interviewed mentioned the fact that culture has stifled strategy implementation at Laborex Kenya. This is because most of the employees still have the old civil service mentality and maintains a particular work ethics. The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in time. It was also observed that most members of staff are not committed to their work and report late in the morning and left early. This

means that the culture that prevailed at Laborex is not supportive of the strategy and the staff appeared not result oriented.

Organization structure was one of the challenges most frequently mentioned by the respondents. Although structure was intended to define responsibilities for staff within an organization, most respondents felt that the structure could be one of the challenges to implementation of the strategy. The respondents commented on their own ways challenges of existing structure. Although structure is very important to an organization, the respondents believed changes were needed to improve Indigenous Information Networks' current structure. Head of maintenance indicated that "the structure of the organization is good, however, everything has a life span hence structure need to be changed or adjusted after sometime to reduce on duplication of efforts".

4.4.5 Team Work

Respondents indicated that teamwork affected strategy implementation. By the use of teamwork, the elementary problems are prevented or solved at the source and getting the job done becomes the primary goal of management and workers. The respondents further indicated that lack of teamwork results from the tendency among individuals or among groups to have different perception of organizational mission, vision and goals. Lack of team work also results from low job satisfaction due to low pays and leadership style adopted in the organization. They also indicated that the senior leadership team has to identify the potential conflicts inherent in achieving the top goals and resolve them. This requires trade-offs and negotiation and can require difficult conversations about resource allocation and expectations concerning the work of each executive or staff.

4.4.6 Administrative Challenges

All the respondents said that an administrative challenge hinders successful implementation of strategic plans. Administration styles matters in strategy implementation. Management styles influence level of motivation which subsequently influences the strategy implementation. The respondents indicated that command and control leadership drains off ambition of workers who in turn remain less committed to implementation of strategic plans. If the leadership style enhances workers responsibility, their ambition increases leading to commitment to the implementation of strategic plans. Moreover, self-motivated employees will not accept authority controlled environments instead they will find a way to escape if trapped. In a team motivated environment, dependency types will become inspired and strive to be acceptable with independent thinking coworker's hence increasing strategy implementation pace.

4.4.7 Political Influence

When asked whether they were facing political influence in implementation of organizational strategy manager indicated that they did. The managers specified that political instability impacts negatively on effective running of the organization. Whenever there is political instability, most operations within the organization indicated that there was political influence in procurement procedures in which corrupt government officials were biased in award of tenders. Service delivery in some branch offices, implementation of regulatory policies and issuance of trade license are prone to political manipulation. In relation to taxation the respondents indicated that VAT collection was cumbersome and there was heavy taxation in the pharmaceutical industry.

4.4.8 Resistance to Change

Respondents interviewed mentioned the fact that culture has stifled strategy implementation at Laborex Kenya. This is because most of the employees still have the old civil service mentality and maintains a particular work ethics. The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in time. It was also observed that most members of staff are not committed to their work and report late in the morning and left early. This means that the culture that prevailed at Laborex is not supportive of the strategy and the staff appeared not result oriented.

4.4.9 Other Challenges in Strategy Implementation at Laborex

The study asked interviewees to list other challenges faced at Laborex Kenya during strategy implementation. The challenges as listed by respondents were: inadequate capacity at Laborex Kenya; inadequate funding to effectively complete all planned projects; inadequate operation management systems; unpredictable weather patterns; continued theft and vandalism of drugs; inadequate research and development; shortage of skilled and qualified professionals; poor coordination; lack of strategy ownership and political interference.

4.5 Possible Solutions to the Challenges Faced in Strategy Implementation

The interviewees stated that Laborex Kenya is trying to address these issues through getting feedback during midterm evaluation on areas where they need to improve for a successful implementation of the strategic plan. Laborex is keen on developing policies to cover areas where problems have been identified in the strategy implementation process. These policies serve as guide on what is expected of the various members of the staff executing the implementation. Laborex has been keen on ensuring that the strategy is successfully implemented and this has been done through the various strategy meetings held by the organization on the implementation of the strategic plan.

The responses further indicated that to improve employees' acceptance to strategy and avoidance of resistance to change should follow with reward management practices. The study findings reported culture and leadership as important for enhancing organizational performance. All those interviewed felt culture was critical to successful strategy implementation and the need to influence action of employees to support the current strategy so that resistance is reduced. Laborex is overcoming the above by encouraging employees to gain new skills and also having workshop of all cadres of employees. The leadership of Laborex recognizes the importance of communication with the staff. The management addresses all the staff together with the heads of departments immediately after every end of financial year. While introducing change, management communicates it to the participants and ensures participation of all.

4.6 Discussion of Findings

The study found that the top level management is in the fore front in providing leadership to enable strategy implementation. It was found that management at Laborex is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews. It found that there was lack of support from the senior management team. They cited their attitude as laid back in dealing with governance issues. The findings are in line with Alexander (1985) who found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (1998), who performed a similar research in the United Kingdom. Beer et al (2000) mention the quality of direction, which describes multiple ways in which senior management can be ineffective. Beer et al (2000) state that leadership in many teams does not make the necessary trade-offs they face during the implementation. Instead, they create vague strategic objectives which do not provide effective direction for implementation.

The study found that communication of responsibility is totally lacking. Lower level officers are not involved in the strategic planning process. While top level managers where head of departments belong are involved, lower level managers were merely assigned responsibilities derived from the strategic plan by their immediate supervisors. Lares-Mankki (1994) examined the effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices are analyzed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees,

and allowing employee participation in making job-related decisions. The results indicate that there is a strong relationship between top management's actions and employees' attitudes and perceptions. The information flow does not only include people communicating with each other but also information systems through which management is monitoring the implementation efforts. These, are in some cases, also not providing adequate information towards top management (Al-Ghamdi, 1998).

On employee participation and ownership, the study found that implementation of strategy demands ownership and participation at all levels of management from top management to non-management (employees). Interviewees agreed that effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. The findings by Al-Ghamdi (1998) names lack of strategy ownership as the most important reason for failure. If the strategy is not owned by the employees involved in the implementation, it may lead to counter implementation, which causes the organization to move in the wrong direction. Sipopa (2009) conducted a study to determine the key challenges to strategy implementation at the Social Security Commission. He found that there is lack of change management practice which could be regarded as the reason why resistance to change from the majority of the personnel is being experienced. Indications are also prevalent from the results obtained which led to the conclusion that lack of ownership of the implementation process inhibits strategy implementation.

The study found that the existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in

time. Eisenberger, Fasolo and Davis-LeMastro (1990) conducted an empirical study on the strategy implementation and organizational culture. They found that organizational culture is related to various attitudes and behaviors and that poor organizational culture affects strategy implementation. The study suggested that managers should ensure that organizational culture takes care of employee needs. Gopinath and Becker (2000) found that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary, conclusion and recommendations drawn from the study. It also gives suggestions for further study. The objective of the study was to assess the challenges of strategy implementation faced at Laborex Pharmaceuticals Limited, Kenya.

5.2 Summary

The study found that management at Laborex is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews. It found that the leadership is important for the implementation of strategy to be successful. Management at Laborex Kenya coordinates the responsibilities and provides support for their employees and act as role models in strategy implementation. However there was a feeling felt that there was lack of support from the senior management team. They cited their attitude as laid back in dealing with governance issues. The study found that there was need for executive and programme officials who are trained in strategic planning and implementation since they are more likely to meet performance targets set by the organization and offer visionary leadership and direction to others.

The study found that communication is the most critical factor in determining the success or failure of a strategy initiative. Interview results indicated that communication is the area that has the greatest need for improvement at Laborex Kenya. It found that improved

communication for proper coordination especially in the management level during strategy implementation was the most important change that they intended to pursue in the coming year. The study found that communication of responsibility is totally lacking at Laborex Kenya Limited. The study found that there was a feeling that the organization left a lot to be desired as such a critical document was not part of the orientation package so they wondered how staffs were supposed to be informed about the strategic direction of Laborex when there was a limitation in knowledge of sharing of such a critical document.

The study found that implementation of strategy demands ownership and participation at all levels of management from top management to non-management (employees). Interviewees agreed that effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process. It found that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions. Additionally key tasks are well defined in enough detail and information systems are adequate at Laborex Kenya resulting in successful strategy implementation.

The study found that culture has stifled strategy implementation at Laborex Kenya. This is because most of the employees still have the old civil service mentality and maintains a particular work ethics. The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in time.

The study found that inadequate capacity at Laborex Kenya; inadequate funding to effectively complete all planned projects; inadequate operation management systems; unpredictable weather patterns; continued theft and vandalism of drugs; inadequate research and development; shortage of skilled and qualified professionals; poor coordination; lack of strategy ownership and political interference are other challenges faced at Laborex Kenya during strategy implementation.

5.3 Conclusion

The study concludes that management at Laborex is fully involved in the implementation of the strategic plan and at times considers itself a custodian of the plan because it provides the vision guidance in the implementation of the strategy including reviews. It concludes that the leadership is important for the implementation of strategy to be successful. The study concludes that there was need for executive and programme officials who are trained in strategic planning and implementation since they are more likely to meet performance targets set by the organization and offer visionary leadership and direction to others. The study concludes that communication is the most critical factor in determining the success or failure of a strategy initiative. It concludes that communication is the area that has the greatest need for improvement at Laborex Kenya. It concludes that communication of responsibility is totally lacking at Laborex Kenya Limited.

The study concludes that implementation of strategy demands ownership and participation at all levels of management from top management to non-management (employees). It concludes that effectiveness of strategy implementation is, at least in part,

affected by the quality of people involved in the process. It concludes that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions. The study concludes that culture has stifled strategy implementation at Laborex Kenya. This is because most of the employees still have the old civil service mentality and maintains a particular work ethics. The existence of culture and tradition as a challenge has resulted in resistance to change and old approach to work, lack of modern skills, collective responsibility and procedures of work hence strategic plans not being implemented in time.

5.4 Recommendations

5.4.1 Contribution to Knowledge

The study found that employee participations affects strategy implementation process at Laborex Kenya Limited. The study recommends that Laborex Kenya should create higher level of participation and involvement of members in the organization.

Laborex Kenya Limited being a Pharmaceutical company faces difficulties in implementing all its strategies in various counties where it has branches and is sometimes forced to abandon some of its strategies altogether. It also takes long as they have to consult with headquarters before implementing some of the strategies and sometimes have to change the strategies and adapt to location specifics. The results of this study would, therefore form a basis for the best approaches in implementing strategic decisions the company and other such institutions whose operations range from one county to another.

5.4.2 Recommendation for Theory

The study recommends that that staff motivation and retention is important for ensuring success of strategy implementation. The human resource department should ensure that mechanisms are put in place to ensure that the staffs are motivated. This should include annual evaluation of their performances and basing their salary reviews and bonuses on the recommendations of the evaluations.

5.4.3 Recommendation for Management, Policy and Practice

The study also recommended that communication policy to be improved and all the Laborex Kenya departments to be connected through intranet. This will improve communication process at the organization.

The results of this study are significant in that they may impact on the policies and practice of the company as it has given insight on the various challenges that affect strategic implementations on the company's operations. Policy makers would recognize the need for increasing the staff/personnel as well as increasing their knowledge for the company to effectively implement strategic decisions. There would be need to allocate more expense budget on advertising and business, staff training and capital expenditure on a robust marketing software.

5.5 Limitations of the Study

Some head of departments were too busy to take time off and respond to the questionnaires even after several requests. Due to the nature of information handled by the company, some interviewees were very sensitive about the information they were sharing thus did not give information considered as confidential.

The study depended on interviews and discussions with the company head of departments. It would have been of value to obtain views of employees since they are the implementers of strategies.

The scope and depth of study was also limited by the time factor and financial resources constraints. This put the researcher under immense time pressure to collect and analyze data. It would have been of value to take enough time and interview head of departments since they would have given more information.

5.6 Suggestion for Further Research

The study was carried at Laborex Kenya Pharmaceutical Limited only. The findings were not enough to generalize the findings since different pharmaceutical companies experience different strategy implementation challenges. The researcher therefore suggests further research to be conducted on other pharmaceutical companies.

The study focused on pharmaceutical company and the views for this study reflects the challenges that pharmaceutical companies face during strategy implementation. It is important to conduct a study on companies from a different sector like banking, insurance and health sectors for comparison purposes.

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APPENDICES

Appendix One: Letter of Introduction

The researcher is a student at the University of Nairobi and is carrying out a research for her final project to look at the challenges of strategy implementation at Laborex Pharmaceuticals Limited, Kenya. She is using your company to conduct her study and therefore kindly requests you to respond to the interview guide in the best way possible.

Kindly fill out all the fields provided as per the instructions. All information provided in this interview guide will be treated as private and confidential and will only be used by the researcher solely for the purpose of carrying out research for the final project.

Thank you for your time and co-operation. Your response is highly appreciated.

Patricia Syovata Mumo

Appendix Two: Interview Guide

1. What position do you hold in the company
2. How many years have you worked in the organization:
3. Does Laborex Kenya have vision and mission statements? Kindly specify.
4. Has Laborex Kenya adopted any strategic management system? Who are involved in strategy implementation process in the organization?
5. What are the goals and objectives of the strategies adopted by Laborex Kenya?
6. What are the strategy implementation practices employed by Laborex Kenya as pertain to your department?
7. What is the importance of management ability or competence in achieving successful strategy implementation practices in your department?
8. How has leadership practices and coordination of responsibilities caused strategy implementation practice activities?
9. How has communication process affected successful implementation of strategies at Laborex Kenya?
10. What is the effect of employee participation in the strategy process on successful strategy implementation?

11. What is the impact of Organizational Culture and Organizational Structure ownership and commitment by employees to strategy implementation at Laborex Kenya?
12. Does team work affect strategy implementation at Laborex Kenya?
13. How do administrative challenges affect strategy implementation at Laborex Kenya?
14. Does political influence a challenge at Laborex Kenya? Explain.
15. How does resistance to change affect strategy implementation at Laborex Kenya?
16. What are the other obstacles you face in strategy implementation at the organization?
17. What are the possible solutions to the obstacles faced in strategy implementation?

Appendix Three: List of Pharmaceuticals in Kenya.

1. Accord Healthcare (Kenya) Ltd
2. Ace Pharmaceuticals Ltd
3. Adcock Ingram E.A Ltd
4. Ansell Pharmaceuticals Ltd
5. Ariquest Ltd
6. Armicon Pharmaceuticals Ltd
7. Astrazeneca
8. Autosterile (E.A) Ltd
9. Bayer East Africa Ltd
10. Beijing Hollery - Cotec Co. Ltd
11. Beta Health Care International
12. Biodeal Laboratories Ltd
13. Bioparma Ltd
14. Biotech Pharma Ltd
15. Boehringer Ingelheim
16. British Pharmaceuticals Ltd

17. C. Mehta & Co. Ltd
18. Cadila Pharmaceuticals (E.A) Ltd
19. Camet Healthcare Ltd
20. Caronga Pharma Kenya Ltd
21. Cistein Pharmaceuticals
22. Concepts (Africa) Ltd
23. Consolata Pharmaceuticals Ltd
24. Cosmos Ltd
25. Dafra Pharma
26. Dapco Pharmaceuticals Ltd
27. Dawa Ltd
28. Depo Pharma Ltd
29. Easton Pharmaceuticals Ltd
30. Egypro East Africa Ltd
31. Eldohosp Pharmaceuticals Ltd
32. Elys Chemicals Industries Ltd
33. Eros Ventures Ltd

34. Europa Healthcare Ltd
35. Eurox Pharmaceuticals Ltd
36. FAW Pharmaceuticals Ltd
37. Galaxy Pharmaceuticals Ltd
38. Giant Pharmaceuticals Ltd
39. Glaxo Smithkline
40. Glenmark Pharmaceuticals Ltd
41. Global Net-Medical Ltd
42. Globe Pharmacy Ltd
43. Ham Pharmacy (Wholesale) Ltd
44. Haripharma Pharmaceuticals Ltd
45. Harley's Limited
46. Highchem Pharmaceuticals Ltd
47. Highridge Pharmacy Wholesalers Ltd
48. Hoffman La-Roche Products Ltd
49. Infusion Medicare Limited
50. Isis Africa Ltd

51. Jawamed Pharmaceuticals
52. Jos Hansen & Soehne (E.A) Ltd
53. KAM Industries Ltd
54. Ken- Bangia Pharmaceuticals Ltd
55. Kulal International Ltd
56. Laboratorie & Allied Ltd
57. Laborex Kenya Ltd
58. Laskam & Company Ltd
59. Leo Pharmaceuticals
60. Lords Healthcare Ltd
61. Lukim Pharmaceuticals Agencies Ltd
62. Mac Lawrence Pharmaceuticals Co. Ltd
63. Madawa Pharmaceuticals Ltd
64. Manhar Brothers (K) Ltd
65. Masten Pharmaceuticals Ltd
66. Maxim Pharmaceuticals Ltd
67. Medivet Products Ltd

68. Medox Pharmaceuticals Ltd
69. Metro Pharmaceuticals Ltd
70. MICA Pharmaceuticals Ltd
71. Micro Labs Ltd
72. Mission For Essential Drugs & Supplies
73. ModuPharma
74. Monks Medicare Mrica Ltd
75. Nairobi Enterprises Ltd
76. Nairobi Pharmaceuticals Ltd
77. Namcaughton Ltd
78. Nila Pharmaceuticals Ltd
79. Njimia Pharmacy
80. Novartis Pharma Services
81. Novelty Manufacturing Ltd
82. Omaera Pharmaceuticals Ltd
83. Pan Pharmaceuticals Ltd
84. Pharm Access Africa

85. Pharma Specialties
86. Pharma Vision Ltd
87. Pharmaceuticals Manufacturing Co (K) Ltd
88. Philips Pharmaceuticals Ltd
89. PSM Pharmaceuticals' Ltd
90. Radiance Pharmaceuticals Ltd
91. Ram Pharmaceuticals Ltd
92. Ranbaxy Pharmaceuticals Ltd
93. Rangechem Pharmaceuticals Ltd
94. Ray Pharmaceuticals Ltd
95. Regal Pharmaceuticals Ltd
96. Riviera Pharmaceuticals Ltd
97. Rup-Pharm Ltd
98. Sai Pharmaceuticals Ltd
99. Saicare Enterprises Ltd
100. Samba Pharmaceutical Ltd
101. Sanofi Aventis

102. Sanofi Pasteur International
103. Sky Pharmacy Ltd
104. Sonal Holdings (K)Ltd
105. Sphinx Pharmaceuticals Ltd
106. Statim Pharmaceuticals Ltd
107. Sunnyland Pharmaceuticals Ltd
108. Sunpar Pharmaceuticals Ltd.
109. Surgilinks Ltd
110. Surgipharm Ltd
111. Swama Ltd
112. Syner- Med Pharmaceuticals (K)
113. Syner-Chemie Ltd
114. Three Pyramids Company Ltd
115. Transchem Pharmaceuticals Ltd
116. Transwide Pharmaceuticals Ltd
117. Trinity Pharma Ltd
118. Twokay Chemicals Ltd

119. Uni Supplies & Marketing (K) Ltd

120. Unisel Pharma (K) Ltd

121. Wellmed Pharmaceutical Ltd

Source: Pharmacy and Poisons Board