

**DEVELOPING AND IMPLEMENTING CORPORATE
STRATEGIES**

A case of Kenya Wildlife Service

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ABSTRACT

The objective of the study was to identify the challenges faced by Kenya Wildlife Service in the development and implementation of its corporate strategy and the possible strategic responses it had employed to curb the same.

To achieve the above objective, the study was conducted through a case study method using secondary data that was collected through an extensive literature review from company reports and strategic plans, websites, internet and books. Primary data used was collected from structured questionnaires with both open and closed ended questions. These were administered through the drop and pick later method. Stratified and convenience sampling methods were used to obtain the target respondents. The researcher administered 63 questionnaires to the seven divisions of the organization where each division was required to fill in 9 questionnaires. However, 47 of the questionnaires were returned registering a 74.6% response rate.

Statistical Package for Social Sciences computer software (11.5 version) was used to analyze data obtained using descriptive statistics. Study findings were presented in tables and figures.

The study found out that Kenya Wildlife Service was implementing its corporate strategy using a Balanced Scorecard. However, it was faced with challenges like politics, increased insecurity, inadequate resources, climate change, fluctuations of foreign currencies, inflation rate, and large area coverage, resistance to change, low staff literacy levels, structure and human-wildlife conflicts among others. The organization is continuously responding to these challenges through a review of the organizational structure, culture, leadership, staffing/recruitment, market development, tariff increase, innovations, cost cutting, diversification, market research and decentralization.

The study concluded that the Balanced Scorecard could be developed and implemented by organizations as a corporate strategy implementation and performance measurement tool. This tool assists an organization in guiding and integrating its corporate as well as departmental operations in order to achieve its objectives.

From the findings, it was recommended that organization's leadership should be able and willing to envisage a future where the strategies and performance of the organization are transformed by exploiting the performance management capabilities of the organization better than the competitors. Finally, for the organization to achieve its mandate and the set objectives there is need for continuous proactive business approach in its daily operations and at the corporate strategy formulation stages, the organization needs to involve all staff to ensuring that there is successful implementation of the corporate strategy.