FACTORS INFLUENCING IMPLEMENTATION OF COMPETITIVE STRATEGIES IN THE INSURANCE INDUSTRY IN KENYA

Pricillah Kamene Saidi
Masters of Business Administration, Jomo Kenyatta University of Agriculture and Technology, Kenya

Godfrey Makau
Jomo Kenyatta University of Agriculture and Technology, Kenya


ABSTRACT

While strategy is a practically central concern in contemporary management, its successful implementation remains an essential challenge for virtually any organization. Insurance industry is one of the most competitive industries in Kenya with 49 players. This study was set to determine factors influencing implementation of competitive strategies in the insurance industry. This study was important because it will assist in developing strategies for sustainability, identifying priority areas for actions so as to gain Competitive Advantage. The research objectives were: to analyze the factors influencing implementation of competitive strategies in the insurance industry in Kenya, to determine the role of communication on competitive strategy implementation in the insurance industry in Kenya, to establish the extent to which organizational culture influence implementation of competitive strategies in the insurance industry in Kenya and to determine the role of organization recourses allocation on the implementation of competitive strategy. There are 49 insurance companies from this population a census methodology was applied to all the licensed insurance companies. The use purposive sampling approach ensured inclusiveness of the respondents that had relevant information to the study who in this case were marketing manager, operations manager and branch manager. Random sampling technique was used to select one respondent from the three. One respondent was deemed sufficient for the study since the three are involved in competitive strategy implementation process. The data was collected using a self-administered questionnaire procedure, where the questionnaires were administered to the selected respondents through drop and pick later technique. Data was analyzed by aid of Statistical Package for Social Sciences (SPSS) and relationship tested using chi-square. Communication, organization culture and resource allocation influenced implementation of competitive strategies. Difficulties in accessing feedback compromised attainance of performance, and poor mode of communication influenced execution of competitive. Weak subscription to the mission statement, lack of involvement of staff in formulation of corporate rules and regulation which make them feel resistant to the rules.
and regulation, lack of operation manuals influenced implementation of competitive strategies. Finally, resources allocation affected strategic implementation through budgetary allocations, financial controls, and revenue efficiency. The researcher recommends that the companies should develop operational annuals and employees should be enlightened on the importance of subscribing to the mission statement of the organization.

**Key Words:** competitive strategies, insurance industry, Kenya

**Introduction**

Competition is a universal social process that exists in all types of societies either civilized or uncivilized. Every firm competing in an industry has a competitive strategy whether explicit or implicit. This competitive strategy may have been developed explicitly through a planning process or it may have been developed though the activities of the various functional department of the firm. Left to its own devices, each functional department will eviticaaly pursue approaches dictated by its professional orientation and the incentives of those in charge. However, the sum of these departmental approaches rarely equals the best strategy (Porter, 1980). The competitive strategy developed by an organization may be good but if its implementation is poor, the intended competitive strategic objectives may not be achieved. To ensure survival and success, firms do not only need to formulate competitive strategies but also must ensure appropriate execution of strategy at all levels (Alexander, 1985).

Porter (1980) observed that any firm which competes in a sector has a competitive strategy whether it has been determined or not. Competitive strategy searches the answers of these questions: what are the elements leading the competition in the sector? Which actions are the competitor likely to do and what is the best reaction method for this? How will the sector develop? How can the firm be positioned best for a long-term competition? The answers to these questions can be a basis for competition strategies that will be improved by the companies. Working out a competitive strategy means working out a general formula which explains how a company will compete, what goals it should have, which policies it should follow to reach these goals.

During the last few years, the insurance industry has undergone a series of changes through financial reforms, advancement of communication and information technologies, globalization of financial services and economic development. Those changes have had a considerable effect on efficiency, productivity change, market structure and performance in the insurance industry. Insurance companies are now facing extreme challenges in the current competitive environment because the changes and new services became the base of marketing and in order to face those challenges, insurance companies began to go towards creation of competitive strategies for survival in the market (Business Monitor International, 2012).
The main role of insurance companies is taking away risks or fears from a client and promising to pay for any losses or damage that may affect client’s properties or life. The insurance industry is not a single market governed by a single regulatory regime, but a number of separately regulated, related markets. Most regulatory regimes broadly distinguish four classes of insurance: life insurance; health insurance; property and casualty insurance; and reinsurance (Insurance Regulatory Authority, 2013). The level of regulation and competition in each class can differ markedly. Some insurance products, especially life products compete with products offered in other segments of the financial sector, most notably products produced by superannuation funds. Some insurance products compete with “self-provision” of insurance, particularly by large corporations (Insurance commission, 2007). The insurance sector in OECD (Organization for Economic Co-operation and Development) countries remains a very heavily regulated sector. The primary public policy concern underlying this regulation relates to concerns over the willingness and ability of consumers to observe and monitor the financial health of their insurer, especially when insurance is made compulsory. In the past, this lead to a variety of policy interventions designed to restrict competition. Deregulation has involved a lifting of these restrictions on competition, a refocusing of regulation on prudential controls and consumer protection issues, and a focusing of regulation on consumer product lines (Association of Kenya Insures, 2012).

In the insurance industry (as in other parts of the financial sector), the sector-specific regulator typically has some form of authority over mergers and agreements among competitors. This can lead to conflict with the competition authority, especially when the jurisdiction of the regulator extends to judgment on competition issues. Although the possibility for conflict can be minimized through explicit cooperation agreements (such as in Norway), it appears that the most appropriate arrangement is through a clear separation of responsibilities, with responsibility for competition analysis delegated to the competition authority. Recent institutional reforms in Australia and the Netherlands have granted exclusive competition jurisdiction to the competition authority in both countries (insurance commission, 2007)

Presently there are 49 registered insurance companies in Kenya, some offering general insurance, some life insurance while composite insurers sell both life and general. The products offered by insurance companies are generally the same although each company has a set of value added services for consumers (Insurance Regulatory Authority, 2013). The Kenya insurance industry has been one of the key drivers of the Kenyan economy. The industry has been undergoing change every now and then and there has been no guarantee that any company will succeed financially faced with changes that occur. There is a lot of competition among the industry players and the dynamic business environment means that for a company to do well financially, they have to outdo their rivals. Insurance is the promise given from one party to another in protection of individuals and assets of the other against any risk by paying premiums as protection assurance. The risk is an outcome of unforeseen circumstances. (Association of Kenya Insures 2012). Kenya’s insurance sector is regulated by the Insurance Regulatory Authority,
which was established under the Insurance (Amendment) Act of December 2006. The act became effective on May 1, 2007. Prior to 2007, the insurance sector was regulated by the Office of the Commissioner of Insurance, part of the Ministry of Finance that was established early 1987. (Association of Kenya Insurers, 2011)

Statement of the problem

Firms have not been short of strategies but have fallen short of strategy implementation (Charan & Colvin, 1999). Charan & Colvin (1999) estimate that, 70% of chief executive officers fail due to bad execution. Situations arise where the business environment is not conducive to business success, leading to aggressive competition for survival. Under such situations it is imperative that managers and scholars alike have ready access to empirically supported evidence that identifies the competitive strategy that may deliver comparatively superior performance in terms of the level of implementation achieved. This would therefore provide them the opportunity to posture the firm for success. Atamba (2013) evaluated strategy implementation in 43 commercial banks in Kenya and concludes that strategy implementation have been a challenge in the banking sector in Kenya. Since the implementation of the strategies have been a problem to firms as indicated by Charan and Colvin; the researcher took interest to carry out a study on factors that influence implementation of competitive strategies in the insurance industry which is very competitive with 49 different players in Kenya.

General Objective

The main objective of the study was to analyze the factors influencing implementation of competitive strategies in the insurance industry in Kenya.

Specific Objectives

1. To determine the effects of communication on competitive strategy implementation in the insurance industry in Kenya.

2. To establish the extent to which organizational culture influence implementation of competitive strategies in the insurance industry in Kenya.

3. To determine the effects of resource allocation on the implementation of competitive strategy.
Theoretical Framework

Kothari (2004) defines a theory as a set of interrelated concepts and propositions that specify relations among variables used to predict phenomena. The project study used Sequential Thinking Theory and Recourse Based view Theory in order to create a foundation for the study to establish factors that influence competitive strategy implementation in the insurance industry in Kenya.

Sequential Thinking Theory

Hrebiniak and Joyce (2006), suggests that implementation is not only an important and difficult process but also a complex field of research. Most often than not, it is regarded as miscellaneous, interdisciplinary and particularly concerned with the integration of management disciplines. As a practice, it greatly focuses on the performance of organizations. Based on an extensive analysis of firms exhibiting and sustaining an unusual high-performance and firms able to achieve such a state in the short run, they identified four key factors influencing high performance. These are, Direction: developing a clear strategic direction; Efficiency: establishing a fast and effective organization; Adaptability: developing an adaptive culture; and Focus: Shifting from focus on customer and cost reduction to the broad picture. According to Hrebiniak and Joyce (2006), the people in charge of implementation need both a sequential and a simultaneous thinking. This particularly applies to key decisions. The sequential thinking defines a logical sequence or chain of causality or the relationship between consecutives and interconnected events. To design this chain, a manager should decide on the event or the first action (A) to be implemented. This raises the questions of what are the effects on event (B) and alternatively what are the necessary changes in (B) to support the implementation of (A). This implies that the relationship between event A and B must be established. After it will be necessary to discern the link between the following events until the last relationship is established (Z). Although the utility of such step-by-step analysis is relevant to the rational development of the implementation process, the underlying simplicity and narrowness of scope is not enough. Consequently, the manager will need an integrative vision of the events to infer the total or final effect in the function and structure of the organization if each event is implemented and takes place.

Sequential Thinking Theory is very important in the competitive strategy implementation since, Analysis in the implementation process should be conceptually broad and not entirely focused on specific events. Of course, embedding sequential and simultaneous thinking into the decision-making process of organizations is not an easy task and in some cases, it might be impossible. In general, the complexity of problems is reduced by fragmenting them into smaller and manageable parts, often at the cost of losing the broader perspective.
Resource Based View Theory

The resource-based view (RBV) emphasizes the firm’s resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analyzing sources of competitive advantage (Peteraf and Barney, 2003). First, this model assumes that firms within an industry may be unique with respect to the bundle of resources that they control. Second, it assumes that resource uniqueness may persist over time because the resources used to implement firms’ strategies are not perfectly mobile across firms (i.e. some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate). Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage.

Peteraf and Barney (2003) found that “performance differentials are viewed as derived from rent differentials, attributable to resources having intrinsically different levels of efficiency in the sense that they enable the firms to deliver greater benefits to their customers for a given cost (or can deliver the same benefit levels for a lower cost)” according to them the assumed heterogeneity and immobility are not, however, sufficient conditions for sustained competitive advantage. Barney (1991) adds that, a firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of a sustained competitive advantage.

The resource-based view theory is very important theory in strategy implementation because resources are essential to ensure that the competitive strategies are well implemented. If resources are not well allocated the implementation of strategy becomes almost impossible

Conceptual Framework - Review of Variables

Communication

In communicating competitive strategy, the organization is communicating change. Communication is the process of aligning the extent and scope of change and the approaches of implementation with the values and principles outlined in the related policy document (Jones, 2008). All competitive strategies are formulated and developed with inter-departmental consultation depending on whether it is developed to focus upon a specific topic, area or aspect of the organization, which in itself is communication. To become a successful strategy implementer and executor, the top management personnel should clearly communicate to all stakeholders and operational personnel what the new strategic decision is all about (Alexander, 1985). Any delay caused through poor communication or coordination could create conflict between parties and have an impact on business and relationships. Aaltonen and Ikavalko (2002) emphasize the role of the middle managers’ in communicating strategies. They are responsible for the continuation of the flow of strategic information through informal communication between superiors and subordinates.
Jones (2008) notes that, the implementers need to communicate what they want to achieve and how they will go about it. By doing this, they get people motivated and remove the blocks, embedded within the culture of the organization that may hinder success. They get people behind the competitive strategy, adding to it and making it work in their part of the business, that is, they make it happen. Kogut (2006) point out that excellent communications and transparency between involved parties, as well as clearly defined performance factors, play a vital role to create trust in the implementation and execution phase.

Forman and Argenti (2005) state that, “although an entire discipline is devoted to the study of organizational strategy, including competitive strategy implementation; little attention has been given to the links between communication and strategy.” But Forman and Argenti also note that business communication researchers have become increasingly interested in the contribution of corporate communication to a company’s ability to create and disseminate its strategy in the last decade. However, very few authors have investigated the link between corporate communication and competitive strategy, and when they have their focus has primarily been on how corporate communication affects the firm’s relationship with its various stakeholders.

Rapert (1998) found that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication. (Heide, Gronhaug and Johannessen, 2002), indicate that there are various types of communication problems (without specifying what they are). These communication issues may be influenced to some extent by the organizational structure. Heide, Gronhaug and Johannessen, they constitute the key barrier to the implementation of planned strategic activities.

Rapert, Velliquette & Garretson (2002) state that communication and shared understandings play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization’s performance improves. They explore vertical communication linkages as a means by which strategic consensus and performance can be enhanced.

**Organization culture**

Nowadays, no organization can go on its mission and last in the world of competition without maintaining a strong advantageous culture. The study on the effects of organizational culture was started in 1980s, today is matching itself with new human values and styles of development which have brought new era in enterprises. The culture of an organization is a set of norms, values and beliefs. These have developed over time, unplanned and emergent. However, the culture of an organization is something that can have an enormous impact on the way in which an organization operates, and its effectiveness. It is also something that can be assessed and, if necessary, changed over time.
Lopez (2004) observes that a consensus on the idea that organizations making the effort to introduce a culture which encourages communication among their members and motivates employees to question fundamental beliefs will achieve a favorable working atmosphere. The pervasiveness of an organization’s culture requires that management recognize underlying dimensions of their corporate culture and its impact on employee-related variables such as satisfaction, commitment, cohesion, strategy implementation, performance, among others (Lund, 2003).

Studies have tried to prepare some conceptual models and test the effect of organizational culture (Navanjo-Valencia et al., 2011). A noticeable influence of a powerful culture clears up on the subject of competitive strategy implementation. As well as the formulation of a competitive strategy seems critical, its execution should be considered vital. Only organizations which implement almost all their competitive strategy achieve good records on profitability. However, only a few studied implicitly the effect of culture on strategy implementation (Van Der Maas, 2008).

Therefore, with the importance of culture as a unifying and encouraging factor, it has to be considered in the implementation process. Thus, it is a must to measure which kinds of cultures will help organization implement its competitive strategic objectives. Also, it is necessary to find out the effects of culture’s components on competitive strategy implementation.

**Resources allocation**

Barney’s (1991) firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies. Okumus (2001) viewed resource allocation as the process of ensuring that all necessary time, financial resources, skills, and knowledge are made available. It is closely linked with operational planning and has a great deal of impact on communicating and providing training and incentives. Key issues to be considered are procedures of securing and allocating resources for the new strategy, information, and knowledge requirements for the process of competitive strategy implementation, time available to complete the implementation process, political and cultural issues within the company and their impact on resource allocation.

Hunter (2007) observes that regardless of the precise nature of a policy or strategy, and the support that exists for it, if the means to implement it are either nonexistent or inadequate in terms of capacity or capability, or both and then it will count for little. Sterling (2003) sees chronic lack of resources, capital or otherwise, as hindering implementation of strategy. Effectiveness in resource allocation also requires that managers continuously monitor their structures and control systems to find ways to restructure or streamline them so that they operate more effectively. Their culture is often based on values that emphasize the bottom line. Organizations strive to control employees’ behavior by linking reward systems to their control systems (Hill and Jones, 2010).
Alexander (1991) argues that, strategy implementation addresses the issue of how to put a formulated strategy into effect within a defined time, budget, human resources, and its capabilities. This means that budgeting should be a fundamental part of any action planning, especially where capital-intensive strategies are concerned. Without an executable plan and resources to implement that plan, even the most innovative strategy is merely words on paper (Wery and Waco, 2004).

Research Methodology

Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data Kothari (2004). Descriptive design was used in the study. The descriptive design was selected in this study because it enabled the gathering of numerical and descriptive data to assess the relationship between the variables. This made it possible to produce statistical information on factors influencing implementation of competitive strategies in the insurance industry in Kenya.

Population

Target population refers to the one which a researcher wants to generalize the results of the study (Mugenda and Mugenda, 2003). The population under study constituted of 49 licensed insurance companies operating in Kenya according to the Association of Kenya Insures Annual report (2013).

Sample Frame

The sampling frame of this study included the 49 insurance companies. A sample frame is a list that includes every member of the population from which a sample is to be taken. It is the complete list containing all the sampling units of the population (Kothari, 2004).

Sample and sampling Technique

A census of 49 insurance companies was conducted. Purposive and random sampling techniques were used to select the respondents. According to (Kothari, 2004) a complete enumeration of all items in the ‘population’ is known as a census inquiry. Census was used in this study since the population of the insurance companies is small. The use purposive sampling approach ensured inclusiveness of the respondents that had relevant information to the study who in this case were marketing manager, operations manager and branch manager. Random sampling technique was
used to select one respondent from the three. One respondent was deemed sufficient for the study since the three are involved in competitive strategy implementation.

**Research Instruments**

Primary data collection instruments in form of questionnaires were used to collect the data from the respondents. The questionnaire comprised of both open and closed ended questions. The closed ended questions were used because they conserved time and they were easy to fill as well as easy to analyze as they were in an immediate usable form. However the open ended questions were also used to encourage the respondent to give in-depth response without feeling held back. According to Kothari (2004), the questionnaire method of data collection is quite popular, particularly in case of big enquiries and hence questionnaire method was deemed most appropriate as an instrument for the study due to its practicability and applicability to the research problem and the size of the population. It was also cost effective and gave adequate time to the respondent to fill in and return to the researcher (Mugenda and Mugenda, 2003).

**Data Collection Methods**

The data was collected using a self-administered questionnaire procedure, where the questionnaires were administered to the selected 49 respondents through drop and pick later technique. This will gave the respondents enough time to fill the questionnaire.

**Pilot Study**

Before the commencing the main study, a pilot study was conducted on the pre-selected insurance companies, using the questionnaire to determine the validity and reliability of the questionnaires. Reliability which is a measure of the degree to which research instruments yield consistent results (Mugenda and Mugenda, 2003) was measured by pre-testing the questionnaire. Mugenda and Mugenda (2003) propose that a sample size from the range of 1-10% of the sample frame is an appropriate frame to engage in a pilot test, hence 3 respondents from the sample size was sufficient for the purpose of pilot testing. The pilot study tested the logic, clarity and objectivity of questions in the questionnaire. The pre-test also enabled the researcher to check whether the variables collected could easily be processed and analyzed.

**Data analysis and presentation**

According to Gay (1992), the most common method of reporting a descriptive research is by developing frequency distribution table, calculating percentages, and tabulating them appropriately. At the end of data collection, data collected from the questionnaires was organized in accordance to research objectives. Data was therefore analyzed by aid of Statistical Package
for Social Sciences (SPSS) and the relationship between dependent and independent variables was established by use of chi-square.

**Research Findings and Discussion**

**Relationship between Variables**

The main objective was to analyze the factors influencing implementation of competitive strategies in the insurance industry in Kenya. The dependent variable is the implementation of competitive strategies. The variable was tested against three independent variables that included organization culture, resources allocation, and communication. A chi-square analysis was used to test the independence between the variables. (Chi-square is a test of independence that establishes whether the relationship between the variables is statistically significant). The following results were obtained.

**Communication against Implementation of Competitive Strategies**

On determining whether communication influence implementation of competitive strategies a chi-square was done at Degrees of freedom was 25.121, the level of significance was 0.05 (default value). A P value of 0.000 was obtained and the Chi-square value was 19.200. The p value is less than the level of significance. There is a statistically significant relationship between the two variables. Implementation of competitive strategy is dependent on the communication. This therefore meant that for competitive strategies to be implemented the mode of communication and feedback need to be very effective in the organization is very essential.

**Organizational Culture against Implementation of Competitive Strategy**

On determining whether Organizational culture influence implementation of competitive strategies a chi-square was done at Degrees of freedom was 3, the level of significance was 0.05 (default value). A P value of 0.000 was obtained and the Chi-square value was 23.931. The p value is less than the level of significance. There is a statistically significant relationship between the two variables. Implementation of competitive strategy is dependent on the Organizational culture. This therefore meant that for competitive strategies to be implemented the Mission Statement, Corporate Rules and Regulations and operational manuals and guides need considered during the implementation process.

**Resources Allocation against Implementation of Competitive Market Strategy**

On determining whether resource allocation influence implementation of competitive strategies a chi-square was done at Degrees of freedom were 9, the level of significance was 0.05 (default value). A P value of 0.000 was obtained and the Chi-square value was 38.285. The p value is less than the level of significance. There is a statistically significant relationship between the two
variables. Implementation of competitive strategy is dependent on the resources allocated. This therefore meant that for competitive strategies to be implemented the effective resource allocation in the organization is very essential.

Summary of the Findings

Competitive strategies are very important for survival of an organization in a competitive environment; it is therefore important for an organization to formulate and implement competitive strategies. The main purpose of the study was to analyze the factors influencing implementation of competitive strategies in the insurance industry in Kenya. The study was conducted through a descriptive design with a target population of 49 respondents from the selected insurance companies. Data was collected using a structured questionnaire. The summary of findings on each variable were as follows

Assessing role of communication on implementation of competitive strategies indicators such as access of feedback and mode of communication preferred were used. The study found that there was difficulty in accessing feedback from employees which compromised attainment of performance of the respondents. The study also found that downward communication at the insurance companies was mainly effected by use of written messages. Other than this, management consulted individuals, while staff meetings rarely used. 66.7% of the respondents indicated that mode of communication affected execution of competitive strategies in place, while 33.3% responded that the mode of communication didn’t affect implementation of competitive strategies in place.

Assessing the influence of culture on implementation of competitive strategies indicators such as corporate mission, rules and regulations and operational manuals were used. The study found that employees’ understanding and support towards attainment of corporate mission was weak. This implied that although all employees worked for the companies, some of them did not understand core corporate objectives underlying their individual responsibilities. Most often than not, the rules and regulations applied on employees at the companies were a creation of the management. However, some rules and regulations originated from the independent consultant. The employees were rarely or hardly involved in making or contributing to essential rules and regulations that governed their relationships this therefore resulted to feeling of discrimination among the employees.

Majority of the companies did not have operational manuals for most of the technical undertaking delegated to them. Only a smaller portion saw the need to incorporating manual documentations in guiding staff towards achieving common goals. This probably denied the organizations employees’ efficiency of synchronizing their focus towards realization of strategic goals.
The resource allocation objective in the study was accomplished by analyzing the indicators such as budgetary allocation, financial controls and opportunities and conducive Resource allocation Policies for equitable distribution of opportunities for staff development and efficiency in revenue generation. 63.9% of the respondents said that less than 10% budget is allocated to competitive strategy implementation, 19.4% of the respondents responded that 10%-30% budget is allocated to competitive strategy implementation, 13.9% of the respondents said that 31%-50% budget is allocated to competitive strategy implementation and only 2.8% of the respondents responded that more than 50% budget is allocated to competitive strategy implementation. The amount allocated for purposes of implementing strategies was therefore hardly enough. This was partly caused by insufficient of funds since revenue collection was also inefficient.

The results also indicated that the companies use several financial controls to ensure funds are used as expected; majority of the companies had conducive Resource allocation Policies for equitable distribution of opportunities for staff development. 63.9% of the respondents indicated that the companies had conducive Resource allocation Policies for equitable distribution of opportunities for staff development and only 36.1% of the respondents indicated that the companies had conducive Resource allocation Policies for equitable distribution of opportunities for staff development.

Conclusions

From the study findings, it is concluded that communication, organization culture, strategic and resources resource affected implementation of competitive strategies in the insurance industry. In terms of communication; difficulty of accessing feedback influenced performance in great extent; written mode of communication was also very commonly preferred as a result of highly structured downward communication effected employees’ mobilization to executing competitive strategies in place. The mode and feedback therefore influenced the implementation of competitive strategies in the industry. Culturally, poor internationalization of mission and strategic content, lack of participation in making of rules and regulations and lack of operational manuals affected implementation of the competitive strategies in place. Finally, resources allocation affected competitive strategy implementation through budgetary allocations, financial controls, conducive resource allocation policy for equitable opportunity for staff development and revenue efficiency. The amount allocated for purposes of implementing strategic plans was hardly enough. This was partly caused by lack of funds since revenue collection was inefficient. Notably, however, financial controls were fairly well executed in quest of avoiding wastages and misallocations; there was also conducive resource allocation policy for equitable opportunity for staff development which is very important in staff motivation, gaining of skill and knowledge which enhance implementation process.
Recommendations

Based on the research findings, it is recommended that the insurance companies should improve on the mode communication. They should choose a mode that is appropriate and will communicate the goals and objectives of the organization so as to enable execution of the competitive strategies in place. Feedback is very important in the communication process it is therefore recommended that the insurance companies should ease the flow of feedback so as to enable implementation process. Further, it is recommended that internal culture that does not support ultimate realization of objectives should be avoided by first ensuring that all employees are well inducted into their roles and space in service delivery. The study also recommends that the insurance companies should develop operational manuals which will guide the employees for most of the technical undertaking delegated to them. On resource allocation, it is recommended that the companies should allocate enough finance since implementation process requires funds and resources.

References


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