

Influence of Executors, Implementation Tactics and Organizational Level on Strategy Formulation and Implementation in Quality Meat Packers Limited

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Abstract: This research study sought to explore the influence of executors, implementation tactics and organizational level on strategy formulation and implementation in family owned businesses as observed at Quality Meat Packers Limited. Strategy formulation is the development of a mission and vision, identification of organizational environmental analysis, establishment of objectives, generation of alternative strategies and picking of specific strategies for pursuit of accomplishments. Strategy implementation is the strategy translation into organizational action whilst aiming at the strategic objectives and goals. The relevant theories on the study objectives: including the Strategic Choice Theory, Chandler's Theory of the firm and McKinsey 7s Theory, the conceptual framework, the review of empirical studies, the critique of the reviewed literature and research gaps were captured. The study adopted a descriptive research design in which data was gathered over the period 2020 to 2021. The study is carried out using primary and secondary data. The study utilizes stratified sampling. The target population was 500 personnel of Quality Meat Packers Limited. Questionnaires were used among sampled employees at Quality Meat Packers Limited. The sample size for the study was management members of Quality Meat Packers Limited. 25 of them were top level managers and 40 of them were middle level managers. Data collected was analysed by the use of SPSS and Microsoft Excel. Regression analysis was adopted for estimation of regression coefficients and determination of the models' prediction levels. The results of this study largely concurred with the position that successful strategy formulation and implementation in a family owned business is influenced by implementation tactics, executors and organizational level

Keywords: Executors, implementation tactics, organizational level, strategy formulation, family owned businesses.

I. INTRODUCTION

1.1 Background Information

Strategic Management is the art of formulation, implementation and evaluation of cross – functional decisions that capacitate an organization to achieve its long term objectives. It is the process of specifying a firm's mission, vision and objectives, development of policies and plans, projects and programs. An organization's strategy is its roadmap to realization of long term objectives and goals. A firm's strategy is operationalized as part of strategic management. Different functions of the organization are integrated. It assists in formulation of effective goals. A sound strategic system is crucial for organizational success. (Godfrey, 2015)

Efficient formulation and implementation of strategic management techniques is a precursor to the success of an organization. The pitfalls of strategic management can be avoided by successfully implementing strategic management techniques. Research in strategy formulation and implementation is currently a key focus of industry and academia to effectively enhance operations (Booth, 2016)

There is a historical and comparative perspective on family business. The traditional analytical dichotomy between family and managerial firms is crucial in understanding family owned businesses. Family business has different institutional and political contexts that contributes to the success of its strategy formulation and implementation. Family businesses have performed differently compared to economic organizations due to the considered impact of changes in technology and market structures that characterized the second and third industrial revolutions. The role of family business in the evolution of contemporary industrial capitalism became crucial. The introduction of managerial hierarchies into family – controlled enterprises brought about different experiences in various contexts. There has been a notable decline and persistence of family owned businesses in different forms, which has contributed immensely to growth of economies.

Researchers have come up with various ways for investigating strategy formulation and implementation empirically. Others proposed different strategic management methodologies and frameworks related to management and design of practices of strategy formulation in organizations. (Karami, 2016)

The family firm and its nexus with strategic management has received attention from researchers. The family owned business organizational form and its institutional design when it comes to strategic formulation and implementation has been instrumental in the success of the family firm.

Quality Meat Packers Limited (QMP) as a choice for the case study is premised on its many years of success in agribusiness, as a family owned business. It has focused on modern agricultural technologies and utilization of renewable natural resource for enhancement of food production. Quality Meat Packers Limited has stepped up to the challenge of meeting the increasing global demand of food whilst balancing economic and environmental realities of agribusiness. QMP's strategy formulation and implementation is geared towards turning the brand from a local and regional outfit to a global firm making it of increased interest to corporations, public entities and the global society. (Quality Meat Packers Limited, 2021)

QMP has heavily invested in research to enhance the quality of its products and services. It has focused and specialized in more than a hundred varying raw and processed products. It is very keen on abiding to the international quality operating procedures that are approved by the relevant government agencies such as the Kenya Bureau of Statistics. The firm also provides its clients with customized solutions to their preferred specifications, whilst aligning to market needs and requirements. (Quality Meat Packers Limited, 2021)

Quality Meat Packers offers varying range of products to their customers such as dry aging, wet aging and the different forms of marination based on their taste and profile. There is extensive use of technology which has made QMP a world – class facility. The use of machinery and technology has enabled them to control consistency of finished products and ensure that the products are produced in a safe environment. They have trained all machine operators to take responsibility of their departments and ensure that all equipment and related components retain quality standard during operation. There is regular lab analysis on products , machinery , surfaces and personnel as the firm gears focusses on producing products in the safest and most hygienic condition as per the relevant standardization and regulations. Customers are permitted to use the company machinery for creation of their own solutions to their product. QMP is the only processor that has a seat at the annual Gulf Food exhibition. (Quality Meat Packers Limited, 2021)

1.1.1 Strategy Formulation

Bolland (2020) defines strategy formulation as the development process of a mission and vision, identification of environmental analysis for a firm, establishment of its objectives, generation of alternative strategies, and picking specific strategies for the pursuit of accomplishments. It is a summation of the ways and actions for achievement of organizational objectives. Grunig and Kuhn (2018) sums up strategy formulation as the process of making decisions on what to do. Assessment of strategy formulation processes is important for researchers and practitioners for conducting and evaluating business. Strategy formulation entails three steps namely: performance of situational analysis, self-evaluation and competitor analysis. Competitor analysis is four pronged: micro-environmental, macro-environmental, internal and external. These steps are achievable on any set terms be it long or short.

The process specifically entails crafting of mission and vision statements, the general financial and strategic business unit and specific tactical objectives. (Finkelman, 2020). These objectives should cobble up a strategic plan. The three-step strategy formulation process basically incorporate a determination of the present position, the future position and how to get to the future position. Those three elements are the backbone of strategic formulation and implementation (Wallace, 2021)

Strategic formulation processes are designed to align with particular needs of a firm. Every working model has to have a mission, vision, setting objectives, environmental analysis and strategic analysis choice. This assists in creation of a sense of purpose and giving direction. (Karami, 2016)

1.1.2 Quality Meat Packers Kenya Limited

Quality Meat Packers Limited is a privately owned business entity that is guided by family commitment to quality services and innovation. It was founded in 1970 where it started out as an outlet in a posh Nairobi suburb under the name Hurlingham Butchery Limited. It has about 250 associates who work at the company facilities throughout East African region. It has 80 farm facilities where cattle, lambs and chicken are raised. Quality Meat Packers grew from humble beginnings in meat retail to vertically integrated agribusiness outfit with interests in production and rearing of fresh lamb, beef and chicken. In 1994, the company constructed a meat processing complex and a modern abattoir that was custom made in compliance with World Health Organization, European Union and United Nations Food and Agricultural Organization hygiene and safety criteria. That complex gained status as the first privately owned slaughterhouse and meat processing plant to be designated as export compliant by the Kenyan government in 1998. 4 years later, it established its first poultry firm that has gone on to grow to 5 farms with a consistent supply of chicken and with immediate plans of further expansion. (Quality Meat Packers Limited, 2021)

Today, Quality Meat Packers operate the largest privately owned slaughter house and meat processing plant in Kenya. The company is owned by a Muslim family, and is amongst the few meat processors in East Africa that have the greatest emphasis on Halal compliance. As such they do not deal with non – Halal products such as pork and they have created structure that sustain Halal compliance and abide by their dedicated principles of Halal in all their product offerings. (Quality Meat Packers Limited, 2021)

1.2 Statement of the Problem

Researchers have done reviews of literature in strategy formulation and implementation. (Lynch, 2021) notes that focus has been given to long range formulation and strategy literature rather the real implementation itself. In spite of the neglect occasioned by consultants and academicians, practice has more challenges when it comes to implementation.

Another research intimated that only about 40% of the value anticipated in any strategic plan is realized. (Jakhotiya, 2017) Most of studies done have mainly focused on international institutions and firms. This study seeks to explore strategy formulation and implementation at Quality Meat Packers Limited. Research to explore strategy formulation and implementation of meat processors in Kenya is negligible. The study sought fill that gap by evaluation of formulation and implementation of strategy at Meat Packers Limited.

Quality Meat Packers Limited, has fallen short of successfully formulating and implementing strategy. A section of the strategies formulated by Quality Meat Packers Limited have stumbled at the implementation phase, regardless of the merit. QMP has faced a lot of competitors from other meat processors in the country. The implementation tactics employed by QMP have had implications on strategy implementation. There has been a little flexibility in as far as adaptation in strategy is concerned. There is also an inadequacy of strategic resources that significantly impact formulation and implementation of strategy (Quality Meat Packers Limited, 2021)

Studies have examined individual groups of executors at various hierarchical levels and overall findings have somewhat inconclusive confirmations. More empirical research is necessary for clarification of the mandate of all organizational levels in strategy formulation and implementation. (Eppler, Guohui, & Li, 2008)

Profiling of strategy implementation tactics show that a huge chunk of them have a high success rate on strategy implementation. There are four archetypical implementation tactics namely persuasion, participation, edict and intervention. Frameworks created by researchers have shown have persuasion and participation as the most effective tactics. Interventionist approaches haven't yield the best results in most cases. Case studies of strategic formulation and implementation have shown a high proportion of failure in implementation tactics due to them differing from framework recommendations. There needs to be identification of conditions under which each implementation tactic could be profitably used. Implementation tactics are tied to strategy implementation models which are the commander model, the collaborative model, the crevice model, the cultural model and the change model. These process approaches must

emphasize on advancing strategic positions that competitive analyse and emphasize on resource allocation planning, organizational structure, control systems and incentive compensation so as to boost organizational culture. The models assumptions should align with the implementation tactics. (Eppler, Guohui, & Li, 2008)

The effectiveness of strategy formulation and implementation at Quality Meat Packers Limited has faced hurdles owing to some inadequacies in terms of executors, implementation tactics and organizational level. The central role of various actors in strategy processes has had an effect on the positive effects of strategy formulation and implementation, firm profits and overall success of the organization.

1.3 Objectives

To evaluate influence of executors, implementation tactics and organizational level on strategy formulation and implementation in family owned businesses.

1.3.1 Specific Objectives of the Study

The following objectives guided this study:

1. To examine executors' influence on strategy formulation and implementation of Quality Meat Packers in Kenya.
2. To evaluate implementation tactics' influence on strategy formulation and implementation of Quality Meat Packers in Kenya.
3. To determine organizational level's influence on strategy formulation and implementation of Quality Meat Packers in Kenya.

1.4 Research Questions

This study sought to answer the following questions:

1. What is the influence of implementation tactics on strategy formulation and implementation of Quality Meat Packers in Kenya?
2. What is the influence of executors on strategy formulation and implementation of Quality Meat Packers in Kenya?
3. What is the influence of organizational level on strategy formulation and implementation of Quality Meat Packers in Kenya?

1.5 Significance of the Study

The main motive of the study is to explore strategic formulation and implementation of family owned businesses. The findings from the study will be important to several parties as herein stipulated like Strategic management scholars, family owned businesses

1.6 Scope of the Study

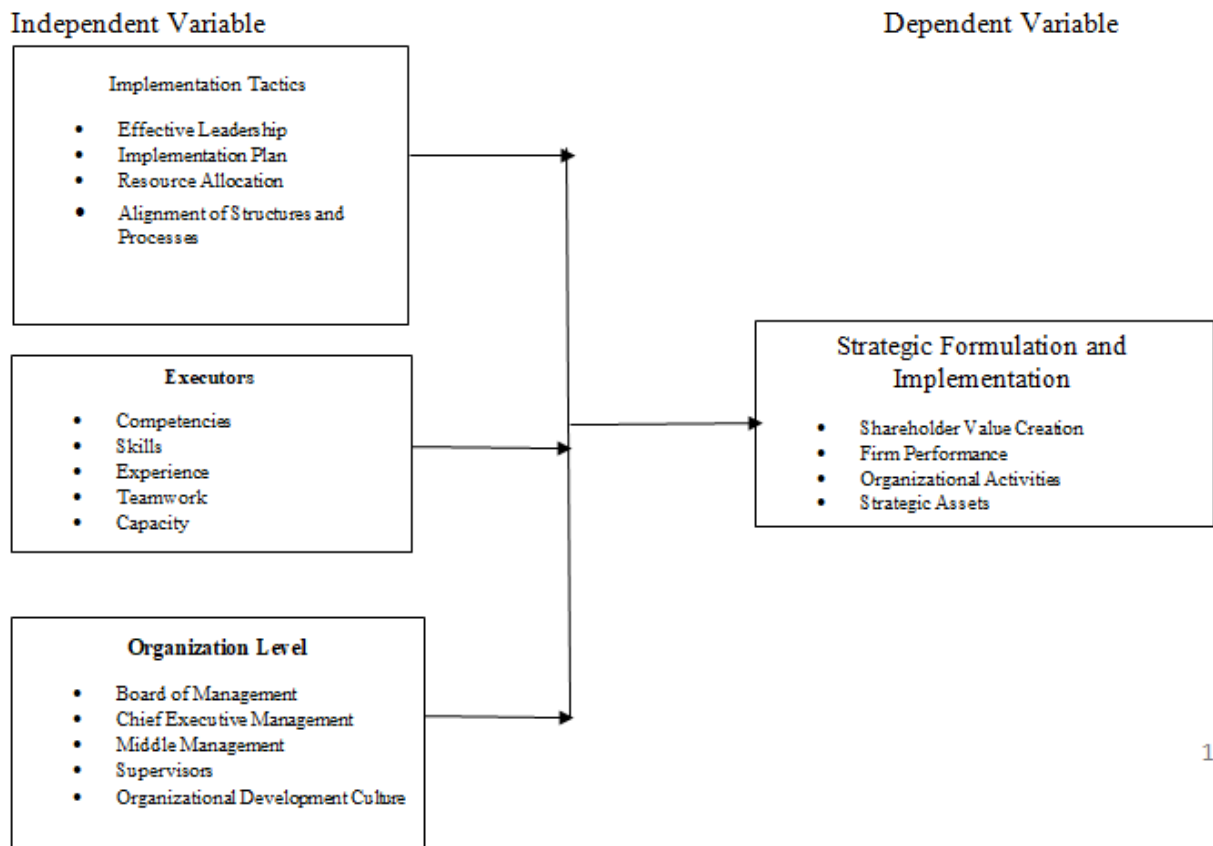
The general purpose of the study was to delve into family business research. The coverage of this study was influence of executors, execution tactics and organizational level on strategy formulation and implementation of family owned businesses. The focus of the study was Quality Meat Packers Limited. The study consisted of three independent variables namely executors, implementation tactics and organizational level and a single dependent variable namely strategic formulation and implementation. The geographical location covered in the study was the head facility of Quality Meat Packers Limited in Nairobi, Kenya. The theories discussed in the study included the Chandler's Theory of the Firm, McKinsey 7S Theory and the Strategic Choice Theory. The study was conducted for a period of the year 2021. The population that was studied included managers of Quality Meat Packers Limited.

2. LITERATURE REVIEW

2.1 Theoretical Review

Strategic Management Theories are a systems of ideas that explore the principles, origin, evolution and application of strategic management. They stem mainly from different practises of corporate management. Strategic Choice Theory, Chandler's Theory of the firm and McKinsey 7s Theory. (Omalaja, 2011).

2.2 Conceptual Framework



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2.3 Empirical Review

Empirical Review covers previous studies that are in line with the present study from where research gaps are obtained (Saunders, 2015)

Carr and Ring (2017) investigated the breadth of knowledge integration within family owned businesses affects creation of non – economic value. They explored the antecedents of knowledge integration and the effects on a family business’s product development capability. Marler (2017) offered insight into trans- generational family business success, which is a common research area in family business research. Marler suggested that strategic power transfer is heavily influenced by the personalities of the members of the family with the highest likelihood of being involved in the leadership role transitions. Although family succession literature has emphasized on the importance of incumbent and successor characteristics, it has not covered strategy formulation and implementation as influenced by personality traits adequately. (De Massis, Botero, & Marler, 2017)

Ano and Bent (2021) explored the human determinants that influence the digital transformation of multigenerational family enterprises using a case study of five French family organizations. While family firms show great potential for growth and innovation, they need to address some of the challenges they face during strategy formulation and execution that are induced by the introduction of digital technology. The participants of the study showed that long – term orientation, non – economic goals and entrepreneurial bridging lead to competitive advantage and trans- generational wealth creation. (Bent & Ano, 2021). Ahamed (2015) focused on determinants of strategy implementation in services firms using a case study of United Nations Humanitarian Air Services Somalia. The study concluded that innovativeness and standardization in organizational culture is beneficial for implementation of strategies. Organizational levels ought to encompass flexibility in its approach to effectively responding to emerging issues in strategy implementation. (Ahamed, 2015)

Kithinji (2012) explored the challenges of strategy formulation and implementation at Achelis Kenya Limited. The study concluded that the pitfalls of strategic management can be overcome by successful implementation of strategic execution techniques. (Kithinji, 2012)

Yang, Sun and Eppler (2010) focuses on the influences of executors in strategic implementation. They concluded that executors have the capacity to shape how strategic implementation is done and the effect it has on an organization. (Yang, Sun, & Eppler, 2010)

2.4 Critique of the Reviewed Literature

These unique aspects of strategic formulation and implementation in family owned businesses have been subject to studies. The reviewed literature has compelling position on strategic formulation and implementation of family owned businesses. Carr and Ring (2017) did not elaborate much on the essence of knowledge integration's impact on strategy formulation and implementation. The scholar focused more on the aspect of knowledge integration and neglected the strategy aspect of it. Marler (2017) fell short of linking family business succession with its impact on strategy formulation and implementation. Ano and Bent (2021) heavily concentrated on digital transformation of multigenerational family businesses and was weak on how it impacted strategy formulation and implementation.

2.5 Research Gaps

Studies have shown various arguments on strategic formulation and implementation of family owned businesses. There is no dominant theory of the family organization. A good place to start would be to develop a theory that examines whether existent theories are strong enough to tell about family businesses. The development of a robust theory of the family firm is necessary. Scholars are using the dominant theoretical frameworks from various disciplines to study family enterprises and this means that they are likely to bring more structure and discipline on family business literature. (Zellweger, 2017)

Family business researchers affirm that organizations that are controlled by families are mainly driven by a set of goals that lean towards the family, which could be non – economic in nature. Family business literature is yet to acquire a threshold of clarity on how different dimension of particular goals could drive a family's commitment to the organization and the business's performance consequently. (Zellweger, 2017)

There are notable gaps in the behavioural streams of family business literature and a conceptual link between dimension of family commitment, organization performance and socio – economic wealth. (Zellweger, 2017).

Most studies on family business focused on firm governance, succession related matters, competitiveness and leadership. There is a significant gap on findings related to strategic management of these firms. Emerging theoretical perspectives such as ability and willingness of family organization's owners' discretion in governance and devotion of resources and crafting of strategic decisions that are in line with business goals. (Zellweger, 2017).

There is an unresolved debate on family firm business goals being linked to financial performance and independence and the missing mediators and moderating variables. Decision making in family owned business is argued to be different from that of non – family businesses owing to their prioritization of family firm owners' goals over business performance goals, the existent studies have not explored that calculus. (Zellweger, 2017).

There is need to explore how strategic formulation and implementation in family owned businesses differ and complement with that of non – family owned organization. There is also need for exploration on the many other factors that influence strategic management processes of family owned businesses. There is also need for family business scholars to make contributions to theories on the direct and indirect influence of non – family centred strategic decisions on the success of strategic management and overall the family owned organizations. (Zellweger, 2017).

3. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey design. A descriptive research study describes a particular individual or group. The study aimed at gathering information regarding strategy formulation and implementation at Quality Meat Packers Limited. (Barlett & Vavrus, 2016)

3.2 The Target Population

The population of interest in this research was Quality Meat Packers Limited which has 500 people. The target respondents were 50 top level managers and 80 middle level managers of Quality Meat Packers Limited. (Quality Meat Packers Limited, 2021)

3.3 Sample Techniques and Sample Size

The method used in sampling is dependent upon the type of analysis being conducted. (Blair & Blair, 2014)

The study made use of stratified sampling technique. The sample size for the study was 65 management members of Quality Meat Packers Limited which was 50% of the target respondents. The sample size selected was based on how accessible those subjects were and how suitable they were to participate in the subject. Quality Meat Packers Limited could only allow the researcher a certain latitude of accessing the target respondents and even those the researcher was allowed to access for the study had to be selected with a purposive judgement to enable the study particulars to be successfully extracted. (Quality Meat Packers Limited, 2021)

Table 3.1: Distribution of the Sample Size

Category	Sample Size	Percentage
Top Level Managers	25	38.46%
Middle Level Managers	40	61.54%
Total	65	100%

3.4 Research Instruments

Data collection is a very important aspect of the research process. The researcher's instrument for collecting data, be it quantitative and qualitative, and the researcher purposes of collecting it are important. The researcher used a questionnaire to collect data. A questionnaire is a research instrument that has a set of questions or any other type of prompts for collecting information and data from a respondent. A research questionnaire has close – ended questions and open-ended questions. Open-ended questions are in long form and accord the respondent the opportunity to provide elaborations on their thoughts. Questionnaires are easy to understand, use and execute. Standardized responses of a questionnaire make it easier to compile and code the useable data. (Galhofer & Saris, 2014)

3.5 Pilot Study

A pilot study was done to test the validity and reliability of the research instrument. Kothari (2014) argues that a pilot study assists in pin pointing the research instruments and makes sure they can measure and respond to the research questions as required and intended. This was done by about 10% of the target respondents which gave 13 respondents from Quality Meat Packers Limited. These respondents were picked randomly for the pilot study but excluded during the main study.

3.6 Data Collection Procedures

For establishment of challenges of strategy formulation and implementation at Quality Meat Packers Limited, self – administered questionnaires were used among sampled employees to collect primary data. The questionnaire had closed–ended questions. The questionnaire was divided into two parts. The first part captured the background information. The second part captured data relevant to the objectives of the study. (Galhofer & Saris, 2014) The questionnaire was dropped at Quality Meat Packer Limited offices for the respondents and were picked later after the respondents had answered all the questions.

3.7 Data Analysis and Presentation

Data analysis is the process that begins immediately after data is collected and ends when the data is being processed. Both descriptive and inferential statistics are employed in analysis of the data. (Scappini, 2020)

The completed questionnaires were edited for consistency and completeness. A qualitative analysis was used to analyse respondents' views about strategy formulation and implementation at Quality Meat Packers Limited. Data was coded to enable the response to be grouped into several categories to facilitate the research get information relevant to the study.

SPSS was used for analysing both descriptive and inferential statistics. Interpretations were made consistent to the provisions of each test. Descriptive statistics included measures of central tendency and dispersion which were calculated to profile the firm, individual respondents and study variables. Regression analysis was adopted to estimate regression coefficients and determine the prediction level of the models. The regression models for testing hypotheses was estimated in the form of: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon_i$.

Where: Y is the dependent variable (strategy formulation and implementation in family firms) and is a linear function of X_1, X_2, X_3 plus ϵ_i . X_p - are independent variables. X_1 – Implementation Tactics , X_2 – Executors , X_3 – Organizational Level β_0 is regression constant (intercept).

β_1 -p is beta coefficient or change induced in Y by each X.

ϵ_i is error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This section presents analysis and findings of the study as set out in the research objectives and research methodology. It covers data analysis, findings of the research and discussion of the major findings. The completed questionnaires were edited for completeness and consistency before analysis. Descriptive survey design was used and the main instrument for data collection was a questionnaire. The data was summarized and presented in form of frequencies, percentages, tables and graphs.

4.2 Data Presentation

4.2.1 Response Rate

Response rate also known as completion rate in survey research referred to the number of respondents who answered the survey divided by the sample size. From the data which was collected, 48 responded out of 65 targeted. This represented 73.85 % responsive rate which legitimizes the representation in the study as shown in the Table 4.1

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Filled and Collected	48	73.85
Not Collected	17	26.15
Total	65	100

Table 4.2: Years at Quality Meat Packers Limited

Years	Frequency	Percentage
Less than 5	16	33.33
6 -10	20	41.67
11 – 15	9	18.75
16 – 20	2	4.17
Over 20 years	1	2.08
Total	48	100

The respondents were asked to indicate the years they had been at Quality Meat Packers Limited. From the responses, 33.33 % of the respondents indicated that they had been at the company for less than 5 years, 41.67 % of the respondents indicated that they had have spent 6-10 years in the company, 18.75 % of the respondents indicated that they had 11-15 years in the business , 4.17% of them indicated that they have been working at the company for 16- 20 years and 2.08% for over 20 years.

4.3 Reliability Test

Reliability analysis was done with the use of Cronbach's Alpha which measured the internal consistency by establishing whether certain items within a scale measured the same construct.

Executors

Cronbach Alpha for 6 questions is 0.738 indicating internal consistency for measuring Executors

Table 4.3: Reliability Statistics for Executors

Reliability Statistics

Cronbach's Alpha	N of Items
0.738	6

Statement	Corrected Items Total Correlation	Cronbach's Alpha If Item Deleted
Stakeholders are tasked with implementation of the organization's strategic plan	.679	0.783
Strategic executors are aware of the gaps and challenges in their strategies	.798	0.769
Family engages a varying set of actors in strategic implementation	.800	0.737
Family engagement has influence on the outcome of strategic implementation activities	.569	0.731
There is a particular level of experience, skill set, knowledge, competencies and temperament in strategic implementation	.712	0.756
There are challenges by involvement of family executors during the strategic implementation process	.554	0.738

Joint value of Cronbach's Alpha if one of the questions is deleted is indicative that all questions will be retained

C. Implementation Tactics

Cronbach's Alpha for 5 questions is 0.773 indicating internal consistency for measuring Implementation Tactics

Table 4.4: Reliability Statistics for Implementation Tactics

Reliability Statistics

Cronbach's Alpha	N of Items
0.773	5

Statement	Corrected Items Total Correlation	Cronbach's Alpha If Item Deleted
Management processes are used in strategic implementation in the business	.463	0.731
Family goals and dynamics embedded into the strategic implementation process	-.091	0.757
Strategic implementation philosophy is reflected in the implementation tactics	.576	0.781
Allocation of strategic resource impact implementation tactics	.186	0.799
The implementation tactics should be well – laid out to ensure that the implementation of strategies doesn't fail	.639	0.802

Joint value of Cronbach's Alpha if one of the questions is deleted is indicative that all questions will be retained.

D. Organizational Level

Cronbach's Alpha for 6 questions is 0.856 indicating internal consistency for measuring Organizational Level

Table 4.5: Reliability Statistics for Organizational Level**Reliability Statistics**

Cronbach's Alpha	N of Items
0.856	5

Statement	Corrected Item Total Correlation	Cronbach's Alpha If Item Deleted
.Different hierarchical levels have some impact on strategic formulation	.658	0.796
Engagement of various staffers impacts strategy formulation and execution	.753	0.857
The current organizational structure is appropriate for anchoring the formulation and implementation of strategic initiatives	.915	0.781
.Mid-level managers are mostly relegated to them being used as intermediaries during the implementation phase	.765	0.799
There is no clarity about the strategic awareness and intent of each organizational level	.341	0.801

Joint value of Cronbach's Alpha if one of the questions is deleted is indicative that all questions will be retained.

E. Strategy Formulation and Execution

Cronbach Alpha for 6 questions is 0.733 indicating internal consistency for measuring Strategy Formulation and Execution

Table 4.6: Reliability Statistics for Strategy Formulation and Implementation**Reliability Statistics**

Cronbach's Alpha	N of Items
0.733	6

Statement	Corrected Item Total Correlation	Cronbach's Alpha If Item Deleted
Disbursement of adequate resources is essential	.724	0.701
The process should make use of strategic leadership	.349	0.737
The effectiveness of strategy formulation and implementation has faced hurdles	.589	0.756
The central role of various actors in strategy processes has had a positive effect	.654	0.789
Every strategy needs performance of certain set of tasks	.239	0.761

Joint value of Cronbach's Alpha if one of the questions is deleted is indicative that all questions will be retained as it falls above the 0.7 threshold of reliability.

There are alpha levels of between 0.7 and 0.9 indicating satisfactory and acceptable internal consistency. The analysis demonstrates that if any variable is deleted, there is insignificant increase or decrease in internal consistency since the Cronbach's Alpha increases or decreases by a small margin. There is therefore no need for deleting any item from the questionnaire

Pearson Correlation is done between Strategy Formulation and Execution (Dependent Variable) against Independent Variables.

Corrected item – total correlation defines association of item with total score on other items. Values between 0.2 and 0.39 indicate good discrimination. Values above 0.4 indicate very good discrimination. From corrected item – total correlation, we can deduce that a huge chunk of items in the questionnaire are not related implying the validity of the questionnaire is high.

4.4 Demographic Characteristics

The section outlines the demographic attributes of respondents comprising of highest level of education, position and hierarchical level in the firm. Demographic attributes of respondents as noted by Cooper and Schindler (2011) are applied in describing the study's population but do not bear any effect on the variables of the study

4.4.1 Highest Level of Education

Table 4.7: Highest Level of Education

Highest Education Attained	Frequency	Percentage
O – Level	0	0
Diploma Level	6	12.5
Bachelor's Degree	23	47.92
Master's Degree	15	31.25
Other	4	8.33
Total	48	100

The study sought to establish the highest level of education of respondents. From the responses, 12.5 % of the respondents have diplomas, 47.92% have bachelor's degrees, 31.25 % have Master's Degree and 8.33 % have higher qualifications. None of the respondents have O – Level qualification. The results shows that all the respondents were educated and in a position to read and understand the contents of the questionnaires. What this also shows is that the staff working in the firm are highly educated. Having a sound education is key in effective discharge of one's responsibilities. When it comes to assessing the influence of executors, implementation tactics and organizational level, the competence of human resources in the family businesses are key to the success of strategy formulation and implementation. The firm needs to be run by individuals who are good enough for the strategic health of the firm.

4.4.2 Hierarchical Level in the Firm

Table 4.8: Hierarchical Level in the Firm

Hierarchical Level in the Firm	Frequency	Percentage
Top Level Management	13	27.08
Middle Level Management	19	39.58
Team Leader/ Supervisor	16	33.33
Total	48	100

The respondents were asked to indicate their hierarchical level in the firm. From the responses, 27.08 % of the respondents indicate that they are top level management, 39.58 % are middle level management and 33.33% are team leaders. This shows that all the respondents are in the upper and middle echelons of managements. The significance of that is they are able to provide authoritative information touching on strategy formulation and implementation.

4.5 Descriptive Results

4.5.1 Executors

The first objective sought to assess how executors influence strategic formulation and implementation at Quality Meat Packers Limited. Respondents were provided with statements in regard to executors and were supposed to indicate their levels of agreement.

Table 4.9: Descriptive Statistics on Executors

Statement	Mean	SD
All stakeholders are tasked with implementation of the organization's strategic plan	3.12	1.458
Strategic executors are aware of the gaps and challenges in their strategies	4.02	0.546
Family engages a varying set of actors	3.99	0.938
Family engagement has influence on the outcome	3.38	1.002
There is a particular level of experience, skill set, knowledge, competencies and temperament required	4.36	0.786
There are challenges by involvement of family executors during the process	3.96	1.349
Average	3.805	1.013

4.5.2 Implementation Tactics

The second objective sought to explore the influence of implementation tactics on strategic formulation and implementation at Quality Meat Packers Limited. Respondents were provided with statements in regard to implementation tactics.

Table 4.10: Descriptive Statistics on Implementation Tactics

Statement	Mean	SD
Management processes are used in strategic implementation	3.13	1.008
Family goals and dynamics embedded into the process	4.03	0.653
Strategic implementation philosophy is reflected in the implementation tactics	3.98	0.857
Allocation of strategic resource impact implementation tactics	3.88	1.004
The implementation tactics should be well – laid out to ensure that the implementation doesn't fail	3.44	1.142
Average	3.692	0.867

4.5.3 Organizational Level

The final objective sought to explore how organizational level influences strategic formulation and implementation at Quality Meat Packers Limited. Respondents were provided with statements regarding organizational level and were supposed to indicate their levels of agreement.

Table 4.11: Description Statistics on Organizational Level

Statement	Mean	SD
Different hierarchical levels have some impact on strategic formulation	4.24	0.802
Engagement of various staffers impacts strategy formulation and execution	4.37	0.249
The current organizational structure is appropriate for anchoring the formulation and implementation of strategic initiatives	4.16	0.288
Mid-level managers' role is mostly relegated to them being used as intermediaries during the implementation phase	3.12	0.792
There is a gap in there being no clarity about the strategic awareness and intent of each organizational level	3.86	0.926
Average	3.985	0.5095

4.5.4 Strategic Formulation and Implementation

The study also analyzed the influence of strategic formulation and implementation at Quality Meat Packers Limited. The respondents were provided with statements regarding strategic formulation and implementation to indicate their level of agreement.

Table 4.12: Descriptive Statistics on Strategy Formulation and Implementation

Statement	Mean	Standard Deviation
Disbursement of adequate resources is essential	4.78	0.097
The process should make use of strategic leadership	4.22	0.497
The effectiveness of strategy formulation and implementation has faced hurdles	4.11	0.107
The central role of various actors has had positive effects	4.58	0.109
Every strategy needs performance of certain set of tasks	4.14	0.633
Average	4.42	0.289

4.6 Inferential Statistics

This section discusses the inferential statistics comprising of correlation and regression analysis which establishes the existence of relationships between the variables of the study.

4.6.1 Correlation Results

Table 4.13: Correlation Analysis

		Executors	Implementation Tactics	Organizational Level	Strategic Formulation and Execution	
Executors	Pearson Correlation	1				
	Sig. (2-tailed)					
Implementation Tactics	Pearson Correlation	0.174	1			
	Sig. (2-tailed)	0.285				
Organizational Level	Pearson Correlation	-0.123	-0.412*	1		
	Sig. (2-tailed)	0.314	0.153			
Strategic Formulation and Implementation	Pearson Correlation	0.273	0.146	-0.232**	1	
	Sig. (2-tailed)	0.332**	0.187*	0.121**		
		0	0.001	0		
	N	48	48	48	48	104

** Correlation is significant at the 0.01 level (2-tailed).
 *Correlation is significant at the 0.05 level (2 – tailed)

A correlation analysis was done to establish a relationship between the independent variables (execution, implementation tactics and organizational level) and dependent variable (strategic formulation and implementation) . The results of the analysis were presented in Table

The results show that there exists a positive and significant correlation between executors and strategic formulation and implementation. The positive correlation is depicted by the value of the coefficient of 0.332 and a p value of 0.000. This is indicative of executors' influence on strategic formulation and implementation.

The correlation results also shows the existent of a positive and significant correlation between implementation tactics and strategic formulation and implementation. The positive correlation is shown by the value of correlation coefficient of 0.187 and p – value of 0.001. This implies that implementation tactics influence strategic formulation and implementation.

The results also shows that there exists a positive and significant correlation between organizational level and strategic formulation and implementation. The positive correlation is shown by the value of correlation coefficient of 0.121 and a p – value of 0.000. This implies that organizational level influences strategic formulation and implementation

4.6.2 Multiple Regression Analysis

Table 4.14: ANOVA (Model Significance)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.278	4	6.0695	12.1876	0.000 ^b
Residual	48.923	42	1.1648		
Total	73.201	46			

- Dependent Variable: Strategic Formulation and Implementation
- Predictors: (Constant), Executors , Implementation Tactics and Organizational Level

The analysis of variance (ANOVA) was conducted to test whether the model employed in the study was statistically significant in testing the relationships of variables in the study. The results shown in Table show that the model was statistically significant. The significance level is justified by comparison of the calculated F value and the critical F value. The value of F calculated exceeds the value of F critical which confirms the statistical significance of the model.

Table 4.15: Multiple Regression Analysis for Strategy Formulation and Implementation

Predictors	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.244	0.065		1.929	0.101
Executors	0.289	0.196	0.985	2.0411	0.014
Implementation Tactics	0.232	0.146	0.203	0.843	0.006
Organizational Level	0.277	0.157	0.276	0.265	0.001

The table presents the coefficients of the model used in the study. According to the results, executors influence strategic formulation and implementation to a positive and significant level depicted by a beta value of 0.289 and a Sig value of 0.014. The result implies that increasing executors' engagement with one unit increases the strategic formulation and implementation with 0.289 units.

The coefficient results also show that implementation tactics influence strategic formulation and implementation depicted by a beta value of 0.232 and a Sig value of 0.006. The result implies that increasing implementation tactics' engagement with one unit increases the strategic formulation and implementation with 0.232 units.

The coefficient results also show that organizational level influence strategic formulation and implementation depicted by a beta value of 0.277 and a Sig value of 0.001. The result implies that increasing organizational level' engagement with one unit increases the strategic formulation and implementation with 0.277 units.

The model is:

$$\text{Strategic Formulation and Implementation} = 0.244 + 0.289 (\text{Executors}) + 0.232 (\text{Implementation Tactics}) + 0.277(\text{Organizational Level})$$

Model results show that executors bear the greatest significant influence on strategic formulation and implementation followed by organizational level and finally implementation tactics.

Multiple Regression for Strategy Formulation and Execution

Table 4.16: Coefficient of Determination (R²) for Strategy Formulation and Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	0.755	0.712	0.675

a. Predictors: (Constant), Executors , Implementation Tactics, Organizational Level

A multiple regression analysis was conducted to assess the degree of the relationship between the study variables. The analysis was done at 95% confidence level. According to the results in the table, there exists a strong relationship between Executors, Implementation Tactics and Organizational Level and Strategic Formulation and Implementation as shown by R = 0.869. The R squared value which is a representative of the coefficient of determination was 0.712 implying that Executors, Implementation Tactics and Organizational Level account for 71.2% of strategic formulation and implementation at Quality Meat Packers Limited.

Table 4.17: Coefficient of Determination (R²) for Executors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.427	.409	.489

a. Predictors: (Constant), Competencies , Experience ,Capacity

Since teamwork did not have any statistically significant relationship with strategy formulation and implementation it was excluded from the model. Table 4.17 shows that the three independent variables were included in the model were considered independently, explain only 42.7% on the success of strategy formulation and implementation at Quality Meat Packers Limited. This therefore means that the independent variables related to executors contribute about 42.7% of the success of strategy formulation and implementation. **Multiple Regression Analysis for Implementation Tactics** Table 4.8 shows that independent variables in the model when considered independently, explain only 37.0% of the success of strategy implementation as represented by the R². This therefore means that the variables related to implementation tactics contribute about 37.0 % of the success of strategy implementation.

Table 4.18: Coefficient of Determination (R^2) for Implementation Tactics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608 ^a	.370	.304	.577

a. Predictors: (Constant), Effective Leadership , Implementation Plan , Resource Allocation , Alignment of Structures and Processes

Multiple Regression Analysis for Organizational Level

Table 4.19 shows that the three independent variables when considered independently, explain only 37.6 % of the success of strategy implementation as represented by the R^2 . This therefore means the variables associated with organizational level contribute about 37.9% of the success of strategy implementation.

Table 4.19: Coefficient of Determination (R^2) for Organizational Level

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.376	.323	.579

a. Predictors: (Constant), Chief Executive Management , Middle Level Management , Organizational Development Culture

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

This study focused on how executors, implementation tactics and organizational level influence strategic formulation and implementation in family owned businesses in Kenya. The study targeted Quality Meat Packers Limited. The unit of observation comprised of top level and middle level managers at Quality Meat Packers Limited. The summary of the findings as per research objectives are as follows.

5.1.1 Executors

The correlation results showed that there exists a positive and significant correlation between executors and strategic formulation and implementation. This is indicative of executors' influence on strategic formulation and implementation.

According to the results, executors influence strategic formulation and implementation to a positive and significant level .The result implies that increasing executors' engagement with one unit increases the strategic formulation and implementation.

5.1.2. Implementation Tactics

The correlation results showed the existent of a positive and significant correlation between implementation tactics and strategic formulation and implementation. This implies that implementation tactics influence strategic formulation and implementation.

The coefficient results show that implementation tactics influence strategic formulation and implementation. The result implies that increasing implementation tactics' engagement with one unit increases the strategic formulation and implementation.

5.1.3 Organizational Level

The correlation results showed that there exists a positive and significant correlation between organizational level and strategic formulation and implementation. This implies that organizational level influences strategic formulation and implementation

The coefficient results also show that organizational level influence strategic formulation and implementation. The result implies that increasing organizational level' engagement with one unit increases the strategic formulation and implementation.

5.2 Conclusions of the study

Study findings led to the conclusion that executors positively and significantly influences strategic formulation and implementation in family owned businesses. It also revealed that all stakeholders are tasked with implementation of the organization's strategic plan , strategic executors are aware of the gaps and challenges in their strategies , family engages

a varying set of actors in the range of activities that are significant in strategic implementation, family engagement has influence on the outcome of strategic implementation activities, there is a particular level of experience, skill set, knowledge, competencies and temperament required for executors to be engaged in strategic implementation, and there are challenges by involvement of family executors during the strategic implementation process.

The study further led to the conclusion that implementation tactics positively and significantly influences strategic formulation and implementation in family owned businesses. It also revealed that management processes are used in strategic implementation in the business, that with the consideration of the controlling family being involved in the strategic implementation process, family goals and dynamics are embedded in the process, strategic implementation philosophy is reflected in the implementation tactics, and that allocation of strategic resources impact implementation tactics and implementation tactics should be well – laid out to ensure that implementation of strategies doesn't fail.

The study also led to the conclusion that organizational level positively and significantly influences strategic formulation and implementation in family owned businesses. It also reveals that different hierarchical levels have some impact on strategic formulation, engagement of various staffers impact strategy formulation and execution, the current organizational structure is appropriate for anchoring the formulation and implementation of strategic initiatives, mid-level managers' role in strategic formulation and implementation is mostly relegated to them being used as intermediaries during the implementation phase, and that there is a gap in there being no clarity about the strategic awareness and intent of each organizational level.

The study led to the conclusions that disbursement of adequate resources for strategy formulation and implementation is essential, the process of strategy formulation and implementation should make use of strategic leadership, the effectiveness of strategy formulation and implementation faces hurdles, the central role of various actors in strategy processes has an effect on strategy formulation and implementation and that every strategy needs performance of certain set tasks for strategy formulation and implementation.

5.3 Recommendations of the Study

Recommendations are presented in respect to each research objectives and are directed to the strategic formulation and implementation in family owned business.

Executors should successfully control the strategic formulation and implementation process. They should ensure that strategy work aligns with company objectives and the vision of the family business. They should drive accountability, be action – oriented and be focused on the success of strategy formulation and implementation.

Implementation tactics should be straightforward, definitive on their key variables and should involve clear goals. They should also factor in the relationships of executor and the determined roles and responsibilities of the said executors. The tactics should be inclusive of corrective action, monitoring and evaluation of progress and performance of the strategies and the process review.

Organizational Levels could focus on how to come up with functional strategies that are in the best interest of the organization and help in the realization of competitive advantage and providing strategic direction that is in line with the resources and processes of the family business.

5.4 Areas of further research

The development of a robust theory of the family firm is necessary. Scholars could explore the dominant theoretical frameworks from respective disciplines to study family businesses and increase the likelihood of imposing more structure and discipline on family business research.

Family business literature should create a conceptual link between dimensions of family commitment, organization performance and socio – economic wealth. There should be more research on strategic management of firms. Emerging theoretical perspectives such as ability and willingness of family organization's owners' discretion in governance and devotion of resources and crafting of strategic decisions that are in line with business goals ought to be explored.

There is need to explore how strategic formulation and implementation in family owned businesses differ and complement with that of non – family owned organization. There is also need for exploration on the many other factors that influence strategic management processes of family owned businesses. There is also need for family business scholars to make contributions to theories on the direct and indirect influence of non – family centered strategic decisions on the success of strategic management and overall the family owned organization.

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