

INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON PERFORMANCE OF FLORICULTURE FIRMS IN KENYA

A SURVEY OF KIAMBU COUNTY, KENYA

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Abstract

Kenya's economy largely relies on the agriculture sector, which contributes 25.3% of Gross Domestic Product, out of which 2.63% is from the Horticulture sub-sector while 1.29% is from the flower industry. In spite of research in various aspects of strategic management practices in various sectors, there has not been a study on the influence of strategic management practices on the performance of Floriculture Firms in Kenya, and this formed the general objective of this study which was carried in Kiambu County in central Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect primary data. Chi-Square (X^2) test was used to test the four hypotheses to establish significance of association. The findings established that majority of the firms had a strategic plan, implemented their strategic plans as planned, conduct strategy evaluation and control on their strategic management practices. Further, that strategy formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent. The researcher recommended that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization.

Keywords: Strategic management, Planning, Organizational objectives, Performance, Kenya

INTRODUCTION

Strategic Management is a concept that concerns making decisions and taking corrective actions to achieve long-term targets and goals of an organization (Bakar et al, 2011). It is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce & Robinson, 2005). Strategic management practices therefore include strategic planning; strategy implementation and strategy evaluation and control, which have in the past studies been seen to influence the competitive positioning of the firm in the industry, thus determine the performance (Johnson, 2009). Generally, strategic management practices can improve efficiency in various organizations (Bakar et al, 2011).

Strategic management practice consists of four basic elements, strategy formulation, implementation, evaluation and control (Wheelen & Hunger, 2008). It is within these four elements that strategic management practices are manifested and is also described as the strategic management process. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses (Wheelen & Hunger, 2008). It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines. Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce & Robinson, 2008). Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Hill & Jones, 2001; Steiner, 1997). According to Kenya Bureau of Statistics (2013), Kenya's horticultural sector currently ranks as one of the economy's fastest growing industries, the third largest foreign exchange earner after tourism and tea. Therefore, this study was seeking to gain knowledge on the influence of strategic management practices on the performance of Firms in the Floriculture industry of Kenya.

Problem Statement

The business environment in which firms operate is dynamic and turbulent with constant and fast paced changes that often render yester-years strategies irrelevant (Ofunya, 2013). According to Kourdi (2009), the hypercompetitive business environment has pushed

organizations to limits dictating the need to adopt strategic management practices that support plans, choices and decisions that will lead to competitive advantage and to archive profitability, success and wealth creation. Strategic management addresses the question of why some organizations succeed, others fail (Melchorita, 2013), and it covers the causes for company's success or failure (Porter 2001).

Numerous studies have been carried globally and locally on the influence of strategic management practices on organizational performance. For instance, Melchorita (2013), Bakar et al (2011), Murimbika (2011), Dauda et al (2010) and Ofunya (2013) analyzed the relationship between strategic management practices and organizational performance in different organizations but none of them investigated the influence of strategic management practices on performance of floricultural firms. Thus, this study aimed at establishing the influence of strategic management practices on performance of floriculture firms in Kenya.

Objectives of the Study

The General Objective

To establish the influence of strategic management practices on performance of floriculture firms in Kiambu County- Kenya.

Specific Objectives

To examine the influence of Strategy;- (i)Formulation, (ii) Implementation,(iii) Evaluationand (iv) Control on Performance of flower firms in Kiambu County- Kenya.

Research Hypothesis

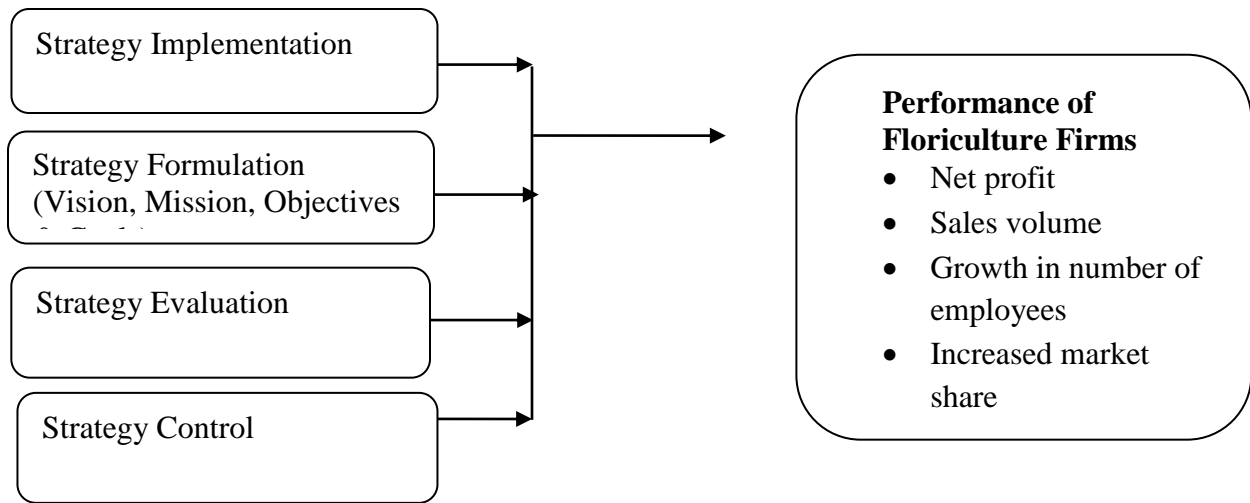
- H_0 : Strategy formulation has no significant influence on the performance of flower firms in Kiambu County- Kenya.
- H_0 : Strategy implementation has no significant influence on the performance of flower firms in Kiambu County -Kenya.
- H_0 : Strategy evaluation has no significant influence on the performance of flower firms in Kiambu County - Kenya.
- H_0 : Strategy control has no significant influence on the performance of flower firms in Kiambu County -Kenya.

Conceptual Framework

A conceptual framework is a model of presentation where a researcher represents the relationships between variables in the study and shows the relationship graphically or

diagrammatically (Orodho, 2006).It Involved strategic management practices (Strategy formulation, implementation, evaluation,& strategy control) in the floriculture industry as the independent variables, while the dependent variables considered as performance indicators were ; net profit levels, increase in sales volume, growth in the number of employees and increase in market share. The conceptual framework was as shown in figure 1.

Figure 1. Conceptual framework



EMPIRICAL LITERATURE REVIEW

Strategic Management Practices and Organisational Performance

Strategic management practices contribute to performance by generating relevant information, creating a better understanding of the environment and reducing uncertainty. (Porter (2004) states that organizational performance is determined by the ability of the firm to find its unique position and strategic management practice is the tool to enable the firm acquire that strategic position. Ofunya (2013) examined the relationship of strategic management practices and firm performance in Post bank in Kenya. The study revealed that the strategies adopted by Post bank so as to cope with the competitive environment included vigorous pursuit of cost reductions, providing outstanding customer service, improving operational efficiency, among other. Mwangi (2013) investigated strategic management practices and performance of large pharmaceutical firms in Kenya. The study findings revealed that firms that were applying strategic management practices were more willing to innovate prepared to take risks and were more proactive than competitors. Muogbo (2013) investigated the impact of strategic management on organizational growth and development of selected manufacturing firms in

Anambra State. Results from the analysis indicated that strategic management was not common among the manufacturing firms in Anambra State but its adoption had significant effect on competitiveness and influences on manufacturing firms.

Strategy Formulation

Strategy formulation includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines. It is achieved by reviewing key objectives and strategies of the organization, identifying available alternatives, evaluating the alternatives and deciding on the most appropriate alternative (Wheelen & Hunger, 2008). The process of strategy formulation is mainly carried out at three levels, which include the corporate level, business level and the functional level. The lower level managers drive the functional strategies, which have short-term horizons and relate to a functional area (Macmillan & Tampoe, 2000).

Taiwo and Idunnu (2010) examined the impact of strategic planning on organizational performance and survival. The study evaluated the planning-performance relationship in organization and the extent to which strategic planning affected performance of First Bank of Nigeria. The findings indicated that planning enhances better organizational performance, which in the long term impacts its survival. Bakar et al, (2011) studied the practice of strategic management in construction companies in Malaysia. The findings of the research showed that most of the firms practicing strategic management had a clear objective, a winning strategy to achieve the objective and a sound mission statement to guide the organization towards success.

Strategy Implementation

According to Mintzberg and Quins (2004), 90% of well-formulated strategies fail at implementation stage and only 10% of formulated strategies are successfully implemented. The successful implementation of strategy is fully dependent on involvement of all the stakeholders in an organization. Communicating progress of implementing the strategy to the stakeholders will assist them in determining whether corrective action is required (Pearce and Robinson, 2008). Njagi and Kombo (2014) examined the effect of strategy implementation on performance of commercial banks in Kenya. Results revealed that there was a strong relationship between strategy implementation and organizational performance.

Strategy Evaluation

Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are

being attained such that corrective measures may be taken if needed. Ondera (2013) examined strategic management practices in Mbagathi District Hospital, Nairobi, Kenya. The study revealed that, the hospital formulates implements and evaluates the work plan by involving all staff working at the hospital and that the management allocated funds based on the work plan to facilitate the process of strategy implementation.

Strategy Control

Strategic control is concerned with tracking the strategy as it is being implemented, detecting problems or changes when deemed necessary and making the necessary adjustments (Pearce and Robinson, 2008). The review of monthly, quarterly and annual reports is one of the means management exercise their evaluation and control of a strategy. The reviews require a look at for instance the profit margins, sales; earnings per share and return on investment to assist management determine the effectiveness of the strategy being implemented. Pappas et al (2007) examined the joint influence of control strategies and market turbulence on strategic performance in sales-driven organizations. Results from the survey of sales-driven organizations indicated that self, professional, activity, and output control systems had varying effects on participation in strategic activity.

Organizational Performance

Good performance influences the continuation of the firm and can be divided to financial or business performance (Gibcus and Kemp, 2003). Financial performance is at the core of the organizational effectiveness domain. Accounting-based standards such as return on assets (ROA), return on sales (ROS) and return on equity (ROE) measure financial success. Business performance measures market-related items such as market share, growth, diversification, and product development (Gibcus and Kemp, 2003). The organizational performance measures as indicated by Kaplan and Norton (2004) include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment.

RESEARCH METHODOLOGY

Research Design

A descriptive survey design was used to carry out this study. A survey research design was appropriate because it entails the collection of data on more than one case at a single point in time in order to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect pattern of association (Bryman, 2006).

Study Area, target Population and Sample size

The study was carried in Kiambu County in central Kenya with a target population of all the 21 floricultural firms in the County. A total of 10 firms were sampled at random and from each firm, 5 respondents including managers and departmental heads were purposively chosen for the study.

Research Instrument

A Self-designed Open and closed ended questionnaire was used to collect data for the study. According to Mugenda and Mugenda (2006), questionnaires give detailed answer to complex problems. Additionally, questionnaires are also a popular method for data collection in deduction because of the relative ease and cost-effectiveness with which they are constructed and administered.

Data Collection Method

10 % of the questionnaires were pre-tested on 5 middle level managers chosen randomly from 2 firms that were involved in the study before distributing them to the respondents. Primary data was collected from respondents using self-administered questionnaires attached with researchers' introduction letter from the university, while Secondary data was obtained mainly from library books, journals, and magazines, the internet and appropriate literature of previous studies.

Reliability and Validity of research instrument

Best and Kahn (2000) points out that reliability is the degree of consistency that the instruments or procedure demonstrates. To establish reliability of the study instrument, Cronbach's alpha coefficient was used which yielded a coefficient of 0.723, which was considered adequate for the study. In general, reliabilities less than 0.60 are considered poor, those in the 0.7 range acceptable and those over 0.8 are good (Sekaran 2003). Validity is the degree to which a test measures what it purports to measure. Mugenda and Mugenda (2006), defines validity as the accuracy and meaning fullness of the inferences, which are based on the research results. To enhance validity the researcher consulted the supervisor and other departmental lectures that were familiar with the study topic for guidance and clarification.

Data analysis approach

The SPSS version 21 was used for data analysis where by descriptive research design was used to analyse qualitative data and Chi- Square (X^2) for inferential statistic conclusions. In

order to establish whether there was significant influence between strategic management practices and performance of flower firms, Chi- Square (X^2) test was used to test the significance of association using Chi-square model worked out as follows;

$$X^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where; O_{ij} = Observed frequencies, E_{ij} = Expected frequencies

EMPIRICAL RESULTS AND DISCUSSIONS

Response rate

The researcher administered 50 questionnaires and collected back 44 fully responded to which was 88% response rate, however, 6 of them were not returned hence considered spoiled, thus 12% response failure. The 88% response rate was considered adequate for the study.

Strategy Formulation

From the results obtained, 93.18% of the respondents indicated that their firm had a strategic plan in place while 6.82% had no strategic plan in place. On another question, 77.27% of the respondents indicated that strategic planning and formulation influence performance of flower firms while 22.73% had no idea. Therefore, strategy formulation had positive influence on performance of flower firms.

Strategy Implementation

A response as to whether firms implemented their strategies came up with 97.73% of the respondents agreed that their firm did, whereas 2.27% indicated that their firms did not implement planned strategies. The respondents rated strategy implementation process as, 22 % excellent, 64% good, and 14 % average. Overall, 79.55% of the respondents indicated that strategy implementation influences performance of flower firms while 20.45% indicated that it did not. Hence strategy implementation influenced firm's performance positively.

Strategy Evaluation

All respondents indicated that their firms conducted a strategy evaluation hence 100% response rate, and on another question 77.27% of the respondents agreed that strategy evaluation influenced performance of flower firms while 22.73% had no idea on. Therefore, strategy evaluation influenced performance of firms.

Strategy Control

The response to whether flower firms take corrective measure of their strategy came up with 97.73% of the respondents agreed while 2.27% had no idea, and on a question whether strategy control influenced performance of their firms, 75% of the respondents agreed that strategy control influences performance of flower firms while 25% had no idea. Hence, strategy control influence performance of flower firms.

Organization Performance

The response on whether the firms' profitability had grown for the last five years yielded 45.5% of respondents indicating that firm's financial performance was good, 29.5% average, while 25% indicated it was excellent. On average, the firms' profitability was good.

The Extent of Firm's Growth for the last Five Years

In order to establish the extent firms had grown on the variables listed as performance indicators i.e net profit, sales volume, growth in number of employees and increase in market share ,the results obtained were as shown in table 1.

Table 1: The extent of the firm's growth for the last five years

	Not at all	Minimal extent	Moderate extent	Large extent		
	F (%)	F (%)	F (%)	F (%)	Mean	Std.Dev
Net profit	0	6(13.6%)	26(59.1)	12(27.3)	3.14	0.632
Sales volume	0	3(6.8%)	22(50%)	19(43.2%)	3.36	0.613
Growth in employees	0	15(34.1%)	22(50%)	7(15.9%)	2.82	0.691
Increased market share	0	4(9.1%)	25(56.8%)	15(34.1%)	3.25	0.615

From table 1 ,the results shows that on average , the four dependent variables of performance of the firms had grown to moderate extent as indicated by 54.0 % of respondents ,large extent 30.1 %,and minimal extent 15.9 %.Their means were net profit 3.14,sales volume 3.36,number of employees 2,82 and share market 3.25.Hence on average, firms had grown to a moderate extent with an average mean of 3.14 in the four performance indicator variable given.

Comparison of Organizational Performance of firms that exercised strategic management practices and those that didn't

The aim was to compare the performance of floricultural firms which had strategic plan in place and exercised control of their strategic plans with those that didn't take control measures of their strategic plans. The results obtained were that 98 % of the respondents agreed that their firms

exercised control measure over their firm's strategic plans, whereas 2% showed that their firms did not. Further, the firms that had strategic plan put in place on average had 57% of the respondents indicated that their organization performance had grown at a moderate extent, 27% to a large extent and 16% to a minimal extent respectively. Hence firms that observed strategic management practices experienced moderate to large extent growth in performance.

Hypothesis testing

At 95% confidence interval, the four hypotheses were tested by use of Chi-Square (X^2) model at 0.05 significance level to establish whether there was any significant level of association between strategic management practice and performance of flower firms. The results obtained were as shown and summarized under respective hypothesis in table 2.

Table 2: Chi square test for the independent variables and firm's performance

Independent variable	Hypothesis	Chi-sq. p-value	Sig. value	Result	Decision
Strategy formulation	Ho:Hypothesis 1	0.727	0.05	.7727 > .05	Ho:rejected
Strategy implementation	Ho:Hypothesis 2	0.406	0.05	.406 > .05	Ho:rejected
Strategy evaluation	Ho:Hypothesis 3	0.727	0.05	.727 > .05	Ho.rejected
Strategy control	Ho:Hypothesis 4	0.569	0.05	.727 > .05	Ho.rejected

At 95 % confidence level, all the Null (Ho:) hypothesis yielded Pearson's P-value > 0.05, hence, all the Null hypothesis(Ho:) for the four independent variables were rejected ,and their Alternate hypothesis (H1:) that strategic management practices had significant influence on the performance of flower firms of Kiambu County –Kenya, were accepted.

SUMMARY OF FINDINGS

Demographic aspects of respondents

The researcher administered 50 questionnaires where only 44 were returned hence 88% responses rate. Majority of the respondents were farm managers, 66% male and 34 % female. 50% were aged between 41-50 years, 55% were university graduates and 66 % had worked in their respective firms for more than 5 years. Hence, most respondents were learned, and suitable to handle questions that were put across for answering.

Strategy Formulation

The study established that majority of the firms had a strategic plan and that nearly all the firms had a mission and vision statements, organization goals and procedures on policy development

in their strategic plans. Additionally, the study findings revealed that majority of the firms reviewed their strategic plans within a short interval of time of 1-2 years. As such, the findings revealed that top level managers were the mostly involved in strategy formulation with the assistance of middle level managers. Further, majority of the respondents indicated that strategic planning and formulation influence organisation's performance. Hypothesis testing established that strategy formulation has significant influence on the performance of flower firms.

Strategy Implementation

The study findings established that most flowers firms implement strategies as planned. Additionally, on average the study findings revealed that most of the firms implemented their short-term goals within 3 months. Middle and low level managers were found to be the most responsible for strategy implementation. The results established that strategy implementation influences organisation's performance. Hypothesis testing revealed that strategy implementation has significant influence on the performance of flower firms.

Strategy Evaluation

The study findings established that most floricultural firms conduct strategy evaluation where majority of the firms evaluated their firm's strategic plans within 12 months. Several challenges including lack of resources, employee resistance, and unclear strategy evaluation process were found to affect the strategy evaluation process. As such, the study findings revealed that strategy evaluation influenced organization performance. Hypothesis testing established that strategy evaluation has significant influence on the performance of flower firms.

Strategy Control

The study findings established that most of the firms do take corrective measure on the strategic management practices by reviewing them, and their strategic control process was satisfactory. Further, the study established that strategy control influences performance to a moderate extent. Hypothesis testing established that strategy control has significant influence on the performance of flower firms.

Organization Performance

The study findings revealed that those firms that had strategic plan ,implemented ,evaluated and exercised control over their strategies mainly had their financial performance for the last five years being good, and a few of them were performing extremely good(excellent),no firm was performing poorly. Overall, the firms that exercised strategic management practices

experienced growth in net profit, sales volume and market share from moderate to a large extent, while the number of employees increased at a minimal extent. Those firms with no strategic plan had minimal growth in all the four variables.

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, it was concluded that strategic management practices influences performance of floricultural firms. The researcher concludes that the implementation component is vital for evaluation and control to take place since the two components cannot materialize if implementation has not occurred, that continuous strategy evaluation is necessary for all the implemented strategic plans since evaluations helps identify any deviations, and effective strategic corrective measures ensures that the company is operating effectively and helps to ensure that the strategic plans are in line with the organization goals, and strategic management practices had led to a moderate growth of flower firm's overall business performance. The researcher therefore concludes that strategic management practices had an influence on the performance of flower firms in Kenya.

As per the study finding, the researcher recommends that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization. Finally, the researcher recommends that flower firms managers should initiate and use a combination of strategy corrective measures to counter the challenges their firms face to ensure that the formulated strategic plans are properly implemented and evaluated.

LIMITATIONS OF THE STUDY

- The study focused on flower firms based in Kiambu County, Kenya .therefore the findings of the study may only be generalized to other firms of the same type within Kenya with caution.
- Some of the respondents completed the questionnaires in a hurry because of too many commitments at their work place; hence some information given could be unsatisfactory.
- The study focused on four strategic management practices i.e. Strategy formulation, implementation, evaluation and control, whereas other intervening factors such as Government policies, political influence, environmental factors among others were not covered in this study because they were not within the scope of study of the researcher.

AREAS FOR FURTHER STUDY

The researcher recommend a similar study in other counties of Kenya for comparison purpose, and another study that will focus on influence of organizations' external factors on predominance of flower firms in Kenya.

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APPENDICES

Appendix I: Definition of key terms

- **Key words-** Strategic Management Practices and Performance of Floriculture Firms
- **Floriculture or flower farming** - is a discipline of horticulture concerned with the cultivation of flowering and ornamental plants for gardens and for floristry, comprising the floral industry (Kenya Flower Council Data, 2014).
- **Organizational Performance** - The ability of an organization to measure its achievement by using its financial ratios because of strategic management practices (Pearce & Robinson, 2005).
- **Strategic management practices** - Refers to the process of strategy formulation, implementation, evaluation and control on the basis of micro and macro environment factors which have in the past studies been seen to influence the competitive positioning of the firm in the industry thus determine the performance (Johnson, 2009)

- **Strategic management** - It is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce & Robinson, 2005).
- **Strategy evaluation and control** - is the process of continuously reviewing and comparing the actual performance against the desired performance to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Pearce & Robinson, 2005).
- **Strategy** - refers to the process that matches resources and activities of an organization to the environment in which it operates (Pearce & Robinson, 2005).

Appendix II: Flower Firms in Kiambu County-Kenya

Selecta Kenya ,Red Land Roses,Rainbow Nurseries Ltd ,Eva Flora, Windsor Flowers, Penta Flowers, Zena Flowers, Simbi Roses, Enkasiti Flowers,Mosi Flowers,Black Petal Flowers,Valentine Growers,Lathflora ,Syng'enta Flowers,Kenya cuttings,Flora Delight,Red Hill Nurseries,Solo Plants,Gatoka Roses ,Magana FlowersThika Nurseries Ltd.

Appendix III: Questionnaire

Dear Respondent,

My name is Jacob Maroa; I am a student pursuing Master of Business Administration degree at Jomo Kenyatta University of Agriculture, and Technology carrying out a research on the influence of strategic management practices on performance of Floriculture Firms in Kiambu County, Kenya. You and other respondents have been selected to take part in this research and any information given will be treated with utmost confidence and shall only be used for academic purposes.

Your cooperation will be highly appreciated. Thank you.

Tick and fill where appropriate

Section A: Background Information

- 1) Indicate the name of your firm
- 2) Indicate your position
- 3) Indicate you gender: Male ☐ Female ☐
- 4) Please indicate your age
21-30 years ☐ 31-40 years ☐ 41-50 years ☐ Above 50 years ☐
- 5) Indicate your highest level of education
College certificate ☐ College Diploma ☐ University Graduate ☐
Others (specify).....
- 6) How long have you been in employment with this firm?
1- 2 years ☐ 3 – 4 years ☐ Over 5 years ☐
- 7) How many employees does your firm have?
Below 100 ☐ 101 - 500 ☐ 501 – 1000 ☐ Above 1000 ☐

Section B

a) Strategy Formulation

- 8) Does your firm have a strategic plan: Yes ☐ No ☐
- 9) Does your organization have the following in their strategic plan?

Variable	YES	NO
Mission statement		
Vision statement		
Organisation Goals		
Procedures on policy development		

10) How often does your organization review its strategic plans?

After 1 - 2 years ☐ After 3-4 years ☐ After 5 years ☐

11) Who are charged with the responsibility of strategy formulation in your firm? (*Please tick if one, or rank them from 1-4 in if more than one category .1 being mostly involved person*)

Category	Tick	Rank
Top level managers		
Middle level managers		
Lower level managers		
Supervisors		

12) Does having a strategic plan influence the performance of your company?

Yes ☐ No ☐ No idea ☐

b) Strategy Implementation

13) Does your organisation implement its strategies as planned?

Yes ☐ No ☐ No idea ☐

14) How would you rate the performance of your company's on strategy implementation

Excellent ☐ Good ☐ Average ☐ Poor ☐

15) Please indicate on what interval are the company's short-term plans and goals are implemented

Within 3 months ☐ Within 6 months ☐ Within 9 Months ☐ Within 12 Months ☐

16) Who are the people in charge of strategy implementation (*Please tick if one, or rank them from 1-4 in if more than one category .1 being mostly involved person*)

Category	Tick	Rank
Top level managers		
Middle level managers		
Lower level managers		
Supervisors		

17) Does strategy implementation influence performance?

Yes ☐ No ☐ No idea ☐

c) Strategy Evaluation

18) Does your firm conduct an evaluation of its strategic plans: Yes ☐ No ☐

19) Indicate the period after which your firm's strategic plans are evaluated

Within 3 months ☐ Within 6 months ☐ Within 9 Months ☐ Within 12 Months ☐

20) What are some of the challenges does your firm face when evaluating strategic plans (you can tick more than 1 option)

Employee resistance ☐ Inadequate and trained personnel ☐

Unclear Strategy evaluation Process ☐ Lack of resources ☐ Others (please specify).....

21) Does strategy evaluation influence performance?

Yes ☐ No ☐ No idea ☐

d) Strategy Control

22) Does your firm take corrective measures on its strategic plans, strategic implementation and evaluation processes?

Yes ☐ No ☐ No idea ☐

23) How would you rate your firm's strategy control process?

Satisfactory ☐ Neutral ☐ Unsatisfactory ☐

24) Indicate the period in which your firm reviews its strategic control policies

Within 1 year ☐ After every 2- 3 years ☐ After every 4 years ☐

25) Indicate some of the strategy corrective measures initiated by your firm (You can tick several or indicate more)

Investing in staff training ☐ Increasing funds on productive projects ☐

Suspending less productive projects ☐ Increasing/reducing labour force ☐

Others(specify).....

26) Does strategy control have any influence on the performance of floriculture firms?

Yes ☐ No ☐ No idea ☐

e) Organization Performance

27) How can you rate your firm's financial performance in terms of profitability for the last five years

Excellent ☐ Good ☐ Average ☐ Poor ☐

28) Please indicate in the table below the extent in which your firm has grown for the last five years in the areas listed therein. Where;

1-Not at All 2- Minimal Extent 3- Moderate Extent 4- Large Extent

	1	2	3	4
Net profit				
Sales volume				
Growth in number of employees				
Increased market share				

29) Apart from strategic issues, what other factors influence the performance of your firm

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Thank you for your time.