

THE PLACE OF STRATEGY ANALYSIS AND CHOICE APPROACHES IN STRATEGIC MANAGEMENT RESEARCH IN KENYA

Charles O. Ondoro

Maseno University, Kenya

charlesondoro@gmail.com

Abstract

Globally, strategic management of organizations is important. This is driven by numerous and dynamic challenges organizations continue to experience in the environment in the form of increased competition, depletion of resources, heightened government involvement in the market and increased concerns on safety, standards and environmental conservation. In different parts of the world including Kenya, many organizations have adopted strategic management approach within which they conduct strategic planning from time to time yet they continue to face challenges which strategic management is expected to have helped reduce. The subject of strategic management has attracted enormous scholarly attention however; interest in strategy analysis and choice approaches is scarce. The studies have not explored extent of application of strategy analysis and choice approaches by organizations. For this reason, knowledge is lacking on extent of application of strategy analysis and choice approaches including extent of application of risk analysis approach, extent of application of resource deployment analysis approach, extent of application of scenario planning approach, extent of application of life cycle analysis approach, extent of application of portfolio planning approach, extent of application of return analysis approach and extent of application of non-financial factor appraisal approach in strategy analysis and choice. The objective of this study is to establish empirical evidence on strategy analysis and choice approaches in organizations. A review of literature is conducted. Findings are that studies are general on the subject of strategic management. Empirical evidence particularly from Kenya is lacking on strategy analysis and choice approaches. The results may be used by researchers may also pursue further research from this study.

Keywords: Strategy, Strategy Choice, Strategy Analysis, Choice Approaches

INTRODUCTION

The process of evaluating alternative courses of action and identifying one that a firm may use to advance towards its objectives is referred to as strategic analysis and choice (Gavetti and Ocasio (2015)). Djordjević and Drucker (2014) argue that alternative strategies are often available for organizations to choose from. It is important to analyze every option to choose the best in the circumstances (Pearce and Robinson, 2009). Wheelen and Hunger (2015) contend that the organization must lay emphasis on alternative approaches that can be considered in evaluating the alternative strategies. According to Lysons and Farrington (2012) approaches for evaluating and choosing strategy include lifecycle analysis, scenario planning, return analysis, profitability analysis, risk analysis, resource deployment analysis, non-financial factor appraisal and portfolio planning and analysis. Strategy analysis and choice seeks to determine alternative courses of action that could best enable the firm to achieve its mission and objectives (Djordjević and Drucker, 2014).

Empirical evidence exists on the subject of strategic management but without focus on strategy analysis and choice approaches. For example, Abok (2014) investigated factors affecting implementation of strategic plans. Sev and Anghahar (2014) investigated factors that are responsible for organizational growth. Kairu (2013) examined strategic responses, strategic alliances and operational performance. Okwachi, Gakure and Ragui (2013) examined managerial practices and implementation of strategic plans. Uzel (2015) looked at strategic management drivers and performance. Kinyumu (2013) capacity planning and growth. Li, Guohui and Eppler (2008) reviewed the factors for strategy implementation. Opano (2013) examined strategic planning and implementation practices. Chege, Wachira and Mwenda (2015) analyzed leadership styles and implementation of strategic plans. Andrews, et al. (2009) examined strategy formulation, strategy content and organizational performance. Bassa (2015) investigated strategic planning and strategy implementation.

Statement of the Problem

Challenges organizations face today can be addressed using effective strategic management, particularly careful strategy evaluation and choice yet the approaches that are used in evaluating and choosing strategy is not known. Previous studies have not focused on strategy analysis and choice. The studies have not explored extent of application of strategy evaluation and choice approaches by organizations. For this reason, knowledge is lacking on extent of application of strategy evaluation and choice approaches including extent of application of risk approach, extent of application of resource deployment analysis approach, extent of application of scenario planning approach, extent of application of life cycle analysis approach, extent of

application of portfolio planning approach, extent of application of return analysis approach and extent of application of non-financial factor appraisal approach in strategy analysis and choice.

Objective of the study

To establish empirical evidence on strategy analysis and choice approaches in organizations

Research Question

What is the empirical evidence on strategy analysis and choice approaches in organizations?

LITERATURE REVIEW

Strategy Analysis and Choice Approaches

Alongside the alternative strategy evaluation approaches, (Porter and Kramer (2006) contend that there are four principles apply to strategic evaluation. These are *consistency* - the strategy must not present mutually inconsistent policies; *consonance* - the strategy must represent an adaptive response to the external environment and the critical changes occurring within it; *advantage* - the strategy must provide for the creation, and/or maintenance of a competitive advantage in the selected area of authority; *feasibility* - the strategy must neither overtax available resources nor create insoluble problems. An alternative set of criteria is that a given strategy should first, meet the requirements of a given situation, second, provide sustainable competitive advantage and, third, improve company performance (Lysons and Farrington, 2012). There are several possible approaches to choosing a strategy. Important approaches include portfolio planning and Analysis , lifecycle analysis , return analysis , profitability analysis , resource deployment analysis, scenario planning, non-financial factor appraisal and risk .

Return Analysis

Return Analysis of the returns likely to accrue from the adoption of a particular strategy may be done by such means as cost-benefit or profitability (Dawar, 2013). Cost-benefit may be defined as a comparison between the costs of the resources used, plus any other costs imposed by an activity (such as pollution, environmental damage) and the value of the financial and non-financial benefits derived (Wilson & Eilertsen, 2010). Cost-benefit analysis often involves a consideration of trade-offs. Thus, when considering which of several alternative materials or components to use, a number of cost-benefit trade-offs need to be considered. Generally, increased quality means increased prices and, ultimately,-increased costs. The decision on which to specify must therefore attempt to balance the interrelationships of cost, quality and projected selling prices with company objectives relating to sales quantities and profitability.

Profitability analysis uses a number of ratios to measure the ability of the business to make a profit (Johnson and Scholes, 2008), including: *sales growth which* indicates the percentage increase (or decrease); in sales between two time periods; *costs of goods sold to sales which* gives an indication of the percentage of sales used to pay for expenses that vary directly with sales; *gross profit margin* - indicating profit earning on products without consideration of selling and administrative overheads; *net profit margins* indicating how much profit comes from every *unit of sales* and; *return on assets which* indicates how effectively assets are used to provide a return. Profitability can also include such measures as return on capital employed (ROCE), payback and discounted cash flow.

Scenario Planning

Scenario planning consists of developing a conceptual forecast of the future based on given assumptions (Harrison and St. John, 2010). Thus, by starting with different assumptions, different future scenarios can be presented. The assumptions can be based on the examination of trends relating to economic, political and social factors that may affect corporate objectives and supply and demand forecasts(St-Hilaire, 2011). Planning therefore involves deciding which scenario is most likely to occur and devising appropriate strategies for it Wheelen and Hunger (2015). An example is examining how the prices of sensitive commodities change in the scenarios of glut and shortage.

Risk Analysis

Spender (2014) contends that from a strategic perspective, a risk is something that may have an impact on the achievement of objectives. According to Gavetti and Ocasio (2015), risks can be accessed from three standpoints. First is the likelihood of the risk being realized. A realized risk is known as an issue and, as such, must be dealt with. Second is the impact of risk. For example the breakdown of a Just in Time (JIT) contract may have quantitative and qualitative consequences. According to Coulter (2010), *quantitative* consequences include the costs of a breakdown in production, obtaining substitute supplies and, possibly, funding a new supplier. *Qualitatively*, the reputation of the purchasing activity for example may be adversely affected by sourcing from an unreliable supplier. Last is *the costs and benefits of taking steps to reduce either the risk or its impact* should the risk become an issue. Risks from a strategic viewpoint do not always have a negative connotation. Risks present opportunities to be embraced, such as global sourcing, as well as dangers to be avoided (Johnson and Scholes, 2008).

Resource Deployment Analysis

According to Johnson, Scholes, and Whittington (2009), resource deployment analysis is the assessment of the likely effect on key resources of adopting a particular strategy. Thus, a decision whether or not to adopt an outsourcing strategy with regard to a support service will be preceded by an analysis of the effects on tangible and intangible resources, including finance, human resources, competitive advantage and growth (Wheelan and Hunger, 2006).

Non-Financial Factor Appraisal

When making strategic decisions, it is important to consider non-financial aspects (Johnson, and Scholes, 2008). These are; enhancement (or otherwise) of the organizational image, effects on suppliers, customers, competitors and the general public, environmental and ethical factors, the likelihood of change, development, obsolescence, staff and union reaction to the strategy and ethical implications of the proposed strategy (Wilson & Eilertsen, 2010).

Portfolio Planning and Analysis

According to Robert and Duncan (2007), portfolio planning and analysis aim to assist with strategic decisions as to where to invest scarce organizational resources among a number of competing business opportunities (David, 2011). This approach is analogous to an investment manager deciding which shares to buy with the aim of creating a portfolio designed to meet a given investment strategy, such as achieving growth or providing income.

Lifecycle Analysis

This is based on the concept that all products in their original, unmodified form have a finite lifespan (St-Hilaire, 2011). The product lifecycle or Gopertz curve plots the actual or potential sales of a new product over time and shows the stages of development growth, maturity, decline and eventual withdrawal. Important aspects of product lifecycles are first: *their length* - from development to withdrawal, which may be short with products subject to rapid technological advances. Secondly, *their shape* - not all products have the same shape to their curve; so-called high learning, low learning, fashion and fad products have different curves reflecting different marketing strategies. Third and last is *the product* - this can vary depending on whether the product lifecycle applies to a *class* (that is, the entire product category or industry), a *form* (that is, variations within the class) or a *brand*. Gavetti and Ocasio (2015) argue that from the strategic aspect, the lifecycle approach has become increasingly important for the following reasons: first are environmental factors such as the relative environmental performance of a product, as in the case of purchasing packaging, paper and the subsequent

management of waste. Second are durability factors -"such as competition between substitute commodity products aluminum and steel in the car industry, for example. Third is *obsolescence* - with regard to capital equipment, which may be a factor in deciding to adopt an outsourcing strategy. Last is *changing demand* - this concept of the product lifecycle helps marketing managers to recognize both that products may need to be continually changed to prevent sales decline and that there is a need to formulate marketing strategies to stimulate demand; this strategy may impact purchasing strategies, such as how far in advance to place orders for materials or components that are likely to change.

Empirical Evidence

A number of studies have been carried out around the subject of strategy analysis and choice. Researchers have focused on strategic planning and strategy formulation. For example, Emeka, Ejim and Amaka (2015) investigated the Effect of Strategy formulation on organizational performance. They focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research.

Özer and Tinaztepe(2012) examined how leaders have the greatest positive impact on firm performance. The study aimed at interrogating strategic leadership in terms of different leadership styles and test their effect on performance. The study focused on an export company in Turkey.

Babatunde and Adebesei (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc and Cadbury Nigeria Plc. The opinions of the selected respondents were sought by the use of structured questionnaire; the collected data were analyzed and interpreted with regression and coefficient of correlation method.

Owolabi and Makinde(2012) examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as strategic planning is essential in corporate organisations. Primary and secondary data were used for the study. The study made use of questionnaire to elicit information from employees of Babcock University.

Maroa and Muturi (2015) studied the influence of strategic management practices on the performance of Floriculture Firms in Kenya. The focus was carried out in Kiambu County in central Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect

primary data. Chi- Square (X²) test was used to test the four hypotheses to establish significance of association.

Anichebe and Agu (2013) studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State. The focus was Anammco, Emene. Enugu. The study was carried out to assess the extent of application and workability of formulated strategies in the organization. Descriptive research method, specially survey and case study were employed in carrying out the study.

Per and Klause (2013) investigated the relationship between Strategic Planning and Company Performances in Chinese companies. Is there a correlation between Company Performance and the Strategies adopted by these companies, using the Miles and Snow model for Aggressiveness Strategies? And is it possible to say something more about what kind of Strategic Planning gives better Company Performances? We wanted to separate here between the Planning which is related to what is called Competitive Intelligence and other activities related to Planning.

Njagi and Kombo(2014) did a study to determine the effect of strategy implementation on performance of commercial banks in Kenya. The specific objectives of the study were to determine the effect of operationalization of strategy on performance of the banks and to determine the effect of institutionalization of strategy on performance of the banks. To achieve these objectives, the study adopted correlational research design. The target population was the forty three commercial banks in Kenya. Given the small number of commercial banks, a census study was conducted.

Andalya (2013) investigated the impact of strategic planning on organizational performance. The study was conducted at Equator flower farm, Eldoret branch. The objectives of the study was to; to assess the level of organizational policies and action influence on organizational performance at Equator Flowers, Eldoret, to identify the appropriate planning that can be used at Equator Flowers, Eldoret, to determine employees' attitude and participation regarding organizational performance at Equator Flowers, Eldoret and to determine how innovation and learning influence organizational performance.

Kibachia, Iravo and Luvanda(2014) A common challenge faced by all organizations, whether private or public, is how to successfully they manage strategic planning process for attainment of organizational objectives. Some researchers have noted that organizations fail to implement up to 70 per cent of their strategic plans. This study sought to determine the challenges faced by the Kenya Bureau of Standard in its efforts to implement its strategic plans. Specifically, the study tried to find out how organization structure, leadership style, top

management, staff involvement and organizational change affect implementation of strategic plans in the Organization.

Muthini (2013) purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority. The research design was a case study aimed at establishing the effect of strategic alignment on performance at Kenya Revenue Authority. The target population consisted of respondents deemed to be knowledgeable of the effect of strategic alignment on organizational performance. Data collection was based on both primary and secondary sources.

Abok (2014) sought to investigate the factors affecting the implementation of strategic plans. Findings from various studies have indicated that many organizations have slowly embraced strategic planning but the implementation process remains a challenge, resulting in well-formulated strategies that fail at the implementation stage. This study departed from the previous studies looking into relationships and endeavored to establish the factors affecting effective implementation of strategic plans in Non-Governmental Organizations in Kenya.

Kairu (2013) established the effect of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority. The research design used for this study was descriptive survey design. The population of this study was top management, middle management and supervisory employees of Kenya Revenue Authority and who have been with the institution for a minimum period of one year. Data was collected by use questionnaires.

Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study endeavored to establish the influence of managerial practices on implementation. To achieve the main objective, a survey of 96 SMEs was conducted from a population frame of 810 SMEs registered by the Nairobi City Council. Both quantitative and qualitative data were collected.

Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Four (4) companies from Dangote conglomerate quoted on the Nigerian Stock Exchange market namely; Dangote Cement Plc, Dangote Flour Plc, Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc were surveyed with a population size of 5060. The sample size survey was 371. 209 respondents from Dangote Cement Company Plc, 75 respondents from Dangote Flour Mill Plc, 48 respondents from Dangote Sugar Refinery Company Plc and 39 respondents from National Salt Company Plc using judgmental and convenience sampling technique.

Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue. It introduces concepts that can help strategists generate feasible alternatives, evaluate those alternatives, and choose a specific course of action. Behavioral aspects of strategy formulation are described, including politics, culture, ethics, and social responsibility considerations. Modern tools for formulating strategies were described, and appropriate role of a board of directors is discussed. Special attention was paid to the process of generating and selecting strategies including a comprehensive strategy-formulation framework, as well as the cultural aspect and the politics of strategy choice.

Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast. The general objective of the study was to establish the influence of strategic management drivers on the performance of hotels in Kenyan Coast. The strategic management drivers selected for the study and which formed the specific objectives of the study were to determine the effect of customer relationship management, strategic planning, strategic competitive positioning, Information Communication Technology and organizational learning on the performance of the hotel industry in Kenya's Coast.

Kanini (2012) aimed to investigate on strategic planning practices and performance of state corporations in Kenya; where the findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on strategic planning practices adopted to enable them remain competitive. The research design that was used in this study was descriptive cross sectional survey method, aimed at establishing the strategic planning practices and performance of State Corporation in Kenya.

Mutua (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County, to determine how Logistics and inventory control impact on the growth of SME's in Kisumu County, to ascertain the impact operational structure and production in the growth of SME's in Kisumu County and to establish the role of information communication and technology in the growth of SME's in Kisumu County. This research adopted a descriptive survey design where the population of interest in the County SME was visited and data collected through questionnaire, interview and conversation.

Onga'yo (2012) sought to establish the employee's perception on the influence of strategic planning on organizational performance in the Ministry of Foreign Affairs. The study used both primary and secondary data. Primary data was collected through a structured questionnaire from a sample of 84 respondents. Secondary data was collected through review of the contents of various relevant publications and reports at the Ministry of Foreign Affairs including the Human Resource manual, performance contract booklets and other relevant materials.

Opano (2013) sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya. The researcher collected qualitative data from the County secretary, Deputy Speaker, County Development Officer (CDO) and county executives. The total number of targeted respondents was 10 and the researcher managed to interview 7 of the respondents. The study was a case study of Kisii County in Kenya. The data was collected through face to face interviews with the respondents. It was revealed that Kisii County has a number of challenges that can be solved through proper strategic planning.

Ongonge (2013) sought determine how strategic planning has assisted ActionAid Kenya (AAK) to improve in performance of its programmes. This study was conducted as a case study of ActionAid Kenya. Primary data sources were used in this study where data was obtained through interactive interviews with 12 management staff and 5 partner organizations. The nature of data collected was qualitative and was therefore analyzed using content technique. Action Aid has adopted multiple strategy planning approaches and a number of tools to enhance organization performance. Taking Stock and resource allocation framework are fundamental processes to aligning strategy to implementation in Action Aid. Action Aid's organization performance evaluates impact against the Strategy Papers.

Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County, to determine how Logistics and inventory control impact on the growth of SME's in Kisumu County, to ascertain the impact operational structure and production in the growth of SME's in Kisumu County and to establish the role of information communication and technology in the growth of SME's in Kisumu County. This research adopted a descriptive survey design where the population of interest in the County SME was visited and data collected through questionnaire, interview and conversation .

Muchira (2013) assessed the relationship between strategy implementation and performance in commercial banks in Kenya. The study was a cross-sectional survey as it sought to describe data and characteristics about the population or phenomenon being studied. The target population for this study involved all the commercial banks operating in Kenya. Both primary and secondary data was collected for the purpose of this study and analyzed using descriptive statistics. From the study findings it was clear that strategy implementation influences organization performance where organization use various measures such as organization use projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to access their performance. On financial performance the study established that implementation influence organization financial performance positively.

Chege, Wachira and Mwenda (2015) sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs). Specifically the study: analyzed the effect of autocratic leadership style, assessed the effect of democratic leadership style and evaluated the effect of laissez faire leadership style on implementation of strategic plans in SMEs. Descriptive research design was used. The study population consisted of 4531 SMEs registered by Ministry of Industrialization and Enterprise development. A sample of 354 SMEs was selected using stratified random sampling.

Bassa (2015) purposed to investigate the practice of strategic planning and strategy implementation in public universities of Ethiopia. Data were collected through questionnaires from staff members (from both academic and administrative) and students; and through interviews from the management team members (Vice Presidents and Directors) of three selected public universities. The results of this study showed that in the sampled public universities: stakeholders 'participation in the process of strategic planning was found to be low; less emphasis was given to critically assessing their ever changing external environment while planning; the practice of clearly communicating their preferred strategies and activities to both academic and administrative staff was found to be minimal and ineffective; there was also lack of adequate monitoring, follow up and feedback systems; moreover, major decisions were made without aligning them with the university's preferred areas of priority and major objectives as stipulated in the strategic plan document.

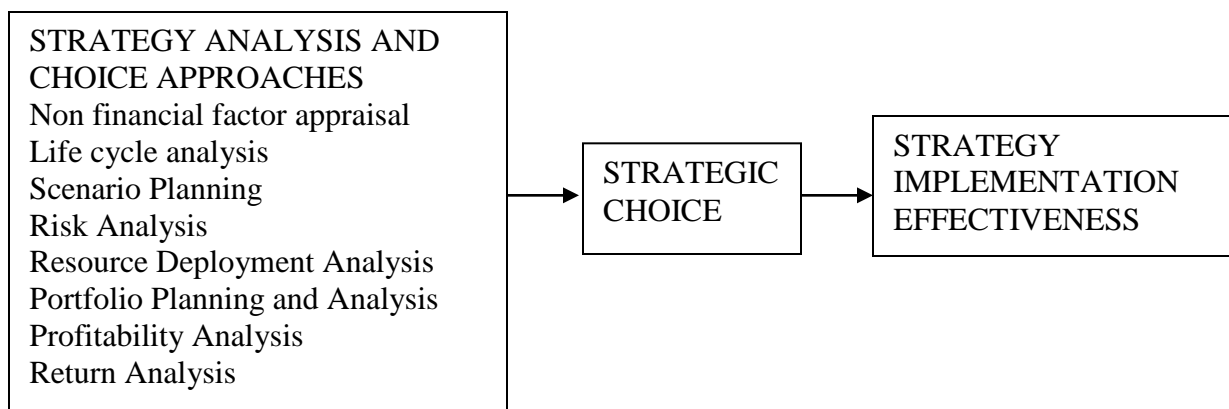
Kohzadi and Hafezi (2016) developed a conceptual model of the strategic planning process for small industrial organizations were developed and by surveying 102 managers. The applicability of the model was evaluated. This study was conducted among small industrial companies located in the industrial area of Gachsaran. Top managers of the companies that were actively involved in the formulation of strategic planning of organization formed the study population. Since this study sought to measure the effect of strategic planning on the performance of the organization as well as to evaluate the concept model, in order to analyze the data structural equation model and SPSS and Lisrel software were used. One of the most interesting findings of the study was that unlike previous studies, no significant linear correlation was found between the intensity of strategic planning environmental change. The findings show that 70 percent of organizations surveyed have concrete plans and no significant relationship was found between the intensity of strategic planning and the number of staff.

Mpoke and Njeru (2015) sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions. The study established that all the six government research institutions

studied embraced strategic management processes to a very great extent. Furthermore, management practices indicate that these institutions draw their activities from carefully formulated strategic plans developed to run for periods of five (5) years.

CONCEPTUAL FRAMEWORK

Figure 1. Conceptualized relationship between strategy analysis and choice approaches and; strategy implementation effectiveness through strategic choice



Source: Adapted from Lysons and Farrington (2012)

The relationship above indicates the role strategy analysis and choice plays in strategy implementation effectiveness. It is expected that when the approaches are applied suitably, right strategy is chosen. The choice of strategy in turn yields implementation effectiveness

RESEARCH APPROACH

The study was conducted through review of literature. More than sixty research articles were reviewed. From the literature a selection that represent diverse contexts is presented a majority of which were conducted in Kenya. Literature was synthesized, compared and contrasted to reveal gaps.

REVIEW RESULTS

From the literature presented, it can be revealed that empirical evidence focused on different areas and contexts. Whereas Emeka, Ejim and Amaka(2015) investigated the Effect of Strategy formulation on organizational performance and focused on Innoson Manufacturing Company Ltd Emene, Enugu using survey research, Özer and Tinaztepe(2012) examined how leaders have the greatest positive impact on firm performance interrogating strategic leadership in terms of

different leadership styles and test their effect on performance. On the other hand, Babatunde and Adebisi (2012) worked on the impacts of Strategic Environmental Scanning on Organization performance in a competitive business environment by studying Nestle Nigeria Plc and Cadbury Nigeria Plc. Owolabi and Makinde(2012 examined the effects of Strategic Planning on Corporate Performance using Babcock University as the case study. These works are similar to those by Per and Klause (2013) who also investigated the relationship between Strategic Planning and Company Performances in Chinese companies. The work of Andalya(2013) was also similar. He investigated the impact of strategic planning on organizational performance focusing on Equator flower farm, Eldoret branch.

Njagi and Kombo(2014) also did a similar study by determining the effect of strategy implementation on performance of commercial banks in Kenya. Close to this was the work of Maroa and Muturi (2015) who studied the influence of strategic management practices on the performance of Floriculture Firms in Kiambu County, Kenya, the work of Kanini (2012) who investigated strategic planning practices and performance of state corporations in Kenya and that of Anichebe and Agu (2013) who studied of the effects of strategy Formulation and Implementation in Business Organizations in Enugu State focusing on Anammco, Emene. Enugu. Kibachia, Iravo and Luvanda(2014) looked at the common challenge faced by all organizations, whether private or public, is how to successfully they manage strategic planning process for attainment of organizational objectives. On the other hand, Muthini (2013) purposed to establish the effect of strategic alignment on organizational performance at Kenya Revenue Authority while Abok (2014) sought to investigate the factors affecting the implementation of strategic plans and Sev and Anghahar (2014) sought to establish the factors that are responsible to organizational growth level in Dangote group of companies. Kairu (2013) added a lone voice. He established the effect of strategic responses such as ICT development, staff training, customer relationship management and strategic alliances on operational performance of Kenya Revenue Authority while Okwachi, Gakure and Ragui (2013) sought to investigate how managerial practices affect the implementation of strategic plans by SMEs in Nairobi County in Kenya. Whereas Djordjević and Drucker (2014) focused on generation and evaluation of alternative strategies, as well as selecting strategies to pursue, Uzel (2015) examined the effect of strategic management drivers on the performance of hotels in Kenyan coast and Kinyumu (2013) assessed the impact of Supply chain and capacity planning in the growth of SME's in Kisumu County.

Onga'yo (2012) sought to establish the employee's perception on the influence of strategic planning on a public entity,s performance. In the same line, Ongonge (2013) sought determine how strategic planning has assisted ActionAid Kenya (AAK) to improve in

performance of its programmes. This is not far from effort by Opano (2013) who sought to ascertain strategic planning and implementation practices at the Kisii county government in Kenya and effort by Muchira (2013) who assessed the relationship between strategy implementation and performance in commercial banks in Kenya. While Chege, Wachira and Mwenda (2015) sought to analyze the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs), Andrews, et al. (2009) tested the independent effects of strategy formulation and strategy content on organizational performance. This is close to the work of Bassa (2015) who investigated the practice of strategic planning and strategy implementation in public universities of Ethiopia. Kohzadi and Hafezi (2016) developed a conceptual model of the strategic planning process for small industrial organizations were developed and by surveying 102 managers. He sought effect of strategic planning process on performance. Mpoke and Njeru (2015) were broader. They sought to determine the effects of strategic management processes, and more specifically, the influence of strategy formulation, effects of strategy controls and impact of strategy implementation on organizational performance of selected government research institutions.

CONCLUSION

The literature as summarized above gives the impression that many studies have been carried out on the subject of strategic planning, strategy implementation, strategy formulation, strategic organization leadership , strategic management practices, environmental scanning and strategic management drivers. None of the studies focus on strategy and choice. Specifically, they do not touch on extent of application of strategy evaluation and choice approaches by organizations. Consequently, knowledge is lacking on extent of application of risk approach in strategy and choice, extent of application of resource deployment approach in strategy and choice, extent of application of scenario planning approach in strategy and choice, extent of application of life cycle analysis approach in strategy and choice, extent of application of portfolio planning approach in strategy and choice, extent of application of return analysis approach in strategy and choice and; extent of application of non-financial factor appraisal approach in strategy and choice.

Strategy evaluation and choice as has been argued by scholars play an important role in strategy formulation. The effective choice of strategy is prerequisite to strategy implementation effectiveness that leads to overall organization performance. There is need for researchers particularly from Kenya, which is a developing economy seeking growth and sustainability, to actively engage in studies that will investigate the extent of strategy analysis and choice among firms.

REFERENCES

- Andalya, C.K. (2013). Impact of strategic planning on organizational performance: a case study of Equator flower farm in Eldoret East District, Kenya. <http://ir-library.ku.ac.ke/handle/123456789/7223>. Retrieved: July 2017
- Abok, A.M. (2013). Factors affecting effective implementation of strategic plans in Non governmental organizations in Kenya. <http://ir.jkuat.ac.ke:8080/bitstream>. Retrieved: July 2017
- Agu, O.A. & Anichebe N.A. (2013). Impact of strategy formulation and implementation in ailing organisations. *European Journal of Business and Management*, 5,(20), 232-241.
- Akinyele, S. T.& Fasogbon, O.I. (2007). Impact of Strategic Planning on Organizational Performance and Survival. *Research Journal of Business Management*, 1, 62-71.
- Babatunde, B. O. & Adebola O. A. (2012). Strategic environmental scanning and organization performance in a competitive business environment. *Economic Insights – Trends and Challenges*,64(1), 24 – 34.
- Barnat,R.(2013) Strategic management: Formulation and implementation. <http://www.strategy-formulation.24xls.com/en313>. Retrieved. July 2017
- Bassa,A.B. (2015). The Practice of strategic planning and strategy implementation in public universities of Ethiopia. <http://isep.info/wp-content/uploads> Retrieved: July 2017
- Burugu, N. J. (2010). The county: Understanding devolution and governance in Kenya. Nairobi, Lecor.
- Coulter, M. (2010). *Strategic management in action*, 5th Edition, New Jersey, Pearson.
- Dawar, N. (2013). *Tilt: Shifting your strategy from products to customers*. New York, Oxford University Press.
- David F.R., & David, F.R. (2015). *Strategic management: A Competitive advantage Approach, concepts & cases*,15th Edition, New Jersey, Prentice Hall.
- David, F. R. (2011). *Strategic management: Concepts and cases*.New Jersey, Upper Saddle River, Prentice Hall.
- Gavetti, G. & Ocasio W. (2015). *Cognition and strategy*. *Advances in strategic management*, volume 32. Emerald Group Publishing Limited.
- Jenster, P.& Soilen, K.S.(2013).The relationship between strategic planning and company performance: A Chinese perspective. *Journal of Intelligence Studies in Business* 1, 15-30.
- Johnson,G., Scholes, K. & Whittington, R.(2009). *Fundamentals of strategy*,1st Edition, New Jersey ,Financial Times/Prentice Hall.
- Johnson, G., & Scholes, K. (2008). *Exploring corporate strategy: Text and Cases*, 8th Edition, New Jersey, Financial Times/Prentice
- Kairu, M.M.(2014). Effect of strategic responses on Kenya Revenue Authority operational performance. ir-library.ku.ac.ke/bitstream. Retrieved: July 2017
- Kaplan, R.S.& Norton, D.P.(2000). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment*. Harvard Business School Press
- Ketchen, D. & Short, J. (2016). *Mastering strategic management*. Minnesota, University of Minnesota Libraries
- Kibachia,J., Iravo, M., & Luvanda A. (2014). A survey of risk factors in the strategic planning process of parastatals in Kenya. *European Journal of Business and Innovation Research*,,2(3), 51-67.
- Kohzadi, M. and Hafezi S.(2016). The effect of strategic planning on organizational performance in industrial estate companies of Gachsaran 2014-2015years. *International Journal of Humanities and Cultural Studies*, special(1), 1098-1108
- Lysons, K. & Farrington, B.(2012). *Purchasing and supply chain management*. New York, Pearson Inc.

- Maroa, J.G. & Muturi, W. (2015). Influence of strategic management practices on performance of floriculture firms in Kenya: A survey of Kiambu County, Kenya. *International Journal of Economics Commerce and Management*, 3 (7), 497-506.
- Mitullah, W. and Owiti L. (2007). Women and the politics of transition In Peter Wanyande, Mary Omosa and Chweya Ludeki (eds), *governance and transition politics in Kenya*. Nairobi: University of Nairobi Press.
- Mpoke S. & Njeru A. (2015). Effect of strategic management processes on the organizational performance of selected government research institutions in Kenya. *African Journal of Health Sciences*, 28 (1), 6-11
- Muchira, W.N. (2013). Relationship between strategy implementation and performance in commercial banks in Kenya. chss.uonbi.ac.ke. Retrieved: July, 2017
- Muthini, M.J. (2012). The effect of strategic alignment as a source of performance at Kenya Revenue Authority. erepository.uonbi.ac.ke/bitstream. Retrieved: July, 2017
- Mueller, G.C., Mone, M.A., & Barker, V.L. (2007). Formal strategic analyses and organizational performance: Decomposing the rational model. *Organization Studies*, 28 (6), 853-883.
- Mugenda, O. & Mugenda, A. (2003). *Research methods: Qualitative and quantitative approaches*. Nairobi: Africa Centre for Technology Studies.
- Mule, J. (2014, November, 20th). Increasing the level of satisfaction with county governments. Transparency International Kenya
- Mutua, K.J. (2013). Operational challenges in the growth of small & medium enterprises in Kisumu County, Kenya. <http://hdl.handle.net/11295/63363>. Retrieved. July, 2017
- Njagi, L., & Kombo, H. (2014). Effect of strategy implementation on performance of commercial banks in Kenya. *European Journal of Business and Management*, 6(13), 62-71.
- Onga'yo, E. (2012) Employee perception of the influence of strategic planning on organization performance at the Ministry of Foreign Affairs, Kenya. www.erepository.uonbi.ac.ke. Retrieved: July , 2017
- Ongonge, J. (2013). Relationship between strategic planning and organization's performance in non governmental organizations (NGO): A case of Actionaid, Kenya. <http://chss.uonbi.ac.ke/sites/default/files/chss>. Retrieved: July , 2017
- Opano, J. O. (2013). Strategic planning and implementation practices at the Kisii county government in Kenya. <http://erepository.uonbi.ac.ke:8080/xmlui>. Retrieved: July , 2017
- Owolabi, S. A. & Makinde, O. G. (2012). The effects of strategic planning on corporate performance in university education: A study of Babcock University. *Kuwait Chapter of Arabian Journal of Business and Management Review* 2, (4), 27-036.
- Pearce, J.A. and R.B. Robinson, Jr, (2009). *Strategic management: Formulation, implementation and control*. New Jersey, Prentice Hall.
- Porter, M.E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*. 34. 61- 70.
- Spender, J.-C. (2014). *Business strategy: Managing uncertainty, opportunity, and enterprise* 1st Edition. United Kingdom, Oxford University Press
- St -Hilaire, W. G. A. (2011). Empirical evaluation test of the strategic planning process on the overall performance of the company. *Global Journal of Management and Business Research*, 11(1), 41-50.
- Wheelen T. L. & Hunger, J.D. (2015). *Concepts in strategies management and business policy* – 14th edition, New Jersey, Prentice Hall
- Wheelan, T. & Hunger, J. (2006). *Cases : Strategic management and business policy*, 10th edition, New Jersey, Prentice Hall, Inc
- Uzel, J.M.M. (2015) Effect of strategic management drivers on the performance of the Hotel Industry in Kenyan Coast. ir.jkuat.ac.ke/bitstream. Retrieved: July , 2017