



THE WINNING STRATEGY

Dr. MARY MUGO

Endorsements

The author of the *Winning Strategy* is an accomplished strategic management expert. She has years of practical and theoretical experience in spearheading strategic drives across different fields including personal care products, aviation services, corporate management among others. The concepts and ideas advanced in this book are practically transformative and capable of changing the fortunes of an organization if implemented effectively.

Nzilu Musyoki, PhD.

Consulting Specialist-Research and Corporate Leadership

I highly endorse and recommend this book. Through this work, the author shares deep knowledge and insights on the subject of strategic planning and management in a way that will enable managers in Kenya to effectively address the challenges they face. This is exemplified in the apt and ample examples that the writer has used for illustration. The book is

also highly practical given the hands-on exercises and discussion questions that are spread through every chapter. This work is also rich in alternative approaches and models that practitioners would use given diverse organizational environments and situations.

Upon reading the book from cover to cover, I was struck by its natural flow and ease of comprehension. The author uses simple and yet appropriate academic language. This work will therefore find a ready market amongst strategic planning consultants, University faculty and students alike. In fact, it could very well end up being mandatory reading material for certain courses at the University.

I am confident this book will certainly add value to the current arsenal of strategic management knowledge and literature in Kenya's and beyond.

Humphrey Mokaya

Director Learning and Development, Kenya school of Government.

A delightful book and very helpful step-by-step guide for national and county government planning with workable examples relevant in Kenya.

Paul Kamaku.

Strategic Management Consultant and Public Sector Certified Trainer with USAID & Goldman Sachs, USA.

Dr. Mary Mugo is an excellent example of practitioner turned academician. She has launched several products with my company prior to her academic post which involved just about every element of strategic marketing, people management, product life cycle management and negotiation. With this book she is demonstrating her theoretical knowledge and practical experience.

The world we live in is changing fast and currently, there is a huge focus on Africa. Kenyan and African businesses are yearning for graduates who understand factors that drive success in careers and business and I believe this book will serve as a tool to equip them. This book will help prepare graduates for the real world based on the author's advice which is drawn from years of experience.

Nihal Shah.

C.E.O, Biodeal Laboratories Ltd and Ray Pharmaceuticals Ltd.

Time has come for Africa to offer its own practical business solutions that are unique to her business environment. Speaking of practical, there are motivational speakers and doers, then there is Dr. Mary Mugo. The author is an exceptional corporate trainer, coach and consultant. She displays excellent understanding of Strategic Business Environment and has put that understanding in this masterpiece.

This book will be a resource both to the industry and the world of academia. Business schools, all types of organizations and consulting firms cannot afford to leave this resource out of their libraries. It is a practical guide to managers and consultants in the formulation and implementation of the winning strategy.

Moriasi A. Maranga.

Management Consultant and Managing partner, ASK International Ltd.

Dr. Mary Mugo's input was very instrumental in the turn-around of our Institution. Her understanding, experience and tact in the subject of strategic planning is outstanding. Through this book, she shares her resourcefulness with the world. This is a must have book for all who are in organizational leadership and management.

John Gitonga Ndirangu

Principal, Michuki Technical Training Institute.

This book provides quite a delightful guide full of crucial information for those seeking high levels of organizational effectiveness. If strategy has always baffled you, the book is key to unlocking its mysteries and creating an in-depth, yet easy to understand,

with practical illustrations that help to synthesize and internalize the important points of discussions.

The book is not only a masterpiece full of knowledge, but I also find it very informative, practical, mind boggling and insightful to the leaders and organizations of the future! This remarkable book has been written skillfully with a rare mix of practical wisdom on what to do and how to do it. Once you read the book, you will understand strategy in such a unique and easy way that creates in you that ability to easily lead your organization to effectiveness.

Kipyegon G. Koech.

Internal Auditor, Multimedia University of Kenya.

Dr. Mary Mugo is one of the most remarkable, compelling and impressive lecturer and management consultants we have ever had. Her exceptional knowledge and skill in Strategic Management, will help shape both knowledge and practice in the industry. This book will be a useful resource to management students, corporate leaders as well as other leaders.

Fairoozah Basward.

Deputy Managing Director, Nairobi Aquarium Store.

About the Author

Dr. Mugo is a result-oriented, hands-on professional trainer and consultant with successful record of accomplishments in various sectors in Kenya. She has held various management positions in the private sector and in a public university and is hence knowledgeable and experienced both in theory and practice in the areas of Strategic Management, Strategic Leadership, Strategic Marketing and Strategic Human Resource Management which are also her areas of consultancy and research. She has undertaken assignments in the above areas for Kenya School of Government; ASK International, Wote Group, Kenya Institute of Management, Norken, Frigo Glass East Africa Ltd, Faulu Kenya, BioDeal Laboratories, Githunguri Dairy, Michuki Technical Training Institute, Ray Pharmaceuticals, Andy Adams and Brand Kenya Board through Marketing Society of Kenya .

Dr. Mugo holds a Doctor of Philosophy in Business Administration (Strategic Management)-Kabarak University, Kenya; a Masters in Business

Administration (Strategic Management)-United States International University, Kenya; and Bachelor of Commerce (Marketing)-University of Nairobi, Kenya [First Class Honors]. She has also attended Leadership trainings in New York, USA and in Kenya. She is a tested Business Administration lecturer in major Universities in Kenya since the year 2007. Prior to joining the field of academia, she worked in 748 Air services as a Marketing Manager, Kenyaweb.com Ltd as Sales & Marketing Manager, SC Johnson as Brand Manager and Gap Promotions as company operations manager.

She has conducted research and published several articles in refereed journals in the following areas of research; Strategic Branding, Strategic Planning, Determinants of Quality, Succession Planning and Family Businesses, Corporate Growth Strategies and Culture and Management Succession.

She is a tested and licensed Human Resource Practitioner, full member of Institute of Human Resource Management and Marketing Society of Kenya.

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PREAMBLE

Organizations operate in constantly changing environments characterized by uncertainty and hyper-competition. This therefore calls for organizations to engage in strategic thinking to manage the resultant dynamics. Organizations that understand and are able to manage the environment they operate in are likely to achieve above average returns since they are able to exploit the opportunities in their environment using their capabilities. An organization cannot be everything to everyone hence there is need for clarity as to it's core business, vision and the strategies to realize the vision. Organizations must shape the game they play rather than playing the game they find. With increased competition and attempts to work out reliable manoeuvres, there is need for organizations to continuously come up with strategies that will respond to the dynamic environment they operate in as well as help them stay above the competition. They must be strategically competitive and this is only possible if they engage in successful formulation, implementation, evaluation and monitoring of value creating strategies. It is by achieving this strategic

competitiveness and exploiting their competitive advantage that an organization can realize its primary objective. A strategic plan should not be a document that is developed for the sake of it, but should be one that is done through a consultative approach ensuring that all the employees buy in to the contents of the document. Organizational culture plays a critical role in strategic planning. Therefore the top management must build a culture that supports strategic thinking. Leadership is integral in strategic planning process and the top management must be committed to the process and play their role to ensure the process succeeds and achieves the intended results. I echo the words of Peter Drucker that there is nothing so useless as doing efficiently that which should not be done at all.

FOREWORD

For a long time scholars, students and practitioners of strategy in Kenya have relied on books, research articles and reference materials authored by non-Kenya writers. The release of this book marks the end of that scenario. This is one of the Kenyan books that mark a watershed in the arena of strategic planning and management.

The book is an easy to read, crafted in comprehensible language and replete with relevant and practical examples. The author adopts a first person persona and by virtue of this, a pleasant rapport with the reader is struck. This writing style also engenders plausible transfer of knowledge and competencies to the reader and by extension, their organization.

Students and facilitators in Universities will find this book particularly valuable because of its rich and carefully thought out questions and exercises. The book will ground the reader in practice given that it examines practical realities, dilemmas, opportunities and challenges in organizations today.

This book provides a common, standardized, and uniform framework for understanding the strategic planning journey and prerequisites: an appreciation of strategic planning concepts; elements of environmental scanning; strategy formulation; models of strategy; implementation of strategy; evaluation and control of strategy. Importantly, this work underscores the imperatives of leadership, organizational culture and the dynamism of change in strategic planning and management.

In a nutshell, this book should effectively contribute to the arsenal of knowledge in strategy development existent in Kenya. The book's practical orientation and manifold illustrations will be handy tools for facilitators, students and practitioners in the field of strategy development.

Professor Leah T. Marangu

Former Vice Chancellor, Africa Nazarene University,

Seasoned Educationist and Scholar,

Member of FAWE Africa,

East Africa's First Female Professor and Vice Chancellor.