

## **Strategic Planning Practices on Competitive Advantage of Seventh Day Adventist Movement in Nairobi City County Kenya**

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### **ABSTRACT**

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*Religious organizations and the various institutions they run contribute towards social change in communities even in Kenya. The well-being and growth of these institutions is anchored on strategic planning practices. Organizations both profit oriented and non-profit (for instance churches) are slowly embracing strategic planning practices to run on the basis of accountability and transparency. The main objective of this study was to establish the effects of strategic planning practices on competitive advantage of SDA movement in Nairobi City County Kenya. The study specifically looked at the effects of strategy formulation, strategy implementation and strategy monitoring and evaluation on competitiveness at SDA movement in Nairobi City County Kenya. The study was guided by resource-based theory; strategy fit theory, and institutional theory. This study was a descriptive survey. The target population of this study was the 835 management staff working at SDA movement in Nairobi City County Kenya. The sample size was 86 SDA movement top management, middle level management as well as low level management staff in Nairobi County. Primary data was collected directly from respondents using questionnaires. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 21). Data was presented in form of percentages, means, frequencies and correlations and presented using various forms of charts and tables. The study revealed that strategy formulation increases competitiveness in SDA movement to a very great extent and that strategic formulation increase effectiveness of meeting the organization's goals and objectives and that there is awareness of strategy formulation in SDA movement. The study also revealed that strategy implementation increases competitiveness in SDA movement to a very great extent and that strategic implementation increase effectiveness of meeting the organization's goals and objectives to a very great extent. The study further revealed that monitoring and evaluation strategy increases competitiveness in SDA movement to a very great extent and that SDA movement undertakes review of the implementation status of the developmental plans and strategy plan reviews. The study recommends that top SDA movement leadership team should be thoroughly involved in gathering information from external environment as well as the internal environment analysis. The external analysis of the organization shows the external operating environment. This analysis should be used to identify strategic opportunities and threats in the SDA's operating environment. The information should be used to plan effectively for fluctuations that may occur in the SDA so as to remain relevant. SDA movement should have strategic plans which are well written with expert input. The plans should be written in consultation with all stakeholders right from formulation stage to implementation this would bring ownership, acceptance and success. The management of the SDA movement should enhance the strategic planning techniques in order to improve performance.*

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**Key Words:** *Strategic Planning Practices, Strategic Management, Competitive Advantage, Seventh Day Adventist Movement in Nairobi City County Kenya*

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## 1. INTRODUCTION

The essence of strategy is to attempt to relate the organization to the changes in the environment (Ansoff, 2010). For any organization, strategy helps in interrogating the long-term plans and ensuring that there is harmony between the vision, mission, objectives, core values, activities and environment. According to Thompson and Strickland (2012), strategy formulation and implementation are core management functions. The developed strategy may be good but if its implementation is poor the intended strategic objectives may not be achieved. To ensure survival and success, firms do not only need to formulate strategies that seek to constantly maintain a match between the organization and its environment but also must ensure appropriate execution of strategy at all levels. Success therefore calls for proactive approach to business (Pearce and Robinson, 2015). According to Wade and Hulland (2013), strategic plans may take on many of the attributes of dynamic capabilities, and thus may be particularly useful to firms operating in rapidly changing environments. Thus, even if strategic plans do not directly lead the organization to a position of superior sustained competitive advantage, they may nonetheless be critical to the firm's longer-term competitiveness in unstable environments if they help it to develop, add, integrate, and release other key resources over time.

For an organization to determine its future direction, it has to understand its current position and ways through which it can pursue particular courses of action. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it, with a focus on the future (Murangiri, 2011). It is the first step in the strategy management process which lays the foundation for the other phases namely implementation, evaluation and control. Formal strategic planning systems provide the framework for formulating and implementing strategies (Steiner, 2010). It brings about changes which may or may not face resistance in the organization. Thompson and Strickland (2012) argue that galvanizing organization wide commitment to the chosen strategic plan is critical for effective performance. It is therefore important for an organization to properly communicate the vision and build a culture of staff involvement.

A good strategic plan emphasizes on the long-term, mid-range strategy goals and objectives and it results to a proper definition of the organizations activities, allocation of the scarce resources to accomplish organizational strategy objectives. Over the years the Christian religious institutions has seen birth of new churches competing for the same available demand. With this increasing competition, SDA movement has to embrace strategic planning practices in order to obtain sustained competitive advantage over its competitors. For the strategic planning process to be effective, the three phases (Determine position, Develop strategy, and build plan) should be taken care of. A well formulated strategy alone does not automatically guarantee achievement of objectives. Hambrick and Cannella (1989) state “without successful implementation, a strategy is but a fantasy”. The formulated strategy therefore needs to be implemented at all levels of the organization. Implementing a strategy means putting the strategy into action (Hill and Jones, 2014).

Strategic planning is a management technique intended to identify the strengths and weaknesses of the organization, the challenges and opportunities facing it, its vision and how it will seek to achieve its vision. Strategic planning focuses on the organization's long-term goals, assesses its

capabilities to achieve these goals, examines environmental factors that may affect the organization, and identifies strategies designed to move the organization forward (Kumar, 2006). In the vast majority of companies, strategic planning is a calendar-driven ritual which assumes that the future will be more or less like present (Hamel, 1996). Competition between firms has become more severe as they strive to gain competitive advantage over their rivals. Customer tastes and needs are constantly changing in addition to increased awareness and variety of choices when making purchase decisions to satisfy their needs. Firms therefore must adopt strategic planning practices in order to enable them survive in this turbulent environment.

An organization practicing strategic planning involves the following, defining the organizational vision and mission, environmental scanning, setting of objectives, generating strategic option, evaluating and deciding on the strategic methods to monitor progress. For an organization to achieve its desired goal and maximize profits it needs to follow the steps of corporate strategic planning. The environment presents organizations with opportunities, threats and constraints that force them to have specific strategies to help in fulfilling their mandate in the market. Environmental forces keep on changing every now and then and thus leaving a market gap that has to be filled by the most competitive organization. Every organization should have strategies that will enable it operate in the dynamic environment. These strategies should lead to competitive advantage and create sustainability that leads to the organization's future growth. Organizations can be affected by both internal and external environments. Planning is one of the major functions of the management. It fosters very pertinent issues that have to be handled by the executives. This is because it directs the organization to where it wants to be in the future. Strategy planners should understand both the internal and external environments that influence their organizations before coming up with the organizational strategy. This is achieved by carrying out a SWOT analysis of the environment to see the gaps created by the prevailing opportunities and threats in the market (Johnson & Scholes, 2002).

Weru (2008) conducted a study on the assessment of the information systems management practices. Muchiti (2009) and Ongechi (2009) conducted a study on the strategic planning practices and risk management strategies adopted by commercial banks in lending to SMEs. A study by Onzere (2012) was done on the strategic planning practices adopted by Barclays Bank of Kenya to attain optimal performance. However, these studies mainly focused on the financial performance of the firms. Second, these studies were mainly surveys (Weru, 2008; Muchiti, 2009 and Ongechi, 2009). Strategic planning is designed to help public, private and non-profit making organizations (and communities) respond effectively to the changes in their environment. It is a disciplined effort to produce fundamental decisions and actions shaping the nature and direction of an organization's activities. These decisions typically concern the organization's mandate, mission, product or service level and mix, cost, financing, management and organizational design. Strategic planning practices were designed originally for use by organizations to help leaders, managers and planners to think and act strategically (Bryson, 2011). The purpose of strategic planning is to operationalize the strategies developed through strategy thinking, and to support the strategic planning (Porter, 1996).

Strategic planning for most companies involves a complex process of quantitative analysis, assessments about the business environment, intense conversations, and difficult trade-offs that often leads to nothing more than a bulleted list of strategies. The complexity of the process and the assumptions that underlie the strategy becomes lost or live only in the heads of the executives that participate in the planning process (Hamel & Prahalad, 1990). Increased volatility of the business

environment makes systematic strategic planning more difficult (Brown and Eisenhardt's, 1997). Strategic planning is critical for all organizations. The key objective of a strategy is to bring about a competitive advantage over the rivals in the market (Porter, 1991). The dynamism in the environment poses a great challenge to managers during planning thus they must first conduct an environmental scanning both externally and internally. Scanning the external environment helps to identify the possible opportunities and threats while that of internal environment helps to identify the possible strengths and weaknesses (Mintzberg, 1999). Strategic planning if well conceptualized and implemented should result in strategy management (King & Cleland, 1987).

Christian religious institutions play important roles in economic and social development in many countries and more so in Kenya. Religious institutions contribute towards social change in communities. The well-being and growth of these institutions is anchored on strategic planning practices. Organizations both profit oriented and non-profit for instance churches are slowly embracing strategy management principles to run on the basis accountability and transparency (Clinton, Williams, & Stevens, 1995). Christian religious institutions play important roles in economic and social development in many countries and more so in Kenya. Religious institutions contribute towards social change in communities. The well-being and growth of these institutions is anchored on strategic planning practices. Organizations both profit oriented and non-profit for instance churches are slowly embracing strategic planning principles to run on the basis accountability and transparency (Clinton, Williams, & Stevens, 1995).

## **2. STATEMENT OF THE PROBLEM**

SDA movement is faced with various challenges emanating from external environment such as political instability, socio – cultural changes, technological changes, economic challenges and even challenges from the religious context. These challenges pose a serious threat to the performance of such ministry. This call for better strategic plans that capture the industry dynamics that are premised on radical changes reminiscent of the industry for swift responses may such occasions arise. Churches have always been caught unprepared for such challenges and the reason could be lack of adequate planning. This is an area that has not received deserving attention from researchers. There are few studies done on strategic planning in churches. Kakui (2010) carried out a study on strategic planning practices at Christ is the Answer Ministries which is based in Nairobi. In the conclusion, Kakui recommended that further studies be carried out on relevance of strategic planning on churches as well as on challenges of strategy implementation. A study carried out by Ngumo (2006) has looked at challenges of strategy implementation in the Scripture Union of Kenya, which is a Christian not-for-profit organization. Ngumo (2006) found out that some of the common challenges encountered while implementing strategy include leadership, resources, organization policies, and procedures, and reward systems. The researcher recommended further study in challenges facing not-for-profit organizations. Strategic planning practices in churches has not received the attention it deserves as other components of strategic management and therefore gaps exist in our knowledge, which this study aims to bridge. However, not any known study by the researcher has been carried out on the SDA movement in Kenya. This research study therefore sought to bridge this gap by examining the influence of strategy planning practices on competitive advantage of SDA movement in Nairobi City County Kenya.

## **3. OBJECTIVES OF THE STUDY**

The main objective of the study was to establish the influence of strategy planning practices on competitive advantage of SDA movement in Nairobi City County Kenya.

Specific objectives were:

- i. To determine the influence of strategy formulation on the competitiveness of SDA movement in Nairobi City County Kenya
- ii. To determine the influence of strategy implementation on the competitiveness of SDA movement in Nairobi City County Kenya
- iii. To explore the influence of strategy monitoring and evaluation on the competitiveness of SDA movement in Nairobi City County Kenya

#### **4. THEORETICAL FRAMEWORK**

This section looked at three theories namely; the resource-based theory, strategic fit theory, and institutional theory.

##### **4.1 Resource Based View (RBV)**

The proponent of this theory was Penrose (1959). Penrose (1959), gave a general theory of the development of the firm, a theory of enterprise in light of the subjective opportunity set of the firm, extension in view of indivisibility nature and the adjust of procedures, a resource-based view theory of strategic management, and a theory of extension through acquisition and merger. Penrose gives a theory of the cutoff points to the rate of the development of the firm, specifically, contending that the coupling requirement on the organization's rate of the development is given by the limits of its current management the supposed Penrose impact. Penrose (1959) was concerned about the development of firms and just by chance with the size of the firm. Penrose contends that firm size is just a byproduct of the procedure of development and that there is no ideal, or even most beneficial, size of the firm. Penrose is principally concerned about a hypothetical examination of the development procedure of the firm. The services that assets yield rely upon the limits of the general population utilizing them; however, the advancement of the limits of individuals is not completely formed by the assets they deal with. The two together make the unmistakable, subjective, profitable opportunity set of a specific firm.

The Resource-Based View Theory (RBV) of Wernerfelt (1984), prescribes that power can be creatively passed on preferred customers. The surviving written work bases on the fundamental conspicuous evidence and use of assets by a firm to build up an oversaw high ground. Overall, business researchers in like manner elucidate the accomplishment and disillusionments of firms by contemplating the forcefulness of their reinforcements or neighborhood conspiracies in creating markets. Neighborhood learning gave by reinforcement or close-by union transforms into an indispensable asset for conceptualizing a motivation as indicated by the adjacent necessities (Gupta et al., 2011). This theory is important for this study because we can conclusively say that resource based theory has equipped us with the necessary understanding of the factor that impact on the sustainability of the competition of the firm. Even though, there has been controversies associated with RBV and its applicability many still belief that it is conceptualised rather than giving an empirical evidence therefore there is need to dwell on understanding how to clarify the remnant in the field

##### **4.2 Strategic Fit Theory**

Strategic fit first introduced by Hoffer (1975), expresses the degree to which an organization matches its resources and capabilities with the opportunities in the external environment. The matching takes place through a strategy and therefore it is very important that the organization has

the actual resources to execute and support strategy (Grant 2010). This means that an organization comes up with a strategy by seeking the opportunities in its business external environment and adapting its resources and capabilities to take advantage of the opportunities. Organizations build competitive strategies to target a set of customer segments and build strategies to satisfy needs and priorities of those customer segments. Organizations have to understand the needs and priorities of the targeted customer segments and the uncertainty of their demands. Organizations also study what other organizations are doing and what changes they can offer to have a competitive advantage. They can only achieve these strategies by ensuring that their supply chain capabilities are able to support these strategies. Organizations must also ensure that their strategies are consistent with the organizational values (Grant 2010). Grant (2010) argued that for a strategy to be successful, it has to be in line with; the goals and core values of the institution. This also include being aligned with its external environment, with its resources and capabilities, and with its organization systems. This theory is important for this study because for an organization to determine its future direction, it has to understand its current position and ways through which it can pursue particular courses of action. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it, with a focus on the future

#### **4.3 Institutional Theory**

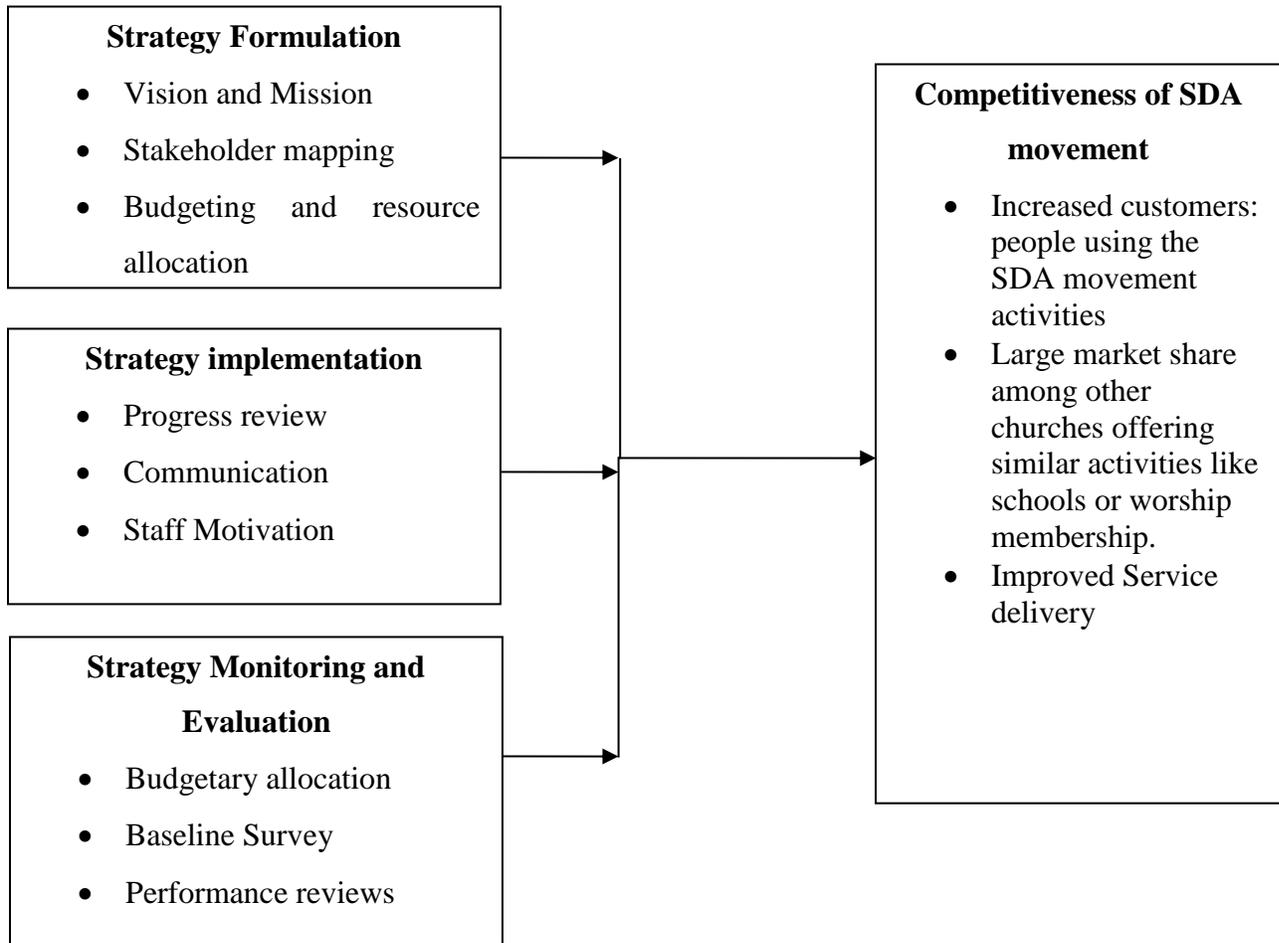
This theory was introduced by Zucker, in 1977. It is concerned with organizational structures and how they influence the flow of information that plays an important role in strategy implementation (DiMaggio & Powell, 1991). The complexity of reporting structure affects the way information relevant for strategy implementation flows hence negatively affecting strategy implementation (Scott, 2001). The set of formal rules in terms of policies and procedures developed in an organization determines how the information flows and the actions to be undertaken by staff in case of an incident of a particular nature occurring (Jepperson, 1991). These structures in an organization create expectations among different stakeholders in strategy implementation in an organization that determine how actions are undertaken thereby influencing final product of strategy implementation (Zucker, 1977). Institutions set out in an organization determine what is acceptable and whatever that is not acceptable in an organizational setting (DiMaggio & Powell, 1991). This therefore determines how employees carry themselves around when doing their duties (Amenta, 2005). This theory is important for this study because it helps explain the role played by policies, procedures, laws and other internal restrictions on strategy implementation.

### **5. CONCEPTUAL FRAMEWORK**

Conceptual framework is a schematic diagram of the independent variables and the dependent variables. The independent variables in this research were strategy formulation, strategy implementation, as well as strategy monitoring and evaluation. The dependent variable of the study was competitiveness of SDA movement.

**Independent variables**

**Dependent variables**



**Figure 1: Conceptual Framework**

Institutions which have applied the strategy formulation have responded positively in terms of productivity and profitability as compared to those which have not, for the systematic activities. This is because the systematic doing institutions tend to foresee future outcomes based on the external and internal environment of that organization. Firms which underestimate the strengths of their competitors often end up with poor performance. Strategy formulation offers different benefits, including competitive advantage, for example, through environmental scanning, external threats can be reduced and opportunities utilized and thereby increasing the overall employee productivity. Strategy implementation contributes in problem-solving within the organization of any unforeseen challenges e.g. how change management can be managed. Strategy implementation empowers employers/employees towards their responsibilities. This is by ensuring that everyone within that institution knows what is expected of them, through the vision, mission and objective statements set. The entire strategy implementation process forms a basis of identifying the strategic planning practices within the institution. There is a rapid change in the business environment within which any institution operates for example in the technology field which has led to increase in competition. For a firm therefore to survive in such a competitive

environment, it has to set monitor and evaluate strategies, which act as guidelines towards achieving the set objectives of the organization.

## 6. RESEARCH METHODOLOGY

This study was a descriptive study aimed at establishing effects of strategic planning practices on competitive advantage among SDA movement in Nairobi County. Chargy (2003) defines it as one which goes on a fact-finding mission to explain a present situation. The target population of this study was the 835 management staff working at SDA movement in Nairobi County. The study focused on the SDA division, union, conference and districts particularly on the top, middle and lower level management staff who are directly dealing with management of the SDA movement since they were the ones conversant with strategic issues taking place within the SDA movement and those who had worked for more than one year. The staff particularly included pastors, head of schools, preachers and leaders who are linked to the management levels of SDA movement in Nairobi County. Top management staffs were at the division level. Middle level managers were at the union and field offices while low level managers were mainly at the field and institutions including church units.

This study adopted stratified random sampling. The population was stratified into three sub-groups including top management, middle level management (usually heads of departments) as well as low level management. Due to the large size of the target population and limited availability of time and resources to survey the whole target population, a sample size was used to give results that reflected the target population as precisely as needed using the Kothari, (2004) formula

$$n = \frac{Z^2 p q n}{e^2 (N-1) + Z^2 p q}$$

Where:

n: is the sample size for a finite population

N: size of population

p: population reliability (or frequency estimated for a sample of size n), where p is 0.5 which is taken for all population and  $p + q = 1$

e: margin of error considered is 10% for this study.

$Z_{\alpha/2}$ : normal reduced variable at 0.05 level of significance z is 1.96

According to the above formula, the sample size for this study is:

$$\begin{aligned} n &= \frac{(1.96)^2 \times 0.5 \times 0.5 \times 835}{(0.1)^2 (835-1) + (1.96)^2 \times 0.5 \times 0.5} \\ &= \frac{801.934}{8.34 + 0.9604} \\ &= \frac{801.934}{9.3004} \\ &= 86 \end{aligned}$$

Therefore the sample size was 86 SDA movement top management, middle level management (usually heads of departments) as well as low level management staffs in Nairobi City County Kenya.

Primary data was collected from respondents mainly using questionnaires. The questionnaire had both open and close-ended questions. The closed-ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more responses that were varied. The open-ended questions provided additional information that had not been captured in the close-ended questions. The questionnaire was carefully designed and pilot tested with 10 SDA movement managers from Nairobi County. They were chosen using convenience sampling. This was done in order to enhance its validity and accuracy of data to be collected for the study. Secondary data was collected from already documented records and available reports. The researcher administered the questionnaire to all respondents of the study. The researcher exercised care and control to ensure all questionnaires issued to the respondents were received. To achieve this, a register of questionnaires was used. The questionnaire was administered using a drop and pick later method.

Before processing the responses, the completed questionnaires was edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 21). The study used ANOVA to test the level of significance of the variables on the dependent variable at 95% level of significance. In addition, the study conducted a multiple regression analysis. The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Whereby

- Y = Competitive advantage,
- X<sub>1</sub>= Strategic formulation,
- X<sub>2</sub>= Strategic implementation
- X<sub>3</sub>= Strategic monitoring and evaluation

While  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$ , are coefficients of determination and  $\varepsilon$  is the error term.

This generated quantitative reports through tabulations, percentages and measures of central tendency. The analyzed quantitative data was presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs, and pie charts. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 21) to communicate research findings.

## **7. DATA ANALYSIS RESULTS**

In the endeavor, the study sought to determine the goodness of fit of the regression equation using the coefficient of determination between the overall independent variables and competitiveness of SDA movement. Coefficient of determination established the strength of the relationship. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (competitiveness of SDA movement) that is explained by the strategy planning

practices as the independent variable of the SDA movement. Model summary table, provides information about the regression line's ability to account for the total variation in the dependent variable.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 <sup>a</sup>	.849	.845	.04131

*Dependent Variable: Competitiveness of SDA movement*

*Predictors: (Constant), strategy formulation, strategy implementation, and strategy monitoring and evaluation*

Table 1 illustrates the strength of the relationship between competitiveness of SDA movement and independent variables. From the determination coefficients, there is a strong relationship between dependent and independent variables given an R<sup>2</sup> values of 0.849 and adjusted to 0.845. This shows that the independent variables (strategy formulation, strategy implementation and strategy monitoring and evaluation) account for 84.5% of the variations in competitiveness of SDA movement.

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences among group means and their associated procedures (such as "variation" among and between groups).

**Table 2: ANOVA of the Regression**

ANOVA of the Regression	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.042	3	5.0140	5.5915	0.0016 <sup>a</sup>
Residual	67.254	75	0.8967		
Total	82.296	78			

*Dependent Variable: Competitiveness of SDA movement*

*Predictors: (Constant), strategy formulation, strategy implementation and strategy monitoring and evaluation*

Analysis of Variance (ANOVA) was used to make simultaneous comparisons between two or more means; thus, testing whether a significant relation exists between variables (dependent and independent variables). This helps in bringing out the significance of the regression model. The one-way analysis of variance (ANOVA) was used to determine whether there were any statistically significant differences between the means of independent (unrelated) groups. The F test indicates the statistical significance of the regression model that was run. The P=0.0016, which is less than 0.05 indicates that, overall the regression model statistically and significantly predicts the outcome variable that is good fit for the data.

Multiple regression analysis was conducted as to determine the relationship between the Competitiveness of SDA movement and the three variables.

**Table 3: Coefficient of Correlation**

	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.77	0.451		8.359202	0.004
Strategy formulation	0.782	0.121	0.146	6.46281	0.003
Strategy implementation	0.463	0.079	0.126	5.860759	0.001
Strategy monitoring and evaluation	0.473	0.073	0.045	6.479452	0.005

a. Dependent Variable: Competitiveness of SDA movement

$$Y = 3.77 + 0.782X_1 + 0.463X_2 + 0.473X_3$$

From the finding in Table 3, the study found that holding strategy formulation, strategy implementation and strategy monitoring and evaluation at zero competitiveness of SDA movement will be 3.77. It was established that a unit increase in strategy formulation, while holding other factors (strategy implementation and Strategy monitoring and evaluation) constant, will lead to an increase in competitiveness of SDA movement by 0.782 ( $p = 0.003$ ). Further, unit increase in strategy implementation, while holding other factors (strategy formulation and strategy monitoring and evaluation) constant, will lead to an increase in Competitiveness of SDA movement by 0.463 ( $p = 0.001$ ). A unit increase in strategy monitoring and evaluation, while holding other factors (strategy formulation and strategy implementation) constant, will lead to an increase in competitiveness of SDA movement by 0.473 ( $p = 0.005$ ).

This infers that strategy formulation contributes most to the competitiveness of SDA movement followed by strategy monitoring and evaluation. At 5% level of significance and 95% level of confidence, strategy formulation, strategy implementation and strategy monitoring and evaluation are significant in competitiveness of SDA movement. In tandem with the findings, Porter, (1991) opines that strategy planning is critical for all organizations. The key objective of a strategy is to bring about a competitive advantage over the rivals in the market. The dynamism in the environment poses a great challenge to managers during planning thus they must first conduct an environmental scanning both externally and internally. Scanning the external environment helps to identify the possible opportunities and threats while that of internal environment helps to identify the possible strengths and weaknesses (Mintzberg, 1999). Strategy planning if well conceptualized and implemented should result in strategy management (King & Cleland, 1987). Christian religious institutions play important roles in economic and social development in many countries and more so in Kenya (Clinton, Williams, & Stevens, 1995). Religious institutions contribute towards social change in communities. The well-being and growth of these institutions is anchored on strategy planning practices. Organizations both profit oriented and non-profit for instance churches are slowly embracing strategy management principles to run on the basis of accountability and transparency (Clinton, Williams, & Stevens, 1995).

## **8. CONCLUSION**

The study concludes that strategy formulation increases competitiveness in SDA movement to a very great extent and that strategic formulation increase effectiveness of meeting the SDA movement's goals and objectives and that there is awareness of strategy formulation in SDA movement. In addition, the study concludes that SDA movement in Nairobi City County Kenya has developed strategies through which the mission and objectives will be achieved and that the movement has a documented and realistic vision statement. The study further concludes that SDA movement can use strategic formulation to enhance competitiveness by supporting staff involvement during strategy formulation. The study concludes that strategy implementation increases competitiveness in SDA movement to a very great extent and that strategic implementation increase effectiveness of meeting the SDA movement's goals and objectives to a very great extent. The study also concludes that execution enables an interaction amid strategic goals and objectives in the SDA movement, effective strategy implementation enables the SDA movement record great benefits, and that appropriate communication is required to achieve effective implementation in the SDA movement.

The study also concludes that SDA movement can use strategic implementation to enhance competitiveness by supporting staff involvement during strategy implementation, by ensuring that strategy implementation is maintained, by implementing framework on fixing benchmark of performance and by ensuring clearly defined and measurable performance targets. The study concludes that monitoring and evaluation strategy increases competitiveness in SDA movement to a very great extent and that SDA movement undertakes review of the implementation status of the developmental plans and strategy plan reviews. The study also concludes that monitoring and evaluation strategy as a strategic planning practice influences competitiveness of the SDA movement and that evaluation is important in supporting accountability and in identifying lessons that can help improve future efforts at strategic, operational and tactical levels. Moreover, the study concludes that SDA movement can use strategic monitoring and evaluation to enhance competitiveness through accountability to track the issues of strategic activities, by ensuring ongoing evaluation practices, by setting key performance indicators and by ensuring corrective action is undertaken. From the determination coefficients, it can be noted that there is a strong relationship between dependent and independent variables given  $R^2$  values of 0.849 and adjusted to 0.845. This shows that the independent variables (strategy formulation, strategy implementation and strategy monitoring and evaluation) accounts for 84.5% of the variations in competitiveness of SDA movement.

## **9. RECOMMENDATIONS**

The study recommends that the management of the SDA movement should enhance the strategic planning techniques in order to improve competitiveness. The study recommends that top SDA movement leadership team should be thoroughly involved in gathering information from external environment as well as the internal environment analysis. The external analysis of the organization shows the external operating environment. This analysis should be used to identify strategic opportunities and threats in the SDA Movement's operating environment. The information should be used to plan effectively for fluctuations that may occur in the SDA Movement so as to remain relevant. Adoption of strategy implementation practice is considered indispensable in SDA movement and it should form part of the SDA movement method of improving competitiveness to enable them cope with the changes and challenges of the turbulent environment and the global economy.

The management of the SDA movement should enhance the strategy monitoring and evaluation techniques in order to improve competitiveness. SDA movement should have strategic plans which are well written with expert input. The plans should be written with consultation with all stakeholders right from formulation stage to implementation this would bring ownership, acceptance and success. Further study should be done on other determinants of strategic planning practices that influence competitive advantage. The sample size of the study should also be increased in order to realize the most important determinants at more generalized level. There is need for further research to be done on other areas relating to strategic management, such as strategy formulation and implementation processes adopted by other Christian churches in Kenya.

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