Journal of Strategic Management

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ISSN: 2616-8472

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 5||Issue 4||Page 70-82||December||2021|
Email: info@stratfordjournals.org ISSN: 2616-8472

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How to cite this article: **Okwemba, J., A., & Njuguna, N. (2021). Effect of Strategy Implementation on Performance of Chemelil Sugar Company in Kisumu County, Kenya. *Journal of Strategic Management*, 5(4), 70-82.** https://doi.org/10.53819/81018102t5038

Abstract

The performance at Chemelil Sugar Company in Kisumu County has been unsatisfactory and thus, the study sought to examine whether strategy implementation can affect the performance. The study was underpinned on resource-based view theory. The descriptive research design was deemed relevant to the study. The target population was 60 and the key respondents incorporated the heads of departments. The sample size was 60. The study adopted the purposive sampling technique and questionnaires were used to collected the data. The analysis of the data was done using descriptive and inferential statistics. The results of the study showed that strategy implementation affect performance positively. The strategy implementation can be determined by resource allocation, stakeholders, communication and structure. The correlation analysis showed there was a strong positive relationship between performance and strategy implementation. The coefficient of determination (r^2=.424) indicated that 42.4% of the variation in organizational performance can be explained by strategy implementation. The regression results established that strategy implementation is positively and significantly related to performance (β= .883, t = 2.847, p = .016). Hence, unit increase in strategy implementation while holding all other factors constant, increases performance by 0.883 units. The study recommended the improvement of strategy implementation through enhanced resource allocation, stakeholders, communication and structure could improve the performance of the organization. The allocation of the resources need to be adequate to foster the strategy implementation. It is suggested that stakeholders' skills to be matched with their responsibilities. The managers to create maximum awareness to employees when implementing new policies and effective structure be developed to encourage information sharing between departments.

Keywords: *Strategy implementation, performance, Chemelil Sugar Company, Kisumu County, Kenya*

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1.0 Introduction

The concept of performance is a fairly broad and its meaning changes in accordance with the user's perspective and needs (Maroa & Muturi, 2015). The application of only the financial indicators to measure performance cannot be adequate due to dynamics of the environment (Mbithi, 2016; Mutemi, Maina & Wanyoike, 2013; Ong'ondo, 2018). The combination of both the financial and non-financial to measure the performance give true picture of the extent of performance (Dragnić, 2014). According to Williams, Smith, Aaron, Manle and McDowell (2019), organizations should not rely on the financial measures of performance but should also incorporate non-financial measures such as production output, customer base, number of branches, market share among others. Therefore, the performance of the organization needs to be determined by both the financial and non-financial indicators. The performance of an organization can be influenced by strategy of implementation (Gabow, (2019; Guruwo, Chiguvi, & Guruwo, 2017; Mohamed & Mohamud, 2021). The environments in which organizations operate have become increasingly uncertain posing a lot of challenges.

Strategy implementation is a crucial and important process in strategic management. In order to be successful organizations, need to effectively implement their strategies to enhance their performance (Sharabati & Jamal, 2014). According to Kihara, Bwisa and Kihoro (2016) the strategy implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. Strategy implementation process involves placing objectives, strategies, and policies into action through the development of programs, budgets, and procedures. Strategy formulation precedes implementation making implementation a key part of strategic management (Karami, 2012; Nwachukwu, Chladkova & Fadeyi, 2018). The strategy implementation is the third phase of the strategic management process. It contains documented actions that guide the organization towards the realization of its targets (Gachuma, 2018). Good coordination and allocation of the resource enable an organization to achieve the formulated objectives (Gatheru, 2018).

Management of an organization needs to frequently communicate its intended strategies to employees and continuously organize and structure the firm to allow the organization's smooth operation (Gabow, 2019). Furthermore, strategy implementation enables an organization to adopt new strategies that result in a sustainable competitive advantage, hence responding to the turbulent business environment they operate in (Ekom, 2012). The effective implementation of strategy implementation can thus be effective in improving the performance of an organization (Gawankar, Kamble & Raut, 2015). The performance in Chemelil Sugar Company been inadequate. The company has been reporting both profit and loses is some of the annual financial reports. In 2018, company made a sale of 6,105 tons and decreased by 1632 tons since in 2018, the sales were 7,737 tons (AFA, 2018). Moreover, in 2019 the company was temporarily closed and re-opened earlier 2020. Thus, it is evidenced that the company has not been performing optimally in the recent and thus conducting of the study was considered meaningful. The effective implementation of strategy implementation can stimulate the performance. Thus, the study examined the effect of strategy implementation on performance of Chemelil Sugar.

1.1 Statement of the problem

The effective implementation of strategy implementation can thus be effective in improving the performance of an organization. The performance in Chemelil Sugar Company has been inadequate. The company has been reporting profit and loss in some annual financial reports. The company posted a loss of K.sh 821 million in the year ended June 2018, which is an increase compared to the loss of K.sh 767.25 million incurred in 2016 (Auditor-General Financial Statement CSC 2018/2017 & 2015/2016). In 2018, the company made a sale of 6,105 tons and decreased by 1632 tons since in 2018, the sales were 7,737 tons (AFA, 2018). Moreover, in 2019 the company was temporarily closed and re-opened earlier in 2020. Thus, it is evidenced that the company has not been performing optimally in recent and thus conducting of the study was considered meaningful. The effective implementation of strategy implementation can stimulate the performance. Thus, the study examined the effect of strategy implementation on performance of Chemelil Sugar.

The rationale of conducting the study was due scantly information from the previous studies. For instance, Gabow (2019) conducted a study on strategic management practices on performance of Commercial Banks in Nairobi County and measured strategy implementation using operationalization and institutionalization. However, the study was conducted in banks. According to Mailu, Ntale, and Ngui (2018), a descriptive study on the pharmaceutical industry in Kenya measured strategy implementation was using organizational structure and resources. Nonetheless, this study was conducted in the pharmaceutical industry hence might help solve issues affecting the sugar industry. Guruwo, Chiguvi, & Guruwo (2017) conducted a descriptive study on clothing retail outlets in Zimbabwe using descriptive statistics to analyze data collect from self-administered questionnaires and structured interviews administered to 40 respondents. The study, however, did not use inferential statistics to establish the correlation between the variables. Therefore, this current research sought to minimize methodological weaknesses by incorporating descriptive statistics and inferential statistics to conclude better. Mohamed and Mohamud (2021) studied effect of strategic management practices on performance of NGOs in Mogadishu Somalia. This study, however, was conducted in Somalia; hence its conclusion might not apply directly to Chemelil Sugar Company. It was thus appropriate for the study to examine the effect of strategy implementation on the performance of Chemelil Sugar

1.2 Research Objective

The research objective was to examine the effect of strategy implementation on performance of Chemelil Sugar Company in Kisumu County, Kenya.

2.0 Literature Review

2.1Theoretical review

The study was underpinned on resource-based view theory. This theory was crafted by penrose (1959). other researchers have also contributed to the build out of this theory. this theory sheds light on how crucial internal resources are to the organization and how good resource utilization in strategy formulation results in a sustainable competitive advantage (gabow, 2019). it established that intangible and tangible resource owned by a company could lead to sustainable competitive advantage (ismail, rose, & uli, 2012). Resource Based View was used to examine and recognize a company's strategic advantages hinged on scouting; its well-defined resources, i.e., staff, assets, and finances of a company. It shed light on why organizations vary in different ways because they own non-identical resources. Organizations advance expertise from these resources when they were well developed (Pearce & Robinson, 2007). RBV recognized that the resources that a company owns dictated the performance of the organization. From this theory it is clear that the resources that an organization possess plays a big role in the strategic implementation process. This is because despite an organization having excellent strategies without necessary resources to carry out implementation, they remain in the formulation phase. The theory assumes that valuable resources create value and ensure that customers were contented while rare resources are unattainable by competitors. RBV was significant to this research because it supports strategic implementation. An organization with few resources was likely to stagnate at the planning phase. RBV helped Chemelil Sugar Company identify and concentrate on its tangible and intangible resources to enhance its internal resources for sustainable competitive advantage.

2.2 Empirical Review

Gabow (2019) study on strategic management practices and performance of Commercial Banks in Nairobi County measured strategy implementation using operationalization and institutionalization. A stratified sampling technique was used on 71 respondents to collect both primary and secondary data using questionnaire and document review respectively. The study adopted both descriptive and inferential statistic to analyse data. The findings revealed that strategy implementation strongly and significantly affect performance. Therefore, this current study sought to minimize the conceptual weakness by measuring strategy implementation using the allocation of resources, stakeholders, communication, and organizational structure. According to Mailu, Ntale and Ngui (2018), a descriptive study on the pharmaceutical industry in Kenya measured strategy implementation was using organizational structure and resources. A Census technique was used to collect primary data on 64 respondents by administering questionnaire. The study adopted use of both descriptive statistic and multiple regression model to analyze data. The finding established that there was a significant influence of strategy implementation on organizational performance. The study concluded that inadequacy in any form of resources affect strategy implementation. However, this study was conducted in the pharmaceutical industry hence might help solve issues affecting the sugar industry. The current study sought to add more content of knowledge of implementation in the sugar industry.

Guruwo, Chiguvi and Guruwo (2017) conducted a descriptive study on clothing retail outlets in Zimbabwe using descriptive statistics to analyze data collect from self-administered questionnaires and structured interviews administered to 40 respondents. The findings revealed that there are many obstacles to strategy implementation and these ultimately hindered organizational performance. The study further concluded inadequate finances led to stalling of all intended programs and projects. The study, however, didn't use inferential statistics to establish the correlation between the variables. Therefore, this current research sought to minimize methodological weaknesses by incorporating descriptive statistics and inferential statistics to

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conclude better. Moreover, Mohamed and Mohamud, (2021) studied effect of strategic management practices on performance of NGOs in Mogadishu Somalia. The study adopted non probability purposive sampling techniques to collect quantitative data by administering closed ended questionnaire on 50 respondents. The study adopted regression model to analyze data. The findings revealed that there was a positive significant effect of strategy implementation and organization performance. This study, however, was conducted in Somalia; hence its conclusion might not apply directly to Chemelil Sugar Company. In addition, Eren and Birinci (2013), in a descriptive study on effect of strategic management practices on the performance of the universities in Turkey. Quantitative data was collected on 130 respondents using a questionnaire. A descriptive and inferential statistics were used to analyze data. The findings revealed that there was a positive significant effect of strategy implementation and organization performance. The study concluded that since the strategies were not appropriately developed and fully implemented, no monitory and evaluation was carried out. This study was carried out in turkey and might not apply to Chemelil Sugar Company in Kenya.

2.3 Conceptual Framework

The conceptual framework is presented in Figure 1

Independent variable

Strategy Implementation

- Resource Allocation
- Stakeholders
- Communication
- Structure

Dependent variable

Organization Performance

- Increase Profitability
- Customer Satisfaction
- Business Growth.

Figure 1: Conceptual Framework

3.0 Research Methodology

The descriptive research design was utilized in the study. The target population was 60 and the key respondents incorporated the heads of departments. The sample size was 60 which implied that a census was conducted. The study adopted the purposive sampling technique and questionnaires to collect the data. The data analysis was done using descriptive and inferential statistics. Under the inferential statistics, the correlation and regression analysis were examined.

4.0 Data Analysis and Interpretation

4.1 Response Rate

The questionnaires were administered to all the 60 respondents, however, only 52 questionnaires were returned duly filled. Five questionnaires were incomplete and others not returned. This contributed to 87% response rate. According to Baruch and Holtom (2008), a survey's response

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rate of 60% or more is considered adequate for data analysis and reporting. Therefore, an 87% response rate is considered adequate.

4.2 Descriptive Analysis Results

These section presents descriptive results which included mean and standard deviation of the study variables. The descriptive statistics of strategy implementation and performance were presented.

4.2.1 Strategy Implementation

The study examined the effect of strategy implementation on the performance of Chemelil Sugar Company in Kisumu County. The descriptive statistics of strategy implementation is manifested in Table 1

Table 1: Strategy Implementation

Statements	SD	D	N	A	SA	Mean	Std. dev.
Strategic implementation enhances performance.	0%	0%	15.4%	84.6%	0%	3.85	0.376
Action plans are collectively developed.	0%	0%	23.1%	76.9%	0%	3.77	0.439
Allocation of adequate resources for strategy implementation improves Organizational performance.	0%	0%	15.4%	84.6%	0%	3.85	0.376
There is an equitable allocation of resources across the departments to ensure an increase in organizational performance.	0%	0%	38.5%	61.5%	0%	3.62	0.506
The Company's structure enables managers to communicate the progress of strategy implementation regularly.	0%	0%	38.5%	46.2%	15.4%	3.67	0.651
Stakeholders' skills are matched with their responsibilities.	0%	15.4%	38.5%	46.2%	0%	3.31	0.751
Managers give stakeholders feedback on performance.	0%	15.4%	30.8%	53.8%	0%	3.38	0.768
There is frequent communication of the strategy to the employees.	0%	7.7%	30.8%	53.8%	7.7%	3.62	0.768
Managers always create maximum awareness to employees when implementing new policies.	0%	15.4%	23.1%	53.8%	7.7%	3.54	0.877
Our Organizational structure encourages information sharing between Departments.	0%	15.4%	30.8%	38.5%	15.4%	3.54	0.967
Average						**3.615**	**0.6479**

https://doi.org/10.53819/81018102t5038

As presented in Table 1, majority of the responses agreed that strategic implementation enhances performance (mean = 3.85, std. dev. = 0.376), action plans are collectively developed (mean = 3.77, std. dev. = 0.439), allocation of adequate resources for strategy implementation improves organizational performance (mean = 3.85, std. dev. = 0.376), there is an equitable allocation of resources across the departments to ensure an increase in organizational performance (mean = 3.62, std. dev. = 0.506) and the company's structure enables managers to communicate the progress of strategy implementation regularly (mean = 3.67, std. dev. = 0.651). They also agreed that stakeholders' skills are matched with their responsibilities (mean = 3.31, std. dev. = 0.751), managers give stakeholders feedback on performance (mean = 3.38, std. dev. = 0.768), there is frequent communication of the strategy to the employees (mean = 3.62, std. dev. = 0.768), managers always create maximum awareness to employees when implementing new policies (mean = 3.54, std. dev. = 0.877), and that their organizational structure encourages information sharing between Departments (mean = 3.54, std. dev.= 0.967).

The average mean score for the strategy implementation was 3.615 which tends to 4 (agree) on the 5-point Likert scale used in the study. The variability of responses from the aggregate mean scores as shown by the aggregate standard deviation of 0.647 is low. This aggregate mean score revealed that the attributes related to strategy implementation in Chemelil Sugar Company was high. Additionally, the low aggregate standard deviation showed that the responses concentrated around the mean and hence a stable and reliable estimator of the true mean. The narrow variation from the overall mean response confirmed that the respondents agreed that strategy implementation played a major role in the performance of this firm. These findings are consistent with findings by Gabow (2019) who measured strategy implementation using operationalization and institutionalization and concluded that strategy implementation positively affects performance. Similarly, Mohamed and Mohamud (2021) made a similar conclusion in a study reviewing the impact of strategic implementation on organizational performance in NGOs in Mogadishu, Somalia.

4.2.2 Organizational Performance

The descriptive statistics of organizational performance is presented in Table 2.

https://doi.org/10.53819/81018102t5038

Table 2: Organizational Performance

Statements	Sd	D	N	A	Sa	Mean	Std. Dev.
Having a monitoring process and evaluation procedure for tracking performance increases organizational performance.	0%	0%	15.4%	84.6%	0%	3.85	0.376
Your organization set clearly defined Key Performance Indicators (KPI) for each plan, do they lead to increased organizational growth.	0%	0%	15.4%	84.6%	0%	3.85	0.376
Organization has experienced significant growth in the last three years.	0%	15.4%	38.5%	46.2%	0%	3.31	0.751
Level of your customer's satisfaction has improved in the last three years.	0%	30.8%	38.5%	23.1%	7.7%	3.08	0.954
Organization's profitability has improved in the last three years.	0%	30.8%	46.2%	23.1%	0%	2.92	0.76
Organization has a monitoring process and evaluation procedure to track performance.	0%	30.8%	53.8%	7.7%	7.7%	2.92	0.862
Implementation of strategies improves the profitability of your organization.	0%	38.5%	46.2%	15.4%	0%	2.77	0.725
Organization has experienced low employee turnover.	0%	38.5%	46.2%	15.4%	0%	2.77	0.725
Organization has expanded over the last 10 years.	0%	53.8%	38.5%	7.7%	0%	2.54	0.66
All the departments and sections have adopted use of Key Performance Indicators (KPI) leading to overall improvement of the company.	0%	7.7%	23.1%	61.5%	7.7%	3.83	0.577
Average						**3.18**	**0.677**

Majority of the respondents as shown in Table 2 agreed that having a monitoring process and evaluation procedure for tracking performance increases organizational performance (mean = 3.85, std. dev. = 0.376), the organization set clearly defined Key Performance Indicators (KPI) for each plan, which lead to increased organizational growth (mean = 3.85, std. dev. = 0.376), organization has experienced significant growth in the last three years (mean = 3.31, std. dev. = 0.751, the level of customer's satisfaction has improved in the last three years (mean= 3.08, std. dev. = 0.954) and that the all the departments and sections have adopted use of Key Performance Indicators (KPI) leading to overall improvement of the company (mean = 3.83, std. dev. = 0.577).

However, the respondents neither agreed nor disagreed with the statements that the organization's profitability has improved in the last three years (mean = 2.92, std. dev. = 0.76), the organization has a monitoring process and evaluation procedure to track performance (mean = 2.92, std. dev. = 0.862), implementation of strategies improves the profitability of your organization (mean = 2.77, std. dev. = 0.725, the organization has experienced low employee turnover (mean = 2.77, std. dev. = 0.725) and that the organization has expanded over the last 10 years (mean = 2.54, std. dev. = 0.66).

The average mean score for the performance was 3.18 which tends to 4 (agree) on the 5-point Likert scale used in the study. The variability of responses from the aggregate mean scores as shown by the aggregate standard deviation of 0.677 is low. This aggregate mean score revealed that the attributes related to performance of Chemelil Sugar Company was high. Additionally, the low aggregate standard deviation showed that the responses concentrated around the mean and hence a stable and reliable estimator of the true mean. The narrow variation from the overall mean response confirmed that the respondents agreed that different statements used to gauge performance. The findings are consistent with a study by Eren and Birinci (2013) who recommended having a monitoring process and evaluation procedure to track performance increases organizational performance. They added that organizations should set clearly defined Key Performance Indicators (KPI) for each plan. Guruwo et al., (2017) also reccomendd that monitoring and evaluation trends in performance consribute to longterm profitability.

4.3 Inferential Statistics Results

Inferential statistics makes inferences or implications of data in the study that was generalized about the population based on the samples.

4.3.1 Correlation Analysis Results

The study sought to establish the strength of the relationship between the independent and dependent variables of the study. Pearson correlation coefficient was computed at a 95 percent confidence interval. The correlation matrix is shown in Table 3

Table 3: Correlation Matrix

		Strategy Implementation	**Organization Performance**
Strategy Implementation	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Organization Performance	Pearson Correlation	0.887	1.000
	Sig. (2-tailed)	0.004	
	N	**52**	**52**

The correlation matrix Table 3 showed there was a strong positive relationship between performance and strategy implementation r=.887, p =.004. This means that strategy implementation improves performance of the organization. The result corresponded with Kising'u and Ahmed (2019) previous study that revealed positive and significant correlation between strategy implementation on firm performance. These findings were inconsistent with Kasera, (2017) previous study findings which revealed a negative correlation of managers' strategy implementation on organization on organizational performance. It further stated that all components of manager's strategy implementation have a negative effect on organizational performance in health institution in Nairobi County.

4.3.2 Regression Analysis Results

The study sought to determine whether strategy implementation influences the performance of Chemelil Sugar Company. The researcher used linear regression to establish the relationship between the study variables. The findings of the model summary are revealed in Table 4 below.

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651[a]	.424	.372	.33226
a. Predictor: (Constant), Implementation				

The results presented in Table 4 showed that the coefficient of determination (r2 = .424) indicated that 42.4% of the variation in organizational performance can be explained by strategy implementation. The remaining 57.6% can be explained by other factors.

Table 5 shows the results of ANOVA analysis.

Table 5: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.895	1	.895	4.106	.016[b]
	Residual	11.117	51	.217		
	Total	12.011	52			
a. Dependent Variable: Performance						
b. Predictor: (Constant), Implementation						

The results depicted in Table 5 indicated that the regression model influences the study positively. This is because the significance value (p = .016) was less than 0.05. Therefore, strategy implementation significantly influence performance at Chemelil Sugar Company.

The regression coefficient results are presented in Table 6

Table 6: Coefficient

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.291	1.204		.242	.813
	Implementation	.883	.310	.651	2.847	.016

a. Dependent Variable: performance

The results of regression analysis on Table 6 established that strategy implementation is significant at β=.883, t =2.847, p= .016. An interpretation can be made that at 95% confidence level, strategy implementation positively influences performance at Chemelil Sugar Company. A unit increase in strategy implementation while holding all other factors constant, increases performance by 0.883 units.

The simple regression model was:

Y= 0.291 + 0.883X

Where;

Y=Performance;

X=Strategy implementation

The findings are consistent with Mohamed and Mohamud (2021) study who concluded that strategy implementation increased organizational performance while investigating the impact of strategic implementation on organizational performance in NGOs in Mogadishu, Somalia

5.0 Conclusion

The study concluded the majority of the respondents agreed that strategic implementation enhances performance. The strategy implementation can be determined by resource allocation, stakeholders, communication and structure. The correlation analysis showed there was a strong positive relationship between performance and strategy implementation r =.887, p= .004. This means that strategy implementation improves performance of the organization. The coefficient of determination (r^2 = .424) indicated that 42.4% of the variation in organizational performance can be explained by strategy implementation. The remaining 57.6% can be explained by other factors. Likewise, the regression results established that strategy implementation is positively and significantly related to performance (β= .883, t = 2.847, p = .016). Hence, unit increase in strategy implementation while holding all other factors constant, increases performance by 0.883 units.

6.0 Recommendation

The study recommended the improvement of strategy implementation through enhanced resource allocation, stakeholders, communication and structure to improve the performance of the organization. In addition, the action plans need to be developed collectively. Allocation of the resources need to be adequate to foster the strategy implementation. Moreover, there is the need to have an equitable allocation of resources across the departments to ensure an increase in organizational performance. The stakeholders' skills to be matched with their responsibilities. The managers to give stakeholders feedback on performance. Likewise, the promotion of frequent communication of the strategy to the employees need to be fostered. The managers to create maximum awareness to employees when implementing new policies and structures to foster information sharing between departments.

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