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Dr. Juliana Kyalo

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Effect of Resource Allocation on Strategy Implementation in Kenya's Tourism Industry: Case of Kenya Government Tourism Agencies

Dr. Juliana Kyalo[1*]
[1]Kenya Utalii College, Nairobi
*Corresponding Author's Email: julianakyalo1@gmail.com

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Abstract

Purpose: Strategic implementation is fundamental for any organization's survival and performance. Many organizations across different sectors and industries do not attain their strategic objectives despite going through a robust strategic formulation process and spending considerable amount of resources in the process. Research attributes that the problem lies in the implementation stage of strategic management process which researchers claim has not been give considerable importance like its formulation counterpart. This study focuses on studying the effect of resource availability, mobilization and allocation on implementation of strategies among the tourist government agencies in Kenya.

Methodology: The research designs employed in this study were explanatory and descriptive research designs. A sample of 327 employees was made out of possible 1792 employees in the senior management; corporate, business and functional. The study employed stratified random sampling, which is a type of probability sampling techniques in selecting the respondents of the study. Data was collected through questionnaires and interviews and analysed for conclusion making. A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable.

Findings: The study found that availability and adequacy of physical, technological, human and financial resources in an organization were very important in boosting the implementation efforts of strategy implementers. The results shows that finances and proper budgeting of resources affect the way organizations realize their profits and objectives.

Recommendations: Based on the, study finds the researcher recommends that management of different organizations particularly those dealing with tourism improve on the timeliness of allocation of the resources so that strategies are implemented within the specified time frames.

Keywords: *Resources, Resource Allocation, Implementation, Strategies*

1.0 INTRODUCTION

Strategy implementation is the execution of a company's strategy. Considered as the "action phase "of the strategic management process, strategy implementation is an integral element in the success of any organization and is a multidimensional concept which has been defined in many ways by different scholars. Kalali et al. (2011) defines it as the translation of a chosen strategy into organization actions in order to achieve strategy goals and objectives. Thompson and Strickland (2003) asserts that strategy implementation 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.

A strategy on the other hand is often seen as a pattern or a plan meant to integrate goals, policies and operational activities of an organization as a whole. It is a macro future oriented plan for responding to competitive environment aiming at optimization of goals (Barnat, 2005; Robinson, 2005). It is the direction taken by an organization over the long term and it is also seen as a clear direction for an organization as well as a clear means of getting there (Johnson & Scholes, 2003). Ritson (2013) states that an excellent strategy must be matched with equally excellent implementation process for achievement of company objectives. Furthermore, it is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives (Ramesh, 2011). Strategy has become a very important part of business strategies in today's competition).

If good strategies are not implemented then superior performance of the organization will be difficult to achieve (Hitt, Ireland and Hoskisson, 2001). Implementation is key in the strategic management process since for accomplishment of strategic objectives and set goals, it is the one that turns strategies and plans into actions (Olson, Slater, and Hult, 2005). Strategy implementation as noted by (Varadarajan, 1999 and Hubbard et al, 2002) not only involves interactive work that takes actions, reconciles and adopts organizational dimensions to strategy but also manages strategy in order to fit the environment which then leads to high performance. Due to its importance in organizational performance, (Nutt, 1987) states that careful implementation of strategy practice should be a priority since poor implementation of an appropriate strategy may cause that strategy to fail (Kiruthi, 2001).

Strategy implementation is operated within internal and also external environment of an organization and within these environments there are various factors that seem to affect its success or failure and these include the type of leadership, the prevailing culture, various systems and structures including the kind of technology used, various resources and how they are allocating and the quality of personnel, prevailing competition and many others. There should therefore be a fit in the organization (Barnat, 2005). Thompson and Strickland (1990) suggest that implementation stage of strategic management is primarily administrative and is a question of ensuring a good fit between the chosen strategy and the way the organization does things or an interplay between several forces of which the chosen strategy is the centre piece.

Studies from the strategy literature have shown that more than fifty percent of good strategies are never implemented (Beer & Nohria, 2000; Jonk & Ungerath, 2006; Raps, 2004; Atkinson, 2006).

Rosenberg and Schewe (1985) state that strategy implementation succeeds only ten percent of the time; this therefore means that ninety percent of strategies are not implemented. Corboy and O'Coribui (1999) and Miller (1997) assert that seventy percent of strategies are never implemented. Arguably, this is a very high failure rate and this calls for investigation. Miller (2007) suggests that since these strategies are considered crucial for organizations' success in order to achieve organizational growth and high performance, it is necessary to examine how strategy implementation is managed.

Although implementing strategy is a key driver of the emergence of strategic management in late 20th century (Cater & Pucko, 2010), it is however considered complicated and time consuming part of the entire strategic management while formulating a strategy is seen as intellectual and creative which mainly involves analysis and synthesis (Bell, Dean, & Gottschalk, 2010). Studies have also shown that a great deal of resources especially money, energy and time are spent by executives in formulating strategies but yet do not provide enough inputs required to implement it (Zaribaf & Bayrami, 2010). It is therefore suggested that lack of emphasis on strategy implementation is the limitation for institutional strategy (Dooris et al, 2002).

Effective management of an organization's resources plays an important part in the effective strategy implementation. This is a strategic leadership achievement and perhaps the most important. Strategic management is concerned with the alignment of the organizational internal resources to the available opportunities in the external environment so as to attain the organizational strategic intent. An organization's internal resources include financial resources (financial capital that organizations use to formulate and implement strategy), physical assets, human resource, and organizational resources that include the attributes of groups of individuals, the organizations planning, structure, controls, culture, reputation and informal relationships among groups in the organization (Barney & Hersterly, 2006). It is therefore necessary to investigate the determinants of successful implementation of strategies.

In Kenya, the tourism industry has rapidly become of central importance to the country's economic health and is the number one foreign exchange earner for Kenya ahead of coffee and tea (Mayaka & Prasad, 2012). It has been on the rise for over a decade but recent developments in the world and events at home have put doubts on the future success of this buoyant sector (Frost & Shanka, 2004). Tourism in Kenya has played a major role in its development over the years despite the many internal and external setbacks that have affected it over the decades. Tourism and hospitality industry in Kenya has for many years played a vital role in the economic growth and poverty eradication through its contribution to the Gross Domestic Product (GDP) and employment. Its high multiplier effect stimulates growth in other economic sectors such as Agriculture, Manufacturing, Food processing and Transport, Handicrafts among other key sectors. Tourism has also been identified as one of the key drivers in achieving the goals of the Vision 2030 (GoK, 2015).

1.2 Problem Statement

For many years, strategy formulation has been widely regarded as the most important component of the strategic management process more important than strategy implementation or strategic control. However, recent research indicates that strategy implementation, rather than strategy formulation alone, is a key requirement for superior business performance (Zaribaf & Bayrami 2014; Pearce and Robinson, 2013; Ritson, 2013; Schaap 2012; Flood, Dromgoole, Carroll &

Gordon 2000; Kaplan & Norton 2000). In addition, there is growing recognition that the most important problems in the field of strategic management are not related to strategy formulation, but rather to strategy implementation, and that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor execution of policies in strategy implementation process (Chi-Hung, Lee & Pai 2012).

In Kenya, the tourism industry has rapidly become of central importance to the country's economic health and is the number one foreign exchange earner for Kenya ahead of coffee and tea (Mayaka & Prasad, 2012). It has been on the rise for over a decade but recent developments in the world and events at home have put doubts on the future success of this buoyant sector (Frost & Shanka, 2004). Tourism in Kenya has played a major role in its development over the years despite the many internal and external setbacks that have affected it over the decades. Tourism and hospitality industry in Kenya has for many years played a vital role in the economic growth and poverty eradication through its contribution to the Gross Domestic Product (GDP) and employment.

However, despite this seemingly high potential benefits of tourism sector to the Kenyan economy, the implementation of strategies is a challenge for most of the agencies in the Ministry/department of tourism as there are various soft, hard and mixed factors that have negatively influenced the strategy implementation resulting in poor implementation process (Murithi, 2009). These challenges have caused some organizations to implement these strategies inappropriately, not fully implement them or abandon them all together. This has had devastating negative effects on their performance as it has resulted in poor service delivery, increased internal inefficiencies and negative bottom line (Mutindi, Namusonge & Obwogi, 2013). This is because a variety of internal and external operations and the overall organization performance critically depends on the effective implementation of strategy. The reports collected from Kenya Performance Contracting; government agency mandated to evaluate operations of all parastatals in achievement of Kenya Vision 2030 had not been quite impressive in achieving the set targets. The parastatals scored a mean score of seventy four percent and those in the ministry of tourism scored an average of seventy eight percent of the targets set in the last two years (GOK, 2013). None of the parastatal has achieved their targets each financial year.

Turning strategy into reality is not a function in which the public service is known to excel. This deficiency has caused many strategy formulators huge embarrassment as they often had brilliant visionary abilities and provided strong direction, yet the operationalization of their visions left much to be desired (Welsh & Dragusin, 2009). There are various factors which can be attributed to Government's inability to deliver on the vision of executing authorities, of which there is lack of adequate skills, lack of funding, high vacancy rates, inadequate systems, non-cooperation from other spheres of government and administrative red tape are often identified as the major causes (Funk, 1993).

Resource mobilization and allocation is one of the challenges facing execution of strategies among public organization (Frank, 1993). Having inadequate resources may slowdown the pace of implementing strategies while having excess may lead to wastage. Although resource allocation may not be an easy task for the managers, it is critical that this exercise is done carefully for executing strategies (Murithi, 2009). Therefore organizations ought to have a clear process on how financial resources are made available (Okumus, 2003).

Several studies have been done in Kenya on strategy implementation. For example, a study by Awino (2001) identified resource allocation as a major challenge in a study which investigated problems of strategy implementation in higher education in Kenya. Koskes (2003) study also identified lack of resources as an impediment to successful strategy implementation. Another study by Omondi, Ombui and Mungatu (2015) which sought to establish the determinants of strategy implementation in Kenya for attainment of MDG 5 by 2015 by the international reproductive health (RH) non-governmental organizations (NGOs) reported that management competencies, policy regulations, as well as the resource allocations determine successful implementation of the strategic plans. Although extant studies have been done on strategy implementation, much less has been done on the effect of resource allocation on the implementation of strategies among the Public Tourism agencies in Kenya. This study sought to fill this gap in knowledge by studying how resource allocation influenced the process of strategy implementation in Kenyan government tourism agencies.

1.3 Research Objective

To establish the extent to which resource allocation contributes to strategy implementation in Kenya government tourism agencies

2.0 LITERATURE REVIEW

2.1 The Theory of Resource Based View

Chandler (1977) and Williamson (1975) were the first framers of the thoughts that funded the theory of Resource Based View. Their works embraced and placed more emphasis on the importance of resources on the performance of the firm. The theory of RBV is founded on the premise that organizations compete based on the resources and capabilities they possess (Petraf & Bergen, 2003). Bhide (2000) and Foss and Knudsen (2003) argue that resources influence how the organization executes its game plan and strategies which influence its organizational performance.

According to Cooke et al (2005) the basis axiom of RBV is that firms gain competitive advantage if they can develop unique resources or capabilities which are not easily substitutable or imitable. According to Henry (2008) competition is benchmarked on the resources and capabilities that exists in a firm or that which firms might tend to develop in order to achieve competitive advantage. Therefore RBV explains why different firms have different competitive strengths than others (Spanos and Lioukas, 2001). Resources are tangible assets tied semi-permanently to a firm (Maxwell & Joseph, 2013). Ganley (2010) argued that resources are critical in an organization as they enable such firms to operate. He emphasized the need for them to be allocated carefully.

The theory has been criticized by Priem and Butler (2001a) that it lacks elaborate managerial guidelines. It only directs them to develop and obtain valuable, rare, imitable and non-substitutable resources but does not explain how this is done (Connor, 2002).

2.2 Concept of Allocation of Resources and Strategy Implementation

Effective management of an organization’s resources plays an important part in the effective strategy implementation. This is a strategic leadership achievement and perhaps the most important. Strategic management is concerned with the alignment of the organizational internal resources to the available opportunities in the external environment so as to attain the organizational strategic intent. An organization’s internal resources include financial resources (financial capital that organizations use to formulate and implement strategy), physical assets, human resource, and organizational resources that include the attributes of groups of individuals, the organizations planning, structure, controls, culture, reputation and informal relationships among groups in the organization (Barney & Hersterly, 2006).

Resource allocation refers to how an organization's available resources capital, operating, and human resources are aligned with its strategic vision and priorities. The aggregate deployment of resources must be considered in light of the organization's strategic goals, not just in relationship to new ideas or initiatives under consideration. Kibicho (2014) noted that the fundamental importance of strategic management is that the world keeps changing. Strategy implementation is a series of actions aimed at putting a selected strategy at work by planning how the chosen strategy can be put into effect and managing the changes required. Organizations have come up with credible strategies which have failed to see the light of day due to poor implementation. For successful implementation, an organization's various resources, systems, structures and other variables must be expended.

According to Ansoff (1965) the operating level must have the resources needed to carry out each part of the strategy plan. Alexander (1985) points out that once a strategic option has been selected upon, management's attention turn to evaluating the resource implication of the strategy. Taylor et al ((1986) note that there should be staff development programs to build capacity, reward and incentive systems and performance evaluation programs that will motivate and identify capability gaps. Every organization has limits-perhaps severe limits on its resources. The amount of capital, the number and quality of key personnel, the physical production capacity or the adaptability of its social structure- none of these is boundless. The tricky issue is how to use the limited resources to the best advantage. We must devise a strategy which is feasible within the inherent restraints (McCarthy et al, 1996). According to Thompson and Strickland (1992) depriving strategy- critical organization units of the funds needed to execute their part of the strategic plan can undermine the implementation process. They also note that keeping an organization on the strategy implementation path thrusts a manager squarely in the budgetary processes.

In a study on implementation in the Insurance Industry, the paper evaluated how competitive strategy implementation affects the performance of insurance industry in Kenya. This was achieved through a thorough review of theories on strategy implementation and then studies related to strategy implementation. The review concluded that the management competency affect the type of decisions, the rate at which strategies are implemented and the manner in which they are implemented. Also mobilization of the resources is a key factor affecting implementation of strategies. This is because the manner in which resources such as finances, personnel and time are managed and mobilized greatly affects the success of strategies adopted (Mworia, 2013).

According to David (2005) the allocation of resources by an organization to its departments does not necessarily imply that the strategies will be successfully implemented. This could be as a result of prohibitive resource allocation mechanisms by the organization. In some cases the organization could be overprotective of its resources, poorly laid down strategy targets, inadequate knowledge base and more emphasis on short-term financial criteria.

Mankins and Steele (2005) suggest that resources deployment has to be discussed as early as possible in the whole implementation planning process, and these resources financial, personal and time have to be included in the company's budget from the beginning (Avollio, 2005).

Resource allocation contains two aspects. The first one is the level of necessary resources; the second one is the timing of the allocation. In order to assure the necessary amount and the right timing Mankins and Steele (2005) argue that every business unit has to answer three questions precisely: What actions have to be taken in order to implement the new strategy within the unit? How long will it take? What kind of resources will be needed and when during the implementation stage? After obtaining the answers for these questions from every unit, organizations can build up their resource allocation for the whole strategy initiative.

Technological disjointedness and uncertainties, characteristic of the 1990s, clarify the behavior of organizations and the production of diverse products or means of creating products, beyond the external analysis of the environment in which an organization functions. Whereas prior approaches to strategy ignored the impact of organizational resources in strategic management, now the resources and capabilities of the organization seemed to be the key element for explaining their success. In this context a new perspective was introduced, the resource-based view (RBV) of the firm (Barney, 2011).

This approach affirms that the main sources of sustainable competitive advantage reside in the development and use of valuable firm's resources and capabilities. The argument is that if resources are valuable, rare and costly to emulate without any close substitutes, then they could become a source of sustained competitive advantage. This perspective complements the industry analysis framework. It is not possible to evaluate the attractiveness of an industry independently of the resources a firm brings to that industry (Barney, 2011). Resources become valuable because of social complexity, an element that was absent in more technical models like Porter's contribution (Grant, 2011).

Resources that resist imitations, such as culture and reputation, are intangibles, and the result of complex interactions. They become crucial to explaining present competitive advantage. Regardless of the limitations in measuring resources, some empirical studies have statistically tested the original postulates of RBV, confirming the importance of resource sharing among business, and especially the association of intangible resources with performance (Herrmann, 2005). During the 1990s as we have seen, the field of strategy focused its attention on those resources that are most likely to lead a competitive advantage. The organization should be set up to effectively deploy resources that are valuable, rare, and inimitable. This resource-based view of the firm (Barney, 1991; Wernerfelt, 1984), widely accepted today, maintains that the ability of a firm to perform better than its competitors depends on the unique interplay of human, organizational and physical resources overtime.

This strategic thought has been complemented with the dynamic aspect of resources ("dynamic capabilities approach"), focused on the drivers behind the creation, evolution and recombination of the resources into new sources of competitive advantage (Teece *et al*., 1997). Dynamic capabilities are described as the organizational and strategic routines by which managers acquire resources, modify them, integrate them, and recombine them to generate new value – creating strategies. When the analysis of the resources and capabilities is carried out at an institutional level, terms of the relationship of the organization with the rest of society, then the processes of perception, deliberation and responsiveness of the organization or its capacity for adaptation becomes another source of competitive advantage (Litz, 1996). This capacity for adaptation is directly related to the concept of corporate social responsiveness already developed in the earlier literature.

2.3 Empirical Review on the Effect of Resource Allocation on Strategy Implementation

Studies done on strategy implementation have linked resource as a key factor. Various resources have been identified as been critical in the success or failure of strategy implementation. A study by Pella et al (2013) titled 'Factor affecting poor strategy implementation' identified resources as one of the major causes of strategy failure in organizations. The study was conducted in Indonesia and surveyed 60 Indonesian companies and identified seven obstacles to strategy implementation where financial support was one of them. The other obstacles are related to corporate scorecard, key performance indicators, information technology, competence, performance appraisal and strategy management office. The study concluded that failure in managing the identified problems could lead to an accumulation of more problems that would degrade the success of implementation of strategies. Top management were perceived as reluctant to provide resources especially financial support for implementing corporate strategy of the organizations. The problems were caused by two factors; lack of funds as well as lack of facilities and infrastructure to implement the strategies.

Managers should therefore deal with the problems as soon as they are identified. This study's findings by Pella et al agree with most of the findings of other researchers regarding the effect of strategy implementation and resources (Abdulwahid, et al 2013; Ahmadi et al, 2012; Atkinson, H (2006). Atieno (2009) however suggests that strategy can be successful even if the resources are used optimally and advocates for transparency and accountability in the public sector especially parastatals. These views are further advocated by other researchers (Carlopio & Harvey, 2012; Isaboke, 2015).

Resources are necessary to ensure operations run smoothly. Systems- are the formal and informal procedure which support and manage organization and these include but not limited to management control systems, performance measures and rewards systems, planning, budgeting, resource allocation system and management information systems (Kaplan, 2010). If these systems are missing, operations will be reduced or come to a halt. Human resource plays an important role in ensuring the success of strategy implementation since it is the people themselves who implement the various strategies. They should therefore be skilled and knowledgeable in the process of strategy implementation. Employee training that ensures personal and career development and growth has been recommended as an essential factor in the success of the strategy implementation process across different sectors. Motivation studies have also identified various resources and good working condition as intrinsic motivators for most staff in ensuring good performance (Herzebrg, Mausner, & Snydermann, 2011) however the employees must understand the concepts they are implementing (Wheelen, & Hunger 2011).

Time is another important resource that has been identified as crucial in strategy implementation. Many managers underestimate the time required to implement strategies and many strategies are implemented late or are time barred (Kaplan, 2010). Managers should understand how to manage time as they manage other resources. Further, every implementation plan and activity must be linked and harmonized with the time frame capacity for action. Resource allocation was identified as a major challenge in a study by Awino (2001) which inverstigaed problems of strategy implementation in higher education in Kenya. Koskes (2003) study also identified lack of resources as an impediment to successful strategy implementation.

Ahmadi, *et al.*, (2012) identified resource as one of the key determinants of strategy implementation and argued that managers should be able to point out skilled personnel as the most essential strategic resources and the secret of organization's growth (Ahmadi, et al., 2012). Usually, based on the experiences in some large organization, in consideration are four dimensions. These are: using knowledge for discovering new products and endowing organization in competitive environment, finding novel thoughts among universal key executives via overwhelming crooked problem against innovation, Altering approaches towards decreasing customers' costs through recent technology and value chain contemplation. This approach is called "growth on the basis of internal capacities and finally using modern technology for supply channels (Northouse, 2007).

Ahmed and Ali (2009) conducted a study on the impact of reward and recognition program on employee motivation and satisfaction. The results major major findings showed a positive relationship between rewards and work satisfaction as well as motivation. Factors affecting satisfaction were identified as payment 86%, promotion 74%, work conditions 61%, personal 37%. Analysis showed support for a positive relationship between reward and employee satisfaction. The study recommends further study to be done on the "impact or reward and recognition on motivation and satisfaction for diverse groups of people e.g. gender, race and disability since different groups of people .may be motivated by different factors. Another study by Omondi, Ombui and Mungatu (2015) which sought to establish the determinants of strategy implementation in Kenya for attainment of MDG 5 by 2015 by the international reproductive health (RH) non-governmental organizations (NGOs) reported that management competencies, policy regulations, as well as the resource allocations determine successful implementation of the strategic plans whereas inadequate allocations of resources have a direct effect on the implementation of the RH programmes thus invariably affecting the attainment of the MDG 5 by 2015.

The reason that a strategic planning became a traditional one, is converting its process to long-term mechanistic chain of activities (Marriner-Tomey, 1996). People are pushed to margin in such kind of planning. Now a day's programming realities and strategy implementation and so strategic planning duties have changed. For strategic planners, there exist different approaches to be considered, these include: required interface between human resource managers and strategic planners, taking knowledge as a pillar in organization, forming networking organizations and finally changing the nature of strategic planning (Bernd, 2007).

In many prosperous business establishments, it is hard to differentiate between human resource management and strategic planning. These two collaborate as a team. Currently, the role of coordinators of formal strategic programs has been decreased or even dismissed. Instead, a series of new planning have been replaced that affect human resource and project manager's interactions. This new team's job is to help project managers providing essential operating staff (required human resources) at each stage. For successfully strategy implementation, executives ought to have high interactive and human skills. All actions undertaken for strategy implementation have impact on both the executives and employees (McLaurin & Al-Amri, 2008).

Each department of a company should try to answer questions like: what ought to be done in implementing organization's strategies properly (Slater, Olson, & Hult, 2001). Implementation of strategies is also called practical strategic management. The purpose of implementing strategies is

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that managers and employees collaborate to perform formulated strategic planning. In other words implementing is the most difficult step in strategic management process and need a kind of self-controlling too. Implementation success depends to motivating employees which is the art of managers. It is wasteful job if formulated strategies could never been implemented (Herbiniak, 2008).

Today, the role of strategic planners is an effective leadership in such a way to lead the organization to use growth opportunities. In fact they contribute an important role in growing inner capabilities and promoting entrepreneurship. Therefore motivating people and developing key employees' skills are their priorities (Herbiniak, 2008). If it is believed that strategy is a choice, then creating opportunities for employees to participate effectively, is the basic challenge of managers and should not to be under the other duties coverage. In performing their role as growth conductor, strategic planners should concentrate on commercial opportunities which are neglected by others and utilize effectively the opportunities along with emphasis on sensitivity and empowering human resources, which require flexibility, flatting hierarchical structure of organization, frequently changing and the habit of working with a certain amount of ambiguity and complication in roles (Miller, Wilson, & Hickson, 2004). Organizing tasks and roles accurately is the key element of the matter and as a result close coordinating to human resource managers is unavoidable. Chief executives and board of directors are responsible for strategic decisions, but their main strategic task is leading subordinates. Clearly three functions have been taking into account for general managers, these functions are: Managing relationship, managing strategic process and finally managing managers' training (Schein, 2009).

3.0 METHODOLOGY

This study adopted a descriptive research design to reveal details of the existing relationship between allocation of resources and performance of public tourist agencies in Kenya. The study targeted nine (9) tourist agencies that were operational at the time of the study. In each agency, the study targeted the CEOs, deputy CEOs, finance directors, human resource directors, director of research and planning, marketing directors, hotel managers internal audit among others. To arrive at a sample, the population was divided into three strata: corporate, business and functional categories to ensure all departments were included in the study. Out of the total population of 1792, a sample of 327 was identified for study as follows. The study employed stratified random sampling which is a type of probability sampling techniques in selecting the respondents of the study.

$n= N/ \{1+N (e)^{2}$

Where n is the sample size, N is the population size and e is the level of precision

$n=1792/ \{1+1792(0.05*0.05)$

=327 employees

The data was collected using questionnaires and interview guides. Before the main data was collected, the tool was piloted to ascertain its validity and reliability before it was rolled out for the main study. The data was analyzed using descriptive statistics which include the education level and inferential statistics which include correlation and regression analysis which were presented in tables.

4.0 FINDINGS

4.1 Background of the Study

The researcher targeted a sample of 327 respondents to participate in the study. The total number of study tools distributed was 327 out of which 259 were filled and collected while the remaining 68 questionnaires were not responded to due to time and absenteeism of the respondents. Thus the study had a response rate of 79.2%. Mugenda and Mugenda (2003) opined that a response rate of 50% was adequate for a study, 60% was good while 70% and above was excellent. A response rate of 79.2% was thus considered adequate and reliable for the study as shown in table 1.

Table 1: Response Rate

Questionnaires	Total	Percentage
Responded	259	79.2%
Non response	68	20.8%
Targeted number	327	100%

A proportion of 53.5% who took part in this study were males while the rest 46.5% were female respondents. Thus shows a slimmer disparity in gender representation of 7% which indicates good consideration of gender aspect in the study. This implied that most of the senior positions in the tourist agencies in Kenya are still held by men although the difference is slim today. This shows that gender balance is slowly being accommodated inn Kenyan institutions and systems.

On education level, most of the respondents had master's degree (44.7%), followed by 37.3% who had undergraduate degrees and thirdly 16.5% who had studied up to diploma level. The education profile of the respondents comprised mainly of educated people with graduate level of education which in turn represents a skilled potential within the organizations. The high level of education among the senior managers in the tourist agencies is an asset for the organizations as they have knowledge and skills. To this study, the presence and participation of skilled personnel was a big boost since the information collected was from experts and highly meaningful and helpful.

4.2 Resource Allocation and Strategy Implementation in Kenya's Government Tourism Agencies

The hypothesis of this study was meant to determine the contribution of resource allocation on the strategy implementation of the Kenyan public Tourism agencies and institutions. The hypothesis was stated as shown:

H_0: Resource allocation does not contribute to strategy implementation in Kenya government tourism agencies

H_1: Resource allocation does contribute to strategy implementation in Kenya government tourism agencies

To arrive at an accurate tests results, the researcher did a series of tests on association of variables before proceeding to the test effect which was done through multiple regression. The hypothesis was tested at 5% level of significance. If the value of p was less than 0.05, the null would be rejected in favour of the alternative hypothesis.

4.2.1 Correlation Results between Resource Allocation and Implementation of Strategy

The relationship between resource allocation and implementation of strategy was tested through a Pearson correlation test. The results are shown in table 2. As it can be seen, the test was significance for all the sub variables of resource allocation at 99% confidence level.

A close examination of the table shows that finances and objective realization (r=0.788) had strong significant positive correlation while resource budgets and objective realization had significant weak correlation (r=0.397). On profit realization indicator, resource financing and profit realization had significant weak correlation (r=0.438) and resource budgets and profit realization had strong significant positive correlation (r=0.798).

Table 2: Correlation Results between Resource Allocation and Implementation of Strategy

	RA_Finance	RA_Budget	IS_ObjectiveRealization	IS_ProfitRealization
RA_Finance	1			
RA_Budget	.363**	1		
IS_Objective Realization	.788**	.397**	1	
IS_Profit Realization	.438**	.798**	.689**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The results shown in the above correlation test shows that the relationship between the resources allocated and the implementation of strategies was direct. This implies that an increase in financing and budgeting of resources would correspond to high realization of objectives and profits.

4.2.2 Influence of Resource Allocation on Implementation of Strategy (Objective Realization)

The hypothesis on whether resource allocation influenced implementation of strategy was tested using a multiple linear regression. Table 3 shows an R value of 0.796 meaning that allocation of resources and implementation of strategies had a strong positive correlation. The R square value of the regression model was 0.634. This meant that allocation of resources account for 63.4% of the changes in the realization of the organizational objectives as shown in table 3.

Table 3: Model summary: Regression of Resource Allocation on Objective Realization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.631	.43999

a. Predictors: (Constant), RA_Budget, RA_Finance

The ANOVA test was run to test the statistical significance of the model predictors on the dependent variable which was used to proof the hypothesis of the study. According to table 4, the predictors of resource allocation (resource financing and budgeting) had a significant influence on realization of objectives in organizations ($F(2,241) = 208.922$, $p<0.01$).

Table 4: ANOVA: Resource Allocation and Objective Realization

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.892	2	40.446	208.922	.000[b]
	Residual	46.656	241	.194		
	Total	**127.549**	**243**			

a. Dependent Variable: IS_ObjectiveRealization

b. Predictors: (Constant), RA_Budget, RA_Finance

Table 5 shows how the sub variables under resource allocation (resource financing and resource budgeting) affect the realization of objectives in organizations. The p values of the both resource finances (p<0.001) and resource budgets (p=0.003) were both less than 0.05 indicating that they were significant predictors of Objective realization. The final regression equation was given as:

IS_ObjectiveRealization= (0.594)* RA_Finance + (0.117) * RA_Budget +1.104

Table 5: Regression Coefficients: Resource Allocation and Objective Realization

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.104	.146		7.581	.000
	RA_Finance	.594	.034	.742	17.714	.000
	RA_Budget	.117	.039	.125	2.991	.003

a. Dependent Variable: IS_ObjectiveRealization

4.2.3 Influence of Resource Allocation on Implementation of Strategy (Profit Realization)

The second measure of strategy implementation was profit realization. The researcher also tested the effect of resource allocation on profit realization of the organizations using a multiple linear regression.

The model summary shows an R value of 0.815. This means that the correlation between allocation of resources and realization of profits was strong and positive. An increase in allocation of resources would correlate highly with realization of profits and vice versa. The value of R Square was 0.664 implying that allocation of resources accounted for 66.4% of variations in realization of profits. This would from an overall view suggest that the model was good.

Table 6: Model Summary: Resource Allocation and Profit Realization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.664	.661	.35005

a. Predictors: (Constant), RA_Budget, RA_Finance

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The independent variables (resource finances and resource budgets) fits the model well since the value the p values were less than the threshold of 0.05. This means that the combined effect of resource finance and resource budgets were significant in influencing realization of profits. Therefore, the null hypothesis is rejected and the alternative hypothesis adopted that allocation of resources (resource finances and resource budgets) influence the realization of profits which was used to measure implementation of strategy.

Table 7: ANOVA: Resource Allocation and Profit Realization

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.622	2	28.811	235.126	.000[b]
	Residual	29.163	238	.123		
	Total	**86.785**	**240**			

a. Dependent Variable: IS_ProfitRealization

b. Predictors: (Constant), RA_Budget, RA_Finance

The coefficients of regression were used to determine the relative effect of the sub variables under resource allocation on profit realization. As it can be seen from the table, both variables were significant predictors of profit realization (p value of less than 0.05). The resulting regression model was given by:

IS_ProfitRealization= (0.119)* RA_Finance + (0.578) * RA_Budget +1.206

The above model shows that the biggest coefficients were from resource budgets (0.578) compared to Resource finances (0.119). Thus the greatest influence was through resource budgeting as shown in table 8.

Table 8: Regression Coefficients: Resource Allocation and Profit realization

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.206	.119		10.116	.000
	RA_Finance	.119	.027	.177	4.411	.000
	RA_Budget	.578	.032	.735	18.293	.000

a. Dependent Variable: IS_ProfitRealization

The interviews from the senior managers indicated that resources in general were never enough and sometimes they were, lowered below the estimated figures or recalled by the treasury to be used for other purposes. Also the resources are not well utilized due to late approvals and sometimes lack of approvals. Thus the resources are not available and when available they were not well utilized which affects the process of implementation.

5.0 DISCUSSION

Resources are very important in organizations as they facilitate the operations and processes. Barney and Hersterly (2006) held that resources include financial resources (financial capital that organizations use to formulate and implement strategy), physical assets, human resource, and organizational resources that include the attributes of groups of individuals, the organizations planning, structure, controls, culture, reputation and informal relationships among groups in the organization. This shows that resources were both tangible and intangible and also capabilities. In this study the managers of tourist agencies agreed that physical, technological and financial are critical resources for implementing strategies. The respondents agreed also that optimal utilization of resources helps to promote satisfaction of customers.

The study looked at two aspect of resource namely: finances and budgeting. A correlation test found a positive correlation between the two aspect of resource allocation and objective realization and profit realization. This shows that good allocation of finances and good budgeting were highly correlated with realization of organizational objectives and profits.

The regression test found that both finances and budgets set aside for implementation of strategies were significant in influencing the realization of objectives in organizations. Finances and financing was found to have the biggest influence on the objective realization in organizations while resource budget was found to have the highest influence on realization of profits. This shows that both the finances and budgets set aside are key in implementation of strategies. According to Mworia (2013) the manner in which resources such as finances, personnel and time are managed and mobilized greatly affects the success of strategies adopted. This shows that resource allocation skills are critical and equally critical in strategy implementation. However, the allocation of resources by an organization to its departments does not necessarily imply that the strategies will be successfully implemented (David, 2005).

The respondents further indicated that availability of resources and proper allocation could ensure timely and product improvement as per the clients requests. Also reduction of wastage of the resources available, evaluation of resources by the functional areas could improve implementation of strategies by ensuring effective performance, guiding timely feedback, motivate task force to achieve set goals, ensure timely performance of tasks, timely allocation of resources, improve productivity and lead to delivery of results.

Inadequate resources, misappropriation of the resources, inequity in resource allocation, delay in allocation of the resources, lack of proper budgeting and corruption in tendering process may interfere with resource acquisition and allocation. Also lack of trained human resource, lack of planning and prioritization of resources may stall the process of implementation.

The Pearson correlation test found a strong direct correlation between allocation of resources and effectiveness of implementation of the strategies. This relationship implies that effective allocation of resources correlated highly with good implementation of strategies. A regression test showed that effective allocation of resources influenced the implementation of strategies by the highest percentage among the variables of the study. This implies that the success of strategy implementation highly depends on the availability and allocation of resources. This concurs with the views of Jofre (2011) that implementation process (or model) increases its value if at least it is logical, operational, economic, balanced, manageable and efficient.

The tourism industry is highly labour and also capital intensive and where these key resources are lacking, performance will be affected. The sector requires employment of skilled labour to perform various departmental tasks as per each agency's mandate. Its however noted that in cases, especially some hotels, a lot of casual labour is engaged during peak seasons and laid off during low tourism season thus affecting reliability of good industry labour. Further, the human resource in all the agencies need continuous training and capacity building to improve realization of goals and improve performance to cater for the needs of the wider tourism industry so that Kenya can compete favourably with other destinations in Africa and the world at large.

The various equipment required is sourced locally and abroad and inadequacy of the same further affects timely implementation of strategies. In Kenya Utalii College for example, the budget allocation is inadequate to support infrastructural development of adding more campuses to cater for more students as stipulated in their strategic plan (2012-2018). There is also need for more new and modern Housekeeping and Laundry equipment as well as Kitchen equipment while the hotel needs improved conference facilities. In the Tourist police unit, more patrol vehicles, and more police men and women are required to especially cater for the increased terrorism threats in the country from Al Shabaab and other insurgents.

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion of the Study

The study concludes that availability of resources and proper allocation of those resources boost efforts geared towards implementation of strategies in organizations. The availability and adequacy of physical, technological, human and financial resources in an organization is very important in boosting the implementation efforts of strategy implementers. More importantly, the availability of finances and proper budgeting of resources affect the way organizations realize their profits and objectives. Resource availability and allocation have an influence in implementation of strategies in organizations. The finances committed to the process of implementing strategies influences the way objectives are realized in organizations while resource budgeting influences how profits are realized in organizations.

6.2 Recommendation

The availability of resources in organizations and proper allocation of such resources were found to be very important aspects affecting the success of implementation of strategies. The results evidently show that resources play a very vital role in the implementation of strategies. The researcher recommends that management of different organizations particularly those dealing with tourism improve on the timeliness of allocation of the resources so that strategies are implemented within the specified time frames.

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