

CHUKA UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
BCOM 403: STRATEGIC MANAGEMENT
RESIT/SPECIAL EXAM
MAY 2025

Instructions: Answer Question ONE and ANY other TWO Questions.

QUESTION ONE: CASE STUDY ANALYSIS (30mks)

Read the case study below and answer the questions that follow:

Enriching Customer Experience

A great customer experience does not just happen! It takes time and effort to transform customers' experiences from mediocre to delightful or even from good to great. Customer experience is a catalyst of transformation as it directly influences culture, strategy, structure and all parts of the business. It is never business as usual once the organizations make makes major strides on the journey towards a full transformation of the overall customer experience.

At the center of successful customer experience transformation is leadership commitment and involvement. Top executives set a clear vision of what the ideal customer experience looks like and why the organization must transform. When there is clarity of the desired customer experience, cultural change starts to happen. The leadership team has a major responsibility to inspire the team to action.

It is not just enough to have in mind the desired customer experience. The overall strategy must support the desired experience and required resources provided. Other key considerations that must be made include having the right people, redesigning the processes and having a supportive culture. The organization must also be intentional about making the overall experience innovative so that it is easy for the customers. Above all there must be a system for measuring whether indeed transformation has happened.

Customer experience transformation cuts across organizational boundaries. As such, everyone must be involved in the transformation efforts. In particular, the roadmap that the transformation will take needs to be communicated in a language that everyone understands. In addition, everybody's responsibility needs to be clear and the envisioned customer experience must be supported by individual actions.

Questions.

- a) The author observes "At the center of successful customer experience transformation is leadership commitment and involvement". Discuss this statement highlighting the role of leadership in strategy implementation. (10mks)

- b) Top executives set a clear vision of what the ideal customer experience looks like and why the organization must transform. Explain the importance of crafting a clear vision and mission to an organization. (10mks)
- c) The author quotes “Above all there must be a system for measuring whether indeed transformation has happened”. Discuss the importance of strategic control. (10mks)

Question Two

You have been appointed as a member of the Strategic Planning Committee of Maendeleo County Government. Your first task is to train the executive staff on the below strategic issues that will be the basis of your strategic plan.

- a. The characteristics of a good strategy. (10mks)
- b. The importance of drafting a strategic plan to the county government. (10mks)

Question Three

- a. It is unlikely for strategy to be realistic without conducting an internal analysis of the firm. Explain the importance of internal analysis in strategy formulation. (8mks)
- b. Discuss the two fundamental approaches to internal analysis. (12mks)

Question Four

- a. Operationalization of strategy involves recasting and translating the strategy into shorter time frames appropriate for implementation. Discuss the key activities involved in operationalization of a strategy. (10mks)
- b. Explain the organizational challenges facing public sector institutions in implementation of their strategic plans. (10mks)