STRATEGIC MANAGEMENT PROCESS AND ECONOMIC SUSTAINABILITY OF COMMUNITY BASED TOURISM IN THE COAST REGION OF KENYA

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Strategic Management Process and Economic Sustainability of Community Based Tourism in the Coast Region of Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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DEDICATION

I dedicate this thesis to my dear parents John Saina and Regina Saina for wisely investing in my education. I am grateful to my dear wife Diana and my sons Ezra and Evans for their support and understanding when i dedicated every available opportunity and time to the finalisation of my thesis. I am also forever indebted to the Almighty God for His wisdom, grace, and favour He granted to me which has been my constant source of inspiration.

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LIST OF ABBREVIATIONS AND ACRONYMS

ALRSF	Anse La Raye Seafood Friday
ANOVA	Analysis of Variance
BCG	Boston Consulting Group
BMUs	Beach Management Units
BSC	Balances Score Card
CBFMPs	Community Based Fisheries Management Projects
CBNRM	Community Based Natural Resources Management
CBOs	Community Based Organizations
CBT	Community Based Tourism
CDF	Constituency Development Fund
CFDC	Community Futures Development Corporation
CMM	Crisis Management Model
CST	Certification for Sustainability Tourism
CT	Contingency Theory
FAO	Food and Agriculture Organization
FGDs	Focused Group Discussions
FOREX	Foreign Exchange
GDP	Gross Domestic Product
IT	Information Technology
JKUAT	Jomo Kenyatta University of Agriculture & Technology
K-S	Kolmogorov Smirnov
KECOBAT	Kenya Community Based Tourism Network
KMO	Kaiser-Meyer-Olkin
LDCs	Least Developed Countries
LOB	Line of Business
LPC	Least Preferred Co-Worker
MAD	Market Analysis and Development
MCS	Management Control System
MDGs	Millennium Development Goals

MEDC	Marathon Economic Development Corporation
MOT&A	Ministry of Tourism & Antiquities
NACOSTI	National Commission for Science, Technology, & Innovation
NGOs	Non-Governmental Organizations
PCA	Principal Component Analysis
PMI	Project Management Institute
ROI	Return on Investment
SBU	Strategic Business Unit
SI	Strategy Implementation
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SMC	Stakeholder Management Capability
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
ST	Systems Theory
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAC	Tourism Action Committee
TESFA	Tourism in Ethiopia for Sustainability Future Alternatives
TUM	Technical University o Mombasa
UNEP	United Nations Environmental Programme
VCs	Village Committees
VIC	Visitor Information Centre
VIF	Variance Inflation Factor
WEC	World Economic Forum
WTO	World Tourism Organisation
WTO	World Trade Organization
YEDF	Youth Enterprise Development Fund

DEFINITION OF TERMS

Balance Scorecard A strategic management tool that links an organisation's current actions with its long term goals. It is an effective method aimed at translating the mission and vision of an organization into a practical action plan. It looks at an organization from financial, customer, learning and internal perspectives with each perspective focusing on different sides of the organization thereby creating a balanced view of the organization (Kaplan, Nolan, & Norton, 2018)

Stakeholder Analysis A technique for identifying stakeholders with vested interest in a project and analysing their needs so as to develop a strategic view on relationships and issues involved (Jenifer et al., 2017).

Stakeholder Management Involves identifying stakeholders, documenting their needs, analysing their interests/influence, managing their expectations, taking actions and reviewing status (Pavao & Rossetto, 2015).

Stakeholders Are people and entities involved in achieving project goals and whose participation and support are crucial to the project success (Muli et al., 2016).

Strategic Management The process of evaluation, planning, and implementation designed to maintain or improve competitive advantage of an organisation. It helps in understanding organization's strategic situation, performing continuous business appraisals and putting in place strategic options such as strategic analysis, choice and execution. The process requires leadership to build the appropriate organizational

	structure, develop management culture and control the strategic processes (Dennis, Ng'ong'a, & Faith, 2019)
Strategic Resources	Are the valuable, rare, difficult to imitate and non-substitutable assets used in transforming and shaping the destiny of an organisation and providing a competitive advantage in business. (Crook et al., 2015).
Sustainability	The development that meets the needs of the present generation without compromising the ability of the future generation to meet their own needs. This covers economic, social and ethical aspects that define business continuity in an ever changing business environment (Brundtland, 1987).

ABSTRACT

The general objective of the study was to assess strategic management process influencing economic sustainability of community-based tourism in the coast region of Kenya. The specific objectives were; To determine the influence of strategy formulation on economic sustainability of community based tourism in the coast region of Kenya; To establish the influence of strategy implementation on economic sustainability of community based tourism in the coast region of Kenya; To assess the influence of strategy evaluation on economic sustainability of community based tourism in the coast region of Kenya; and To identify the contribution of stakeholder management to economic sustainability of community based tourism in the coast region of Kenya. Both descriptive and quantitative research designs were used with the target population being 220 members of community-based tourism units. A sample of 193 members were identified using stratified random sampling method. The study used a combination of structured questionnaire and focus group discussions as the main tools for primary data collection while literature review was used to collect secondary data. The Statistical Package for Social Sciences (SPSS version 20) was used in computing and analysing research findings. The test for the reliability of research instruments was done using Cronbach's alpha where all the variables of the study registered reliability coefficients higher than 0.70 which is considered "acceptable." The Kaiser-Meyer-Olkin (KMO's) measure of sampling adequacy and Bartlett's test of Sphericity were used to test the validity. The factor analysis was used in establishing the influence of each variable on sustainability of community-based tourism and the KMO value for each variable indicated strong correlations while the Bartlett's test was found to be significant. The test for normality was performed using Skewness and Kurtosis in order to determine the distribution curve and the study results met the normal distribution criterion. The test for linearity was done using the Pearson's r the results of which showed that the study variables were normally distributed and hence no significant differences at 95% confidence level. The tolerance and variance inflation factor for each variable of the study were within the acceptable ranges and hence multicollinearity was not an issue. Correlation analysis was used in testing the relationship between quantitative variables and from the study results it showed that all independent variables had a positive and statistically significant relationship with sustainability of community based tourism. The hypotheses were tested using the probability (P) value method at 95% confidence level where all the Null Hypotheses were rejected confirming that strategic management process had statistical significant influence on sustainability of community based tourism in the coast region of Kenya. Information from the thirteen community groups confirmed that strategic management process have a positive influence on sustainability of community based tourism and that enterprises require strategy formulation, strategy implementation, strategy evaluation, and stakeholder management for continued sustainability of their enterprises. The results from the study will go towards contributing to the development of appropriate policies and measures on the sustainability of community based tourism for the overall development of community based tourism in the coast region of Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management has gained importance in recent years amongst both profit making and non-profit making organisations keen to address the ever changing and challenging business environment (Rao, 2016). These organizations used to focus on long-term planning where the external and internal environments remained stable for a long period of time. This has however changed due to globalisation (Thompson, Strickland, & Gamble, 2015). Today's managers and entrepreneur's undertake strategic management in the realisation that the environment can change any time. Their plans should therefore follow a strategy that includes contingency planning. Strategic management is influenced by both internal and external environmental factors and organisations should therefore put into consideration such factors when undertaking their planning processes (Thomas & Ambrosini, 2015).

A well formulated strategy will go a long way in helping an organization attain a desirable level of effectiveness while constantly allowing the same organisation to monitor its environment and to adapt the strategy as necessary (Roth & Ricks, 2014).

Strategy formulation process includes vision and mission formulation, strategy design, organizational culture and performance analysis. Strategies motivates group members, clarifies the organisational vision, and helps management to emphasize and concentrate on priorities to achieve what at first may seem to be unachievable in a competitive environment (Allee & Kotler, 2017). A strategy describes the general direction that an organisation is taking at the corporate, business and unit levels in the process of attaining its objectives. At the business level focus is on defining the business and distributing resources while at the corporate level, focus is on organisation performance and diversification (Glaister & Falshaw, 2015).

While many companies focus on developing plans and strategies, the most important element in strategic management is the implementation of strategies (Okumu, 2013). Making the plan happen is as critical as the actual execution that leads to results. In

addition, all organization members should know why the plan was developed, what it means to the organisation, who will be involved in its implementation and how they can contribute to the organisation's success (Koech & Were, 2016). Accountability should therefore be explicit with those responsible for executing specific aspects of the plan and they should be held accountable for successfully completing their tasks (Mbaka, 2015).

Strategy evaluation is similarly significant because it throws light on the efficiency and effectiveness of plans in achieving desired results (Wang & Walker, 2012). Its significance lies in its capacity to co-ordinate the tasks performed by managers, groups and units through performance evaluation. Strategy evaluation feeds the new strategic planning process and strategic management process and validates strategic choices (Mbithi & Kiruja, 2015). Strategic decision involves creating and choosing strategies to achieve goals and altering strategies based on observed outcomes (Nyangara, Ojera, & Oima, 2015). This process uses cost benefit analysis in choosing between two or more different courses of action based on revenue and cost. Since strategic decisions are long-term, tactical decisions are required to assist in implementing strategies while operational decisions help in relating to day-to-day running of the business. These decisions at all levels need data to provide a picture of trends for use in forward planning.

Stakeholder management involves identifying stakeholders, documenting their needs, analysing their interests and influence, managing their expectations and reviewing their status (Jenifer et al., 2017). Organisations often collaborate with stakeholders such as customers, communities, government entities, and other groups so as to pursue shared goals. These collaborations affect organisation’s access to information from stakeholders (Muli et al., 2016). Organisations fail to act strategically by failing to consider how their daily routines support the long-term strategy of the organisation. Without broader stakeholder engagement, organisational strategies risk being narrow minded and the tactics disconnected (Witold, Sinziana, & Lite, 2014).

It is universally agreed that long term and short-term strategies are needed for the attainment of organisational goals. Yet in practice, many organisations act in a manner

that is not necessarily strategic (Elias, Jackson, & Cavana, 2014). Gaining support and feedback of other actors may be reasonably easy in some organisations but it is near impossible to many others.

Stakeholder analysis helps an organisation to identify interests of all stakeholders who may affect or be affected by a project. Their full and active participation in the project design, implementation, and evaluation is a key though not a guarantee to success (Jenifer et al., 2017). An elaborate stakeholder engagement s needed to ensure effective engagement involves participation and empowerment rather than simply consultations. It is essential to build strong relationship with relevant government representatives' right from the start and then ensure a regular dialogue so that projects could be adopted to fit in with government policy priorities and timelines. Active stakeholder engagement is an essential foundation for practical delivery of project outputs. Through the engagement process, relationships are built, understanding of policy processes are increased and sustainable solutions to management factors identified and implemented (Muli et al., 2016). The strategic focus of an organisation is to operate within a policy framework, act innovatively, take risks, and behave competitively.

Strategic management that focuses on improving the level of stakeholder participation is therefore critical in convincing communities to welcome new ideas that improve tourism activities which is an opportunity for livelihood enhancement. Community based approach being a more inclusive approach to tourism planning is aimed at hastening the implementation of community-based tourism.

1.1.1 Global Perspective of Community Based Tourism

Community Based Tourism (CBT) is one of the world's largest and fastest growing sectors. In 1984, international tourist arrivals were above 300 million and the total value of the global tourism industry was above $100 billion. Twenty-two years later, in 2006, the sector generated 10.3 percent of World Gross Domestic Product (GDP), providing 234 million jobs, which account for 8.2 percent of total world employment (WTTC, 2012). In 2008 the gross domestic product of the international tourism reached $7.5 trillion and the tax revenue was US $503 billion. Currently tourism accounts for 9.3% of the global GDP with a 4% annual GDP growth forecast to 2022

greater part of which is community-based tourism. The sector involves multiple actors from local communities to governments with 9% of the world's workers connected to tourism (WTTC, 2015). CBT is a growing economic activity globally and it currently accounts for 5% of the global tourism market with a growth rate of 20-30% annually.

Community based tourism has undergone significant changes the world over in the face of globalization and ever changing business environment. Growth in tourism brings with it increase in real income, faster and cheaper air travel, more destinations and rapid developments in Information Technology (IT). Tourism stimulates economic growth both at the international, regional, national and more important at local levels (Hellen, 2015). It fosters growth of other sectors such as agriculture, industry, and service sectors thus providing a wide range of easily accessible employment opportunities to the poor.

International and domestic tourism spreads development to the poor and remote rural areas of a country that may not have benefited from other forms of economic development (Republic of Kenya, 2013). It contributes to the socio-economic development of the Least Developed Countries (LDCs) through Foreign Exchange (Forex) earnings and creation of job opportunities.

The development of tourism infrastructure has improved the livelihood of the poor through improvement of tourism-linked service sectors, including transport and communications, water supply, energy and health services (Burgos & Mertens, 2017). The tourism industry employs a high proportion of women and creates microenterprise opportunities for them. Community resource management is emerging as a better option for sustainability and provision of alternative source of income (Carlisle et al, 2012). It also encourages respect for local traditions and culture as well as for natural environment as they form the core of tourism attractions.

An increasing number of tourists have indicated the need to interact with local communities and stay in places that have a positive impact both on the environment and on the local population (Crook et al., 2015). The rural village of Ccaccaccollo in Peru is traditionally a livelihood farming community with its agriculture still at subsistence level (Lincoln & Neelam, 2012). In order to enhance its livelihood, the

village got involved in community-based tourism when a Weavings Cooperative Society was established with the aim of providing them with opportunities to manage their enterprise, provide both employment and income to women through selling of weavings to the tourists. As a result, the cooperative is offering the community an opportunity to manage their resources and derive economic benefits from the sale of weavings as part of its community-based tourism enterprise.

The tourism sector is cross-cutting offering useful links to various economic activities such as transport, construction, retail and business travel-related services. Sustainability management of resources and collaborative effort are therefore necessary for the success in developing tourism (Giampiccoli & Kalis, 2012). Community-based tourism involves local communities in all aspects of development and the resulting economic empowerment contributes to poverty reduction (Zemenu, 2017). The economic linkage to other sectors needs to be strengthened by applying appropriate strategic management skills aimed at improving efficiency and performance.

1.1.2 Regional Perspective of Community Based Tourism

The government of South Africa issued the White Paper of 1996 on the Development and Promotion of Tourism with the realisation that the country's transition to democracy opened the country's tourism potential to the rest of the world and more importantly to the previously neglected groups in the society (Hlengwa & Mazibuko, 2018). Communities that were previously neglected acquired strategic management capabilities to plan and manage their resources with Kwa Ngocolosi community members deriving livelihood from tourism.

The Meket Community Tourism Walk in Ethiopia has eight community-based tourism projects that allow for a week of hiking in spectacular scenery. The trekking route is along the ridge of the Meket escarpment in Lalibela providing unforgettable opportunity to explore the mountain scenery (Zemenu, 2017). These venture have accorded the Meket community an opportunity to acquire strategic management skills on their resources and hence improve their livelihoods.

The Buhoma Community Based Tourism in Uganda is a small-scale enterprise based on natural resources and has established links between income generation and conservation (Ahebwa & Wilber, 2013). Participatory rapid market appraisals guided by the Food and Agriculture Organization (FAO) Market Analysis and Development (MAD) process was used. Strategic management skills have been acquired by the community for sustainable use of their resources. Phase one of the process performs an assessment of existing situation to identify potential enterprises and products that provide income to the local people. Social strategy involved designing the trail and enterprise in consultation with the local community to avoid conflicts and to ensure no negative impacts on local culture (Ahebwa & Wilber, 2013). Environment strategy included infrastructure improvements, establishment of garbage disposal sites and design of the trail while technological strategy includes the use of local low-cost materials to make infrastructure improvements on the trail. The fact that a strategy is unclear at beast or incoherent at worst is what makes organizations and communities appear that they are acting without a clear strategy.

(Liu & Mwanza, 2014) documented significant changes in the strategic management of Zambia's community based tourism with the potential of influencing the sustainable tourism planning agenda for the country. How this has informed implementation of community based projects and the holistic involvement of communities in effective strategic management and utilization of their natural and cultural resources need further research. Tourism is increasingly becoming a major economic activity and hence strategic management of projects therefore requires a holistic planning approach and that current shortcomings pose challenges to economic sustainability of tourism in Zambia (Booyens & Rogerson).

(Anderson, 2013) attributed sustainable tourism in Tanzania to supporting local economies and sustainably utilizing available resources. Economic sustainability of tourism projects is linked to strategic management and innovation in products, processes, logistics and institutions. Tanzania is rich in natural resources such as mountains, forests, wetlands, wildlife, minerals, fresh and saline water, fisheries and others making the country rich in tourist attractions.

Strategic management of resources can ensure sustainable tourism and this requires objectives to be well defined and coordinated by effective management system. (Burghelea, 2015) Tourism is expected to result in socio-economic benefits for local communities and this also requires strategic options and decisions (Booyens & Rogerson). Economic sustainability depends on the relationship of the community to the space they live in. (Burghelea, 2015) attributed conflicts in the Ngorongoro tourist site with dwindling livelihood options which is a resource curse to the local people in the Ngorongoro area.

1.1.3 Kenya's Perspective of Community Based Tourism

Tourism total contribution to GDP and employment was 9.7% and 9.0% respectively in 2017 (WTTC, 2018). The growth of community-based tourism varies from time to time with the number of tourist arrivals dropping in the late 1980's and picking up again in 1992 and 1996 (Republic of Kenya, 2013). The coast region of Kenya is well endowed with diverse natural resources that provide for a wide range of business opportunities ranging from production, value addition and service provision (Republic of Kenya, 2019). Over 60% of Kenya's tourism is coastal based providing jobs both directly and indirectly with a considerable size of coastal population directly depending on tourism for their livelihoods (Republic of Kenya, 2013).

The recent past has seen efforts towards diversification of tourism attractions to make destinations unique and to offer quality products and services (Ondicho, 2017). These efforts have resulted in the development of cultural, ecological and sports tourism under the category of community-based tourism.

In regions where CBT has been implemented, the community has been accorded an important role in strategic planning, biodiversity conservation, and management with the aim being to reduce human-wildlife conflict and enhance co-existence (Ondicho, 2017). This has contributed to localizing community empowerment through strategic management trainings, governance, and awareness which are necessary for sustainable exploitation of these resources. There is growing awareness on the benefits of CBT projects in Kenya with communities that have allowed access to their land registering

improved lifestyles through increased revenue from employment, land leases, and development funds (Imbali, Muturi, & Abuga, 2016).

(Juma & Khademi, 2019) identified the need to empower communities to mobilize their own capacities so as to effectively manage their resources as a process of controlling activities that affect their lives and their environment. This process is currently undertaken by Kenya Community Based Tourism Network (KECOBAT) through creation of fora for communities grappling with tourism challenges to work with one voice and purpose. This is a membership umbrella organisation representing the interests of CBTs in Kenya and has identified the fact that tourism is not commensurately accrued to the communities as the main challenge faced by community based groups.

At the same time, community-based tourism projects have assisted in the construction of water facilities, schools, and medical units for the local community. This trend has contributed to the rising number of CBT projects such as Ngwesi and Tassia in Laikipia, Sarara in Namunyak in Samburu, Shompole in the Magadi and Losikitok in Amboseli (Owuor et al., 2017). These communities have gained essential managerial capabilities ranging from community management to partnership with investors who provide capital for investment.

Despite the fact that Kenya has many attractive tourist destinations, the sector has not developed as expected (Republic of Kenya, 2019). Community Based Tourism requires appropriate strategic management of locally available resources upon undertaking proper identification of Community Based Organizations (Saurombe, Plessis, & Swanepoel, 2018). Competitiveness and innovativeness are results of strategies and are essential factors for the success of community-based tourism projects in promoting income generation, employment creation, and sustainable enterprises at the community level. There is therefore need for concerted efforts in the development and promotion of community-based tourism with emphasis on strategic management, business planning and market strategies for community-based enterprises so as to promote sustainable community tourism enterprises.

1.1.4 Strategic Management

Strategic management provides an overall guide to an organisation through development of plans and policies for attainment of organisational goals and allocation of resources with the ultimate goal of gaining competitive edge over competitors. It therefore emphasises on planning as essential but without execution then the plans are meaningless (Momanyi, 2020).

The Planning Phase of strategic management process involves high-level goal setting aimed at determining the focus areas and setting corporate level strategic objectives. This is achieved by conducting internal and external strategic analysis and setting Key Performance Indicators (KPIs). (Solomon & Sije, 2022) indicated the managing phase of strategic management process as involving putting necessary governance structures in place, developing reporting requirements, establishing strategic communication, having the corporate cultural values and putting in place performance management so as to improve on the implementation process.

The tracking phase of the strategic management process focuses on strategic outcomes and the implementation of KPIs. This is further enhanced by reporting mechanism preferably on real time. Automating and digitalizing the whole process provides more. Strategic Management. Strategic management clarifies and determines an organization's identity thereby increasing the speed of decision-making as well as prioritization based on their effect on outcomes. Strategic management also creates interest in the organization thereby increasing access to services of partners and stakeholders (Kitonga, Bichanga, & Muema, 2016). Strategic management focuses on shaping organizational culture and implementing knowledge management.

1.1.5 Strategic Management Process

According to (Momanyi, 2020) great strategies distinguish organisations who thrive from those who survive. Those who evolve and modernize their strategic processes dominate market and lead in innovation. They put in place great strategies which go beyond strategic planning and put more emphasis on execution while making the right adjustments. In essence, organisations have control over their adaptive capacities of which they exercised using strategic management process.

Strategic management process systematically analyses an organisation's internal and external environment with a view of developing definite actions. The study undertaken by (Mutiso & Lilian, 2019) indicated that modern competitive business environment requires an organisation to have an interactive approach towards strategic management where implementation informs planning and planning guides implementation.

Strategic management is made tangible through application of structured strategic management process that describes steps an organisation takes in order to establish where they want to be, how they will get there and whether they will succeed in getting there. (Ingabo & Kihara, 2018) in the study on influence of corporate strategies said strategic management process plays a key and dynamic role in shaping the performance of organisations that ultimately contribute to their economic sustainability. Strategic management process in community managed enterprises group plays a key role in setting the direction, identification of projects and sustainable utilisation of resources. (Momanyi, 2020) identified sustainable strategic management as not only giving a firm a strategic advantage but also improves its performance. Strategic management involves understanding the strategic position of an organization, identifying strategic choices for the future and managing strategies. It is therefore important that organizations develop and select the most appropriate strategic options to accomplish its defined goals and enhance its performance.

Whereas international competition has increased customers' accessibility to products around the globe, intense competition has called for a concerted effort to build strategic action through developing a set of strategies and eventually implementing them. (Ngatia & Kihara, 2018) pointed out that strategic management options are required to communicate the vision and objectives of organization to the management and other levels.

1.1.6 Strategic Management Process and Economic Sustainability

According to the study done by (Kaimenyi & Wanyonyi, 2019) economic sustainability can be achieved if there is an implementation of community based approach. At the local level, development should be seen as that contributing to positive impacts on the poor people through use of local talents and resources because

programmes play a significant role in employment creation and income generation. Sustainable community development requires local economic development to enhance community life through use of local talents and resources of the local community. According to (Towett et al., 2015), sustainability is the likelihood that a project shall continue long after the external support is withdrawn where three things namely the community, project results and external assistance play a key role. A project is sustainable if the beneficiaries are capable on their own to continue attaining the outcomes for as long as their problem still exists. Globally, billions of shillings have been spent in communities to improve the living conditions of communities. Sustainability is reflected in the capacity of the community to handle change and adapt to new situations says (Kaimenyi & Wanyonyi, 2019). Nevertheless, a project that is seen as worth sustaining today may not be so in future.

According to the study on factors hindering sustainability of water Projects in Makueni County (Masombe & Omwenga, 2020), it was established that strategic management influences sustainability of projects hence economic sustainability of community projects. (Towett et al., 2015) confirmed sustainability is affected by factors internal to communities, those influenced by the project design as well as factors external to the particular context. Despite the vast amounts of money spent on implementation of community projects in Kenya, poor sustainability is depriving them from the returns anticipated from these investments. Sustainability is multi- faceted, continuous and cyclical process of organizational change aimed at maintaining attention to issues being addressed by the program.

Economic sustainability according (Zahra & Wright, 2016) refers to having adequate local resources and capacity to carry on with the project in the absence of outside resources. Adequate finance is a key determinant to projects survival. They opine that systematic approach for strategic management of project is through financial planning and budgeting. The dimensions of sustainability which are effective in promoting duration of a project are yet to be fully understood. (Kaimenyi & Wanyonyi, 2019) indicated the fundamental requirement to achieving sustainability as maintaining a dynamic balance between different factors at play in project management. However, even people helped by successful projects still remain poor (Salat & Rosemary, 2018)

Economic sustainability is therefore used to define strategies that promote sustainable utilization of community's socio-economic resources to their best advantage.

(Towett et al., 2015) concluded that lack of proper community empowerment negatively affects project sustainability. However adequate finance is a key resource in a project, without which it cannot operate and so the resource should be given the attention it deserves if projects have to be sustainable. The government too plays a key role because it provides the platform for the projects to run. Realizing project sustainability is therefore not a short term assignment, but a continuous process because community based projects require strategic management skills (Mutiso & Lilian, 2019). Entities managing project need to be well facilitated economically and socially for the attainment of organisation goals.

1.2 Statement of the Problem

Despite the growth potential for community-based tourism at the globally level, the Kenyan scenario paints a relatively slow growth despite the adequate resource endowment that provides business opportunities for community-based tourism. (Muragu et al., 2021) indicated tourist arrivals in Kenya grew by 10%, 33% and 3% in 2017, 2018 and 2019 while tourist earnings grew by 20%, 31% and 4% in 2017, 2018 and 2019 . The growth in domestic tourism was 14%, -37% and 21% in 2018, 2019 and 2020 despite favourable conditions for local tourists in Kenya.

Economic sustainability of community-based tourism in Kenyan has been dismal a scenario largely attributed to weak strategic management focus amongst community groups (Mayaka, Croy, & Cox, 2017). CBTs in Kenya face management challenges where strategic management skills, resource management skills and governance skills are lacking amongst most of the community groups (Owuor et al., 2017). Skills to undertake data collection, analysis, and reporting are also lacking thus negatively impacting on strategic decision making and management by community managed groups (Peterlin, Pearse, & Dimovski, 2015).

(Juma & Khademi, 2019) identified that CBTs in coastal Kenya depend on community owned and managed resources which are diverse including agricultural resources,

forests, wildlife, water and fisheries resources as well as cultural heritage. Diversity of resources has resulted in different forms of community-based tourism enterprises with the main focus being on culture and nature conservation orientation with partnership with external investors. These investors later engage in direct competition with local communities hence making them inadequately address community priorities. As a result, the sub-sector has not played an effective role in local socio-economic development.

Sustainability approach as opposed to conservation approach is needed to fully optimize benefits for the local communities (Muragu et al., 2021). CBT development framework as well as legal and institutional structures are needed to support sustainable development of tourism

Despite the fact that voluntary membership private sector organizations such as Kenya Community Based Tourism Network (KECOBAT) and Federation of CBT Organizations (FECTO) have been established to represent interests of CBT enterprises in Kenya (Juma & Khademi, 2019) and accord the opportunity to share information and access technical support and advisory services thereby integrating community concerns into the national tourism agenda, (Albrecht, 2017) revealed that economic benefits to local communities are smaller and inconsistently distributed amongst community members. The communities also suffer challenges of overcrowding, inadequate water and sanitation services, heavy traffic and overstretched. Previous studies show that managers have not been paying much attention to strategy implementation as they pay to conservation. A study on factors influencing strategy implementation in the tourism industry highlighted the growth potential in community-based tourism as well as factors responsible for such growth (Imbali, Muturi, & Abuga, 2016).

The study on identification of strategy implementation and its effects on performance indicated that most strategies fail at implementation stage and that many important factors are usually ignored at strategy implementation stage and hence strategies become ineffective (Abdullah et al., 2017). (Mwaura & Karanja, 2014) indicated that

community groups do not operate within their budgets despite having weak internal controls and not following laid down financial policies.

However, these studies did not address contribution of strategic management process to economic sustainability of community-based tourism. Successful strategy implementation though very important for any organization, is generally lacking amongst community groups. In the absence of strategy implementation, even the most superior strategy becomes useless (Waititu, 2016). On the other hand, community-based tourism contributes to employment creation, wealth creation, environmental conservation, and reduction in regional disparities (Owuor et al., 2017). They have however not measured up to their full potential with anticipated socio-economic benefits yet to be fully realized.

(World Economic Forum, 2013) recommended strategic management approach in enhancing sustainability of community-based tourism. Success of community-based tourism hinges on strategic management initiatives that ensure provision of high-quality services (Owuor et al., 2017). Sustainability is a deliberate strategic management initiative that requires full support from community members. The study on strategic management process influencing sustainability of community-based tourism in the coast region of Kenya was therefore conducted so as to bring out a clear understanding on the growth potential and the inherent deficiencies in the sustainability of community-based tourism enterprises and hence recommend appropriate strategies to address identified challenges.

1.3 Research Objectives

1.3.1 General Objective

To assess influence of strategic management process on economic sustainability of community-based tourism in the coast region of Kenya.

1.3.2 Specific Objectives

The above study seeks to achieve the following specific objectives:

1) To determine the influence of strategy formulation on economic sustainability of community-based tourism in the coast region of Kenya.

2) To establish the influence of strategy implementation on economic sustainability of community-based tourism in the coast region of Kenya.
3) To assess the influence of strategy evaluation on economic sustainability of community-based tourism in the coast region of Kenya.
4) To determine the contribution of stakeholder management to economic sustainability of community-based tourism in the coast region of Kenya.

1.4 Research Hypotheses

Linked to the above research objectives are the following Null Hypothesis (H_0) and Alternate Hypothesis (H_A)

1) Hypothesis 1

H_{01}: Strategy formulation has no influence on economic sustainability of community-based tourism in the coast region of Kenya

H_{A1}: Strategy formulation has an influence on economic sustainability of community-based tourism in the coast region of Kenya

2) Hypothesis 2

H_{02}: Strategy implementation has no influence on economic sustainability of community-based tourism in the coast region of Kenya

H_{A2}: Strategy implementation has an influence on economic sustainability of community-based tourism in the coast region of Kenya

3) Hypothesis 3

H_{03}: Strategy evaluation has no influence on economic sustainability of community-based tourism in the coast region of Kenya

H_{A3}: Strategy evaluation has an influence on economic sustainability of community-based tourism in the coast region of Kenya

4) Hypothesis 4

H_{04}: Stakeholder management does not contribute to economic sustainability of community-based tourism in the coast region of Kenya

H_{A4}: Stakeholder management contribute to economic sustainability of community-based tourism in the coast region of Kenya

1.5 Significance of the Study

The prevailing poverty level is a cause for concern. Poverty and unemployment need to be addressed so as to avert an economic crisis. The study provided valuable information regarding the nature of community-based tourism and its economic effects on local communities and individuals and in the process identified means to enhance positive impacts and reduce negative impacts.

The study focused on contribution of strategic management to sustainable management of projects especially community based tourism projects with the aim of achieving economic sustainability of CBTs in the coast region of Kenya. This is so given the global competition within the sector and the role tourism plays in the economic development of Kenya. The study provided empirical information to managers of CBTs for better understanding of strategic management process and options for economic sustainability of the community projects. Current and future managers of community projects may understand how lack of strategic focus can limit sustainable management of enterprises. The study also provided information to stakeholders and the government on sustainability of community projects and the strategic roles to be undertaken for the betterment of such enterprises and the overall economic development of the country

The study is therefore of significant importance to the following:

1.5.1 Researchers and Academicians

The research will contribute to theoretical development of strategic management with the focus on community-based tourism enterprises. The conceptual framework, research findings, analysis, and recommendations from the study will be valuable lessons and reference material for application in other research work in the same field. Academic researchers will utilize the findings of the study in undertaking further studies in areas that have tourism potential especial at the community level. This way, it will further contribute to the literature and specific strategies on community-based tourism.

1.5.2 Development Agencies

As a result of the study and its findings, development partners are expected to increase their participation and support in the establishment and management of CBTs based on identified investment opportunities and appropriate community arrangements.

1.5.3 Owners of Community Based Tourism

The study identified appropriate strategic management issues for implementation at the community level so as to increase community participation, enhance ownership of CBTs, diversify livelihoods options, and improve sustainability of CBTs.

1.5.4 Policy Makers

The Government of Kenya will benefit from the recommendations of the study and lessons learnt in implementing various CBTs within and outside the country. The study will therefore guide the government in formulating and implementing policies on community-based tourism and in ensuring they have the desired impact on sustainability of community managed enterprises.

1.6 Scope of the Study

The scope of the study was thirteen community based tourism groups spread across Mombasa, Kwale and Kilifi counties in the coast region currently operating community based tourism projects (Republic of Kenya, 2019). The study focused on role of strategic management process in economic sustainability of CBTs in coastal Kenya. The scope of the study was to assess the influence strategic management process namely role of strategy formulations, strategy implementation, strategy evaluation and stakeholder management in the management of projects, strategic decision making, performance and sustainability of community-based tourism enterprises. This is intended to help in identifying challenges faced by CBTs and hence recommend ways of addressing these challenges for improved socio-economic wellbeing of the target communities.

The target population for the study is CBT group members both ordinary members and management committees currently involved in the implementation and management of community-based tourism enterprises. The specific areas of focus were Kwale,

Mombasa and Kilifi counties within the coast region of Kenya. These are the counties with most community tourism sites of which data is available for reference (Republic of Kenya, 2019).. The study area is a key contributor to the tourism industry with attractive sites which provides habitat to a number of game and marine parks as well as community-based tourist sites

1.7 Limitations of the Study

(Staller, 2014) defined limitations as factors outside the control of a researcher that may impede the validity of the study. The study being cross-sectional examined a particular phenomenon at a particular time and data was collected at one point in time. The long term impact of strategic management process on economic sustainability of CBTs was not assessed. The duration for doctoral studies does not allow for longitudinal study which reveals extend of influence of strategic management process on economic sustainability of CBTs over a long period of time.

The study also use self-report instruments in collecting information on the variables which are subject to possibility of consistency effect as respondents maintain consistency in their responses to similar question resulting in relationships that would otherwise not exist in real life situations. There was also tendency of respondents' to either provide exaggerated information or withhold important information. However, the research team used university and National Commission for Science, Technology and Innovation (NACOSTI) letters of introduction to encourage respondents provide honest information and see the usefulness of such honest information in appropriately planning and promotion their CBT initiatives.

The study made references to findings of previous studies which were carried out in different conditions and situations. Again due to time and financial limitations, the scope of the study could not be more broader hence its findings could not be generally applicable to other sectors. There were also time constraints in accessing respondents who were engaged in other activities. In case of unavoidable delay, the community was however appropriately notified in time.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter highlights on research activities previously undertaken in the same field of study with focus on theoretical review, conceptual framework, review of independent and dependent variables, research gaps and summary of the relevant literature.

2.2 Theoretical Framework

The study focused on Resource Based Theory, Contingency Theory, Performance Theory, Stakeholder Theory and Systems Theory in explaining strategic management process among community groups implementing community based tourism.

Theories are formulated to explain, predict, and understand phenomena and to challenge and extend existing knowledge (Adom, Hussein, & Joe, 2018). Without a strategy, an organization is likened to a ship without a captain going around in circles without a place to anchor. However, majority of organizations have no clear concept of how to effectively conduct the planning process. This explains why most strategic plans are poorly conceived and no real impact is made on the organisation and its activities (Crook et al., 2015).

2.2.1 Resource Based Theory

The Resource Based Theory as postulated by Birger Wernerfelt in 1984 theorizes on the usefulness of analysing firms from the resource side rather than from the product side The focus is on resource position that results in developing strategic options that emerge from the resource perspective (Peteraf & Barney, 2013). The theory has been applied in management research to analyse and explain organisation's resources that have the potential to create and sustain competitive advantage leading to superior performance among firms. The theory is based on the principle that organisational competitive advantage depends on unique resources and capabilities it possesses. In this respect, it is a management tool that establishes strategic resources available and accessible to an organisation. Strategic resources provide the foundation to develop

organisation's capabilities that leads to superior performance over time (Lado, Boyd, Wright, & Kroll, 2015). A resource is strategic to the extent that it is valuable, rare, difficult to imitate and non-substitutable. Organisation's resources are classified into three categories namely physical capital, human capital and organisational capital. Simply these resources are either tangible resources or intangible resources (Penrose, 2015). Resources include all assets, capabilities, competencies, organisation processes, information, and knowledge that are at the organisational disposal for use in transforming and shaping organisational destiny. When these conditions are maintained over time, the firm's resources will create the foundations for sustainable long-term competitive advantage.

Whereas resources refer to what an organisation owns, capabilities refer to what an organisation can do such as its ability to manage or exploit resources in a manner that provides value added and advantage over competitors (Peteraf & Barney, 2013). The Resource Based Theory focuses on an organization's internal environment as the driving force on competitive advantage which is based on how the organization develops its resources to enable it compete in that particular environment (Crook et al., 2015). While undertaking strategy formulation, the theory explains the organisational ability to sustainably manage its resources so as to create a competitive edge over its competitors. To attain such a competitive edge, the identified resources should be valuable and rare. The theory also provides the reason why organizations are different and further explains why strategies to be put in place to sustain their competitive advantage are also different.

The theory assumes resource heterogeneity and resource immobility which makes such resources costly to copy (Barney, 2015). Organizational growth is brought about by the manner in which resources are deployed. The availability of different resources and capabilities positively affects the growth potential and hence sustainability. It is the organisation's valuable and rare resources and capabilities rather than the static resources that are essential in determining its competitiveness and hence its sustainability. However, resources such as cash and trucks are not considered strategic resources because they can be readily acquired (Peteraf & Barney, 2013). The success

and failures of organisations is determined with respect to their competitiveness and those of their subsidiaries by employing the RBV theory.

The theory is applicable to this study as it helps in understanding how organisations utilise strategy formulation in strategically managing their organisations and in executing strategies aimed at sustaining their operations. This is more so given the dynamic business environment these organisations operate in hence the need to understand how well and prepared an organisation is in mobilising its resources towards sustaining its operations (Lado, Boyd, Wright, & Kroll, 2015). The theory is also specifically applicable in examining strategy formulation in an organisation where the resource base is considered when designing appropriate strategies aimed at sustaining its operations and realising its full potential. In this study, the RBV was used in establishing the influence of strategic management in the sustainability of community-based tourism in the coast region of Kenya as it complements other theories such as the systems theory.

2.2.2 Contingency Theory

The Contingency Theory (CT) as proposed by Fred Edward Fiedler in 1964 is based on the idea that there is no best way or single approach to organising and managing an organisation (Ejimabo, 2015). The optimal course of action is therefore contingent or dependent upon prevailing internal and external situations (Brock, 2015). The managers need to work out unique managerial strategies depending on such situations. This explains contingency approach that management effectiveness is contingent on management behaviour and specific situations. The theory emphasizes on the importance of the manager and the situation in which the he operates in (Kaya, 2016).

The contingency theory is characterised by three factors namely: relations, task structure, and power which determine how an organisation undertake its tasks (Brock, 2015). The theory has been validated in various research works and explains the demands of different situations in the implementation process. It determines the strategic management approach most likely to be effective in a particular context. The theory suggests managers leading various teams are not expected to be equally effective in all situations. Organizations should therefore consider optimal situations

according to their management style (Barney, 2015). In this respect the theory is a useful tool for implementation and prediction. For organisations to be effective there is need for a *'goodness of fit'* between structures and conditions in the external environment. Good management approach is dependent on organisation's situation.

The study therefore is guided by this theory on the fact that selected implementation design should be in conformity with the organisation's contextual factors such as organisational decision making and organisational structure. To achieve organisational effectiveness, there is need to fit organisational characteristics to contingencies that reflect the current situation an organisation operates in (Dale, 2014). At all times, an organisation aims at attaining the 'goodness of fit' that leads to effective implementation and hence high performance which is continually shaped by contingencies that 'fit' it in order to sustain its performance and avoid stagnation. The time alignment between the organisation and its contingencies further creates an association between the organisation and its contingencies thus bringing stability and sustainability that can be predicted over time.

The theory is applied in the strategy implementation variable and it shows that strategy implementation though important is also challenging. This is because implementation takes a longer time frame than formulation, involves more people, has greater task complexity and need sequential and simultaneous thinking by implementation managers (Candido & Santos, 2015). Strategy implementation has been neglected because published research reveals more emphasis is being placed on strategy formulation whereas strategy formulation and strategy implementation are complementary areas of strategic management (Alhaddi, 2016).

2.2.3 Performance Theory

The Performance Theory (PT) as postulated by Wallace Bacon in 1914 suggests that every one of us puts on a performance in the society and that performance is a core concept within an organization (Schechner, 2015). Oorganizations need to perform in order to meet their goals and sustain their operations. Accomplishing tasks and attaining high performance levels are desirable while low performance and not achieving the goals results in organisational failure (Judson, 2011). Monitoring of

organization's performance is therefore essential so as to achieve identified goals. The organization's overall performance is analyzed in four ways namely financial perspective, customer perspective, innovation and learning perspective and internal perspective.

Developing a performance is a journey and the level of performance describes the location of that journey (Penrose, 2015). The theory explains that performance depends on the level of knowledge, level of skills, level of identity, personal factors, and fixed factors. Effective performance is characterized by performer's and engagement in reflective practice (Sull, Homkes, & Sull, 2015).

This theory is useful in many learning contexts and applies to traditional contexts, non-traditional contexts and organizational contexts (Schechner, 2015). Building performance capabilities should be a central theme in any organization because when people learn and grow, they are empowered to create results that make a difference (Bryson et al, 2018).

Performance evaluation should be put in place to ensure an organisation breaks broad goals into tactical activities and metrics which are easy to follow through and monitor (Cristian & Silvia, 2014). Organizations should establish actions aligned to value creating strategy which should also contribute to meeting stakeholder, employee and customer expectations, as well as improvement of services, internal processes, learning, and innovation (Campbell et al., 2015).

Performance measures are used in evaluating strategies on timely basis and in identifying gaps in strategy formulation and implementation that causes strategies to fail (Campbell et al., 2015). A study in the Mecklenburg County in USA applied the Performance Theory when analysing influence of Strategy Evaluation variable so as to understand the relationships between goals, activities, intended results, and actual results. The study established performance as the last result of activities which involves actual outcomes of the strategic management process which needs feedback that aims at correcting decisions made earlier in the process (Hax & Majluf, 2016).

2.2.4 Stakeholder Theory

Stakeholder Theory as postulated by Richard Edward Freeman in 1984 puts emphasis on organizational management and business ethics in managing an organization. It emphasises on interconnected relationships between an enterprise and its customers, suppliers, investors, communities and all entities with a stake in an organization (Muli et al., 2016). In recognition of such interlinkages, an organisation should create value for all such interested parties . The theory therefore aims at building the framework responsive to the concerns of managers in the everchanging business environmental (Harrison, Freeman, & Abreu, 2015). The purpose of stakeholder management was to create methods to manage different groups and relationships that resulted in strategic failures. The theory suggests that managers must formulate and implement processes which satisfy all groups with a stake in the business.

Stakeholder approach focuses on active management of the business, relationships and shared interest (Elias, Jackson, & Cavana, 2014). Participatory planning is desirable where active involvement all stakeholders is encouraged (Vinit, 2017).

The primary purpose of a stakeholder theory is to help managers identify influential stakeholders and manage them (Griffin & Otter, 2014). Stakeholder theory has been applied to research, construction, water projects, donor funded projects. The managers require necessary skills and experiences so as to manage stakeholders as deficiencies in this respect result in project failures. Successful completion of projects is dependent on meeting respective stakeholders' expectations (Muli et al., 2016).

Stakeholder theory was utilized in the study to help in understanding how organisations should manage relationships with stakeholders for the attainment of sustainable success (Barasa & Nyaga, 2021). It is therefore a strategic management perspective to preserving active support and commitment of stakeholders for project delivery, success and long-term sustainability.

2.2.5 Systems Theory

Systems Theory (ST) as put across by Ludwig von Bertalanffy in 1950 introduced principles of general systems that outlined basic laws applicable to virtually every scientific field. Systems theory analyses a phenomenon as a whole and not as a sum of

elementary parts (Peteraf & Bergen, 2013). It focuses on interactions and relationships between parts in an organization so as to understand how an organization functions and the resulting outcomes. Systems theory enables members of an organization to communicate effectively and fosters an understanding on organizational behavior, organizational change and organizational development. The theory sees an organization as either open or closed system where a closed system is not affected by its environment while an open system is affected (Tima & William, 2016).

The systems theory focuses on the inter-relations between the parts which connect them as a whole and thus determines a system that is dependent on its elements such as the various departments. The same concepts and principles of an organization apply to the different disciplines thus providing a basis for their unification and proper functioning (Siegel & Leih, 2018). The systems theory applies to organizations and enterprises which operate as systems at any level including the community level. The key message is that organizations should be regarded as systems composed of regularly interacting groups that perform defined set of activities.

The theory is of much help to the management of community groups in recognizing how different sub-systems work internally and how the whole system relates to the external environment that comprise of various stakeholders (Elias, Jackson, & Cavana, 2014). The theory further indicates that business value creation is related to both the sub-systems and supra-systems thus allowing for appropriate networking with other systems. Quality in a system is strengthened by placing emphasis on the relationships of the sub-systems for the attainment of the overall goal. It is the system learning new skills for the benefit of the society (Bryson et al, 2018)

The decision maker analyses the structure of his system as well as the structure of supra systems thus modifying the boarders between the systems and supra systems and making the organization and the environment labels for patterns of activities (Peteraf & Bergen, 2013). Sustainability of an organization's efforts is linked to its ability to identify and manage functions and relationships by establishing communication channels, harmonizing, and aligning its development with all external relationships.

The ability to organize relationships defines the efficiency of a system and this is the central characteristic of viable systems.

Managers need to be familiar with the systems theory and the associated way of thinking (Elias, Jackson, & Cavana, 2014). They are required to plan for adjustments to guarantee the survival of the whole system, implement adjustments and guidelines, and re-define the organizational structure. This is done so as to promote sustainability and long lasting performance (Tima & William, 2016). Given the real world complexities, the systems theory can effectively contribute to proper management due to their dual approach, holistic view, and specific component view. It emphasizes the need to comply with policies and procedures for harmonious and well-functioning of systems.

2.3 Conceptual Framework

Conceptual framework as derived from the theoretical framework graphically represents the research idea and expounds on the research problem. Part of the conceptual framework offers a summary of the study's main points. It explains how strategic management process influence sustainability of community-based tourism and how they all relate to the hypotheses. The framework is used in research to outline possible courses of action and present a preferred approach to an idea (Castillo & Hallinger, 2017).

The conceptual framework for this thesis focuses on strategic management process influencing sustainability of community-based tourism in the coast region of Kenya. Strategic management process are the independent variables identified as strategy formulation, strategy implementation, strategy evaluation and stakeholder management while the dependent variable is sustainability of community-based tourism. Having examined the extent to which independent variables affect sustainability of community-based tourism, appropriate policy and managerial recommendations were proposed to address identified challenges for the benefit of the communities living around such enterprises (Tortora, Randeli, & Romei, 2014).

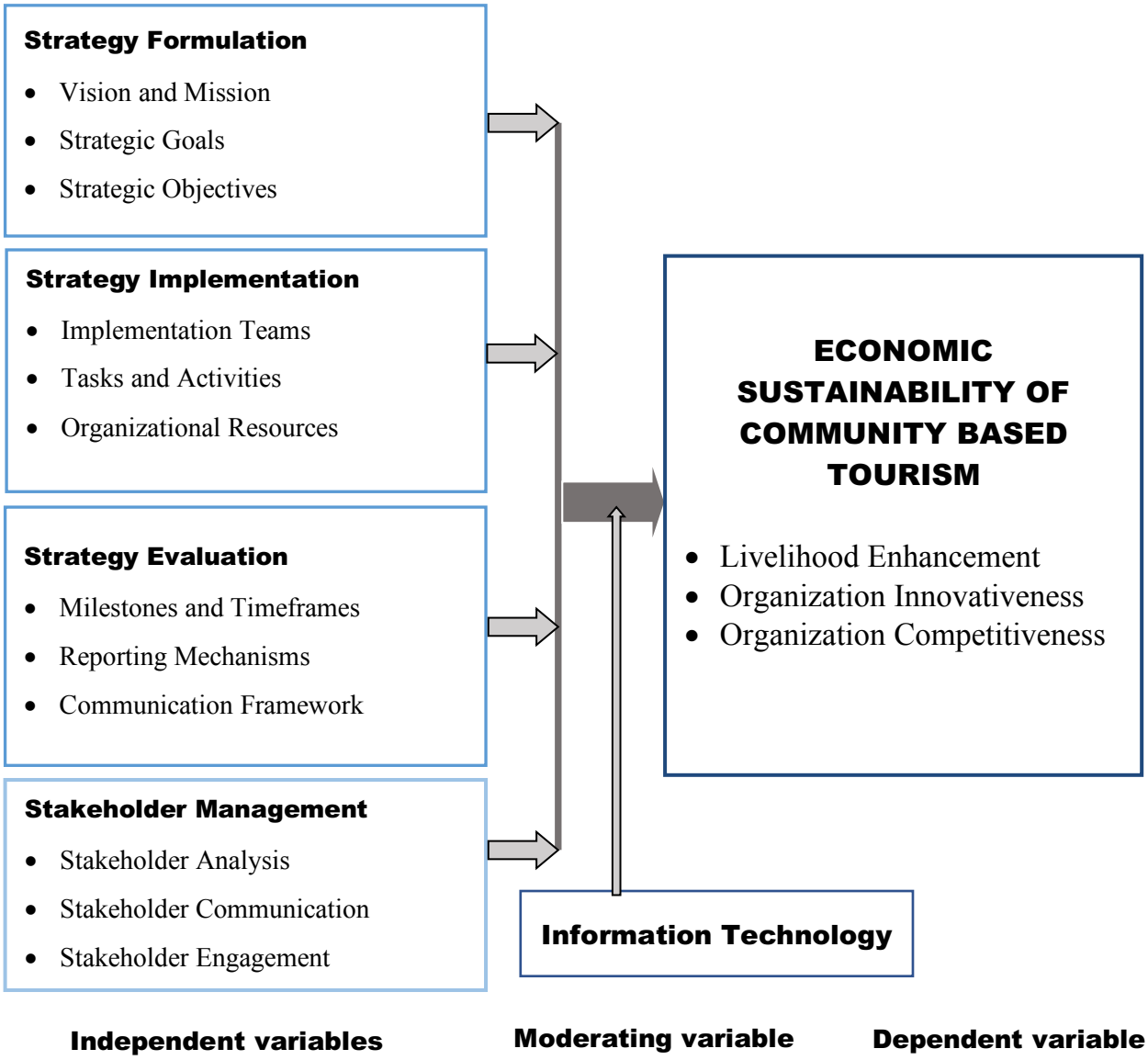

Figure 2.1: Conceptual Framework

The review of literature on variables discusses the theoretical review of variables of the study. Economic sustainability of community based tourism is the dependent variable, while strategy formulation, strategy implementation, strategy evaluation and stakeholder management are the independent variables.

2.3.1 Strategy Formulation

Poor strategies can drastically limit implementation efforts whereas good execution cannot overcome the shortcomings of a bad strategy or worse still poor strategic planning effort. The kind of strategy developed and how it is developed will influence

the implementation process (Hax & Majluf, 2016). The need to start with a well formulated strategy that involves a good idea is helpful to successful implementation of strategies (Roth & Ricks, 2014). With most community based tourism enterprises, formulated goals do not relate realistically to the results of the Strengths, Weakness, Opportunities and Threats (SWOT) analysis performed and this brings in the likelihood of goals being at cross purposes with one another (Thomas & Ambrosini, 2015). There is also danger of strategy lapse among community groups if the cost of implementing the strategies is not budgeted for. For most CBOs, success is rarely evaluated while changes are rarely made to the plan and as such the success of strategies is not guaranteed (Glaister & Falshaw, 2015).

The tendency to overlook lack of performance and non-verification of completed tasks makes members believe that their efforts do not matter and that results are not forth coming (Mintsberg, 2015). Good implementation naturally starts with good strategic input and strategic management process that aims at defining organization's strategy (Ngangara, Ojera, & Oima, 2015). Organisations allocate resources to the most appropriate investments and use the returns in product management, strategic management, and portfolio analyses. The Resource Based Theory helps in the decision-making process and in having a balanced portfolio (Peteraf & Bergen, 2013). It also helps in long-term strategic management so that a business considers growth opportunities by reviewing its portfolio of products and deciding where to invest, where to discontinue, or where to develop products if the performance is not satisfactory (Mintsberg, 2015).

During the 1970's, many large firms adopted a formalized top-down strategic management model where strategic management became a deliberate process. The top executives periodically formulated firm's strategy and then communicate it down the organization for its implementation. For large corporations, strategy at the corporate level is more concerned with business portfolio management (Roth & Ricks, 2014). This involves decisions about which business units to grow and how resources are allocated among business units so as to take advantage of synergies among business units.

Strategy formulation is undertaken in three levels with each level having a different focus. Corporate level strategy is concerned with broad decisions about the total organization's scope and direction (Rono, Njuki, & Oddillia, 2013). It considers what changes should be made to the objectives and the strategies for achieving it. Three components of corporate level strategy have been identified as growth/directional, portfolio strategy, and parenting strategy. The second level is the competitive strategy of the business level strategy which is involved in deciding how the company will compete within each Line of Business (LOB) or Strategic Business Unit (SBU). The third level of corporate level strategy is the functional strategy which is more localized with shorter-horizon strategies (Thomas & Ambrosini, 2015). They deal with how each functional area and unit will effectively carry out its functional activities and maximize its resource productivity.

There are different methodologies of encouraging community participation in community-based tourism development process as a way of implementing sustainability tourism. With a clear picture of the firm and its environment, specific strategic alternatives can be developed (Mintzberg, Ahlstrand, & Lampel, 2015). Different firms have been found to have different alternatives depending on their various situations. Strategy development is the creation and establishment of an organization's overall mission and vision and the means to achieve them. Corporate strategy identifies businesses that an organization should focus on and how these businesses create synergy or bring competitive advantage to the organization. Strategic-planning team composed of top-level managers representing the interests, concerns, and opinions of all members in the organization undertake strategy formulation. Strategy formulation steps are performed in sequential order because they build upon one another (Mosomi & Deya, 2018). Two processes are however continually performed throughout the strategy formulation namely environmental scanning and continuous implementation.

Strategy formulation basically involves setting organizations' objectives, evaluating the organizational environment, setting quantitative targets, developing strategic management for each sub-unit, undertaking performance analysis and choosing the desired strategy (Mintsberg, 2015). An important step in the planning process is the

articulation of goals where the desired wellbeing of the organization is determined. Upon articulating the vision and determining the goals, there is need to address the means of reaching these goals by specifying strategies to achieving the desired results (Nyangara, Ojera, & Oima, 2015). Strategies need to reflect firm's strengths and weaknesses as this is helpful in identifying promising strategies. Community based tourism is one way in which communities can strengthen their traditional stewardship role of natural resources. Nevertheless, the challenge is how and where tourism can intervene to provide better opportunities and empowerment to the poor at the local level (Owuor et al., 2017). Given the added value of community participation to sustainable community development, active community participation works for the good of any conservation.

Strategy formulation also incorporates social strategies aimed at avoiding conflicts and but ensuring no negative impacts on local culture (Ahebwa & Wilber, 2013). The environment strategy focuses on infrastructure improvements, waste management and design of the trails while technological strategy includes the use of local low-cost materials. Focus should also be on enterprise development plans to be implemented and monitored by the group. The fact that a strategy is unclear at beast or incoherent at worst is what makes organizations appear that they are acting without a clear strategy.

2.3.2 Strategy Implementation

The implementation of organization's strategies involves the application of the management process to obtain the desired results. Strategy implementation includes designing the organization's structure, allocating resources, developing information and decision process, and managing human resource (Ridgway, 2013). Strategy implementation is geared at ensuring the organization is moving in the right direction towards the attainment of its vision. It is the translation and execution of strategies into actions and results normally done at all levels in the organization (Tonderai & Severino, 2014). Community business owners often seek outside help during strategic decision-making process while others hire professional consultants to help them make strategic decisions (Wang & Walker, 2012). Although formulating a consistent

strategy is a difficult task for any management team, implementing the strategy throughout the organization is even more difficult.

Without effective implementation of strategies, no business strategy can succeed (Strickland & Thompson, 2014). This affirms the principle that strategies will have no impact if they are not implemented well. However, simple strategies that are well implemented are likely to have major impacts. Strategy implementation phase includes execution of strategies, undertaking measurement and receiving feedback. (Mwanthi, 2018). Data collection, analysis, and reporting are skills that are still lacking amongst community groups and this is negatively impacting on the process of strategic decision making (Glaister & Falshaw, 2015). Success on implementation and management of projects depends on effective strategy implementation. While strategy implementation requires time and can be frustrating, if done properly, it can enable businesses to recognize its most effective position.

The development and implementation of strategies depend on the size, nature and complexity of the organization's environment, organization's leadership, and culture (Okumu, 2013). Elements of strategic management required for successful strategy implementation include distinctive leadership competencies. Strategy implementation is more complicated and time-consuming part of strategic management which makes well formulated strategies fail if they are not properly implemented (Koech & Were, 2016). It is at the implementation stage that most failures occur because strategy implementation requires motivation, follow ups, and sustained attention. Selected strategy is implemented by means of programs, budgets, and procedures and calls for organization of the firm's resources and motivation of the staff to achieve such objectives (Rao, 2016). Strategy implementation is not possible without stability between strategy, organizational structure, and resource-allocation process.

Organisational goals should be clearly communicated so that employees understand the specific tasks to be carried out and the type of rewards expected. It is advisable that strategy implementation should never be an adventure because the more there is advance planning the more the implementation process is more likely to succeed (Speculand, 2014). For successful implementation there is need for robust strategies at

the very first step. To achieve effective implementation, a business must ensure that any changes on the strategies are reflected in areas such as budgeting and information systems.

Goals articulated in the strategic plan should drive marketing, sales, human resources factors, research and development initiatives (Roth & Ricks, 2014). Fundamentals of strategy implementation include avoiding common implementation mistakes, reaching out to stakeholders, measuring progress and establishing an implementation framework. Strategy implementation teams should not neglect details but should be able to plan the work and work the plan (Babatunde, 2013). The right implementation teams with appropriate leadership, communication, and implementation skills should be assigned the task of carrying on with the implementation process (Charles, Ojera, & David, 2015). Based on a study on 300 executives, it was observed that capability to strategy execution is more important than strategy quality. However, the challenge faced by organisations is due to the fact that strategies are changing more quickly than the way to measure (Jordao & Novas, 2013).

In community-based tourism, community members exercise control through active participation in the appraisal, development, management and ownership of enterprises (Zemenu, 2017). Strategy implementation involves visioning, participatory planning, strong community leadership, establishment of a committee to manage contributions and provision of necessary skills to ensure sustainability and event management (Giampiccoli & Kalis, 2012). From the implementation of identified strategies, impacts on livelihoods should be documented and lessons from strategy implementation shared. Regular review process aimed at improving quality is important so that new economic opportunities are created for a wider cross-section of the community (Saqer & Khasawneh, 2015).

2.3.3 Strategy Evaluation

Strategy evaluation focuses on how well strategic objectives, initiatives, measures, and targets developed have been implemented (Sull, Homkes, & Sull, 2015). However, the analysis regarding strategy realization is limited due to the number of performance indicators already identified (Mbithi & Kiruja, 2015). Once implemented, the results

of a strategy need to be measured and evaluated, with changes made where appropriate so as to keep the plan on track. Community based tourism enterprises that have collaborated with private sector partnerships have been provided with valuable investment support at the community level (World Economic Forum, 2013). With such investments, strategic management of businesses is essential for sustainability and this also applies to community-based tourism enterprises.

The delay in performing measurement has meant that evaluation does not meet its purpose. Strategy evaluation is as significant as strategy formulation and strategy implementation because it shades light on the achievement of desired results. The performance theory indicates that strategy evaluation consists of setting benchmarks of performance, having measurement of performance, analysing variance and taking corrective action. Strategies that remain as plans are not always realized while realized strategies are not always the result of a plan (Waititu, 2016). Appropriate systems have been developed and implemented to facilitate monitoring and to enhance performance. While performance standards are set, measurement of actual performance and taking appropriate action whenever variances occur will ensure desired levels of success are attained.

Strategy evaluation is effective where there is leadership commitment, adequate resources to undertake evaluation and flexibility to adapt to expected changes (Hlengwa & Mazibuko, 2018). This is the stage where data is required to inform strategy, setting of realistic expectations and making strategic decisions. When deviations in performance are identified, managers should plan for immediate corrective action. Whenever performance is consistently less than desired performance, detailed analysis of factors responsible for such low performance is needed (Mbithi & Kiruja, 2015). One of the most drastic corrective actions is re-formulating the strategy by going back to the process of strategy development and reframing the plan. This therefore emphasises the need for strategic management perspective.

Evaluation of mission statement is necessary to ensure that an organization is meeting its goals. This will also ensure new goals are created where necessary to accommodate

dynamic changes in the organization. When evaluating individual performance, information gathered should be recent and comparable to established standards. Managers are required to assess the appropriateness of current strategies with socio-economic, political, and technological innovations (Ahebwa, Duim, & Sandbroo, 2012). The significance of strategy evaluation lies in its capacity to co-ordinate task performed through control of performance. While monitoring implementation of strategies, managers need to continue examining underlying assumptions so that validity of strategic objectives is determined. This is further reinforced by having due dates for every strategy-related action to ensure implementation teams stay committed (Bryson et al, 2018). Short-term strategy reviews need to be done at least on quarterly basis to keep the strategic plan reviewed and re-energised.

A cases study of Marathon examined the application of community-based planning model of projects with greater community support and buy in. There were however difficulties associated with community inclusion in the planning process. (Katarzna, Sofie, & Dominique, 2017). Evaluation of collaborative efforts for sustainability tourism found out that academic researchers involved as 'partners' end up having greater power over other partners due to their expertise in reviewing and responsibilities of report writing (Bryson et al, 2018). Strategy evaluation of community-based tourism is an effective way of undertaking tourism planning by involving community members. Despite various challenges, strategy evaluation provides positive steps towards sustainability community development There is a growing need for continued research into ways of effectively engaging community members and how researchers and community members can be integrated in the evaluation process.

2.3.4 Stakeholder Management

All organisations have to manage stakeholders because when stakeholders are treated well they tend to positively reciprocate by sharing information (Harrison & Smith, 2015). In this way, an organisation harnesses the energy of stakeholders towards the fulfilment of its goals. The stakeholder theory has been applied to many disciplines such as strategic management, finance, accounting, human resources management,

production and construction, information technology, marketing, health public policy and corporate social responsibility.

The study on stakeholder management capability and performance in Brazilian cooperatives tested relationships between Stakeholder Management Capability (SMC) and economic performance (Pavao & Rossetto, 2015). The study measured SMC as a strategy action to manage communication skills, strategic formulation, and stakeholder serving in an effort to satisfy stakeholders with a proposal to apply the study in non-cooperative organisations. Stakeholder management is about creating more value, and since stakeholders are not homogenous within groups, this calls for an in-depth study to help in understanding stakeholders varied interests and values.

Organisations in an effort to attain their long-term goals are focusing their strategies on their stakeholders as groups of interest (Griffin & Otter, 2014). People in an organisation take ownership of what they create and become more dedicated and active teams in protecting and supporting their common interest. The focus of a manager in an organisation should therefore be to create an interest in the organisation among the stakeholders who after contributing to its success, will identify with it and support its sustainability efforts (Muli et al., 2016). Proper planning leads to good factors and their implementation results in better performance that provides feedback for policy and decision makers (Speculand, 2014). The success of stakeholder management depends on group management focus. The more accurate the decisions of a group, the more the more successful is their strategy implementation through collaborative efforts.

Private and public sector agencies need to collaborate so as to promote sustainability of shared resources. Community based tourism is largely a private sector venture that needs support of the private sector, government and other stakeholders. The government provides regulatory framework and necessary incentives that guide the facilitation and management of CBTs (Giampiccoli & Kalis, 2012). Government involvement in resource mobilisation, resource management, and capacity building is necessary for sustainability of efforts (Niska & Vesala, 2013).

The systems theory focuses on how an organisation relates to the external environment in order to plan and implement programmes that guarantee the survival of the whole

system (Elias, Jackson, & Cavana, 2014). In this respect, managers need to comply to both internal and external policies and procedures for harmonious and well-functioning organization that promotes sustainability and sustainable performance (Tima & William, 2016). The study on strategic management practises influencing operational performance of container terminals in Mombasa (Kajembe & Theuri, 2018) recommended organisations to have policies to govern strategy evaluation and strategy implementation so as to provide suitable environment for good performance. Such policies necessitate dealing with a wide range of stakeholders for attainment of expected success.

2.3.5 Economic Sustainability of Community Based Tourism

Globally, community-based tourism is a growing sector with increasing numbers of tourists wanting to interact with local communities and stay in places that have a positive impact both on the environment and the local population (WTTC, 2012). Community-based tourism is being promoted as a sustainable development strategy by many countries especially in rural areas where agribusiness has not been performing well. Sustainable tourism is the concept of visiting a place and making only positive impacts on the environment, society and economy (WTTC, 2015). A key aspect is respect for people, culture, customs, and socio-economic systems. Sustainable tourism meets the needs of the present tourists and the host regions while protecting and enhancing opportunities for the future. This is envisaged as leading to better management of natural resources in such a way that economic, social, and aesthetic needs are fulfilled while maintaining cultural integrity, essential ecological processes and support systems (Harrington et al, 2014). CBT initiatives also encourage respect for local traditions and culture and the natural environment.

Achieving sustainability of CBT requires motivation, determination, and systematic approaches. For many years, demand has been growing for systematic way of integrating the needs of tourism, environment, and heritage when planning for projects (Tolkach & King, 2015). Sustainability of community based tourism requires a well-planned and well-coordinated approach based on government and community partnerships. Effective planning process need to address site management, visitor facilities, tourism services and marketing in a regional context. Sustainability of CBT

involves promotion of pro-poor strategies by involving local residents in the management of community enterprises so as to alleviate poverty and provide an alternative source of income to the community (Republic of Kenya, 2013).

Tourism provides a wide range of employment opportunities that are easily accessible by the poor. It also contributes to socio-economic development of least developed countries through foreign exchange earnings and creation of job opportunities (Harrington et al, 2014). The development of tourism infrastructure improves the livelihood of the poor through improvement of tourism-linked service sectors such as transport and communications, water supply, energy and health services (World Economic Forum, 2013). The tourism industry employs a high proportion of women and creates micro enterprise opportunities for them (UNWTO, 2018). It also promotes women's mobility and provides opportunities for social networking, strengthens supply chains, and promotes integration of isolated economies with regional and global flows of trade and investment (WTTC, 2015). However in most of these enterprises, women face barriers in their involvement which needs to be addressed (Stepphen et al, 2013).

In regions where CBT has been successfully implemented, the community has been afforded an important role with the aim of reducing human-wildlife conflict and enhancing co-existence. This strategy further localizes strategic management policies and empowers the communities through governance and sensitisation (Owuor et al., 2017). CBT operates on commercial orientation and it is implemented through community and private sector partnerships which supports and promotes investment promotion at the community level (Ahebwa, Duim, & Sandbroo, 2012).

2.4 Empirical Review

Strategy formulation, strategy implementation, strategy evaluation, and stakeholder management allow for appropriate actions that will contribute to improved performance and sustainability in the management of community-based tourism enterprises (Allee & Kotler, 2017). With increased globalisation and innovation, service provision and customer satisfaction has become key priory areas for immediate attention by community-based organisations. The National Tourism Policy of 2006

and the Tourism Act of 2011 gives necessary support to the development of appropriate tourism promotional strategies (Republic of Kenya, 2013). Sustainable tourism guidelines and management factors are relevant to all forms of tourism and in all locations (Burgos & Mertens, 2017).

Several studies have indicated the relevance of formulating and implementing strategies in an organisation. Formulation of strategy demand intellectual effort and discipline. If an organisation does not therefore display clear vision, mission and goals, formulation of strategies would be ineffective (Strickland & Thompson, 2014). Organisations which are more committed to the formulation strategies display better frameworks which guide managerial functions and hence register higher organisational performance (Mohamud, Mohamud, & Mohamed, 2015).

Strategy formulation is an essential part in the strategic management of all organisations. Well-defined and clear strategy formulation is required by all organisations for making strategic decisions aimed at improving organisational performance (Porter, 2015). Strategy formulation as a priority step in strategic management process can positively affect organisational performance.

Strategy implementation is the conversion of strategies into actual action which is more involving than strategy formulation. Successful implementation of strategies enables organisations to improve their overall performance and hence gaining advantage over competitors (Thomas & Ambrosini, 2015). Nevertheless, a well formulated strategy that ends up not being implemented successfully will not serve its noble purpose. Strategy implementation influences the whole spectrum of an organisation hence its performance. According to (Momanyi, 2020), many organisations are yet to formalize the strategic process necessitating further studies on the relationship between strategy implementation process and performance so as to provide empirical relationship between strategy implementation and performance of community projects.

Research on bridging the strategy implementation skills gaps by (Speculand, 2014), indicated that organisations that recognise strategy implementation skills gaps are providing required trainings. This is intended to address how leaders craft and

implement strategies as well as stay constantly committed to the implementation process through follow ups. They are responsible for creating the right conditions for implementing and adjusting as and when it is required. (Owuor et al., 2017) in the study on community tourism and its role among agro-pastoral communities in Laikipia concluded that CBT it is an economic activity with potential to create employment and improve livelihood.

Strategy evaluation measures the level of strategy implementation and provide early signals on factors hindering success of strategies (Siam & Hilman, 2014). Organisations should review their capabilities and competencies for successful implementation of their strategies. A well-executed strategy evaluation process provides direction on how to manage strategic failures thereby preventing organisations from making wrong decisions and protecting business from collapse (Peterlin, Pearse, & Dimovski, 2015). Unfortunately, strategy evaluation has received limited attention in the strategic management process amongst organisations. There are few studies on strategy evaluation on Small enterprises or projects. Due to rapid changes and rapid technological developments, organizations have to be managed with appropriate strategic management options so as to move beyond the current business environment characterized by continues changes (Onsinyo & Moronge, 2018). Organisations that have adopted better strategic evaluation process have registered better performance than those who neglect it. Strategy evaluation is an important process for assessing how well businesses are performing relative to organisation goals (Nyangara, Ojera, & Oima, 2015). It helps in putting into perspective achievements and shortcomings and hence re-examination of organisational goals set at a different times under different circumstances.

The study on strategic management theory and universities by (Siegel & Leih, 2018) indicated the existence of few theoretical frameworks to address organisational challenges and strategies in universities. However, they concurred that strategic management process provides opportunities to examine the same challenges. More specifically, the dynamic capabilities framework has been a useful tool for managing innovations and partnerships and promoting socio economic developments. Businesses are striving to be different from their competitor's and even do better than

them in order to be sustainable. The tourism sector is facing many emerging challenges which should be strategically addressed by employing strategic management so as to be able to attract customers and increase market shares (Carlisle et al, 2012). To achieve this, proper strategy formulation, timely strategy implementation, appropriate and thorough strategy evaluation, and collaborative stakeholder management are all necessary.

Stakeholder decisions are needed for the attainment of desired results. Stakeholder participation and more so support will ensure a positive commitment leading to successful implementation and attainment of higher level of performance (Harrison & Smith, 2015). Effective execution of organizational strategies is a major ingredient for improving organizational performance. Relationship management is critical to the overall success because stakeholders have interests and they also provide support. Stakeholders' perception on and reaction to the strategies in place will influence managerial decisions in an organisation (Elias, Jackson, & Cavana, 2014). Managers should therefore develop to understand the ''invisible power" among the stakeholders.

The principle of strategic management has been applied by various organisations and has assisted in creating a niche which has contributed to improved performance and customer satisfaction (Tolkach & King, 2015). The rural village of Ccaccaccollo in Peru is traditionally a livelihood farming community with its agriculture still at subsistence level. Their strategy was to improve community's livelihood by offering an opportunity to visitors to learn about weaving process and to buy products in a rural setting (Lincoln & Neelam, 2012). As a result, the cooperative was able to provide the community with economic benefits derived from selling weavings as part of its community-based tourism.

Not all disparities can be removed because some are the result of inherent differences between people, between urban and rural areas and between regions (Atsami, Tower, & Neilson, 2010). The primary challenge for any organisation is to ensure its members participate in the economic activities of the organisation so as to ensure opportunities for social and economic growth are attained and to ensure sustainability of programmes for expansion of the benefit horizon (Cristian & Silvia, 2014). However,

past experiences show that better-off organisations are in a position to seize new opportunities created by strategic management process while the poorly organised ones are unable to do so (Wang & Walker, 2012). Efforts should therefore be made to maximize trickle-down effect of strategic management so as to improve on performance and enhance sustainability.

2.5 Critique of the Existing Literature Relevant to the Study

Throughout the strategy process firms need to cycle back to their previous stage and make necessary adjustments. However, most strategic management processes are best suited for a stable environment which is not common situation (Rao, 2016).

The study on factors affecting performance of community-based organisations (Mwaura & Karanja, 2014) established that CBOs should be acquainted with project management tools and techniques and monitor and evaluate their implementation process regularly. This is intended to ensure sustainability and appropriate corrective actions are promptly undertaken when necessary. The study further established that CBOs that do not operate within budgets have weak internal controls and they do not follow their financial policies. Also, community participation affects performance of CBOs where better performance is related to close cooperation between CBOs and the community (Shah, 2012). The study however focused largely on CBO financial management and not on strategy formulation and implementation which are critical factors for project success. Again no indication was made on how organizations should collaborate and partner with the community to ensure maximum and sustainability returns are achieved.

The study on relationship between strategy implementation and performance in commercial banks in Nairobi (Waititu, 2016) found out that effective communication is important for successful strategy implementation and that it helps managers to perform basic strategic management functions. However, the study recommended similar studies be conducted after every five years due to the dynamic nature of business environments. At the same time key drivers of the study did not account for all the variation in strategy implementation meaning other factors not tested such as technology adoption which should be considered for further research. The fact that

strategy implementation is undertaken in a dynamic business environment shows the inadequacy of a single study in conclusively addressing the challenges in an organisation (Wamalwa & James, 2018).

The study on analytical factors influencing formulation of strategic plans explored the link between formulation of school strategic plans with employee motivation, availability of funds, support by top school leadership, government policy and employee knowhow in secondary schools (Njeru, Stephen, & Wambui, 2013). It indicated existence of statistical relationship between employee knowhow and formulation of school strategic plans. Communicating goals to various stake holders is essential so as to achieve greater heights of excellence whereas employee know-how is useful in the formulation and subsequent implementation of strategic plans. The study did not however consider effects of organizational culture and awareness programmes on formulation of strategies. In the absence of qualified manpower the institution has no option than to outsource (Wamalwa & James, 2018). Though the government regularly formulates and implements strategic plans, many schools have not cascaded this approach in their schools. SMEs in China with centralised decision-making system have been found to have clear vision and mission. As a result, company efforts can be sustained over time if there is management support and information sharing (Huang, 2011).

Study on strategic management process influencing operations of container terminals in Mombasa (Kajembe & Theuri, 2018) indicated that inefficiency is attributed to lack of clear strategic management process. Lack of adequate resources to implement strategies and low-key strategy evaluation were outstanding strategic management challenges. The study recommended the need to have policies to govern strategy evaluation and strategy implementation so as to provide suitable environment for good performance. This being a study conducted in a big organisation, there is need to focus on small organisations to establish any consistencies among different organisations on strategic management process influencing operational performance.

The study on the role of stakeholder management on Constituency Development Fund (CDF) in Kenya (Muli et al., 2016), found out that project end users were closely

involved in execution of most CDF funds implying that procurement committee members were highly relying on the suppliers/contractors' market knowledge. Although more emphasis was on involving stakeholders, the management of stakeholders was lacking and should not have been left to the discretion of project committee. The study proposed a framework that cuts across to ensure stakeholder management is done for all projects funded by CDF nationally. There is therefore need for continuous study on stakeholder management process including at the grass root level to encourage decision making based on accurate data.

2.6 Research Gaps

Much of the research work on strategic management process focuses on highlighting shortcomings and problems within the industry without specific focus on strategic management best practises (Mkutu, 2011). Although it is acknowledged that strategic management has had significant positive impact on organisational capabilities especially of large organizations leading to improved performance and sustainable efforts, the same does not apply to small organizations especially community based groups. There exist contextual and objective gaps on the institutionalization of strategic management process for sustainable community based organizations. Strategic management process in community-based tourism has been widely adopted yet its success has not been widely researched (Nick, Anuwat, & Varaphorn, 2014). Strategies have largely fail because of insufficient implementation and the same has received less research attention. In particular, research on strategy implementation need to focus on communication, innovation and information technology.

Strategic management decisions should be integrated and mainstreamed into strategic management process of all organisations. Traditional strategic management among CBTs in Africa which include Buhoma Village Walk in Uganda, Kahawa Shamba in Tanzania, Meket Community Tourism Project in Ethiopia, and Nambwa Campsite in Namibia did not include teams who were to implement their strategic plans (Carlisle et al, 2012). Strategy implementation amongst CBTs has been overlooked in most strategic management literature with more research being done on organizational theory (Mohamed, 2015). The major obstacles to successful strategy implementation

have been identified as inadequate planning, insufficient capabilities and lack of government support. Lack of trust and information sharing has also frustrated sustainability of development initiatives. This calls for consolidation of various strategies and initiatives so as to create linkages in the implementation process (Imbali, Muturi, & Abuga, 2016). Sustainability therefore requires informed and active participation of all relevant stakeholders.

Evaluating impacts of CBTs is rarely undertaken and when undertaken, the results are either undocumented or unutilized leaving community buy in at its lowest levels. Due to differences in communities, tourism may not be the right answer for all (Sull et al., 2015). Impact evaluation is a continuous process that requires constant monitoring and undertaking corrective measures whenever necessary (Katarzna, Sofie, & Dominique, 2017). Proper evaluation of CBTs and its related activities is needed to determine its contribution to sustainability livelihoods and community development (Rachakorn & Suwattana, 2016).

Sustainability of community based tourism enterprises can be enhanced through linkages amongst stakeholders and not through protection (Burgos & Mertens, 2017). The community's capacity to deliver is therefore key to the implementation of CBT inititives.

The study on strategic managmenet of community based tourism in Thailand (Nick, Anuwat, & Varaphorn, 2014) identified essential factors to sustainability of CBTs which include effective implementation of decisions, involvement of legitimate leaders, recognition of benefits, clarity of objectives and inclusion of relevant stakeholders. Tourism planners and policy makers should therefore recognize that while communities may succeed in acquiring external support, absence of technical capaity will seriously impede community's ability to achieve high level of sustainability and success through strategy implementation. There exists an objective gap since the study did not address how strategic management process influences sustainable community based intiatives. Despite the above studies, influence of strategic management process namely strategy formulation, strategy implementation,

strategy evaluation and stakeholder management on economic sustainability of enterprises has not be been adequately put into perspective at the commonutiy level.

2.7 Summary

The chapter analysed the contribution of Resource Based View Theory, Contingency Theory, Performance Theory, Stakeholders Theory and Systems Theory on sustainability of community based tourism. The coverage included strategic management process namely strategy formulation, strategy implementation, strategy evaluation and stakeholder management and how they influence sustainability of community based tourism. The influence of these variables was illustrated in the conceptual framework, appropriate hypotheses set up, and research gaps identified.

Sustainability of community based tourism focuses on optimal use of natural resources that constitute a key element in tourism development. Delivering social, environmental, and economic benefits imply that sustainability of community based tourism should address social needs, contribute to a more sustainable environment, and be commercially viable. The sustainability of CBTs is therefore the product of strategy formulation, strategy implementation, strategy evaluation, and stakeholder management.

Table 2.1: Summary of Empirical Studies

Study	Author(s)	Focus	Methodology and summary of findings
Strategic Management Practises Influencing Operational Performance of Container Terminals at Kenya Ports Authority	Kajembe and Theuri (2018)	• Innovation strategy • Strategy evaluation • Strategic leadership • Strategy implementation	• Use of descriptive research design • Operational performance is affected by various strategic management process • Technology and research play major roles in determining performance of container terminals • There is need for policies to govern strategy evaluation and implementation
Influence of Sustainable Strategic Management Practices on the Performance of Technical and Vocational Education and Training	Momanyi (2020)	• Strategic management • Strategy evaluation • Strategy implementation	• Qualitative study • Literature review • All components of strategic management practices be evaluated from time to time. .
Analysis of Factors Influencing Formulation of Strategic Plans in Embu County, Kenya.	Njeru et al., 2013	• Strategic plans for organizational growth and survival • Factors influencing formulation of strategic plans • Analysis of business environment using relevant tools	• Need to negotiate and agreed on clear goals and objectives • Funds should also be available to train and facilitate data collection • Top management should convince parents on spending money to formulate strategies • Transformational leaders should empower employees and impart appropriate skills
Strategy Implementation Framework used by SMEs in Zimbabwe	Tonderai and Severino (2014)	• Strategy implementation knowledge among SMEs	• Qualitative study using multiple case study approach • There is need for a balanced view on implementation variables • SMEs pursue survival strategies which are different from organizations business growth strategy • No specific focus was made on sustained organization growth

Study	Author(s)	Focus	Methodology and summary of findings
Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya	Waititu (2016)	• Communication systems affecting implementation of strategies. • Leadership style affecting implementation of strategies • Organizational structure affecting implementation of strategies • Organizational culture affecting implementation of strategies	• Positive relationship between key drivers and strategy implementation • Organizations that invested in strategic initiatives had more improved performance •
6Factors Affecting Performance of Community Based Organizations Projects in Kisii	Mwaura and Karanja (2014)	• Grants to CBOs mismanaged due to poor governances. • Projects performance as per expectations. • Gap in CBOs financial management factors	• Predict and mitigate risks, better manage costs and deliver quality results • Community participation affects performance of CBO project. • Project management factors affect the successful performance of CBOs projects • Good and sound governance system for the projects to perform.
Role of Stakeholder Management on the Performance of Projects Funded by Constituency Development Fund in Kenya	Muli et al., 2016	• Stakeholder analysis • Stakeholder participation • Stakeholder Management and performance	• Methodology included literature review, primary data collection. • Involvement of suppliers/contractors from the initial stages is encouraged • Management of stakeholders should not be left to the discretion of the project committee • A framework that cuts across is needed to ensure stakeholder management is executed satisfactorily
Factors Influencing Choice of Strategic Management Modes of Small Enterprises	Nyangara et al., 2015	• Formal strategic management modes • Power to control environment. • Performance determined by characteristics of owner or manager.	• Provision of credit and equipping the youth with appropriate skills • Strategic management training • Adoption of formal strategic management process • Formal and informal structure • Link between sound strategic management and business success

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section covers research design, identification of target population, sampling frame, sample, and sampling technique, data collection instruments, pilot testing, data collection and data processing and analysis. The study focused on CBTs in Kwale, Mombasa and Kilifi counties of the coast region of Kenya.

3.2 Research Design

The study used quantitative research designs to assess strategic management process influencing economic sustainability of community based tourism in the coast region of Kenya (Cresswell, 2013). Quantitative research design explains relationships between independent variables and the dependent variable while descriptive design allows for full description and analysis of occurrences (Nteere, Namusonge, & Mukulu, 2012). The study covered all strata of respondents namely the management committee and the general membership categories as well as gender. To carry out the study, the population was identified and variables measured and this provided the researcher the opportunity to capture data at one single point in time thus allowing for comparison of groups (Kothari, 2014).

3.3 Target Population

The target population in this study refers to the members of community based tourism groups the researcher studied. The study focused on members of community based tourism enterprises in Kwale, Mombasa, and Kilifi counties. A total of 13 CBT's with a membership of 220 were identified from the three counties under the study. Eight of these CBTs are in Kwale, two in Mombasa and three in Kilifi (Republic of Kenya, 2019). Selected groups have implemented activities under research over time and have a variety of information based on their history of performance. The population was categorised so that respondents were drawn from both the management committee and the general membership representing the different levels of planning and implementation of community projects (Kothari, 2014). With a total membership of

220, the researcher took a representative sample to cover the two categories of members as provided in Table 3.1.

Table 3.1: Population per Membership Category and County

Category	Kwale	Mombasa	Kilifi	Total
Management Committee	47	10	18	**75**
General Membership	91	20	34	**145**
Total	**138**	**30**	**52**	**220**

Source: Republic of Kenya, 2019

3.4 Sampling Frame

The sampling frame shows a list of 220 community members drawn from 13 CBTs where respondents representing the management committee and the general membership were randomly selected. Management Committees formulate and implement policies which provide overall direction to the group whereas general members directly implement activities. This provided a wholesome view of group activities and benefits (Samar, 2017). The 220 community members comprise the management committee and the general membership from community based tourism groups in Kwale, Mombasa, and Kilifi counties as shown in Appendix 5. A total of 193 respondents representing 88 % of the total population was selected. The sample provided an understanding on the behaviour and thinking of the target population (Eldredge, Weagel, & Kroth, 2014).

3.5 Sample Size and Sampling Techniques

The sample included members of community based tourism groups in Kwale, Mombasa and Kilifi counties currently implementing community based tourism projects and receiving direct benefits from tourism activities. A total of 13 CBT's, eight in Kwale, two in Mombasa and three in Kilifi were identified (Republic of Kenya, 2019). The sample size was determined through use of stratified random sampling which involved determining the population in the three counties of study and categorized them into the management committee and the general membership. The

respondents were then selected through random balloting so as to reduce bias selection of respondents (Tommy & How, 2018).

From the management committee population of 75 members and the general membership population of 145, the required sample was obtained by using the Yamane formula: $n = \frac{N}{1+N(e)^2}$ where n = number of samples, N = number of total population, e= error designated to be at 95% significant level (Uwemedimo, 2014).

Using the above formula, the sample size was calculated as:

Total number of management committee being 75 then,

$n = \frac{N}{1+N(e)^2}$ ..... (I)

n = $75/ (1+75(0.05)^2)$

= 69

Total number of general memberships being 145 then,

$n = \frac{N}{1+N(e)^2}$

n = $145/ (1+145(0.05)^2)$

= 124

The sample size was 69 respondents from the management committee and 124 respondents from the general membership giving a total of 193 (69+124) respondents which represented 88% of the total population. The study focused on both genders so as to provide a balanced view on the performance and benefits from the tourism activities. The sampling method helped in understanding the behavior and thinking of the target population (Eldredge, Weagel, & Kroth, 2014).

The survey unit of analysis were CBTs in the coast region of Kenya while the management committee and general members were the units of inquiry. The study covered 69 members of the management committee and 124 respondents form the general membership who responded to a questionnaire thus making the total sample size of 193 key informants.

Table 3.2: Sample Size

Category	Population	Sample size for Kwale CBTs	Sample size for Mombasa CBTs	Sample size for Kilifi CBTs	Sample Size All CBTs
Management Committee	75	42	10	17	**69**
General Membership	145	74	19	31	**124**
Total	**220**	**116**	**29**	**48**	**193**

3.6 Data Collection Methods

The section gives a summary of the method used to collect both primary data and secondary data.

3.6.1 Primary Data

The study used questionnaires to collect primary data. Data was primarily collected through questionnaires which were largely semi-structured; containing both closed and open-ended questions. The questionnaire captured survey questions on the four strategic management processes: Strategy Formulation, Strategy Implementation, Strategy Evaluation, and Stakeholder Management. This enabled collection of both qualitative and quantitative data with the characteristic of being easily administered and analyzed. This made it possible to probe answers while following up on the original questions.

The issues in the questionnaire were arranged according to the Likert scale of 1-5, where 1) strongly disagree**,** 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree. The questionnaire covered the demographic characteristics of each respondent and the themes of the research work including provision for recommendations to address identified challenges and gaps (Ankur, Saket, Satish, & Pal, 2015). The areas of focus included strategy formulation, strategy implementation strategy evaluation and stakeholder management and their influence on the

performance of community based tourism groups in Kwale, Mombasa, and Kilifi Counties. Focus Group Discussions (FGDs) with all the 13CBTs was conducted and it involved the use of broad and open ended questions to prompt respondents to discuss a specific topic of interest to the study. This provided valuable information from participating communities on their own perceptions regarding the subject of study (Liz, 2017). Issues for discussion included group/individual involvement in CBTs, positive experiences, disappointments, progress made and group strategies. The discussion assisted in understanding impacts of strategic management on community based tourism.

3.6.2 Secondary Data

Secondary data provides a baseline for comparing it with primary data. Secondary data was collected using literature review which is a less time consuming approach (Jose, Osmar, & Arturo, 2016). Secondary data was sourced from published records, journals and books on strategic management process influencing sustainability of community based tourism. Data from various sources is preferred to those from single sources due to their ability to minimize any bias associated with single data sources (Andrea & Chantelle, 2012).

3.7 Data Collection Procedures

The study was designed to generate both quantitative and qualitative data for use in impact assessment of the variables of interest. University introduction letter and research permit from NACOSTI were acquired as the first step towards undertaking data collection. The questionnaire was both structured and unstructured with structured portion helping respondents to respond more easily and allowing the researcher to summarize the responses more efficiently (Battaglia, Dillman, & Frankel, 2016). The researcher sensitized enumerators on research instruments while the conduct and dressing code of the research team was adequately moderated to take into consideration locally accepted norms.

Respondents were briefed on the purpose of the study with the introduction letter and research permit enhancing acceptability of the research team. The research team visited all the study sites and engaged the services of a local guide familiar with the

respondents to assist in instances where translation was required. At the end of each working day, the research team met and compared notes on progress made, experiences, and challenges which were incorporated in planning for the following day (Trish, 2015). Telephone calls were also used to make follow ups. Data validation commenced in the field and this enhanced timely correction in case of errors and data entry was done after completion of data collection.

3.8 Pilot Study

A pilot study to pre-test research instruments and hence increase the likelihood of success in the study was conducted in four Community Based Tourism groups. A sample of 30 respondents from Mombasa, Kilifi and Kwale counties was used in testing the reliability and validity of the questionnaire in an effort to establish whether the questions measured the expected theorized variables in the conceptual framework (Junyong, 2017). The results of the pilot study are provided in Table 3.3. During the pilot study, respondents provided feedback on the clarity and the amount of time it took to fill one questionnaire which guided in the preparation for the field study (Jannette & Cheryl, 2013).

3.8.1 Respondents Interviewed

A total of 30 questionnaires were administered representing 14% of the target populating of 220. According to the Central Limit Theorem (CLT) sample sizes equal to or greater than 30 are considered sufficient for any study to justify the use of normal distribution and conducting tests (Kim, 2015). The respondents were in Mombasa, Kilifi and Kwale counties. This included management committee members and general membership who represent different levels of planning and implementation of community projects (Kothari, 2014).

Table 3.3: Pilot Study Respondents Per Gender

Name of CBO	Female	Male	Total
Big Ship Self Help Group	5	3	8
Comensum Self Help Group	5	3	8
Majaoni Youth Development Group	4	2	6
Kikambala Arts Experts	5	3	8
Total	**19**	**11**	**30**

Table 3.4: Pilot Study Respondents Per Responsibilities

Name of CBO	Management	Members	Total
Big Ship Self Help Group	3	5	8
Comensum Self Help Group	2	6	8
Majaoni Youth Development Group	3	3	6
Kikambala Arts Experts	3	5	8
Total	**11**	**19**	**30**

The views and comments from the respondents were representative in terms of gender and group responsibilities.

3.8.2 Reliability Test

The researcher performed reliability test of the research instruments to determine the internal consistency of the research schedule as per the Cronbach's Coefficient Alpha (Hatice, Esin, Eda, & Selahattin, 2017). The focus was on the appropriateness of data generated and subsequent analysis so as to obtain a thorough and accurate interpretation. Cronbach's alpha reliability coefficient normally ranges between 0 and 1 and the recommended degree of reliability value of 0.7 was used as a cutoff point while the Alpha value of less than 0.7 implies that internal consistency among items is weak/low (Ursachi, Ioana, & Adriana, 2015).

The internal consistency for each of the variables was tested using Cronbach's coefficient alpha and found to be responsive since they had high internal consistency/reliability (Khawaja, Haim, & Dileep, 2012). The results of the pilot study are provided in Table 3.5.

Table 3.5: Pilot Study Reliability Test Results

Variable	No. of items	Cronbach's alpha	Comments
Strategy Formulation (X_1)	14	.963	Accepted
Strategy Implementation (X_2)	10	.915	Accepted
Strategy Evaluation (X_3)	10	.925	Accepted
Stakeholder Management (X_4)	10	.915	Accepted
Sustainability of Community Based Tourism (Y)	6	.840	Accepted

3.8.3 Validity Test

Validity refers to the extent to which a measurement tool measures what it is supposed to measure. An instrument is valid if it is able to measure what is to be measured, can reveal the data of the variables studied and there are no logical errors in drawing conclusions from the data (Mimi et al, 2015). The study focused on construct validity to determine the degree to which a test appears to measure what it intends to measure thus providing a common sense approach to validity. Principal Component Factor analysis was used to test the construct validity of the research instrument. Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of Sphericity were used to test significance of the relationship between the variables. KMO's provides a range of 0 to +1 where the measure should be greater than 0.5, 0.5 being the acceptable score and if less than 0.5 it is inadequate (Cresswell, 2013). Bartlett's tests the validity and suitability of responses on the study. A research instrument is valid if the significance value is less than 0.05 and invalid if the significance value is greater than 0.05.

The Principal Component Analysis for the sustainability of Community Based Tourisms (CBTs) are provided in Table below :

Table 3.6: Pilot Study KMO and Bartlett's Test for Sustainability of CBTs

Kaiser-Meyer-Olkin Measure of Sampling	.841
Bartlett's Test of Sphericity Approx. Chi-Square	604.584
Bartlett's df	78
Bartlett's Sig.	.000

The KMO value is 0.841 which is an acceptable value according to KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 604.584 indicating a strong relationship among variables. The test results shows highly significant relationship among variables.

3.8.4 Construct Validity

Construct validity shows the extent the measurements use such as the questionnaire test the theory being measured so as to minimize subjectivity (Lally & Testa, 2015). During the pilot study the questionnaire was properly aligned to the conceptual framework

3.8.5 Content Validity

Content validity utilises expert judgement in determining whether variables positively relates to the purpose of the study (Vakili & Jahangiri, 2018). Content validity needs due consideration in developing and evaluating tests. The clearer the test purpose it is possible to have an understanding the tests to be undertaken. During the pilot study the supervisors and experts guided in relating variables to the purpose of the study.

3.8.6 Face Validity

Face validity is the extent to which a test measures what it is intended to measure. It measures the degree to which respondents view the content in which the intended test is being administered (Mousazadeh, Rakhshan, & Mohammadi, 2017). During the study, the supervisors reviewed the questionnaire as well as pilot study results as quality check in order to achieve face validity.

The reliability test and the validity test results for the pilot study showed that variables and related tests were responsive and significant. In overall, the test results were therefore within acceptable ranges.

3.9 Data Processing and Analysis

Data was coded and keyed in the Statistical Package for Social Sciences (SPSS version 20) for computing and analyzing research findings (Pallant, 2013). The SPSS software assisted in the objective analysis of data and in making appropriate recommendations (Zulfigar & Bala, 2016). Basic statistical data checks such as testing for normality and reliability were undertaken using Cronbach's Coefficient to ensure the instruments used were consistent. Appropriate tests were also undertaken which informed the researcher on valid choices and for drawing inferences (Choi, Lyu, Park, & Hae, 2014). Information collected using focused group discussion was analysed and comments and recommendations made. The study brought about information based on the respondents' views on strategic management process in their communities.

3.9.1 Descriptive Analysis

The questionnaires were edited for completeness and consistency to allow respondents complete them as required. Collected data was coded and entered into the statistical package for social sciences (SPSS) to create a data sheet that was to be used for analysis.

3.9.2 Test for Normality

The test for normality was performed using Skewness and Kurtosis in order to determine the distribution curve. The distribution perfectly matches the normal distribution if the values of Skewness and Kurtosis are zero. However, the distribution approximates the normal distribution when the value of Skewness is within ±2.00 of its respective standard error at 95% significance level and when the value of Kurtosis is within ±3.00 of its respective standard error at 95% significance level (Kising'u, Namusonge, & Mwirigi, 2016).

3.9.3 Linearity Test

The Pearson's *r* was used in capturing linearity relationships among the study variables so as to establish if variables are normally distributed and linearly related (Kising'u, Namusonge, & Mwirigi, 2016). A non-random pattern of the residuals shows that the linear regression model is not appropriate. The normal P-P plots also tests for the assumptions of linearity on all the variables.

3.9.4 Test for Homoscendasticity

The test for homoscendasticity was carried out using correlation analysis where the statistics for correlation being Pearson's correlation. Homoscedasticity is a situation where the random disturbance in the relationship between independent variables and dependent variables is the same across all values of the independent variables (Goldfeld & Quandt, 2012). The assumptions for homoscendasticity are confirmed if the residuals do not show an increasing or decreasing pattern. When the minimum standard residual value is equal to or less than -3.6 and when the maximum standard residual value is equal to or more than +3.6 then the data contains outliers.

3.9.5 Test for Heteroscedasticity

Heteroscedastcity refers to circumstances in which variability of a variable is unequal across a range of values of a second variable that predicts it (Glejser, 2012). The scatter plots were used in examining variability within the variables where a cone-line shape indicates whether the variability of the dependent variable widens or narrows as the value of independent variable increases.

3.9.6 Test for Multicollinearity

The test for multicollinearity was determined by the level of Variance Inflation Factor (VIF) and Tolerance level. As a rule, when the tolerance level is at least 0.1 and the VIF is between 1 and 10, then the data has no multicollinearity symptoms and the results exhibit low levels of multicollinearity (Omurwa & Mumbi, 2017).

3.9.7 Test for Autocorrelation

The test for autocorrelation was done using the Durbin -Watson to check whether data residual terms are auto correlated. When Durbin-Watson values are close to 2, they

indicate the assumption of independent errors is met (Bagh, Razzaq, & Khan, 2017). When the value is less than 1 or greater than 3, then it is significantly different from 2. In overall, the Durbin-Watson should fall within the range of 1.5 to 2.5 (Kising'u et al., 2016).

3.9.8 Correlation Analysis

Correlation was used to test relationship between quantitative variables. Pearson's correlation coefficient was used to measure the strength of association between the variables. The Pearson correlation coefficient (r) ranging from 0.0 and 1.0 is acceptable with a value closer to 1.0 indicating a stronger relationship. When the correlation significance has a probability value of less than 0.05, it indicates existence of a relationship (Gogtay, 2017).

3.9.9 Model Specification

After generating correlation results, a linear regression model was fitted to establish relationship between independent variables and dependent variable where independent variables were treated simultaneously (Kothari, 2014). The study had the following regression model as a predictive model for the dependent variable:

$$Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + Z + \varepsilon \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(ii)}$$

Where: Y= Sustainability of Community Based Tourism

β_0= Constant (Value of the dependent variable when independent variables are zero)

X_1= Strategy formulation factors

X_2= Strategy implementation factors

X_3 = Strategy evaluation factors

X_4 = Stakeholder management factors

Z = Moderating variable

$\beta_1 \ldots \beta_4$=Regression Coefficients

ε=Stochastic or Random term

In order to test the appropriateness of the regression model, the underlying assumptions were proven by testing for normality, linearity, homoscedasticity, and autocorrelation with the specific tests indicated in subsequent sub sections.

3.9.10 Goodness of Fit

In order to establish how well predictors (strategy formulation, strategy implementation, strategy evaluation and stakeholders management) were able to predict sustainability of community based tourism, the goodness of fit test was performed (Kaya & Nese, 2013). The square of R (R^2) varies between 0 and 1 and gives the variance in sustainability of community based tourism explained by the independent variables. The standard error of the estimate measures how much R is predicted to vary from sample to another (Anderson & Darling, 2012). A small standard error is a good thing because the less the spread the more likely is it that any sample is close to the population mean (Weiss, Lockwood, & McCaffrey, 2016).

3.9.11 Analysis of Variance (ANOVA)

The Analysis of Variance was used to test the significance of the independent variables on the dependent variables. The F-ratio tests whether the overall regression model is a good fit for the data with the F-statistic being significant at 5% confidence level.

3.9.12 Hypothesis Testing

Hypothesis testing was undertaken using the probability (P) value method of hypothesis testing which is the probability of getting a value of the sample test statistic that is at least as extreme as the one found from the sample data within 95 percent confidence level (Leslie, 2013). The hypothesis test is provided in Table 3.7.

Table 3.7: Hypotheses Testing

Hypothesis Statement	Hypothesis Test	Decision Rule
H_{01}: Strategy formulation has no effect on economic sustainability of community based tourism groups.	P-value method of hypothesis testing	Not reject **H_{O1}** if $\beta_1 = 0$; P- value ≤ 0.05
H_{A1}: Strategy formulation has an effect on economic sustainability of community based tourism groups.		Otherwise reject **H_{O1}** if $\beta_1 \neq 0$, P-value is> 0.05
H_{02}: Strategy implementation has no effect on economic sustainability of community based tourism groups.	P-value method of hypothesis testing	Not reject **H_{O2}** if $\beta_2 = 0$; P- value ≤ 0.05
H_{A2}: Strategy implementation has an effect on economic sustainability community based tourism groups.		Otherwise reject **H_{O2}** if $\beta_2 \neq 0$, P–value is> 0.05
H_{03}: Strategy evaluation has no effect on economic sustainability of community based tourism groups	P-value method of hypothesis testing	Not reject **H_{O3}** if $\beta_3 = 0$; P- value ≤ 0.05
H_{A3}: Strategy evaluation has an effect on economic sustainability of community based tourism groups		Otherwise reject **H_{O3}** if $\beta_3 \neq 0$, P–value is> 0.05
H_{04}: Stakeholder management do not contribute to economic sustainability of community based tourism groups	P-value method of hypothesis testing	Not reject **H_{O4}** if $\beta_4 = 0$; P- value ≤ 0.05
H_{A4}: Stakeholder management contribute to economic sustainability of community based tourism groups		Otherwise reject **H_{O4}** if $\beta_4 \neq 0$, P–value is> 0.05

3.10 Variable Definition and Measurement

The variables in the conceptual model were measured as shown in the Table 3.8:

Table 3.8: Measurement of Variables

Variable	Indicator	No. of items	Scale of Measurement
1) Strategy Formulation	• Vision and Mission • Goals and objectives • Strategies	14 1.1 – 1.14	Interval scale using 5-point Likert scale where 1 is the lowest level and 5 is the highest level
2) Strategy Implementation	• Implementation teams • Milestones and time frames • Group tasks and activities	10 2.1 – 2.10	Interval scale using 5-point Likert scale where 1 is the lowest level and 5 is the highest level
3) Strategy Evaluation	• Assessing milestones and time frame • Reporting (updates and progress) • Regular communication	10 3.1- 3.10	Interval scale using 5-point Likert scale where 1 is the lowest level and 5 is the highest level
4) Stakeholder Management	• Stakeholder analysis • Stakeholder communication • Stakeholder engagement	10 4.10 – 4.10	Interval scale using 5-point Likert scale where 1 is the lowest level and 5 is the highest level
5) Sustainability of Community Based tourism	• Economic sustainability	6 5.1 – 5.6	Interval scale using 5-point Likert scale where 1 is the lowest level and 5 is the highest level

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The section covers research findings and discussion on the research findings. Data collected from the field study was analysed and appropriate interpretations made. Related tests were also performed on the relationship between variables as well as on the levels of significance. Cronbach's alpha test was used in establishing the reliability of the research instruments.

4.2 Response Rate

As indicated in Table 4.1, a total of 178 questionnaires were administered representing 92% of the sample size of 193 respondents.

Table 4.1: Response Rate

Item	Frequency	Percent
Response	178	92%
Non Response	15	8%
Total	**193**	**100%**

In a research study, a response of 50% is considered adequate while a response of over 70% is considered very-good (Cresswell, 2013). It is worth noting that the letter of authorization from Jomo Kenyatta University of Agriculture and Technology (JKUAT) assisted in informing the local leadership and the community about the study and the intended use of the study findings. Advance notification of potential respondents, arriving in time at the meeting venues and the use of self-administered questionnaire are some of the reasons that contributed to the high response rate. In the study on Economic Sustainability guidelines for community based tourism (Strydom, Mangope, & Henama, 2017), the response rate was seventy nine (79) percent which was sufficient for a representative opinion to guide in making appropriate conclusions.

4.3 Demographic Characteristics

During the study, male respondents were 52% and female were 48% which presented a well representative views from across section of the membership. The county distribution of the respondents showed that 63% were from Kwale, 23% from Kilifi and 14% from Mombasa. In the study on the role of community development support (Frank & Clare, 2014), the internal and external factors hampering the growth of a group can be adequately adrressed when the group is adequately involved. The high involvement of female interviewees during the study therefore gave creditability to the research results.

Table 4.2(a): Demographic Characteristics - Gender

Item	Variable	Frequency	Percent
Gender	Male	93	52%
	Female	85	48%
	Total	**178**	**100%**

Table 4.2(b): Demographic Characteristics - Membership

Item	Variable	Frequency	Percent
Membership	Management Committee	64	36%
	General membership	114	64%
	Total	**178**	**100%**

Table 4.2(c): Demographic Characteristics – County Distribution

County	Frequency	Percent
Kwale	112	63%
Kilifi	41	23%
Mombasa	25	14%
Total	**178**	**100%**

4.4 Validity Results

In order to assess the influence of strategic management process on the sustainability of community based tourism in the coast region of Kenya, factor analysis was carried out to test for validity of variables. Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of Sphericity were used to test the significance of the relationship between the variables. KMO provides a range of 0 to +1 with results less than 0.5 being considered inadequate, 0.5 being barely acceptable score, 0.7 to 0.8 being acceptable, and values above 0.9 being superb (Cresswell, 2013). Bartlett's tests on the other hand focuses on the validity and suitability of responses on the study. As per Bartlett's tests, instruments are valid if the significance value is less than 0.05 and invalid if the significance value is greater than 0.05 (Che et al, 2013).

From the factor analysis, influence of each variable on economic sustainability of community based tourism and the result of each variable were established. Factor analysis was used to describe variability among variables and correlate them in terms of factors for the purpose of reducing large variables to factors (Cresswell, 2013). In this study, the focus was on strategy formulation, strategy implementation, strategy evaluation, and stakeholder management. Factor analysis helps in grouping together variables with similar characteristics and in the process allows for factor loading which indicate the percentage of the variance in the original variables that are explained by the factor being analyzed (Luigi, Mihai, & Simona, 2013). To test the significance of the relationship between the variables, Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of simplicity were used (Cresswell, 2013). KMO measures

sampling adequacy which is the extent to which indicators of a construct belong to each other.

4.4.1 Factor Results for Strategy Formulation

For the strategy formulation variable, Principal Component Analysis (PCA) was performed to establish the dimension aspect of strategy formulation on sustainability of CBTs and identification of components with the highest influence on sustainability. The results of the analysis are provided in Table 4.4(a):

Table 4.3(a): KMO and Bartlett's Test for Strategy Formulation

Kaiser-Meyer-Olkin Measure of Sampling	.747
Bartlett's Test of Sphericity Approx. Chi-Square	636.593
Bartlett's df	3
Bartlett's Sig.	.000

KMO values close to one show that the correlations are close and the Factor Analysis is reliable (Cresswell, 2013). In Table 4.3(a), the KMO value for strategy formulation is given as 0.747 which is acceptable as per KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 636.593 indicating a strong relationship among the variables.

Table 4.3(b) shows Total Variance explained for the variable. The table compares variance of each component with the total variance of all the 14 items and indicates the percentage of variance and cumulative percentage before and after rotations. Factor Analysis for the strategy formulation variable was done using Principal Component Analysis with Varimax rotation (Luigi, Mihai, & Simona, 2013). The first component had Eingen value of more than 1.0 indicating its high influence on sustainability of CBTs by accounting for 75.295% of the total variance. This means the other thirteen components combined accounted for 24.705% of the variance.

Table 4.3(b): Total Variance for Strategy Formulation

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.541	75.3	75.3	10.541	75.3	75.3
2	.992	7.1	82.4	.992	7.1	82.4
3	.815	5.8	88.2			
4	.517	3.7	91.9			
5	.340	2.4	94.3			
6	.250	1.8	96.1			
7	.186	1.3	97.4			
8	.135	1.0	98.4			
9	.070	0.5	98.9			
10	.053	0.4	99.3			
11	.044	0.3	99.6			
12	.037	0.3	99.9			
13	.017	0.1	100.0			
14	.004	0.0	100.0			

Extraction Method: Principal Component Analysis

Factor loading for strategy formulation presented in Table 4.3 (c) showed that all the fourteen components attracted coefficients of more than 0.5. A factor loading equal to or greater than 0.5 is considered adequate, has good factor stability and leads to acceptable solution (Luigi, Mihai, & Simona, 2013).

Table 4.3(c): Component Matrix for Strategy Formulation

Variable	Factor Loading
Formulation of group vision and mission	.959
Management aware of group vision and mission	.949
Vision is inspiring	.947
Mission is clear	.946
Mission is unique	.946
Mission assisted in analyzing strategy	.927
Mission is attainable	.915
Goals and objectives agreed upon	.905
Goals are precise and measurable	.897
Goals assisted group in carrying out functions	.766
Setting organizational objectives	.754
Choice of strategy logically undertaken	.746
Management committee take responsibility	.730
Strategic management is a priority	.686

Extraction Method: Principal Component Analysis.

Varimax rotation technique was used in factor analysis to reduce the number of complex variables thereby improving on interpretation of data (Christian et al., 2020). The rotated component matrix indicated presence of three subscales namely vision and mission, strategic goals and strategic objectives for strategy formulation variable. The anti-image matrices ranged between 0.681 and 0.719 indicating each subscale was unidimensional, Table 4.3(d). The data set was therefore suitable for factor analysis.

Table 4.3(d): Rotated Component Matrix for Strategy Formulation

Anti-Image Correlation	Component		
	1	2	3
Vision and Mission	.681[a]	-.414	-.775
Strategic Goals	-.414	.882[a]	-.167
Strategic Objectives	-.775	-.167	.719[a]

a. Measures of Sampling Adequacy (MSA)

4.4.2 Factor Results for Strategy Implementation

The Principal Component Analysis for strategy implementation to establish the dimension aspect of strategy implementation with respect to economic sustainability of CBTs was also undertaken and the results of the analysis are provided in Table 4.4(a):

Table 4.4(a): KMO and Bartlett's Test for Strategy Implementation

Kaiser-Meyer-Olkin Measure of Sampling	.766
Bartlett's Test of Sphericity Approx. Chi-Square	439.065
Bartlett's df	3
Bartlett's Sig.	.000

The KMO value for strategy implementation is 0.766 which is acceptable according to KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 439.065 indicating a strong relationship among variables. In Table 4.4(b), the total variance of all the 10 items with the percentage of variance and cumulative percentage before and after rotations is also provided. The Factor Analysis for strategy implementation variable indicates that the first two components had Eingen value of more than 1.0 indicating their high influence on economic sustainability of CBTs. This accounted for 73.035% of the total variance leaving the other eight components combined to account for 26.965% of the variance.

Table 4.4(b): Total Variance for Strategy Implementation

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.970	59.7	59.7	5.970	59.7	59.7
2	1.333	13.3	73.0	1.333	13.3	73.0
3	.865	8.7	81.7			
4	.665	6.7	88.3			
5	.433	4.3	92.7			
6	.300	3.0	95.7			
7	.232	2.3	98.0			
8	.095	0.9	98.9			
9	.063	0.6	99.6			
10	.043	0.4	100.0			

Extraction Method: Principal Component Analysis

Factor loading for strategy implementation is presented in Table 4.4 (c) and it shows that all the ten components attracted coefficients of more than 0.5. A factor loading equal to or greater than 0.5 is considered adequate, has good factor stability and leads to acceptable solution (Nor, 2016).

Table 4.4(c): Component Matrix for Strategy Implementation

Variable	**Factor Loading**
Specific teams perform specific tasks	.938
Group functions as a team	.891
Group has integrated operational plans and budgets	.890
Activity allocated reasonable time frame	.857
Implementation is expeditiously done	.804
Division of work helps in attaining goals	.765
Group has values and culture	.752

Group has mechanisms for binding together	.594
Team leaders have ideas	.558
Team leaders and group members work together	.555

Extraction Method: Principal Component Analysis.

Varimax rotation technique was used in factor analysis to reduce the number of complex variables thereby improving on interpretation of data (Christian et al., 2020). The rotated component matrix indicated presence of three subscales namely implementation teams, milestones and group tasks and activities for strategy implementation variable. The anti-image matrices ranged between 0.791 and 0.743 indicating each subscale was unidimensional, Table 4.4(d). The data set was therefore suitable for factor analysis.

Table 4.4(d): Rotated Component Matrix for Strategy Implementation

Anti-Image Correlation	**Component**		
	1	**2**	**3**
Implementation Teams	.791[a]	-.378	-.456
Milestones	-.378	.767[a]	-.519
Group Tasks and Activities	-.456	-.519	.743[a]

a. Measures of Sampling Adequacy (MSA)

4.4.3 Factor Results for Strategy Evaluation

Under the strategy evaluation, the Principal Component Analysis performed to establish the dimension aspect of strategy evaluation with respect to economic sustainability of CBTs provided the results in Table 4.5(a):

Table 4.5(a): KMO and Bartlett's Test for Strategy Evaluation

Kaiser-Meyer-Olkin Measure of Sampling	.750
Bartlett's Test of Sphericity Approx. Chi-Square	402.618
Bartlett's df	3
Bartlett's Sig.	.000

The KMO value for strategy evaluation is given as 0.750 which is also acceptable according to KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 402.618 which indicates a strong relationship among variables. Table 4.5(b) shows all the 10 items and the percentage of variance and cumulative percentage before and after rotations. The Factor Analysis for strategy evaluation variable indicates that the first two components had Eingen value of more than 1.0 indicating their high influence on sustainability of CBTs. This accounted for 78.198% of the total variance leaving the other eight components to account for 21.802% of the variance.

Table 4.5(b): Total Variance for Strategy Evaluation

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.374	63.7	63.7	6.374	63.7	63.7
2	1.445	14.5	78.2	1.445	14.5	78.2
3	.914	9.1	87.3			
4	.539	5.4	92.7			
5	.327	3.3	96.0			
6	.201	2.0	98.0			
7	.124	1.2	99.3			
8	.060	0.6	99.9			
9	.011	0.1	100.0			
10	.002	0.0	100.0			

Extraction Method: Principal Component Analysis

Factor loading for strategy evaluation is presented in Table 4.5 (c) and it shows that all the ten components attracted coefficients of more than 0.5 a factor loading which is an adequate result with good factor stability and leads to acceptable solution (Luigi, Mihai, & Simona, 2013).

Table 4.5(c): Component Matrix for Strategy Evaluation

Variable	Factor Loading
Evaluation is in-built	.953
Regular performance audit and analysis	.889
Knowledge and learning	.871
Reporting deadlines	.842
Project reports	.839
Properly documented	.723
Reports improved organization performance	.707
Milestones and timeframes	.705
Communicate deadlines	.702
Firefighting by management	.700

Extraction Method: Principal Component Analysis.

Varimax rotation technique was used in factor analysis to reduce the number of complex variables thereby improving on interpretation of data (Christian et al., 2020). The rotated component matrix indicated presence of three subscales namely milestones & timeframes, reporting mechanism and communication framework for strategy evaluation variable. The anti-image matrices ranged between 0.803 and 0.758 indicating each subscale was unidimensional, Table 4.5(d). The data set was therefore suitable for factor analysis.

Table 4.5(d): Rotated Component Matrix for Strategy Evaluation

Anti-Image Correlation	Component		
	1	2	3
Milestones and Timeframes	.803[a]	-.482	-.258
Reporting Mechanism	-.482	.702[a]	-.581
Communication Framework	-.258	-.581	.758[a]

a. Measures of Sampling Adequacy (MSA)

4.4.4 Factor Results for Stakeholder Management

Under the stakeholder management, the Principal Component Analysis performed to establish the dimension aspect of stakeholder management with respect to sustainability of CBTs provided the results in Table 4.6(a):

Table 4.6(a): KMO and Bartlett's Test for Stakeholder management

Kaiser-Meyer-Olkin Measure of Sampling	.693
Bartlett's Test of Sphericity Approx. Chi-Square	287.392
Bartlett's df	3
Bartlett's Sig.	.000

The KMO value for stakeholder management is given as 0.693 which is acceptable according to KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 287.392 which indicates a strong relationship among variables. The Factor Analysis for stakeholder management variable indicates that the first two components had Eingen value of more than 1.0 which indicates high influence on sustainability of CBTs. This accounted for 74.683% of the total variance leaving the other eight components combined to account for 25.317% of the variance.

Table 4.6(b): Total Variance for Stakeholder Management

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.890	58.9	58.9	5.890	58.9	58.9
2	1.578	15.8	74.7	1.578	15.8	74.7
3	.845	8.5	83.1			
4	.636	6.4	89.5			
5	.375	3.7	93.2			
6	.294	2.9	96.2			
7	.186	1.9	98.0			
8	.106	1.1	99.1			
9	.064	0.6	99.7			
10	.027	0.3	100.0			

Extraction Method: Principal Component Analysis

Factor loading for stakeholder management is presented in Table 4.6 (c) and it shows that all the ten components attracted coefficients of more than 0.5 a factor loading which is an adequate result with good factor stability that leads to acceptable solution (Nor, 2016).

Table 4.6(c): Component Matrix for Stakeholder Management

Variable	**Factor Loading**
Interests and influence identified	.894
Building relationships and understanding policy	.892
Community commitment	.838
Gaining more knowledge	.816
Timely corrective measures	.799

Managing and integrating relationships	.758
Refocusing long term goals and strategies	.732
Aligned with policy priorities and timelines	.653
Added value to project outputs	.647
Practical delivery of project outputs	.579

Extraction Method: Principal Component Analysis.

Varimax rotation technique was used in factor analysis to reduce the number of complex variables thereby improving on interpretation of data (Christian et al., 2020). The rotated component matrix indicated presence of three subscales namely stakeholder analysis, stakeholder communication and stakeholder engagement for stakeholder management variable. The anti-image matrices ranged between 0.803 and 0.758 indicating each subscale was unidimensional, Table 4.6(d). The data set was therefore suitable for factor analysis.

Table 4.6(d): Rotated Component Matrix for Stakeholder Management

Anti-Image Correlation	**Component**		
	1	**2**	**3**
Stakeholder Analysis	.803[a]	-.482	-.258
Stakeholder Communication	-.482	.702[a]	-.581
Stakeholder Engagement	-.258	-.581	.758[a]

a. Measures of Sampling Adequacy (MSA)

4.4.5 Factor Results for Sustainability of CBTs

The Principal Component Analysis was further performed to establish the dimension aspect for the economic sustainability of CBTs and the results obtained are provided in Table 4.7(a):

Table 4.7(a): KMO and Bartlett's Test for Sustainability of CBTs

Kaiser-Meyer-Olkin Measure of Sampling	.652
Bartlett's Test of Sphericity Approx. Chi-Square	247.155
Bartlett's df	3
Bartlett's Sig.	.000

The KMO value for sustainability of CBTs is given as 0.652 which is an acceptable value according to KMO test. The Bartlett's test of Sphericity is significant ($p<0.000$) with a chi-square of 247.155 indicating a strong relationship among variables. The Factor Analysis for economic sustainability of CBTs show the first two components had Eingen value of more than 1.0 indicating high influence on sustainability of CBTs. This accounted for 74.009% of the total variance with the other four components accounting for a combined 25.991% of the variance.

Table 4.7(b): Total Variance for Economic Sustainability of CBTs

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.403	56.7	56.7	3.403	56.7	56.7
2	1.038	17.3	74.0	1.038	17.3	74.0
3	.694	11.6	85.6			
4	.381	6.4	91.9			
5	.304	5.1	97.0			
6	.180	3.0	100.0			

Extraction Method: Principal Component Analysis

Factor loading for sustainability of CBTs is presented in Table 4.7 (c) and it shows that all the six components attracted coefficients of more than 0.5 a factor loading which is an adequate result with good factor stability that leads to acceptable solution (Luigi, Mihai, & Simona, 2013).

Table 4.7(c): Component Matrix for Economic Sustainability of CBTs

Variable	Factor Loading
Resources provide means of livelihood	.881
Enhanced strategic allocation of resources	.823
Income generated motivated other groups	.754
Benefited from infrastructural development	.738
Culture, history and heritage put into perspective	.676
Environmentally friendly projects	.616

Extraction Method: Principal Component Analysis.

Varimax rotation technique was used in factor analysis to reduce the number of complex variables thereby improving on interpretation of data (Christian et al., 2020). The rotated component matrix indicated presence of three subscales namely livelihood enhancement, organization innovativeness and organization competitiveness for sustainability of CBT variable. The anti-image matrices ranged between 0.600 and 0.776 indicating each subscale was unidimensional, Table 4.7(d). The data set was therefore suitable for factor analysis.

Table 4.7(d): Rotated Component Matrix for Economic Sustainability of CBTs

Anti-Image Correlation	Component		
	1	2	3
Livelihood Enhancement	.600[a]	-.691	-.424
Organization Innovativeness	-.691	.640[a]	-.031
Organization Competitiveness	-.424	-.031	.776[a]

a. Measures of Sampling Adequacy (MSA)

4.5 Reliability Results

The study used Cronbach's alpha to test the reliability of research instruments where a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research (Hatice et al., 2017). The study was conducted where a total of 178 respondents from thirteen CBOs were interviewed. The data from the completed questionnaires was keyed in the SPSS software for analysis and the reliability test and validity test were subsequently performed (Ursachi et al., 2015).

The internal consistency for each of the variables was tested using Cronbach's coefficient alpha and found to be responsive since they had high internal consistency/reliability (Khawaja, Haim, & Dileep, 2012). The results of the field study are as provided in Table 4.8.

Table 4.8: Reliability Test

Variable	No. of items	Cronbach's alpha	Comments
Strategy Formulation (X_1)	14	.954	Accepted
Strategy Implementation (X_2)	10	.914	Accepted
Strategy Evaluation (X_3)	10	.917	Accepted
Stakeholder Management (X_4)	10	.931	Accepted
Sustainability of Community Based Tourism (Y)	6	.927	Accepted

Results from Table 4.8 shows that Strategy Formulation has Cronbach's coefficient alpha of 0.954, Strategy Implementation has a coefficient of 0.914, Strategy Evaluation has a coefficient of 0.917, Stakeholder management has a coefficient of 0.931 and Sustainability of Community Based Tourism has a coefficient of 0.927. All the Cronbach's coefficient alpha for each variable is higher than 0.7. Cronbach's coefficient alpha exceeding 0.7 is considered "acceptable" in most social science research as evidence that the items measure what was intended to measure (Hatice et al., 2017). The measurement scales consist of a set of consistent variables for capturing the meaning of the model constructs and with all values of alpha above 0.70, it

indicates the internal reliability of the components. This confirms that the research instrument was reliable. The study on analysis of strategic management process in real estate companies (Alozairi & Aga, 2017), had a reliability coefficient of .815 which established that strategic management process are vital tools for every business and strategic management works as a road map to guide an orgnanisation in achieving its goals.

4.6 Descriptive Statistics

Descriptive statistics are research methods used for calculating, describing, and summarizing collected research data in a logical, meaningful, and efficient way (King, 2014). During the study, a sample of 178 respondents were visited to establish their perception on strategic management process namely strategy formulation, strategy implementation, strategy evaluation, and Stakeholder management on sustainability of community based tourism. The study covered Mombasa, Kwale, and Kilifi counties and descriptive statistics was used in analyzing collected data. In essence the means and standard deviation of each of the four strategic management process influencing sustainability of community based tourism was computed for comparative purposes. The means were evaluated against the five point Likert scale used in the questionnaire where 1) strongly disagree, 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree (Ankur et al., 2015). The results of the evaluation are as indicated below:

4.6.1 Strategy Formulation and Sustainability of Community Based Tourism

The influence of strategy formulation on sustainability of community based tourism was assessed. Most of the respondents indicated that strategy formulation positively influences sustainability of community based tourism as denoted by a mean score of 4.24 which corresponds to value 4 in the questionnaire denoted by agree. At the same time, most of the respondents represented by a mean score of 4.61 indicated that the single most influence is the fact that the group vision is inspiring to group members an expression that they understand where they want to be. Of these respondents, 61% choose the strongly agree option in the questionnaire. On the other hand, few

respondents represented by a mean score of 3.46 indicated that task team leaders are responsible for aligning objectives with group activities.

Table 4.9 (a): Descriptive Statistics for Strategy Formulation

Sub-Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Deviation
Formulate vision	-	-	-	43%	57%	4.57	.497
Aware of vision	-	15%	-	41%	44%	4.13	1.016
Vision is inspiring	-	-	-	39%	61%	4.61	.490
Mission is clear	-	15%	-	29%	56%	4.25	1.051
Mission is unique	-	-	-	42%	58%	4.58	.494
Mission assisted in analyzing group strategies	7%	14%	-	15%	64%	4.14	1.360
Mission is attainable	4%	17%	-	18%	61%	4.13	1.295
Goals agreed upon	8%	13%	-	17%	62%	4.11	1.365
Goals are precise	8%	13%	-	39%	40%	3.89	1.282
Goals assist to carry out functions	7%	14%	-	22%	57%	4.07	1.339
Goals are guiding principles	10%	5%	-	19%	66%	4.25	1.310
Choice of strategy done logically	-	-	-	41%	59%	4.59	.493
Task team leaders align	12%	9%	13%	51%	15%	3.46	1.213
Formulation is a priority activity	-	-	1%	39%	60%	4.58	.517
Average						**4.24**	

n=178

4.6.2 Strategy Implementation and Sustainability of CBTs

Analysis on the influence of strategy implementation on sustainability of community based tourism was also undertaken. Most of the respondents indicated that strategy implementation positively influences sustainability of community based tourism as denoted by a mean score of 4.08 and corresponding to value 4 in the questionnaire which is denoted by 'agree'. At the same time most respondents represented by a mean score of 4.30 indicated that the single most influence was the fact that the group functions as a team at all levels. Of these respondents, 50% choose the 'agree' option in the questionnaire. A few of the respondents represented by a mean score of 3.70 equivalent to value 4 in the questionnaire which is denoted by 'agree' indicated that activity implementation is expeditiously done.

Table 4.9 (b): Descriptive Statistics for Strategy Implementation

Sub-Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Deviation
Specific teams do specific tasks	-	-	26%	29%	45%	4.19	.826
Group functions as team	-	-	10%	50%	40%	4.30	.636
Integrated plans	10%	10%	7%	37%	36%	3.80	1.289
Time frame	-	-	26%	57%	17%	3.90	.653
Implementation is expeditious	-	6%	44%	24%	26%	3.70	.926
Division of work	-	-	12%	50%	38%	4.26	.658
Developed values and culture	-	-	15%	65%	20%	4.04	.590
Group has mechanisms	-	-	14%	56%	30%	4.17	.642
Leaders have ideas	-	-	20%	39%	41%	4.22	.753
Group progress	-	-	20%	44%	36%	4.17	.732
Average						**4.08**	

n=178

4.6.3 Strategy Evaluation and Sustainability of Community Based Tourism

The influence of strategy evaluation on sustainability of community based tourism was assessed. From the assessment, most of the respondents indicated that strategy evaluation positively influenced sustainability of community based tourism as denoted by a mean score of 4.22 and corresponding to value 4 in the questionnaire which is denoted by 'agree'. At the same time most respondents represented by a mean score of 4.48 indicated that the single most influence is the fact that evaluation is inbuilt in project activities. Of these respondents, 52% choose the 'agree' option in the questionnaire. A few of the respondents represented by a mean score of 3.89 and equivalent to value 4 in the questionnaire denoted by 'agree' indicated that regular performance audit and analysis is being undertaken.

Table 4.9 (c): Descriptive Statistics for Strategy Evaluation

Sub-Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Deviation
Evaluation in-built	-	-	-	52%	48%	4.48	.501
Regular audit	-	-	20%	52%	28%	3.89	1.030
Knowledge and learning	-	-	-	55%	45%	4.45	.499
Reporting deadlines	-	-	20%	35%	45%	4.06	1.116
Project reports	-	-	-	55%	45%	4.45	.499
Documentation	-	15%	-	50%	35%	4.04	.979
Performance	-	4%	-	54%	42%	4.33	.701
Milestones	-	15%	-	42%	43%	4.13	1.014
Communicate deadlines	-	5%	-	47%	48%	4.39	.715
Reduced fire fighting	8%	11%	-	36%	45%	4.00	1.262
Average						**4.22**	

n=178

4.6.4 Stakeholder Management and Sustainability of CBTs

Analysis on the influence of stakeholder management on sustainability of community based tourism was undertaken. Most of the respondents indicated that stakeholder

management positively influences sustainability of community based tourism as denoted by a mean score of 4.11 and corresponding to value 4 in the questionnaire which is denoted by 'agree'. At the same time, most respondents represented by a mean score of 4.54 denoted by 'strongly agree' indicated that regular communication with stakeholders has assisted the group in gaining more knowledge and in ensuring continuity of commitments. Of these respondents, 54% chose the 'strongly agree' option in the questionnaire. A few of the respondents represented by a mean score of 3.33 equivalent to value 3 in the questionnaire denoted by 'neither agree nor disagree' indicated that stakeholders have assisted community based tourism in refocusing its long term goals and strategies.

Table 4.9 (d): Descriptive Statistics for Stakeholder Management

Sub-Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Deviation
Interests and influence	5%	7%	-	37%	51%	4.21	1.104
Building relationships	16%	11%	-	28%	45%	3.75	1.505
Community commitment	7%	2%	-	44%	47%	4.22	1.060
Knowledge and continuity	-	-	-	46%	54%	4.54	.499
Corrective measures	11%	13%	6%	49%	21%	3.58	1.256
Managing relationships	-	-	-	53%	47%	4.47	.500
Refocus goals	15%	10%	20%	37%	18%	3.33	1.304
Aligned with policy	-	-	2%	53%	45%	4.43	.540
Added value to project outputs	-	-	25%	29%	46%	4.21	.821
Output delivery	-	-	25%	29%	46%	4.32	.632
Average						**4.11**	

n=178

4.6.5 Economic Sustainability of Community Based Tourism

Analysis on sustainability of community based tourism was undertaken. Most of the respondents indicated that strategic management process positively influence sustainability of community based tourism as denoted by a mean score of 4.12 and corresponding to value 4 in the questionnaire which is denoted by 'agree'. At the same time, most respondents represented by a mean score of 4.30 indicated that resources generated from community based tourism provided a means of livelihood to the community. Of these respondents, 50% choose 'agree' in the questionnaire. A few of the respondents represented by a mean score of 3.70 equivalent to value 4 in the questionnaire indicated that the community based tourism enterprises have enhanced strategic allocation of resources at the community.

Table 4.9 (e): Descriptive Statistics for Economic Sustainability of CBTs

Sub-Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std Deviation
Means of livelihood	-	-	10%	50%	40%	4.30	.636
Strategic allocation	-	6%	44%	24%	26%	3.70	.926
Income motivates	-	-	12%	50%	38%	4.26	.658
Knowledge	-	-	15%	65%	20%	4.04	.590
Resources and image	-	-	14%	56%	30%	4.17	.642
Management and financial capabilities	-	-	20%	39%	42%	4.22	.753
Average						**4.12**	

n=178

4.6.6 Summary of findings on the variables

The overall findings of the study on strategic management process influencing sustainability of community based tourism are contained in Table 4.9 (f). It showed that the respondents' overall perception on strategy formulation had a mean of 4.24 and corresponding to value 4 in the questionnaire which is denoted by 'agree'. The perception on strategy implementation had a mean of 4.08 corresponding to value 4 in the questionnaire which is denoted by 'agree'. On the perception on strategy evaluation, it had a mean of 4.22, stakeholder management had a mean of 4.11, and sustainability of community based tourism had a mean of 4.12 all corresponding to the value 4 in the questionnaire which is denoted by 'agree'. The overall perception of the 178 respondents is indicated by a mean of 4.15 which corresponds to value 4 in the questionnaire and denoted by 'agree'.

Table 4.9 (f): Summary Responses

Variable	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Survey Value	Survey Label
Strategy Formulation	5	8%	2%	32%	53%	4.24	4	Agree
Strategy Implementation	1	2	20%	43%	34%	4.08	4	Agree
Strategy Evaluation	1	5	4%	48%	42%	4.22	4	Agree
Stakeholder Management	6	5%	7%	40%	42%	4.11	4	Agree
Sustainability of CBT	-	1	18%	47%	34%	4.12	4	Agree
Overall Response						**4.15**	4	Agree

Valid N (listwise) 178

4.7 Diagnostic Tests

4.7.1 Test for Normality

The test for normality was performed using Skewness and Kurtosis in order to determine the distribution curve. Skewness was used to examine the deviation of the

data from the mean and kurtosis was used to examine the relative peakedness of the distribution. In a perfect distribution, the values of both skewness and kurtosis are zero. However, in most studies the distribution approaches the normal distribution when the value of Skewness is within ±2.00 of its respective standard error at 95% significance level and when the value of Kurtosis is within ±3.00 of its respective standard error at 95% significance level (Kising'u et al., 2016). The results of the normality tests are provided in Table 4:9.

Table 4.10: Test for Normality using Skewness and Kurtosis

Variable	n	Kurtosis		Skewness	
		Statistic	Std Error	Statistic	Std Deviation
Strategy Formulation	178	-.023	.362	-1.237	.182
Strategy Implementation	178	-.957	.362	-.625	.182
Strategy Evaluation	178	-.495	.362	-.827	.182
Stakeholder Management	178	-.425	.362	-.922	.182
Sustainability of CBT	178	-1.399	.362	-.214	.182

With respect to strategy formulation, the skewness statistic was -1.237 and the kurtosis statistic was -.023. Strategy implementation had a skewness statistic of -.625 and a kurtosis statistic of -.957 while strategy evaluation had a skewness statistic of -.827 and a kurtosis statistic of -.495. The skewness statistic and kurtosis statistic for stakeholder management was -.922 and -.425 respectively whereas as sustainability of community based tourism had a skewness statistic of -.214 and a kurtosis statistic of -1.399. All above values did not exceed the absolute values of 3 for kurtosis and 2 for skewness and hence the study results met the normal distribution criterion. As per the study on the role of organisational innovation in sustainable competitive advantage in

universities in Kenya by Kising'u et al., (2016), the value of Skewness was within ±2.00 and the value of Kurtosis was within ±3.00 hence the distribution of the variables of the study did not depart from normality.

4.7.2 Test for Linearity and Homoscendasticity

Linearity principle assumes existence of a straight line relationship between the dependent variable and the independent variables (Bryman, 2012). Pearson's *r* was used in capturing linearity relationships among the study variables so as to establish if variables are normally distributed and linearly related (Kising'u, Namusonge, & Mwirigi, 2016).

The results of the Pearson product moment correlations indicated positive correlations between independent variables namely strategy formulation, strategy implementation, strategy evaluation and stakeholder management and the dependent variable that is sustainability of community based tourism. The positive relationship indicated that linearity and homoscendasticity was evident across all the variables with no widespread departure from normality (Goldfeld & Quandt, 2012). As provided in Table 4.11, Strategy formulation was positively and significantly correlated to sustainability of community based tourism as indicated by study results ($r = .613$; $p < 0.01$). Similarly, strategy implementation was positively and significantly correlated to sustainability of community based tourism as indicated by study results ($r = .964$; $p < 0.01$). Strategy evaluation was also positively and significantly correlated to sustainability of community based tourism as indicated by study results ($r = .775$; $p < 0.01$). Stakeholder management was positively and significantly correlated to sustainability of community based tourism as indicated by study results ($r = .749$; $p < 0.01$).

Table 4:11 (a): Test for Linearity and Homoscedasticity using Correlation

Variables		Strategy Formulation	Strategy Implementation	Strategy Evaluation	Stakeholder Management	Economic Sustainability
Strategy Formulation	Pearson Correlation	1				
	Sig. (2 tailed)					
	n	178				
Strategy Implementation	Pearson Correlation	.620**	1			
	Sig. (2 tailed)	.000				
	n	178	178			
Strategy Evaluation	Pearson Correlation	.663**	.821**	1		
	Sig. (2 tailed)	.000	.000			
	n	178	178	178		
Stakeholder Management	Pearson Correlation	.637**	.788**	.694**	1	
	Sig. (2 tailed)	.000	.000	.000		
	n	178	178	178	178	
Economic Sustainability	Pearson Correlation	.613**	.964**	.775**	.749**	1
	Sig. (2 tailed)	.000	.000	.000	.000	
	n	178	178	178	178	178

**. Correlation is significant at the 0.01 level (2 tailed)
N= 178

The assumption for homoscedasticity is confirmed if the residuals do not show an increasing or decreasing pattern. Homoscedasticity is a situation where the random disturbance in the relationship between independent variables and dependent variable is the same across all values of the independent variables with no pattern showing increasing or decreasing residuals (Goldfeld & Quandt, 2012). The test for homoscendasticity was done by examining correlations among the variables. The study evaluated the minimum and maximum values of the standardized residuals as illustrated in Table 4.11 (b). When the minimum standard residual value is equal to or less than -3.6 and when the maximum standard residual value is equal to or more than +3.6 then the data contains outliers. The minimum standard residual value is -1.869 and the maximum standard residual value is 2.490) showed that the data contains no outliers.

Table 4:11 (b): Residual Statistics

Variables	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.06	4.77	4.12	.520	178
Residual	-.219	.292	.000	.116	178
Std. Predicted Value	-2.024	1.262	.000	1.000	178
Std. Residual	-1.869	2.490	.000	.989	178

a. Dependent Variable: Y (Sustainability of Community Based Tourism)

4.7.3 Test for Heteroscedasticity

The test for heteroscedasticity was performed to examine variability within the variables. Heteroscedastcity refers to circumstances in which variability of a variable is unequal across a range of values of a second variable that predicts it (Glejser, 2012). The scatter plots normally create a cone-line shape as the variability of the dependent variable widens or narrows as the value of independent variable increases.

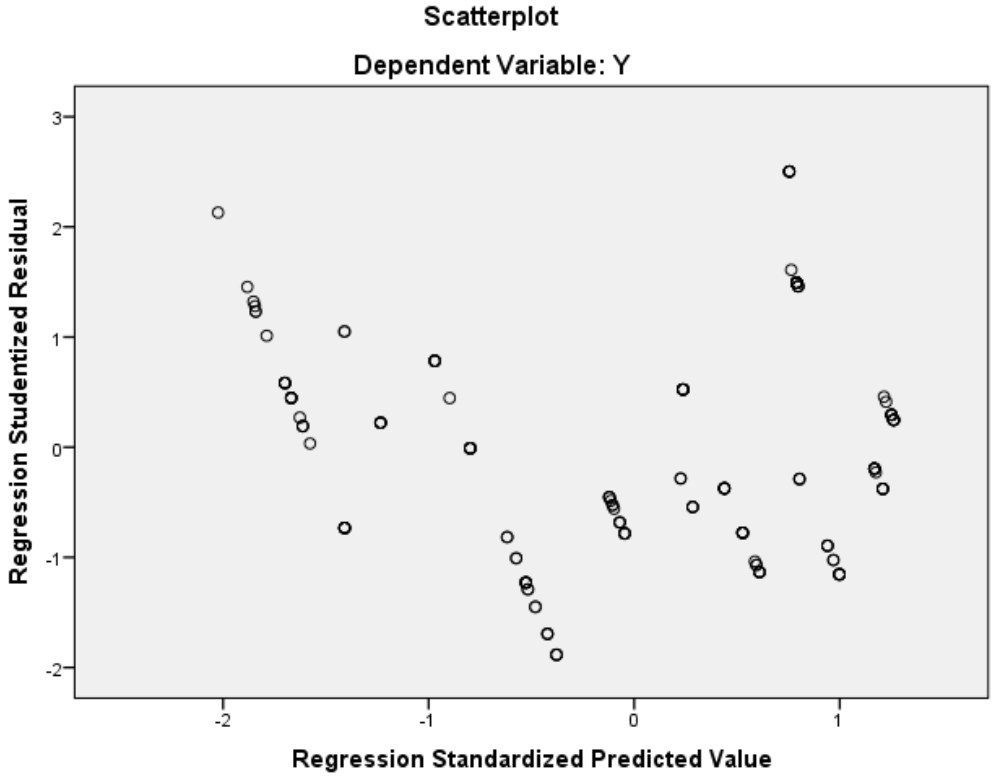

Figure 4.1: Scatterplot for Sustainability of Community Based Tourism

Based on the scatterplot output, the spots are spread over which implies that the regression model does not experience heteroscendasticity problem.

4.8 Correlation Analysis

The questionnaires were analysed to establish trends in the data collected and the relationship between variables. Quantitative findings were further presented using both correlation analysis tables as well as regression analysis tables while the hypotheses were also tested at 95% confidence level.

Correlation was used to test relationship between quantitative variables. Positive correlation coefficient show that two variables move in the same direction and negative coefficient show that two variables move in the opposite direction. The correlation analysis covered independent variables namely strategy formulation, strategy implementation, strategy evaluation and stakeholder management as well as the dependent variable namely sustainability of community based tourism. Pearson's correlation coefficient was used to measure the strength of association between the

variables. The Pearson correlation coefficient (r) ranging from 0.0 and 1.0 is acceptable with a value closer to 1.0 indicating a stronger relationship between two variables. When the correlation significance has a probability value of less than 0.05, it indicates existence of a relationship (Gogtay, 2017).

The correlation analysis had a positive and statistically significant influence on Economic Sustainability ($r = .613$, $p < 0.01$), Strategy Implementation had a positive and statistically significant influence on Economic Sustainability ($r = .964$, $p < 0.01$), Strategy Evaluation had a positive and statistically significant influence on Economic Sustainability ($r = .775$, $p < 0.01$), and Stakeholder Management had a positive and statistically significant influence on Economic Sustainability ($r = .749$, $p < 0.01$). The Pearson's Product Moment Correlation Matrix for the correlation analysis is contained in Table 4.12.

Table 4.12: Correlation Analysis

Variables		Strategy Formulation	Strategy Implementation	Strategy Evaluation	Stakeholder Management	Economic Sustainability
Strategy Formulation	Pearson Correlation	1				
	Sig. (2 tailed)					
	n	178				
Strategy Implementation	Pearson Correlation	.620**	1			
	Sig. (2 tailed)	.000				
	n	178	178			
Strategy Evaluation	Pearson Correlation	.663**	.821**	1		
	Sig. (2 tailed)	.000	.000			
	n	178	178	178		
Stakeholder Management	Pearson Correlation	.637**	.788**	.694**	1	
	Sig. (2 tailed)	.000	.000	.000		
	n	178	178	178	178	
Economic Sustainability	Pearson Correlation	.613**	.964**	.775**	.749**	1
	Sig. (2 tailed)	.000	.000	.000	.000	
	n	178	178	178	178	178

The independent variables (strategy formulation, strategy implementation, strategy evaluation and stakeholder management) were therefore found to have an influence on economic sustainability of community based tourism. The correlation analysis results of the study on the relationship between strategic management, institutionalization and human resource management indicated existence of a strong relationship between strategic management and business by registering Pearson correlation of .678

4.8.1 Test for Autocorrelation

Autocorrelation is a situation where there is a correlation of a variable with itself over successive observations. Autocorrelation occurs when a variable correlates with itself in various observations (Tabachnick & Fidel, 2014). The test for autocorrelation was done using the Durbin-Watson to check whether data residual terms are auto correlated. When Durbin-Watson values are close to 2, they indicate the assumption of independent errors is met. When the value is less than 1 or greater than 3, then it is significantly different from 2. In overall, the Durbin-Watson should fall within the range of 1.5 to 2.5 (Kising'u et al., 2016).

From the study, the data met the assumption of independent errors since the resulting Durbin-Watson value were given as 1.769 for the four independent variables of strategy formulation, strategy implementation, strategy evaluation and stakeholders management. The results show no autocorrelation because the Durbin-Watson Statistic is not significantly different from the acceptable value of between 1.5 and 2.5 (Kising'u, Namusonge, & Mwirigi, 2016).

Table 4:13: Testing for Autocorrelations

Model	R	R Squared	Adjusted R Squared	Std. error of the estimate	Durbin-Watson
1	.794[a]	.699	.695	.274	1.769

a. Predictors: (Constant), Strategy Formulation, Strategy Implementation, Strategy Evaluation, Policy Implementation.
b. Dependent Variable: Sustainability of Community Based Tourism

4.8.2 Goodness-of-Fit

The regression analysis was also used in establishing how well predictors (strategy formulation, strategy implementation, strategy evaluation and policy formulation) were able to predict sustainability of community based tourism (Kaya & Nese, 2013). The square of R (R^2) which varies between 0 and 1 gives the variance in sustainability of community based tourism explained by the independent variables. The standard error of the estimate is .274. A smaller standard error indicate that a sample is close to the population mean (Weiss et al., 2016). From the study, 69.5% of the variance is explained by the predictors and future research should therefore focus on establishing the other variables represented by the remaining 30.5%. In the study on relationship of strategy execution plan dimensions on organizational performance by (Siam & Hilman, 2014), a goodness-of-fit value of .658 was registered which was regarded to be large enough and the results suggest that higher education can be enhanced through effective strategy execution.

Table 4:14: Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Sig.	F	Durbin-Watson
1	.794[a]	.699	.695	.274	.000	172.402	1.769

a: Predictors (constants)
b: Dependant variable (Sustainability of Community Based Tourism)

4.8.3 Analysis of Variance (ANOVA)

The Analysis of Variance was used to test the significance of the independent variables on the dependent variables and to establish existence of variations in the variables (Rotich, 2017). The F-ratio tests whether the overall regression model is a good fit for the data (Sow, 2014). The test result revealed F-statistic of 172.402 which was significant at 0.05 ($P<0.05$) meaning that independent variables represented by strategic management process had significant influence on the dependent variable represented by sustainability of community based tourism. The P value was 0.000

which is less than 5% level of significance. The results depicted a linear regression model showing it as a good fit for the data.

4.8.4 Test for Multicollinearity

Multicollinearity was tested after the data has satisfied the normality and linearly tests. In this respect, collinearity was assessed by examining Tolerance and Variance Inflation Factor (VIF). As a rule, when the tolerance level is at least 0.1 and the VIF is between 1 and 10, then the data has no multicollinearity symptoms (Omurwa & Mumbi, 2017). From the study, multicollinearity was not an issue since the Tolerance and VIF for each variable were within the acceptable range. Strategy Formulation had a tolerance level of 0.217 and VIF of 1.620; Strategy Implementation had a tolerance level of 0.160 and VIF of 2.777; Strategy Evaluation had a tolerance level of 0.052 and VIF of 2.210; and Stakeholder Management had a tolerance level of 0.311 and VIF of 1.636.

4.9 Multiple Regression

Regression analysis was used to define relationships among the variables, the overall model fit and how well the dependent variables predict the independent variable (Makau, 2017). In order to undertake the above, test for the appropriateness of the regression model was done by undertaking the tests as elaborated below. Multiple Regressions was used to determine how independent variable (strategy formulation, strategy implementation, strategy evaluation, and stakeholder management) predicted the dependent variable that is sustainability of community based tourism (Pandis, 2016).

Table 4.15: Multiple Regression Coefficients

Variables	Un-standardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	Beta	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	.759	.210		3.614	.000		
Strategy Formulation	.148	.040	.160	3.685	.000	.217	1.620
Strategy Implementation	.619	.047	.351	13.229	.000	.160	2.777
Strategy Evaluation	.010	.061	.009	2.171	.000	.052	2.210
Stakeholder Management	.158	.039	.065	1.491	.000	.311	1.636

N= 178

From the analysis, the multiple regression model expressed was:

$Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + Z + \varepsilon$ and upon using the unstandardized regression coefficient (β), the regression model was expressed as:

$Y= 0.759 + 0.148X_1 + .619X_2 + 0.010X_3 + 0.158X_4.$

The coefficients in the regression model indicate the change in the dependent variable as a result of single change in each of the independent variables. This is a linear regression model containing four predictors. The model is defined as: Y is the dependent variable (sustainability of community based tourism); X_1 is predictor one (strategy formulation); X_2 is predictor two (strategy implementation), X_3 is predictor three (strategy evaluation); X_4 is predictor four (stakeholder management); and ε is the Random term (Kaya & Nese, 2013).

The coefficients include β_0 as the Y-intercept (.759), β_1 as the first regression coefficient for strategy formulation with a value of .148, β_2 as the second regression coefficient for strategy implementation with a value of .619, β_3 as the third regression coefficient for strategy evaluation with a value of .010, β_4 as the fourth regression

coefficient for Stakeholder management with a value of .158. β_0 with a value of 0.759 is the predicted value of Y when the values of all the predictors (X_1 to X_4) are all zero.

Similarly, β_1 with a value of .148 is the value of Y for any unit change in X_1 while β_2 with a value of .619 is the value of Y for any unit change in X_2. Similarly, β_3 with a value of .010 is the value of Y for any unit change in X_3 and β_4 with a value of .158 is the value of Y for any unit change in X_4 across the Likert scale. Assuming a zero value for the other independent variables, one unit change in Stakeholder management (X_4) will give rise to the predicted value of Y as 0.759 + .158 = .917 (Pandis, 2016).

4.10 Hypothesis Testing

A hypothesis test evaluates two mutually exclusive statements about a population so as to determine the statement that is best supported by the sample data and establish whether the findings are statistically significant or not (Solomon, Tarus, & Cheruiyot, 2015). The research hypotheses were tested at 95% confidence level ($\alpha = 0.05$) so as to establish the link between strategic management process and sustainability of community based tourism (Leslie, 2013). The test results for each hypothesis are presented in the subsequent sub sections.

Hypothesis 1

H_{01}: Strategy formulation has no influence on sustainability of community based tourism in the coast region of Kenya

H_{A1}: Strategy formulation has an influence on sustainability of community based tourism in the coast region of Kenya

The Null Hypothesis implied that strategy formulation has no influence on sustainability of community based tourism in the coast region of Kenya while the Alternative Hypothesis implied strategy formulation has influence on sustainability of community based tourism in the coast region of Kenya. The hypothesis test results showed that strategy formulation had a positive and statistically significant influence on sustainability of community based tourism in the coast region as indicated by ß = .160; t = 3.685; p = 0.000. The conclusion from the test is that there was a significant influence by strategy formulation on sustainability of community based in the coast

region of Kenya at 95% confidence level. The test results were not in favour of H_{01} and hence H_{01} was rejected ($p<0.05$).

Hypothesis 2

H_{02}: Strategy implementation has no influence on sustainability of community based tourism in the coast region of Kenya

H_{A2}: Strategy implementation has an influence on sustainability of community based tourism in the coast region of Kenya

The Null Hypothesis implied that strategy implementation has no influence on sustainability of community based tourism in the coast region of Kenya while the Alternative Hypothesis implied strategy implementation has influence on sustainability of community based tourism in the coast region of Kenya. The hypothesis test results showed that strategy implementation had a positive and statistically significant influence on sustainability of community based tourism in the coast region as indicated by ß = .351; t = 13.229; p = 0.000. The conclusion from the test is that there was a significant influence by strategy implementation on sustainability of community based in the coast region of Kenya at 95% confidence level. The test results were not in favour of H_{02} and hence H_{02} was rejected ($p<0.05$)..

Hypothesis 3

H_{03}: Strategy evaluation has no influence on sustainability of community based tourism in the coast region of Kenya

H_{A3}: Strategy evaluation has an influence on sustainability of community based tourism in the coast region of Kenya

The Null Hypothesis implied that strategy evaluation has no influence on sustainability of community based tourism in the coast region of Kenya while the Alternative Hypothesis implied strategy evaluation has influence on sustainability of community based tourism in the coast region of Kenya. The hypothesis test results showed that strategy evaluation had a positive and statistically significant influence on sustainability of community based tourism in the coast region as indicated by ß = .009; t =2.171; p = 0.000. The conclusion from the test is that there was a significant

influence by strategy evaluation on sustainability of community based in the coast region of Kenya at 95% confidence level. The test results performed were not in favour of H_{03} and hence H_{03} was rejected ($p<0.05$).

Hypothesis 4

H_{04}: Stakeholder management does not contribute to sustainability of community based tourism in the coast region of Kenya

H_{A4}: Stakeholder management contribute to sustainability of community based tourism in the coast region of Kenya

The Null Hypothesis implied that stakeholder management does not contribute to sustainability of community based tourism in the coast region of Kenya while the Alternative Hypothesis implied stakeholder management contribute to sustainability of community based tourism in the coast region of Kenya. The hypothesis test results showed that stakeholder management had a positive and statistically significant contribution to sustainability of community based tourism in the coast region as indicated by ß = .065; t = 1.491; p = 0.000. The conclusion from the test is that there was a positive and statistically significant contribution by stakeholder management to sustainability of community based in the coast region of Kenya at 95% confidence level. The test results performed were not in favour of H_{04} and hence H_{04} was rejected ($p<0.05$)..

In overall, all the Null Hypotheses were rejected confirming that all the strategic management process had statistical significant influence on sustainability of community based tourism in the coast region of Kenya.

Table 4.16: Hypothesis Testing

Research Hypotheses	Standardized Coefficients	Significance		Conclusion
	Beta	t	Sig.	
H_{01}: Strategy formulation has no influence on sustainability of community based tourism in the coast region of Kenya	.160	3.685	.000	Reject H_{01}
H_{02}: Strategy implementation has no influence on sustainability of community based tourism in the coast region of Kenya	.351	13.229	.000	Reject H_{02}
H_{03}: Strategy evaluation has no influence on sustainability of community based tourism in the coast region of Kenya	.009	2.171	.000	Reject H_{03}
H_{04}: Stakeholder management does not contribute to sustainability of community based tourism in the coast region of Kenya	.065	1.491	.000	Reject H_{04}

4.11 Discussion of key findings as per each objective

The section highlights key findings of the study based on the objectives and hypotheses of the study. The general objective of the study was to assess strategic management process influencing sustainability of community based tourism in the coast region of Kenya. The study had four specific objectives and four variables namely: strategy formulation, strategy implementation, strategy evaluation and policy formulation. The findings from each of these objectives are as presented in the subsequent subsections.

4.11.1 Influence of strategy formulation on sustainability of CBT

The first specific objective was to determine the influence of strategy formulation on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that there was a significant influence of strategy formulation on economic sustainability of CBTs. The Pearson's product moment correlations between strategy formulation and economic sustainability of CBTs showed a positive and statistically significant relationship where $r = 0.613$, $p = 0.000$. The results of the multiple regression analysis for the first variable was $\beta = 0.148$; $t = 3.685$; $p = 0.000$

indicating that strategy formulation had a positive and statistically significant influence on sustainability of community based tourism. This provided empirical support to the study by (Dennis et al., 2019) on strategic management practices by Beach Management Units (BMUs) where strategic management process was utilized in developing vision and mission as a guide to long term direction and scope of the BMUs. Strategy formulation being an initial and a foundation stage for strategic management process of any organization was being practiced by the CBTs though some informally. The management committees were responsible for initiating and managing the process though they were not performing on regular basis but only to meet donor and stakeholder needs. The study established that the groups undertook formulation of visions and mission statements as well as choosing strategic goals for use in implementing community group specific objectives in a participatory process. A number of these groups have established partnerships with development partners and key stakeholders who offer capacity development to their members on strategy formulation leading to development of group strategic plans. Despite the fact that some CBTs had strategic plans that guide their operations, there was no clear evidence to link the same to more focused strategic planning approach.

The study by (Vipinkumar, 2015) indicated that an appropriate analysis of strategies provides a guided approach to successful implementation of organization strategies. The study by (Mosomi & Deya, 2018) indicated that business environment being a competitive one calls for a well-established and a well-focused strategy formulation process that offers a competitive edge to an organization so as to sustain its activities. Other studies established that poor strategies limit implementation efforts while good execution cannot overcome shortcomings of a poor strategy (Thompson, Strickland, & Gamble, 2015). According to (Kajembe & Theuri, 2018), performance of any organization is closely related to the strategic perspective of its management team hence focused management strategies are necessary for improved performance.

The findings were however in contrast to the study done by (Nyagah, 2015) on challenges of formulating strategies where it was found out that school principals could not offer leadership on development school vision since the process was a collective

responsibility of all stakeholders. Some of them were not even aware of the importance of strategic options due to lack of strategic focus.

From the findings under this specific objective it was recommended that management committees and the group members in general should be sensitized on the development of smart strategies. This will help them in clearly understanding and fully supporting strategy formulation for their groups for group success. An elaborate strategy formulation process should be put in place in each group to guide on the steps necessary, how to undertake each successive step and when to undertake them. The groups should also be taken through vision and mission development in a participatory and inclusive manner. The community groups also need to invest on collection of factual data as the basis for making informed decisions and for projections. The group leaders also need to ensure active participation of the youth so as to leverage on their technological advantage for documentation and management purposes because strategy formulation should employ the use of technology in sharing information so as to optimize decision-making process.

The study therefore established that strategy evaluation had significant and positive influence on sustainability of community based tourism.

4.11.2 Influence of strategy implementation on sustainability of CBT

The second specific objective was to determine the influence of strategy implementation on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that strategy implementation had a significant influence on economic sustainability of CBTs. The Pearson's product moment correlations between strategy implementation and economic sustainability of CBTs showed a positive and statistically significant relationship where $r = 0.964$, $p = 0.000$. The results of the multiple regression analysis for the second variable was $\beta = 0.619$; $t = 13.229$; $p = 0.000$ indicating that strategy implementation had a positive and statistically significant influence on sustainability of community based tourism. The results provided empirical support to the study by (Speculand, 2014) on bridging the strategy implementation skills gap where it was established that absence of effective

implementation renders strategies formulated ineffective and overall success non-attainable even if such strategies were good.

The study further established that CBTs had strategy implementation teams in form of sub-committees for execution of specific activities though they lacked essential skills and experience in implementing such scheduled tasks. All the groups had set targets and hence milestones to guide in the attainment of group goals. The groups also prepared activity schedules with timelines and responsible members for execution. They however did so as routine work for fulfillment of donor requirements hence sustainability of such efforts could not be ascertained. Properly developed milestones are needed to guide the implementation process in such groups and the milestones should be achieved within a specified timeframe and where there are delays or variances, specific actions should be undertaken for mitigation purposes. It was observed that there is high illiteracy levels among officials and group members which could bring more challenges to the groups especially where implementation of strategies require continuous skills development which is not currently envisaged in most of the groups. Some group members have started their own business as a result of gaining skills and experience from implementing group enterprise and this has encouraged continued and improved management of group enterprises.

According to the study by (Brenes, Mena, & Molina, 2008) on Key success factors for strategy implementation, it was found out that systematic execution of organization's strategies resulted in implementation successes. As stated by (Mwanje & Deya, 2018), in their study on the role of strategy implementation, strategies need to be implemented in a coordinated manner to avoid causing avoidable delays and setbacks. (Mulei & Were, 2018) in their study on Determinants of Successful Project Implementation, pointed out that successful implementation is largely determined by strategic decisions made and implemented in a business. Competencies of staff responsible for strategy implementation and overall coordination of the group also play a key role. Effective implementation of strategies rely on implementation team, resources available, organization's culture, systems, and structure (Atenya & Nzulwa, 2018).

The findings were however in contrast to the study on Towards Sustainable Tourism Development in Zambia where it was established that one community may have a problem on sustainability of CBTs but other successful communities can provide synergetic effect to counter the effects of one community given their different experiences and knowledge (Liu & Mwanza, 2014) .

The study recommends each group should have specific implementation teams performing specific tasks while working together towards the overall goal. The management committee should provide good coordination and ensure the teams have required skills, experiences and tools to enable them implement scheduled activities. The management team should also ensure timeliness in strategy implementation so that business opportunities are not lost. There is also need for adequate budgets to allow for timely and comprehensive implementation of planned activities as per the operation plan. Well formulated strategies may fail if a proper balance is not put in place between strategy & resource-allocation for strategy actualization. Team work should also be encouraged in all community groups where the management committees become motivational and result orientated team leaders. This will be more effective if implementation teams are conversant with business strategies in place as well as the business environment they operate in.

The study therefore established that strategy implementation had significant and positive influence on sustainability of community based tourism.

4.11.3 Influence of strategy evaluation on sustainability of CBT

The third specific objective was to determine the influence of strategy evaluation on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that strategy evaluation had a significant influence on economic sustainability of CBTs. The Pearson's product moment correlations between strategy evaluation and economic sustainability of CBTs showed a positive and statistically significant relationship where $r = 0.775$, $p = 0.000$. The results of the multiple regression analysis for the third variable was $\beta = 0.010$; $t = 2.171$; $p = 0.000$ indicating that strategy evaluation had a positive and statistically significant influence on sustainability of community based tourism. The results provided empirical support to

the study by (Mbithi & Kiruja, 2015) on the role of monitoring and evaluation on performance of public organization which said that all management decisions should be based on results of monitoring and evaluation.

From the study results, all groups had developed milestones and timeframes for the implementation of their activities though majority of them had elementary ones which were not regularly updated. This could probably be due to the tedious work involved and the high literacy levels among the groups to comprehensively undertake such tasks. Most of the groups also depend on the stakeholders to push for preparation of such milestones and timelines in a prescribed format. All the groups had a form of reports in quarterly and annual basis and again most of the reports were basic and hence a need for more capacity building on the same. Due to the formal nature of the groups, there is a formal communication process at the management committee level and general membership level. This is meant for feedback on group affairs and during meetings. It is therefore recommended that output from such reporting mechanisms be documented and kept for reference.

In the study on critical success factors in the implementation process by (Wamalwa & James, 2018), it was established that properly documented reports are good for resource mobilization and awareness creation that will ultimately result in building stakeholders interests and support. The study by (Sull, Homkes, & Sull, 2015) on why strategy execution unravels found out that delays in performing results measurement at the right time always results in low performance which has a negative impact on sustainability. It therefore cautioned against haste corrective measures which are costly and counterproductive. The study by (Noah & Were, 2018), on the influence of Strategic Management Process, noted that the process has great influence on the performance of business companies with the determination and application of strategic mix influencing the performance level of such organizations. The study on importance of monitoring and evaluation in sustainability of programmes found out that evaluation improves management and assists in reformulation of policies and strategies in programmes (Biwott, Omar, & Ngeywo, 2017).

The findings were however in contrast to the study on imperatives for monitoring and evaluation of Community-Based Tourism, where it was found out that the local community value more non-monetary gains than the financial gains. M&E process should therefore go beyond strict economic and numerical factors and measure gender gaps in the quest for holistic development (Ivan & Andrea, 2018).

The study recommends all group members to in-built strategy evaluation into the group system from the very initial stages. Performance audit and analysis also need to be performed regularly. The community groups should also undertake continuous reporting to improve on the group's reporting and learning cycle. Management committees should dedicate a specific sub-committee to undertake evaluation and keep proper and continuous documentation of events and highlighting successes stories. The groups also need to undertake regular assessment of milestones and timeframes for timely action to be undertaken. Whenever validated results are at variance with reported results, the groups should regularly communicated the same to members so that firefighting by the management is reduced. The management committees in all community groups should also have formal communication strategies to mitigate on the possible misunderstanding on strategies that results in low implementation levels. Such strategies should be regularly reviewed to take into account changing business environments and new innovative ideas. Capacity building especially for management committees should be enhanced aimed at helping them to manage their groups, coordinate monitoring and reporting and develop proposals to attract more funding thus promoting sustainability principle.

The study therefore established that strategy evaluation had significant and positive influence on sustainability of community based tourism.

4.11.4 Contribution of stakeholder management to sustainability of CBT

The fourth specific objective was to determine the contribution of stakeholder management on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that stakeholder management had a significant contribution to economic sustainability of CBTs. The Pearson's product moment correlations between stakeholder management and economic sustainability of CBTs

showed a positive and statistically significant relationship where r = 0.779, p = 0.000. The results of the multiple regression analysis for the fourth variable was β = 0.158; t = 1.491; p = 0.000 indicating that stakeholder management had a positive and statistically significant contribution to sustainability of community based tourism. The results provided empirical support to the study on changing positions and interests of stakeholders found out that actively involving stakeholders from the beginning results in community cohesion and cooperation because prevailing policies and regulations are adhered to during such engagements (Elias, Jackson, & Cavana, 2014). Also community groups receive necessary guidance for implementing their strategies and activities which in turn help in raising awareness among community members and subsequently raising the support levels amongst members.

The study established that community groups undertake stakeholder analysis to identify key stakeholders though not in a well-coordinated manner. Stakeholders identified are documented as to their contacts, area of support and interest and occasionally proposals for support are send to them for consideration. All the groups had formal communication with their stakeholders but the nature and extent of such communications vary form group to another and from time to time. It is however expected that such communications be on regular basis and well documented for reference. The study further found out that community groups undertaking tourism ventures engage their stakeholders on their financial support and during scheduled meetings for appraisals and feedbacks. Such meetings are mostly at the initiative of the stakeholders. Given the nature of their activities, community groups require elaborate stakeholder engagement strategies where the groups deliberately prompt for such engagements and end up helping each other to solve problems by communicating or collaborating. Such engagements also be possible with dynamic management committees with necessary exposures and skills in group management and activity implementation.

The study on sustainable tourism certification and capacity development observed that when government facilitates interactions at the community level, it enhances clearing decisions quickly and predictably thus enhancing success of community enterprises (Kirk, 2011). The study on Stakeholder Analysis in Community-Based Ecotourism

identified stakeholders as key in organization's success. Early involvement and contributions by stakeholders will avoid negative effects caused by stakeholders while openness and dialogue during the planning phases can reduce potential for conflict in later phases (Yuliani, Humsona, & Pranawa, 2019).

The findings were however in contrast to the study on Managing Community-Based Tourism found out that CBT management and its relationship with the stakeholders vary greatly and that distribution of income from tourism should be the main focus when prioritizing community members directly involved in tourism (Ernawati, Rai, & Arjana, 2019).

The study recommends certification of tourism enterprises and appropriate recognition of successful community ventures to help in enhancing publicity and strategic marketing efforts. There is also need to promote private sector voluntary schemes to undertake certification of tourism operations for wider adherence to performance standards. There is also need for comprehensive assessment of effectiveness of certification program to provide appropriate framework for making tourism more sustainable. A mechanism should be put in place to guide tourism groups on implementation of strategies and policies that directly improve their business operations and promote sustainability. Appropriate organizational structures should be put in place among community groups to enhance participatory mechanism and guide on effective communication with stakeholders for coordinated implementation of activities. Community groups should have formal umbrella organizations to bring them together and spearhead coordinated planning and promotion of common goals.

The study therefore established that stakeholder management had significant and positive influence on sustainability of community based tourism.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section covers summary, conclusions, and recommendations. It highlights results of the study, its conclusions and recommendations for future research in the same field.

5.2 Summary of major findings

The section incorporates summary findings of the study as per each objective. The general objective was to assess influence of strategic management process on economic sustainability of community-based tourism in the coast region of Kenya. The findings revealed existence of significant influence of strategic management process on sustainability of community based tourism

5.2.1 Influence of strategy formulation on sustainability of Community Based Tourism

The first specific objective of the study was to determine the influence of strategy formulation on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that there was significant influence of strategy formulation on economic sustainability of CBTs. The results of Pearson's product moment correlations and the multiple regression analysis for the first variable suggested that strategy formulation positively and significantly influenced sustainability of community based tourism. A well established and a well-focused formulation process provide a strategic focus to organizations while poor strategies limit implementation of identified strategies.

5.2.2 Influence of strategy implementation on sustainability of CBT

The second specific objective of the study was to establish the influence of strategy implementation on economic sustainability of community-based tourism in the coast region of Kenya. The study found out that there was significant influence of strategy implementation on economic sustainability of CBTs. The results of Pearson's product moment correlations and the multiple regression analysis for the second variable indicated that strategy implementation positively and significantly influenced

sustainability of community based tourism. A good implementation strategy with properly developed milestones is the basis for forging strong links with stakeholders whereas specific implementation teams are required to perform specific tasks with proper coordination by the group management.

5.2.3 Influence of strategy evaluation on sustainability of CBT

The third specific objective of the study was to assess the influence of strategy evaluation on economic sustainability of community-based tourism in the coast region of Kenya. From the study it was established that there was significant influence of strategy evaluation on economic sustainability of CBTs. The results of Pearson's product moment correlations and the multiple regression analysis for the third variable indicated that strategy implementation positively and significantly influenced sustainability of community based tourism. Regular assessment of milestones and timeframes, regular reporting and properly documented reports provides for timely action and appropriate communication of implemented strategies.

5.2.4 Contribution of stakeholder management to sustainability of CBT

The fourth specific objective of the study was to determine the contribution of stakeholder management to economic sustainability of community-based tourism in the coast region of Kenya. From the study it was established that there was significant contribution of stakeholder management to economic sustainability of CBTs. The results of Pearson's product moment correlations and the multiple regression analysis for the fourth variable indicated that stakeholder management positively and significantly influenced sustainability of community based tourism. Involving stakeholders in project formulation, implementation, and evaluation leads tp coordinated management of projects opening the community to useful external contacts.

5.3 Conclusions

This section provides conclusions of the study on strategic management process and economic sustainability of community based tourism in the coast region of Kenya. The study concluded that strategic management process had significant and positive influence on economic sustainability of community based tourism in the coast region of Kenya.

The first specific objective was to determine the influence of strategy formulation on economic sustainability of community-based tourism in the coast region of Kenya. It was concluded that strategy formulation as an initial step provides a strategic focus to organizations and forms the basis for laying the foundation on understanding and investing on sustainability of business ventures.

The second specific objective was to establish the influence of strategy implementation on economic sustainability of community-based tourism in the coast region of Kenya. It was concluded that good strategy implementation shows that strategies are viable and all players can participate in a coordinated manner in actualizing strategies hence realizing economic sustainability of CBTs.

The third specific objective of the study was to assess the influence of strategy evaluation on economic sustainability of community-based tourism in the coast region of Kenya. It was concluded that strategy evaluation through regular assessment and timely action determines viability of programmes and facilitates resource commitments that contributes to sustainability of CBTs.

The fourth specific objective of the study was to determine contribution of stakeholder management to economic sustainability of community-based tourism in the coast region of Kenya. Stakeholder involvement leads to coordinated management of projects contributing to their sustainability. The management committees of community based tourism should therefore embrace and progressively apply strategic management process in managing their enterprises.

5.4 Recommendations

Arising from the study findings and the conclusions, the following are managerial and policy recommendations.

5.4.1 Managerial Recommendations

To promote sustainable community based tourism, management committees of such groups need to put in place specific sub-committees for on strategy formulation strategy implementation and strategy evaluation for proper coordination and management of community groups, improved performance, and sustainability.

Community groups should invest in Information and Communication Technology (ICT) through partnership with internet and mobile service providers to support implementation, reporting, sharing of information and undertaking effective communication. Such initiative should fully integrate the youth to leverage on their skills. Groups should also have functional emails and facebook pages for accelerated access to their services and to provide linkages..

Strengthen and institutionalise capacity building of community officials and members in specific areas such as formulation of smart strategies, carrying out monitoring & evaluation and impact assessment, service delivery and resource mobilization. CBT ventures should build strategy formulation and M&E processes into all management systems. This will ensure there is in-built of strategy formulation and evaluation in the group, contribute to effective implementation of programmes, undertake required reporting and effective communication and respond appropriately to expectations and needs of stakeholders.

The management committee should have a coordinated and sustainable exchange programmes aimed at improving strategic management skills of officials and community members thereby enhancing management of community based enterprises in carrying out strategic management initiatives in the group.

Improve on the budgeting process at the group level so as to ensure appropriate resource mobilisation and adequate allocation of resources to scheduled activities including strategy implementation so that target are attained and success levels raised.

The management of community based tourism groups should build networks within the community and with other communities and stakeholders to facilitate exchange of information, active participation and exchange of strategies. Collaboration with universities will assist in capacity building, producing monitoring toolkits and manuals. This will contribute to the overall stakeholder management in the group.

There is need for appropriate governance model that clearly defines the role of management committees and other sub-committees in the strategic management process and clarifies the organizational design and reporting structure to group members and stakeholders. This is intended to guide the strategy formulation process,

strategy implementation process, stakeholder management, and promotion of group values.

5.4.2 Policy Recommendations

To be sustainable, community based tourism groups need to put in place innovative strategies in tune with the competitive business environment.

Continuous improvement of indigenous knowledge through capacity building, giving members of well performing community groups' opportunities at research institutions and having elaborate field work learning programmes to identified community based tourism sites in the overall aim of promoting performance of community groups.

Put in place stakeholder management policy that outlines management of goals and expectations of key stakeholders. This will prepared such groups on engaging stakeholders and reporting.

Community groups should establish formal umbrella organizations that brings the groups together and spearhead coordinated planning and promotion of common goals and interests.

The government should establish a certification unit for community based tourism enterprises to promote standardization of operations for effective planning and marketing of such enterprises. This can effectively be done in collaboration with membership umbrella organisations such as KECOBAT.

Promotion of innovative processes. The government should support continuous innovation by CBTs by providing learning opportunities at research institutions, enhancing knowledge flows and promoting diversification. This will contribute success in implementing identified strategies and programmes.

Due to the dynamic nature of the tourism industry, policy makers should focus on incentives that promotes investment in tourism ventures especially infrastructures and information communication and technology so as to attract private sector partnerships and improve business venturing in the sector.

5.5 Areas for Further Research

The study on strategic management process influencing economic sustainability of community based tourism in the coast region of Kenya had only 69.5% of the variance explained by the predictors and future research should therefore focus on establishing the other variables represented by the remaining 30.5%. Despite limitations of this study, scholars should utilize its findings in undertaking further investigations on additional issues on strategic management of community based tourism to authenticate its findings. On the basis of the study results, conclusions and recommendations, future research is suggested as follows. A longitudinal study should be conducted for more insight on strategic management process and sustainability of community based tourism. There is need also need for additional studies on innovative approaches by community based tourism to understand competition challenges and quality needs of such ventures.

Other factors that need more focus in the future include the role of governance structures, contribution of organisation innovativeness, role of private sector and the impact of climate change on sustainable community based tourism. Additional studies should also be conducted in the entire coastal region for a comprehensive view of CBTs in the region for comparative and connected purposes.

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APPENDICES

Appendix I: NACOSTI Introduction Letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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2241349,3310571,2219420
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When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/70040/21528** Date: **27th February, 2018**

Geoffrey Kipchirchir Rono
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Strategic management factors influencing sustainability of community based tourism in the Coast Region of Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Kilifi, Kwale and Mombasa Counties** for the period ending **26th February, 2019.**

You are advised to report to **the County Commissioners and the County Directors of Education, Kilifi, Kwale and Mombasa Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

G P Kalerwa
GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kilifi County.

Appendix II: JKUAT Introdcution Letter

JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
JKUAT MOMBASA CAMPUS

Tel: 041 2315434
Email: jkuatmombasa@jkuat.ac.ke

OFFICE OF THE DIRECTOR
MOMBASA CAMPUS
P. O. BOX 81310-80100
MOMBASA

REF. JKU/MSA/ACA/07/18

12/02/2018

TO WHOM IT MAY CONCERN

SUBJECT: GEOFFREY KIPCHIRCHIR RONO

This is to confirm that the above named is a bonifide student of Doctor of Philosophy – Business Adminstration in this campus (Strategic Management option). He is expected to collect research data in your organisation. His research is titled **STRATEGIC MANAGEMENT FACTORS INFLUENCING SUSTAINABILITY OF COMMUNITY BASED TOURISM IN THE COAST REGION OF KENYA.**

Any assistance given to him where this information might be required will highly be appreciated.

COLLINS ONDAGO
DEPUTY DIRECTOR

14 FEB 2018

Appendix III: Research Questionnaire

The questionnaire is intended to facilitate undertaking of the research on strategic management process influencing sustainability of community based tourism in the coast region counties of Kwale, Mombasa, and Kilifi. The information will be treated confidential and will only be used for the research purposes. Kindly respond by ticking inside the box [√] your most appropriate response in the respective spaces provided.

SECTION A: INFLUENCE OF STRATEGY FORMULATION ON SUSTAINABILITY OF COMMUNITY BASED TOURISM

Using a scale of 1-5, where 1) strongly disagree**,** 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree by ticking **[√]**in the appropriate box. Provide your comment on the extent to which you agree to each of the following:

1. STRATEGY FORMULATION

Formulating Vision and Mission	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
1.1 My group undertakes formulation of group vision and mission					
1.2 Management and group members are aware of the group vision and mission					
1.3 Our vision is inspiring to management, members and the community					
1.4 Our mission is clear and allows for action taking					
1.5 Our mission is unique and distinctive					
1.6 Our mission has assisted in analyzing components of group strategy					
1.7 Our mission is attainable					

Formulating Goals	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
1.8 Goals and objectives are agreed up on by the community					
1.9 Goals are precise and measurable					
1.10 Goals have assisted our group in carrying out its functions					
1.11 Group goals are day to day guiding principles in our group					
Formulating Objectives					
1.12 Choice of objectives are logically undertaken in my group					
1.13 Task team leaders are responsible for aligning objectives with group activities					
1.14 Formulation of objectives is a priority activity performed by concerned teams on a regular basis					

SECTION B: INFLUENCE OF STRATEGY IMPLEMENTATION ON SUSTAINABILITY OF COMMUNITY BASED TOURISM

Using a scale of 1-5, where 1) strongly disagree**,** 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree by ticking **[√]**in the appropriate box. Kindly indicate the level of your concurrence to the following statements:

2. STRATEGY IMPLEMENTATION

Forming Implementation Teams	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
2.1 The group has assigned specific teams to perform specific tasks					
2.2 Our group functions as a team both at the management and other levels.					

Developing Milestones	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
2.3 The group has integrated operational plans and budgets.					
2.4 Each activity is allocated reasonable time frame for its implementation					
2.5 Activity implementation is expeditiously done.					
Developing Group Tasks and Activities					
2.6 The division of work is intended to help the group attain its goals					
2.7 The group has developed values and culture to support its implementation process					
2.8 The group has a mechanism for binding itself together					
2.9 Team leaders have ideas that are helpful to group members					
2.10 Team leaders and group members work together for the progress of the group					

SECTION C: INFLUENCE OF STRATEGY EVALUATION ON SUSTAINABILITY OF COMMUNITY BASED TOURISM

Using a scale of 1-5, where 1) strongly disagree**,** 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree by ticking **[√]**in the appropriate box. **Kindly indicate your level of concurrence to the following:**

3. STRATEGY EVALUATION

Assessing Milestones and Timeframes	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
3.1 Evaluation is in-built from the start of the project activities					
3.2 The group undertakes regular performance audit and analysis					
3.3 Evaluation has contributed to knowledge and learning					

Assessing Reporting Mechanism	**1** strongly disagree	**2** Disagree	**3** Neither agree nor disagree	**4** agree	**5** strongly agree
3.4 There are reporting deadlines which are consistently observed by group teams					
3.5 Project reports assist in project implementation					
3.6 Project reports are properly documented for future references					
3.7 Properly documented reports have improved on project performance					

Assessing Communication Framework					
3.8 Regular assessment of milestones and timeframes has assisted in feedback & validation of results					
3.9 Team leaders and management committee frequently communicate guidelines and policies to group members					
3.10 Regular communication has reduced firefighting by the management team					

SECTION D: CONTRIBUTION OF STAKEHOLDER MANAGEMENT TO SUSTAINABILITY OF COMMUNITY BASED TOURISM

Using a scale of 1-5, where 1) strongly disagree, 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree by ticking [√]in the appropriate box. Kindly indicate your level of concurrence on the contribution of the following to sustainability of community based tourism

4. STAKEHOLDER MANAGEMENT

Stakeholder Analysis	**1** strongly disagree	**2** disagree	**3** neither agree nor disagree	**4** agree	**5** strongly agree
4.1 Stakeholders' interests and influence have been identified and understood.					
4.2 Stakeholders have assisted Community Based Tourism groups in building relationships and in understanding policy.					
4.3 Community's commitment has increased due to growing stakeholder involvement.					
Stakeholder Communication					
4.4 Regular communication has assisted in gaining more knowledge and in ensuring continuity of commitments.					
4.5 Stakeholder communication has resulted in timely corrective measures.					
4.6 Our CBT has a policy of managing stakeholders.					
Stakeholder Engagement					
4.7 Stakeholders have assisted the CBT in refocusing its long term goals and strategies.					
4.8 Stakeholders have ensured CBT projects are aligned with government policy priorities and timelines.					
4.9 Government entities have added value to CBT project outputs.					

4.10 Stakeholders have contributed to practical delivery of CBT project outputs.					

SECTION E: CONTRIBUTION OF STRATEGIC MANAGEMENT PROCESS TO SUSTAINABILITY OF COMMUNITY BASED TOURISM

Using a scale of 1-5, where 1) strongly disagree**,** 2) disagree, 3) neither agree nor disagree, 4) agree, 5) strongly agree by ticking **[√]**in the appropriate box. Kindly indicate your level of concurrence on the contribution of strategic management process to sustainability community based tourism

5. CONTRIBUTION OF STRATEGIC MANAGEMENT PROCESS TO ECONOMIC SUSTAINABILITY OF COMMUNITY BASED TOURISM

Livelihood Enhancement	**1** strongly disagree	**2** disagree	**3** neither agree nor disagree	**4** agree	**5** strongly agree
5.1 Resources generated from community based tourism provide a means of livelihood to the community.					
5.2 Community enterprises have enhanced strategic allocation of resources.					
5.3 Income generated has motivated other communities to venture into similar enterprises.					
Organisation Innovativeness					
5.4 The community has benefited from knowledge generated from implementing community based tourism.					
5.5 Community projects have generated resources that has put culture, history and heritage of the community into perspective thereby improving community image.					
Organisation Competitiveness					
5.6 Projects implemented by the community have contributed to improved management and financial capabilities of community groups					

Appendix IV: List of Community Based Tourism Groups

No	Name of CBT	County	Contact	Tourism Services
1.	Wasini Women Board Walk Group	Kwale	P.O Box 55, Ukunda	• Board walk (750 m) • Restaurant (sea food) • Boutique • Accommodation
2.	Wasini Beach Management Unit	Kwale	P.O Box 55, Ukunda	• Coral transplanting • Snorkelling & diving • Swimming
3.	Shimoni Slave Cave Self Help Group	Kwale	P.O Box 719, Ukunda	• Restaurant, Swahili food • Nature walk (slave cave sites) • Accommodation
4.	Msambweni Turtle and Marine Conservation Group	Kwale	P.O Box 43, Msambweni	• Snorkelling • Watching turtle hatching and migration • Village tour
5.	Mikoko Pamoja CBO	Kwale	P.O Box 178-80404, Msambweni	• Board walk • Village work • Research site for mangrove
6.	Gazi Women Board Walk	Kwale	P.O Box 3, Msambweni	• Board walk • Restaurant (Swahili food) • Research site for mangrove
7.	Kaya Muhaka Forest Conservation Organisation	Kwale	P.O Box 86, Ukunda	• Camping site • Nature trail (forest walk) • Bird watching
8.	Shimba Hills Forest Guides Association	Kwale	P.O Box 5, Kwale	• Eco restaurant and Eco toilets • Tour guide • Nature trail • Information centre
9.	Dabaso Creek Conservation Group	Kilifi	P.O Box 130 – 80202, Watamu Email: dabasocreek @gmail.com Face book: crabshackdab aso	• Conference facility • Bar and restaurant • Bird watching • Crab farm site • Board walk
10.	MIDA Creek Conservation and	Kilifi	P.O Box 60 Gede	• Bird watching • Hanging board walk • Canoe ride • Nature-walk

	Awareness Group			• Sport fishing • Restaurant
11.	Kuruwitu Conservation and Welfare Association	Kilifi	P.O Box 73 - 80119, Vipingo Email: kcomacp@gmail.com Website: www.kuruwitu.org	• Snorkelling • Glass boat ride • Reef walking • Village-walk • Dhow trip (sunset) • Fish sport
12.	Big Ship Community Based Organisation	Mombasa	P.O Box 41030-80100, Mombasa	• Historical sites (Tudor Creek & Dr. Kraft Church) • Nature-walk • Boat ride
13.	Commensum Self Help Group	Mombasa	P.O Box 1344-80100, Mombasa	• Board walk • Restaurant • Mariculture project • Mangrove research