

3007
**AN INVESTIGATION OF THE FACTORS INFLUENCING THE
IMPLEMENTATION OF STRATEGIC PLANS IN THE NAIROBI
CITY WATER AND SEWERAGE COMPANY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR
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DECLARATION

I declare that this research project is my own original work and has not been presented for an award of any degree in any university or institution of higher education.

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Date 17/1/2011

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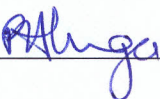
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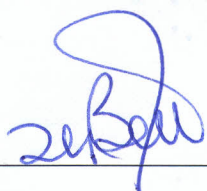
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DEDICATION

For My Late Parents Onesmus Chege Ngani and Elizabeth Wanjiku, who are sources of continuing inspiration

ACKNOWLEDGEMENT

Obviously, the most contributors to this research work my two supervisors M/s Ann Muchemi and Mrs Phelgonah Genga. They have not only been helpful with detailed line editing but checking and advising me on what makes research material and what doesn't.

To My Family, and Especially my daughter Caroline, who despite her early stage in education was able to go through part of the research, adding commas and full - stops and called my attention to poor sentence construction and redundancy

Of equal importance are all Senior Managers of Nairobi City Water and Sewerage Company who responded to the questionnaire in large numbers. Their time and motivation was critical to honing the ideas behind this research.

I can do little more than bow down in gratitude before the people I have dedicated this research to, my late parents Onesmus Chege Ngani and Elizabeth Wanjiku, they taught me about humbleness and 'nonrational' approach to life. You have kept me going

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ABSTRACT

The study aimed at investigating the factors influencing the implementation of strategic plan at Nairobi City Water and Sewerage Company. The specific objectives of the study were: to find the extent to which leadership influences the strategy implementation at NCWSC; to establish the extent to which resources constraints influences the strategy implementation at NCWSC; to determine the extent to which the culture influences the strategy implementation at NCWSC; to ascertain the extent to which the political - legal framework influences the strategy implementation at NCWSC; and to find the extent to which modern technology influences the strategy implementation at NCWSC.

The study adopted a descriptive research design. The population of interest was the senior management of Nairobi City Water and Sewerage Company. All the senior managers that are involved with Strategy Implementation of the company were involved in the study. Data was collected using a questionnaire which was dropped to the target respondents and then picked latter. The collected data was analyzed and interpreted. The analysis was presented in tables, pie charts and bar graphs

The study found and concluded that there are five main factors which influence the success of strategy implementation at the NCWSC; these factors are leadership, various kinds of resources, organizational culture, political-legal factors and information technology. Some factors are however more influential than others in the success of strategy implementation. Organizations improve its leadership to enhance success in strategy implementation. The study recommended that: effort should be made to avail every key resources that will be necessary for successful strategy implementation; organizations should development an appropriate culture which not only supports strategy implementation but the general performance of the company; the company should also regulate political influences in its operations so that the impacts of negative political forces are reduced; the use of technology in the implementation of strategy should be enhanced to further promote successful implementation of strategy within the company. The major limitations that faced the study were failure by other respondents to respond and the fact that not all those who responded answered all questions appropriately; this made it impossible for the researcher to capture some important information in the correct manner.

1.0 INTRODUCTION

1.1 Background of the study

One inaccurate stereotype of public service organization is that they are havens for predictability, control and order undisturbed by the turbulence and uncertainty of commercial and competitive market environment. However public service organizations have to manage uncertainty on a number of fronts as they monitor, cope with and sometimes try to shape major shifts in the external environment and new challenges to governance and service delivery.

In recognition of the above competitive environment the Government of Kenya (Legal Notice No. 93, the State Corporations (Performance Contracting) Regulations, (2004) brought in the concept of performance contracting and strategic planning management in public service not only to improve service delivery but also to refocus the mind-set of public service away from the culture of inward looking but rather to one of looking towards a culture of business that focus on the customer and results.

Strategic management forms the basis on which successful organizations are run. The process involves environmental analysis, formulation, and implementation of strategy. Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult Hrebiniak (2006). Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic. Noble (1999b). According to Steiner and Miner (1977), the implementation of strategy is concerned with the design and management of systems to achieve the best integration of people, processes, and resources, in reaching organizational purposes.

Strategy implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plans stated in objectives, Kotler (1984) cited in Noble (1999b). Strategy implementation is also portrayed as a lively process by which companies identify future opportunities, Reid (1989) cited in Schaap (2006). Strategy implementation may also be viewed as a process inducing various forms of organizational learning, because both environmental threats and strategic responses are a prime trigger for organizational learning processes Lehner (2004).

Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment Harrington (2006). From the above definitions, it is clear that like the concept of strategy, there are many perspectives of looking at strategy implementation.

The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999b) notes. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. Strategy implementation has been found to be a highly complex and interactive process with many variables impinging upon it – more of a spring than a simple cascade. Many factors influence the flow and content of the spring Wernham (1985).

There are many (soft, hard and mixed) factors that influence the success of strategy implementation; these factors include corporate leadership, resources, culture, corporate politics, and information communication technology. Manyarikiy (2006), Ngumo (2006) and Obare (2006) confirmed in their studies that factors such as lack of commitment from management, poor organizational structure, lack of resources, conflicting individual and organizational interests and poor or lack of communication affect strategy implementation.

Lussier and Achua (2007) define leadership as the influencing process of leaders and followers to achieve organizational objectives through change. Influencing is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change by influencing through power, politics and negotiating. Good corporate leadership will promote successful strategy implementation while a poor one will not.

Resources may be thought of as inputs that enable an organization to carry out its activities. Where organizations in the same industry have similar resources but differing performance, we might deduce that they vary in the extent to which they utilize their resources. Resources in themselves confer no value to organizations. It is only when they are put to some productive use that value follows. Resources can be categorized as tangible and intangible. Tangible resources refer to the physical assets that an organization possesses and can be categorized as physical

resources, financial resources and human resources. Intangible resources comprise intellectual/technological resources and reputation.

McCarthy and Perrault (1993) define culture as the whole set of beliefs, attitudes and ways of doing things of a reasonably homogenous set of people. Kotler and Armstrong (2002) define culture as the set of basic values, perceptions, wants and behaviors learned by a member of society from family and other important institutions. Schiffman and Kanuk (2004) define culture as the sum total of learned beliefs, values and customs that serve to direct the consumer behavior of members of a particular society. Schein (1992) defines organizational culture as the basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic taken-for-granted fashion an organization's view of itself and its environment. For a group or organization to operate effectively there has to be a generally accepted set of assumptions. Johnson, Scholes and Whittington (2006) refer to these collective taken-for-granted assumptions as the paradigm of an organization.

1.2 The Nairobi City Water and Sewerage Company

Government of Kenya through Sessional paper No 10 of 1965 on African socialism and its application identified the priority areas to enable the country develop as eradication of poverty, illiteracy and disease. In 1970s, the government realized the crucial role played by the water sector for the country's general economic growth. Thereafter in 1974 the water department of the ministry of agriculture was elevated to a full ministry of water development with clear mandate to actively steer water sector activities under the guidance of Water Act 372.

At this time the ministry aimed to increase coverage through its motto of 'water for all by year 2000'. A new plan was initiated aimed at investing more resources in the water sector to improve efficiency and expand the water services to as many citizens as possible. In order to ensure success of this new move, the government moved in with an ambitious programme and took over many water supplies, which were previously managed by the local communities, local authorities and other public and private institutions. The programme was, however, short-lived when the government realized that the resources for sustaining the services were not forthcoming.

These states of affairs have been compounded by weak institutional framework, unclear definition of roles and responsibilities of different actors in the sector, inadequate financial and management capacity, and poor choice of technology and lack of proper co-ordination of the various actors in the sector, lack of proper inter-linkages with other water related sectors like the Energy and Agriculture.

Between 1990 and 1992 the Government developed a National Water Master Plan that set out a long term plan for implementation of the much needed reforms in the water sector. Key recommendations included the formation of Water Policy and review of the legislative framework in the sector. This was followed by the development of the Water policy which was released through Sessional Paper No 1 of 1999 under the title 'National Policy on Water Resources Management and Development'' which anchors the country's economic growth on fundamental reforms being implemented on the way public affairs are managed, including the provision of rural and urban water supplies, and sanitation services. This culminated to the enactment of new Water Act, 2002 in October 2002.

The Water Act 2002 sought to reorganize the Water resources in the country for sustainable utilization. It envisages reduced roles by the government in water resources management and service provision. The Act sets up institutions at three levels, these are the national, regional and local levels. At national level are institutions involved in policy formulation, regulation, dispute resolution and funding. The ministry of water and irrigation is responsible for policy formulation through the water sector reform steering committee (WSRC) and the water sector reform secretariat (WSRS). The water appeal board (WAB) is responsible for dispute resolution. The water services trust fund (WSTF) will assist in financing the provision of water services to areas without capacity to develop adequate water services. The water resource management authority (WRMA) is responsible for management and regulation of water resources such as catchments areas, riparian way leaves, and effluent disposal into rivers. WRMA also issues licenses for water abstraction from any source and licenses to dispose treated effluent into the rivers. The water services regulatory board (WSRB) is responsible for regulation of water and sewerage services including maintenance of quality, standards and issuance of licenses for service provision.

Regional level institutions are vested with regulatory affairs at the regional levels. The catchments areas advisory committees (CAACs) will advise on the utilization of water in the catchments areas. CAACs report to WRMA. The water services boards (WSBs) have the legal responsibility for the provision of water and sewerage services within their jurisdiction under license from the WSRB. Currently there are eight water services boards. Nairobi City Water & Sewerage Company (NCWSC) falls under Athi Water Services Board (AWSB).

At local level, the institutions are involved in service provision of consumer /customers of such services. The water resource users associations (WRUAs) are responsible for water resources management at a local level. WRUAs report to CAACs. The water services providers (WSPs) are responsible for the provision of water and sewerage/sanitation services at the local level under appropriate agreements entered into with WSBs. Within Nairobi and its environs, the NCWSC has been appointed by the AWSB to provide water and sewerage services to its residents under the agreed framework that ensures adequate and quality supply of water, affordable tariffs, maintenance and improvement of water and sewerage infrastructure.

The Nairobi City Water and Sewerage Company (NCWSC) was incorporated in Kenya on the 3 June 2003 under the Company Act Cap 486. This was as a result of the enactment of Water Act in 2002 which created new institutions to manage water resources in Kenya. The mandate of Nairobi City Water and Sewerage Company is to provide water and sewerage services within Nairobi and its environs. The company took over the employees, assets, liability and provision of water and sewerage services from the former water and sewerage department of the City Council of Nairobi.

In August 2004, the company appointed new corporate team consisting of six functional directors headed by the managing director as the team leader. The teams responsibility was to provide leadership to the management and the entire staff of the company to ensure effectiveness and efficiency in all the operations of the company including formulating and developing the company's strategic plan. The new CEO found that the existing organizational culture did not support continual radical innovation and creativity which were necessary for improving performance. This called for working toward building a more appropriate organizational culture integrated to strategic changes.

In view of this, the company adopted a change programme. The starting point was establishment of a three year strategic plan. This provided a strategic view of where the organization will be in the year 2007. Consultants were hired to study the organization. During the study it was discovered that the existing organization structure did not support teamwork and corruption was embedded in the corporate culture. The staff morale and attitude were also wanting. Also inherently opposite cultural tenets caused dysfunctional behaviour that worked against creativity.

The CEO adopted the change programme in transforming the company. It focused on the Company organizational structure, technology, strategies and people. The management aimed at adjusting the organizational structure by launching a new program dubbed a new beginning. The result has been an organization comprising many new employees and many old employees in new positions and united by a common culture developed to be more supportive of rapid innovation although there has been resistance by those elements who would want the status quo to be maintained. With the reforms, the revenue collections rose from an average of Kshs 80 million to Kshs 350 million currently. The unaccounted for water was reduced from 60% to 39% of the water produced. The kind of resistance which arose was systemic and behavioral in nature. This has led to stagnation of the performance indicators.

1.3 Statement of the problem

The introduction of performance contracting in the government brought with it the requirements that all state parastatals and agencies develop strategic plans to guide their actions. (Government of Kenya (Legal Notice No. 93, the State Corporations (Performance Contracting) Regulations, (2004). As a result, every year we see many state corporations and agencies spend substantial amount of time and resources developing strategic plans. On paper, some of the plans developed, particularly by state corporations in the water sector are in deed excellent, but the same excellence is not being reflected in the performance of the same organizations.

The areas that poor performances has continued being recorded include; failure to meet demand, High levels of Non Revenue Water (NRW), stagnation in revenue growth and poor level of customer service by Water Service Providers. WASREB (2009), IMPACT; A performance report of Kenya Water Services sub-sector. Issue No.2 Nairobi, Kenya. This situation raises the

question: are there some forces influencing the implementation of strategic plans in these service providers? and if so, what are the forces? It is this question that the study aims to address.

Several researches have been carried out on different aspects of strategy implementation in both the private and public sector organizations in Kenya. The scholars include Awino (2000); Koskei (2003); Muthiga (2004); Ochanda (2005); Ngumo (2006); among others. Fewer researchers like Manyarkiy (2006), and Obare (2006) focused on strategic plan implementation in state corporations in Kenya. In their paper, Yang, Sun and Martin (2008) did a literature review on factors influencing strategy implementation and came up with two conclusions. First, the implementation of corporate strategies is an under-researched area (perhaps with the exception of post-merger integration research that we have excluded in our review) and should be given more research attention. Second, future strategy implementation research should pay attention to explicitly indicate the level of analysis. Within the functional level, another finding revealed that marketing is the prevailing domain, compared with other functional areas (such as manufacturing, R&D, HR, accounting etc.).

The above cited studies have in deed contributed significantly in shading light on strategy implementation in Kenya. From the year 2004/5 when NCWSC adopted its first strategic plan, no known study exists on challenges of strategic plan implementation at the company. An information gap therefore exists and given the immense role this organization plays to the residents of Nairobi City, there's need for a study in this area to bridge information gap.

1.4 Research Objectives

The broad objective of the study was to establish the factors influencing the implementation of the strategic plans at Nairobi City Water and Sewerage Company (NCWSC).

1.4.1 Specific Objectives

The specific objectives of the study were:

1. To find the extent to which leadership influences the strategy implementation at NCWSC
2. To establish the extent to which resources constraints influences the strategy implementation at NCWSC

3. To determine the extent to which the culture influences the strategy implementation at NCWSC
4. To ascertain the extent to which the political - legal framework influences the strategy implementation at NCWSC
5. To find the extent to which modern technology influences the strategy implementation at NCWSC.

1.5 Research Questions

This study sought to provide answers to a number of questions. The specific questions which the study seeks to answer are:

1. The extent to which leadership influences the strategy implementation at NCWSC?
2. The extent to which the constraints influences the strategy implementation at NCWSC?
3. The extent to which the culture influences the strategy implementation at NCWSC?
4. The extent to which the political-legal framework influences the strategy implementation at NCWSC?
5. The extent to which the modern technology influences the strategy implementation at NCWSC?

1.6 Significance of the study

This study will have significant influence to a number of stakeholders:

1.6.1 Government Policy Makers

The government policy makers, especially at the ministry level are likely to benefit from the study in that the study will give them some insight into the factors that influence the implementation of strategic plans by the water and sewerage companies in Kenya.

1.6.2 The Water Sector in Kenya

The water sector in Kenya will benefit from the study in that those managing the water and sewerage companies will also gain insight into factors influencing the implementation of strategic plans, this will cause them improve strategic implementation approaches.

1.6.3 Scholars

This study will also contribute to the accumulation of knowledge in the field of strategy implementation and the factors that influence the same to the benefit of the existing and future scholars.

1.7 Limitations of the study

The study was constrained by the following factors:

1.7.1 Time

The time within which it was done and completed was limited (Four months). The researcher came up with the project programme in which the various activities undertaken were carefully scheduled so that they were done within the planned time frame.

1.7.2 Resources

This study was funded out of pocket by the student; this means that the funds available for the study were limited. To address this situation, the research project budget has been developed and the researcher will keep to the budget to ensure successful end of the study.

1.8 Scope of the study

The study focused on the implementation of strategic plans at the Nairobi City water and Sewerage Company.

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter contains literature review. Literature review begins with a brief description of the concept of strategy, then the historical development of strategic management and then factors influencing strategy implementation.

2.2 Concept of Strategy

Strategy has been given different meanings by various authors. These authors portray the multi-dimensional aspect of strategy. Mintzberg and Quinn (1998) define strategy as a play, ploy, a pattern, a position and a perspective. Plan is seen as a consciously intended course of action in order to achieve a desired objective. Ploy on the other hand is a trick seeking to disguise the actual intentions of an organization in order to deceive a rival company. Whereas position is viewed as an organization's standing in relation to the competitors and market share which defines the market power.

In their choice of perspective to describe strategy, Mintzberg and Quinn did seek to define strategy by the way the organization conceives the outside from the inside. This definition is wholesome and brings out the different angles and avenues that an organization adopts in achieving its goal. Johnson and Scholes (1993) in their view have given different approaches to strategy. These include a cultural approach where strategy has been viewed as a pattern of behavior arising from the culture embedded in the organization. Cultures in their nature are hard to change. Organizations are known to have different cultures which determine the strategies being adopted and subsequently influence how things are done. According to Tampoe and Macmillan (2000), Strategy envisages various important aspects which include among others: strategy as a statement of intent, where strategy is deemed as a clarification of a corporate purpose as may be defined in the company's mission and vision. This is important as the definition provides the general direction in which the organization is moving.

Strategies can either be planned or emergent Olali (2006). The latter arise from what happens in the organization while the former is a product of deliberate efforts by management to put in place a formal strategy to be pursued. The outcome of the planned and emergent strategy defines the

realized strategy. This definition brings out the role of management in strategy formulation and implementation but worth noting is the fact that other factors, actors and events come into play and affect the intentions and actions of management. The overall outcome of strategy is however a responsibility of management.

Drucker (1955) in defining strategic management gives a pointer towards the difficult task of balancing short and long term goals in an uncertain future. Strategic management leverages an organization for future success. Strategic management is incomplete and of little value without effective implementation. The latter is an integral part of strategic management, the reason the process and content of strategy should incorporate all dimensions of implementation. Strategic management has been described by Johnson and Scholes (1993) in terms of deciding on strategy to be adopted and how the strategy would be executed. This is reflected in the organization's strategic analysis, strategic choice and implementation. This definition highlights the major phases in strategic management and an organization can pride in success if it observes them diligently.

In relating a firm to its environment, Ansoff (1990) portrays strategic management as an organized and crucial approach vested on management to position the firm in a turbulent environment in a manner that will ensure success. He brings out the measure of an organization's capabilities against a turbulent environment and how a firm strikes a balance so as to continue operating. From the strategic management definitions alluded to above, it's clear that strategic management encompasses the entire organization and focuses on the long-term developments. While small businesses may engage one person to lead the organization towards achieving strategy, big organizations may contract staff regarded as the management to take responsibility for strategic management. It is in these large organizations where strategy referred to as corporate strategy that covers the whole group or entire organization is clear cut.

Strategic management involves strategic planning. Strategic planning can be defined as the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities (Robson 1997). It therefore aims to define and document an approach to doing business that leads to satisfactory profits and growth. Strategic planning turns an organization's mission into concrete achievables which are contained in a strategic plan.

A strategic plan represents the values and priorities of the organization. Its components include the company mission, Goals, strategy and policy. Thompson et al (2007) in defining the importance of strategic plans state that a strategic plan enables a company to cope with challenges in the industry and the competition forces. It lays out the company's future direction, performance targets and strategies to achieve them (Thompson *ibid*). Strategic plans may be written, in which case the document is circulated for implementation. In small family businesses, seldom does written documentation of strategic plans exist but this doesn't mean that these organizations do not follow any strategy. According to David (1997), strategic plans serve as communication channel allowing for cascading of information leading to participation by all employees. Steiner (1979) emphasizes this by stating that individual interests are thus aligned to organizational objectives ensuring success.

2.3 Historical Development of Strategic Management

The rise of strategy as a common business tool can be traced to the early 1950s in the United States of America. Some of the early writers in the field of strategy were Drucker (1954), Chandler (1962) and Ansoff (1965). An examination of the early strategic methods shows that they were based around the analysis of successful corporations, followed by an attempt to emulate the perceived path to success. From this emerged the "phase of Generalization" through the 1970s and 1980s. However, in the 1970's, the business situations radically changed, there was increased environmental turbulence, these situations posed challenges to the strategic planning processes that were already in place, this era was therefore characterized by fixing solutions to strategic issues based around a central theme and the case study method. An example is the analysis tool developed by Boston Consulting in 1974, the market growth/market share matrix. The "three generic strategies" model of Porter also falls into this category.

Stonich (1975) pointed out that strategic planning had been frustrating to managers because of its lack of action orientation; this is because planning had been separated from the mainstream of corporate life. A similar observation was also made by Higgins Higgins (1976), and as a result of this situation, Paul et al (1978) called for more flexibility and adaptability in strategic planning. Further frustrations came in during the late 1980s when it became apparent that formulation and implementation of good strategy did not automatically lead to success,

Al-Bazzaz and Grinyer (1980) reported that they perceived a shift towards greater dissatisfaction with formal planning systems. During the same time, Peters and Waterman (1982) criticized strategic management practices that it tended to be highly analytical, rational and rigid, they too, like Paul et al (1980) called for greater flexibility, which could in turn enhance strategic thinking and innovation. At the same time, focus was increasingly brought to bear on the process of creating and maintaining competitive advantage, there then evolved a number of strategic processes that sought to address how an organization can position itself and maintain the edge over competition, for example, resource based theorists (Kay) argued that the resources and capabilities of an organization were its only source of competitive advantage.

The McKinsey 7S model favours the balancing of strategy implementation and other organizational factors as source of competitive advantage, the ability to improve quality and reduce cycle times was widely viewed as a path to successful competition. In the mid 1980s, Porter lead other reformists in arguing that although strategic planning had gone out of fashion in the late 1970s, it needed to be re-discovered-not discarded Porter (1987). This was because firms had recognized that strategic management was key to providing long term success, Pekar and Abraham (1995).

2.4 Factors influencing strategy implementation

A Strategy can only be said to be successful if it yields intended results. Mintzberg (1987) coined the term 'crafting strategy' to suggest that its ones involvement in a business that will determine the outcome or success of strategies formulated. This he brings out clearly in his choice of a potter whose final work depends on the interaction between the potter's hands and the clay to bring out what the potter envisaged. The same is replicated in the business world where some strategies are well formulated but few of them come through to implementation because the parties involved are passive as they pay no active role in their implementation.

Different frameworks have been proposed in implementing strategy (Bartlett and Ghosal 1987, p.12), the commonly used frameworks and models such as SWOT, industry, structure analysis and generic strategies for researchers and practicing managers in the areas of strategy analysis

and formulation in strategic management. By contrast, there is no agreed-upon and dominant framework.

According to Alexander (1991, p. 74), one reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically sound, models to guide their actions during implementation. Without adequate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed, often simultaneously, to make implementation work. Noble (1999b, p. 132) has further noted that there is a significant need for detailed and comprehensive conceptual models related to strategy implementation, and that this situation has made strategy implementation research to be fairly fragmented.

One of the most cited framework was proposed by Waterman et al. (1980). Based on their research and consultancy work, these authors argued that effective strategy implementation is essentially attending to the relationship between the following seven factors: strategy, structure, systems, style, staff, skills and subordinate goals. Although waterman et al. defined and discussed each of these factors individually, they did not provide clear examples and explanations for the relationships and interactions between factors, nor did they evaluate how their relationships actually make strategy implementation happen.

The conceptual framework developed by Stonich (1982), Hrebiniak and Joyce (1984), Galbraith and Kazanjian (1986) and Reed and Buckley (1988) consists of explicit key implementation factors. These were the first implementation frameworks to have appeared in the field of strategic management, however non have subsequently been tested. An analysis of these frameworks reveals important similarities among them. For example, they consist of similar factors including strategy formulation, organizational structure, culture, people, communication, control outcome. in their conceptual studies, Alexander (1991), Judson (1995). Miller and Dess (1996) and Thomson and Strickland (1999) also discussed and referred to similar implementation factors.

Thompson and Strickland (1990) suggest that the implementation stage of strategic management is primarily administrative where one ensures a fit between the chosen strategy and organization culture. Culture is seen as employee shared beliefs and values which dictate the pattern for

activities and actions within the organization. Culture is an organizational strength when it eases achievement of organizational strategy with minimal costs. Besides the culture, other forces come into play in influencing strategy implementation.

Cole (2000) enumerates more of these key forces. These include organization structure which is vital in strategy implementation as it provides the overall framework for strategy implementation. It's this structure that facilitates communications and making information flow for decision making efficient. Other pillars considered include Management style, personnel skills and budgetary procedures. Tampoe and Macmillan (2000) argue that the overall leadership and management of the organization determine how effective an organization strategy shall be executed. The efficiency in strategy implementation is a factor of personnel skills which is basically having the right person for the right job. As David (1997) put it, strategy implementation entails mobilizing employees and managers to turn formulated strategies into action. Discussed in the subsequent sections are some of the key factors affecting strategy implementation.

2.4.1 Leadership

Leadership lacks a universal definition due its complexity and diversity in nature. Many scholars have viewed leadership from different angles therefore giving rise to its various definitions. Lussier and Achua (2007) define leadership as the influencing process of leaders and followers to achieve organizational objectives through change. Influencing is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change by influencing through power, politics and negotiating. Frigon and Jackson (2007), on the other hand, view leadership as an active process that requires a pioneering spirit and a willingness to take risks and be innovative. They also establish that all good leaders are learners; students of past mistakes who benefit from all that have gone before rather than autocrats who seek to fix blame, Frigon & Jackson (2007).

However, D'Souza (2007) in his Christian approach perceives leadership as that which seeks to serve and not dominate; encourages and inspires; respects rather than exploits other's personalities and finally reflects, prays, and acts on Jesus Christ's words, "Whoever wishes to be first among you, shall be your servant, even as the son of man came not to be served, but to serve, and to give his life as a ransom for many" (Mt 20:27). In the same note, Keating (1982)

also state that leadership is a service, in the sense that it seeks to meet the needs of another or of the group by performing needed functions.

According to Leland (1976), the traditional leader needed the initiative and power to direct, instruct, and control those who follow. On a different aspect, Peters and Waterman (1982) describe leadership in action terms by pointing out that leadership is many things. It is patient, usually boring coalition building. It is the purposeful seeding of cabals that one hope will result in the appropriate ferment in the bowels of the organization. It is meticulously shifting the attention of the institution through the mundane language of management systems. It is altering agendas so that new priorities get enough attention. It is being visible when things are going awry and invisible when they are working well. It's building a loyal team that speaks more or less with one voice. It's listening carefully much of the time, frequently speaking with encouragement and reinforcing words with believable action. It's being tough when necessary, and it's the occasional naked use of power – or the “subtle accumulation of nuances, a hundred things done a little better” as Henry Kissinger once put it. Peters et al (1982).

D'Souza reasons out in his book that Leadership is both science and an art which involves inter-relating with people. The science of leadership develops valid concepts, principles, and processes to guide the day to day practices of leaders to bring about more predictable end –results. While these principles and processes will not guarantee specific solutions to organization problems, they do provide a logical and analytical approach to planning, decision making, and problem solving. By following these principles and processes, leaders responsible for problem solving find greater assurance. The art of leadership, the other side of the coin, emphasizes the skills of leadership, such as how leaders work with others and how they apply their knowledge and experience to achieve the desired results. He finally establishes leadership as roles and/or behavior that unites and stimulates followers to pursue specific goals.

The leaders determine the most appropriate role behavior in dealing with followers, goals, environment, and their own leadership abilities. D'Souza, (2007). On the other hand, Burns (1978) expresses a belief that the leader principal task is one of instilling purpose as he maintains that leadership over human beings is exercised when persons with certain motives and purposes

mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers. According to D'Souza (2007), recent studies in organizational behavior highlight the following views of organizational leadership; leadership is largely the art of getting things done through mobilizing people; the ability to get others to work enthusiastically and competently towards accepted objectives; and lastly as what the followers accomplish actually expresses leadership, since results of leadership show how much people understand about the goals they pursue, how they perform, how unified they are in the workplace, and how committed they are towards attaining goals.

2.4.2 Organizational Resources

Organizational resources can well be explained from the context of the resource-based view of strategy. The resource based view is more associated with the work of Prahalad and Hamel (1990), Rumelt (1991), Barney (1991) Grant (1991). The resource based view emphasizes the internal capabilities of the organization in formulating strategy to achieve a sustainable competitive advantage in its market and industries. The resource based view see the organization as made of resources and capabilities which can be configured and reconfigured to provide it with competitive advantage. The resource based view of strategy points not to the industry structure but to the unique cluster of resources and capabilities that each organization possesses Collis and Montgomery (1995). Therefore, for proponents of the resource-based school, the answer to why firms within the same industry experience different levels of performance is to be found by looking inside the organization.

The resource-based view of competition draws upon the resources and capabilities that reside within an organization, or that an organization might want to develop, in order to achieve a sustainable competitive advantage. Resources may be thought of as inputs that enable an organization to carry out its activities. Where organizations in the same industry have similar resources but differing performance, we might deduce that they vary in the extent to which they utilize their resources. Resources in themselves confer no value to organizations. It is only when they are put to some productive use that value follows.

Resources can be categorized as tangible and intangible. Tangible resources refer to the physical assets that an organization possesses and can be categorized as physical resources, financial resources and human resources. Physical resources include such things as the current state of buildings, machinery, materials, and productive capacity. To add value, these physical resources must be capable of responding flexibly to changes in the market place. Clearly, organizations with the most up to date technology and processes which possess the knowledge to exploit their potential will be at an advantage. The extent to which an organization can achieve an acceptable return on its capital employed will determine the extent to which it can attract outside capital or financial resources. This will be linked to expectations about its future growth. Its financial resources will include its cash balances, debtors and creditors, and gearing (debt-to-equity ratio).

Intangible resources comprise intellectual/technological resources and reputation. Technological resources include an organization's ability to innovate and the speed with which innovation takes place. Intellectual resources include patents and copyrights which themselves may derive from the organization technological resources. Organizations with valuable tacit knowledge built up through their culture, processes, and employees possess an intangible resource which cannot readily be transferred. The reputation or goodwill of an organization is increasingly recognized as a valuable intangible asset which can easily be damaged by ill-thought-out strategies and marketing campaigns Collins and Montgomery (1995).

2.4.3 The Concept of Organizational Culture

Culture consists of patterns, explicit and implicit of behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups including their embodiments in artifacts. Alternatively, culture is the acquired knowledge that people use to interpret experience and generate social behavior Luthans, (1992).

Kotler and Armstrong (2002) define culture as the set of basic values, perceptions, wants and behaviors learned by a member of society from family and other important institutions. Schiffman and Kanuk (2004) define culture as the sum total of learned beliefs, values and customs that serve to direct the consumer behavior of members of a particular society. Culture or civilization, taken in its wide ethnographic sense, is the complex whole which includes

knowledge, belief, art, morals, law, customs and any other capabilities and habits acquired by man as a member of society.

Schein (1992) defines organizational culture as the basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic taken-for-granted fashion an organization's view of itself and its environment. For a group or organization to operate effectively there has to be a generally accepted set of assumptions. Johnson et al. (2006) refer to these collective taken-for-granted assumptions as the paradigm of an organization. Cummings and Huse (1985) identified the major features of corporate culture as; Shared values (what is important), Shared beliefs (how things work around here) and norms (guides about how members should behave). These shared values and beliefs of organizational members interact with the company's structure, control systems and people to produce norms.

Corporate culture is the product of long term social learning and sometimes is a reflection of what has worked well enough in the past to be taken for granted and passed on to succeeding generations of employees as customary ways of perceiving and acting. Thompson et al. (2007) refer to corporate culture as the character of a company's internal work climate and personality as shaped by its core beliefs, business principles, traditions, ingrained behaviors, work practices, and styles of operating. They reiterate that a company's culture is important because it influences the organizations actions and approaches to doing business. They refer to corporate culture as the company's "operating system" or organizational DNA. Other than corporate culture improving an organizations ability to implement new strategies, it also helps it to achieve high levels of excellence. Comparative research studies have shown that the relative success of Japanese companies as compared to American companies can be partly explained by their strong corporate cultures emphasizing employee participation, open communication and job security.

Handy (1986) observed that there were four types of culture namely; power, role, task and atomistic. Role cultures are typically bureaucratic organizations managed by time and motion studies and precise mechanical specifications with authority based on job descriptions. An example of a role culture would be government departments. Such cultures stress the importance of procedures and rules, hierarchical position and authority, security and predictability. Role cultures create situations in which those in the organization stick to their job descriptions (roles) and any unforeseen events are referred to the next layer up the hierarchy.

Power culture represents the family business with a concentration of power. The power is radiated out from the centre by a key person to others in the family who then transfer the information on to other functions. This culture is verbal and intuitive e.g. an entrepreneurial company organised around an astute founder. Such a culture is associated with a web structure with one or more powerful figures at the centre wielding control.

A task culture is job or project-oriented, the onus is on getting the job at hand (the task) done rather than prescribing how it should be done. Task cultures are appropriate to organically-structured organisations where flexibility and team working are encouraged, they create situations in which speed of reaction, integration and creativity are more important than adherence to particular rules and procedures and where position and authority are less important than the individual contribution to the task at hand.

Atomistic culture is characterized by the decentralized informal approach where independent experts came together for mutual convenience, e.g. a group practice or a consultancy. These organizations reject formal hierarchies and are united in meeting the needs of their members. This culture type is associated with a minimalistic structure, the purpose of which is to assist those individuals who choose to work together.

2.4.4 Organizational Politics

The term 'politics' can be used in broad sense to refer to the situation in which different parties interests, positions, or views seem to conflict. In complex commercial and non-commercial organizations conflict can occur around numerous, inter-related, axis. Forms of conflict may stem from, for instance, so called 'personality clashes'; conflict around gendered, racialised, ageist, or classist practices (for instance practices of discrimination on the grounds of sex or race etc.); inter-departmental conflicts; conflicts of interests between various stakeholder groups (customer, employee, managers, suppliers, shareholders, and other interested parties); conflicts over prioritising (e.g. safety vs. costs), etc. Management textbooks and broader popular management ideology assumes that conflict in organisations is, generally speaking, illegitimate. If however, we bring the questioning attitude of the researcher to bear on this issue then perhaps we should be wary of unquestioningly giving managers 'authority' to manage away conflicts, to in other words 'manage corporate politics'. Organisational members can engage in forms of conflict

as a way to resist the practices of management that are thought to be harming others. For instance, in a study of telephone banking clerks Wray-Bliss and Willmott (1999) found clerks who resisted the targets number of calls management expected them to answer because they thought that this represented bad customer service.

2.4.5 Technology

A rapidly growing source of open innovation that has emerged in recent years are internet marketplaces, that have been referred to as “innovation intermediaries” Chesbrough (2006), that essentially act as matchmakers for ideas, talent and technology. They range from general intermediaries such as InnoCentive (2008) and yourencore.com (2008), to specialised intermediaries such as Continua Alliance (2008) in the healthcare sector. The value proposition of these open innovation intermediaries is that they enable technology scouting, specialised talent scouting, partnering of companies and ideas.

Orlikowski and Gash (1992: 2) defined IT as 'any form of computer-based information system, including mainframe as well as microcomputer applications.' In business applications, the range and strategic impacts of such systems are vast. The conceptual works argued for IT innovation and sophistication based on its potential for altering a full range of strategic and industry structure variables, including cost positions, scale economies and power relations with buyers and suppliers Clemons (1986). From the outset, IT researchers advocated tight IT-strategy linkages, asserting that IT affects firm strategies that strategies have IT implications, and that firms must somehow integrate strategic thrusts with IT capabilities Rackoff, Wiseman, and Ullrich (1985); Beath and Ives (1986).

Porter and Millar (1985) for example, related IT to the value chain, concluding that the main strategic purpose of IT is to coordinate activities in the chain. Rackoff et al. (1985) concluded that IT should support competitive thrusts such as cost leadership, differentiation, innovation, growth, and external alliances; and Rockart and Short (1989) argued that ITs serve primarily to 'manage organizational inter-dependence,' i.e., to solve coordination problems among departments and strategic business units. A number of researchers examined the conditions under which ITs create sustainable advantages. Porter (1985), for example, focused on first-mover advantages, arguing that technological advantage arises when first-mover advantages (such as

preempting customers through switching costs) outweighs first-mover disadvantages (such as development costs and learning curves).

Clemons (1986) distinguished between externally focused applications-i.e., those that connect the firm with customers or suppliers (such as ATMs, SABRE and the McKesson system)-and internally focused applications, i.e., those that improve internal efficiencies (such as factory automation systems). Citing the familiar case examples, the author suggested that external applications tended to produce advantages based on switching costs, whereas internal applications tended to produce advantages based on scale economies, managerial expertise and efficiencies.

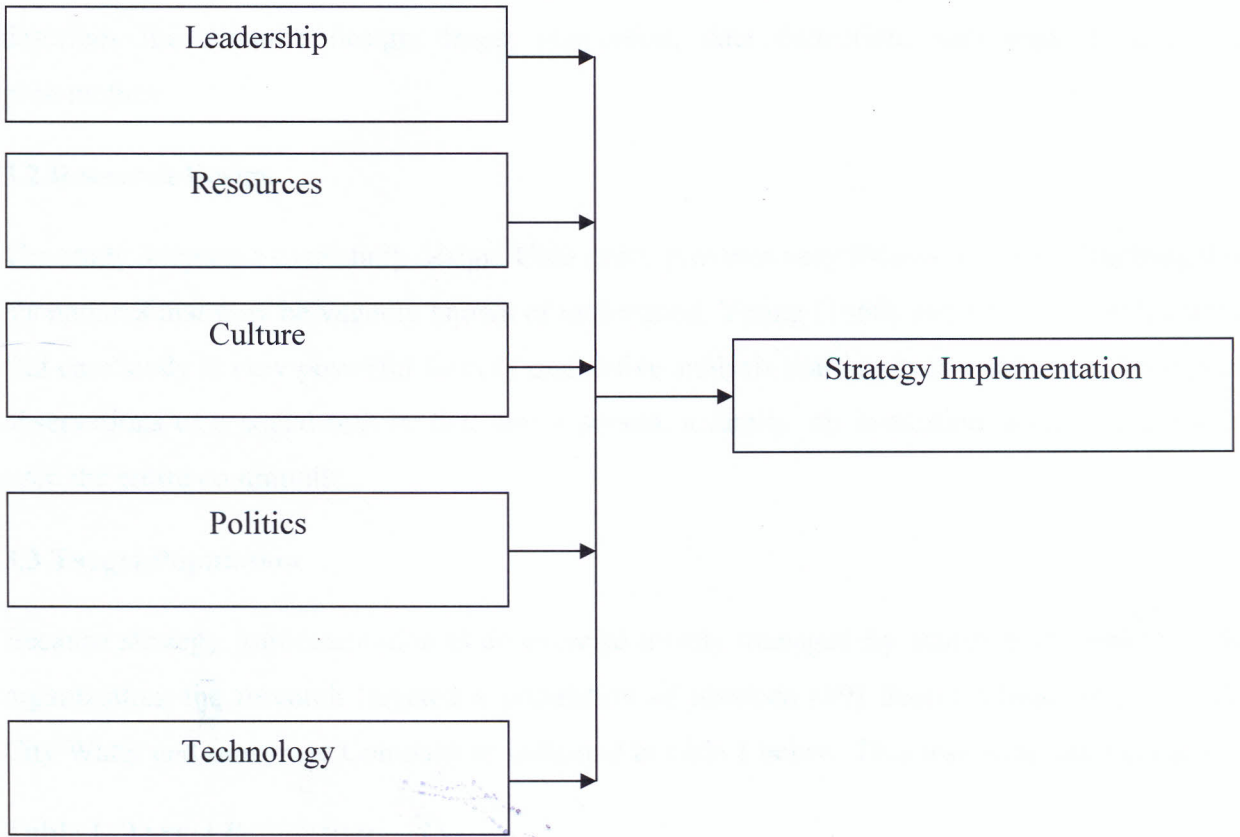
2.5 Conceptual Framework

This study will be guided by a conceptual framework. In the conceptual framework, we have the dependant and independent variables. The dependant variable is implementation of strategic plans which depends on other factors. The independent variables are those, whose state does not depend on the other variables, in this case they include leadership, resources, culture, politics, and technology. The conceptual framework is illustrated by the help of figure below.

Figure 1: Conceptual Framework

Independents variables

Dependent Variable



Source (Author, 2010)

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses research methodology adopted for the study. Specifically the chapter describes the research design, target population, data collection, data analysis and data presentation.

3.2 Research Design

The study adopted a case study design. Case study provides very focused and valuable insight to phenomena that may be vaguely known or understood. Young (1960) and Kothari (2007) concur that case study is very powerful form of qualitative analysis that involves a careful and complete observations of a social unit be that unit a person, a family, an institution, a cultural group or even the entire community.

3.3 Target Population

Because strategy implementation is an exercise mostly managed by senior management of the organization, the research targeted a population of nineteen (19) Senior Managers of Nairobi City Water and Sewerage Company as indicated in table 1 below. This was therefore a census.

Table 1: Target Population

Item	Title	Number Targeted
1	Managing Director	1
2	Director Human Resources& Administration	1
3	Director Financial Services	1
4	Director Technical Services	1
5	Director Commercial Services	1
6	Company Secretary	1
7	Production Manager	1
8	Engineering Manager	1
9	Regional Managers	1
10	Regional Managers	4
11	Billing Manager	1
12	Customer Relations Manager	1
13	Planning Manager	1
14	Supply Chain Manager	1
15	ICT Manager	1
	Total	19

3.4 Data collection

Primary data was used in this study. Primary data was collected through questionnaires. Specifically, structured questions were used. Questionnaires were dropped and picked later. Questionnaire that was used for data collection is in appendix 2.

3.5 Data analysis

Feedback obtained from the interviews was analyzed using both qualitative and quantitative analysis. Qualitative analysis analyzed the content of the written and / spoken material (Kombo and Tromp, (2006). Quantitative analysis involved descriptive statistics which include mean, mode and median.

3.6 Data Presentation

The analyzed data was presented in tables, pie charts and bar graphs.

4.0: DATA ANALYSIS AND INTERPRATATION

4.1. Introduction

This is the chapter four of the research report. This chapter contains the presentation and interpretation of analysis. The chapter begins with background information of the respondents followed by the presentation of factors influencing the implementation of strategy at Nairobi City Water, and Sewerage Company (NCWSC).

4.2 Response Rate

The study targeted a total of Nineteen (19) senior managers of the Nairobi City Water and Sewerage Company (NCWSC). A response rate of 89% was achieved, where 17 out of 19 senior managers targeted in the study responded. Below is additional background information of the senior managers who responded.

4.2.1 Sex of the managers

The study sought to establish the gender composition of the senior management at the Nairobi City Water and Sewerage Company (NCWSC). The findings are contained in Table 4.1.

Table 4.1: Sex of managers

Gender	Frequency	Percent	Cumulative Percent
Male	15	88	88
Female	2	12	100
Total	17	100	

Source: (Researcher 2010)

From table 4.1 above, 88% of the respondents were male, 12% were female, and thus the most of respondents were male.

4.2.2 Age bracket of senior managers

The study sought to find the age distribution of senior managers and came up with results presented in table 4.2.

Table 4.2: Age bracket of respondents

Age Bracket	Frequency	Percent	Cumulative Percent
31-35 yrs	1	5.88235	5.882352941
36-40 yrs	2	11.7647	17.64705882
Over 40 yrs	14	82.3529	100
Total	17	100	

Source: (Researcher 2010)

From the findings presented in table 4.2, most senior managers are over 40 years old. This means that they are of mature age.

4.2.3 Educational Background

The study also sought to explore the educational background of the senior managers. Findings relating to this variable are presented in table 4.3 below.

Table 4.3: Educational background

Educational Background	Frequency	Percent	Cumulative Percent
Degree	2	11.7647	11.76470588
Masters Degree	15	88.2353	100
Total	17	100	

Source: (Researcher 2010)

As can be seen in table 4.3, all senior managers are educated to a degree level with 88% having advanced degree (Master Degree). This indicates that the management team is competent technically.

4.2.4 Directorates of respondents

The study sought to know the directorates from which the respondents came from within Nairobi City Water and Sewerage Company. Findings relating to this variable are contained in table 4.4 below.

Table 4.4 Directorates of respondents

Directorate	Frequency	Percent	Cumulative Percent
HR & Admin	1	5.88235	5.882352941
Technical	3	17.6471	23.52941176
Managing Directorate	4	23.5294	47.05882353
Finance	3	17.6471	64.70588235
Commercial	3	17.6471	82.35294118
Non Response	3	17.6471	100
Total	17	100	

Source: (Researcher 2010)

As can be depicted from table 4.4, majority of the respondent came from managing director's office representing a response rate of 24%, while 17% of the managers did not indicate their directorates. All departments of the company were however represented; this gives the study a balanced opinion across the board.

4.2.5 Years with the company

The study also aimed at gauging the period of time with which the senior managers had stayed with the company. The details of this finding are contained in table 4.5 below.

Table 4.5: Number of years with the firm

Number of years with company	Frequency	Percent	Cumulative Percent
0-5 yrs	10	58.8235	58.82352941
6-10 yrs	4	23.5294	82.35294118
16-20 yrs	2	11.7647	94.11764706
Over 20 yrs	1	5.88235	100
Total	17	100	

Source: (Researcher 2010)

From Table 4.5 above, majority of the managers i.e. 59% have been with the company for less than five years. Only one manager has been with the company for more than 20 years, this indicates that there is more fresh blood in the company, an indication that the company is more likely to embrace change.

4.2.6 Positions of the respondents within the organization

The study sought to establish the positions of the respondents within the company. Results relating to this variable are captured in table 4.6 below.

Table 4.6: positions within the Company

Position in the company	Frequency	Percent	Cumulative Percent
HR Director	1	5.88235	5.882352941
Engineering Manager	1	5.88235	11.76470588
Supply Chain Manager	1	5.88235	17.64705882
Finance Manager/Director	1	5.88235	23.52941176
Regional Manager	5	29.4118	52.94117647
ICT Manager	1	5.88235	58.82352941
Customer Relations Manager	1	5.88235	64.70588235
Technical Director	1	5.88235	70.58823529
Company Secretary	1	5.88235	76.47058824
Managing Director	1	5.88235	82.35294118
Commercial Director	1	5.88235	88.23529412
Commercial Manager	1	5.88235	94.11764706
Planning Monitoring & Evaluation Manager	1	5.88235	100
Total	17	100	

Source: (Researcher 2010)

As shown in the tables 4.6 above, all the respondents were either heads of departments or strategic business units and are therefore well informed about the company strategy and its implantation.

4.3 How leadership influences strategy

The first objective of the study was to find out how leadership influences implementation of strategy. In order to capture the employee's views concerning this, their response was sought on a number of issues relating to strategy implementation.

4.3.1 Communication

The study sought to determine the extent to which employees viewed communication within the company to be effective. A five point liker scale was used to measure their response and the results are captured in table 4.7 below.

Table 4.7: Communication

Leaders communicate effectively	Frequency	Percent	Cumulative Percent
To a small extent	2	11.7647	11.76470588
To moderate extent	8	47.0588	58.82352941
To large extent	5	29.4118	88.23529412
To a very large extent	2	11.7647	100
Total	17	100	

Source: (Researcher 2010)

From the findings presented in table 4.7 above, majority of the managers (47%) felt that communication was effective to a moderate extent, 29% to a large extent and 12% to a very large extent. Only 11% were dissatisfied with the effectiveness of communication.

4.3.2 Extent to which leader's motivated staff

The study sought to determine the management view on the extent to which management motivate staff at Nairobi City Water and Sewerage Company. Findings relating to this matter are presented in Table 4.8 below.

Table 4.8: Extent to which NCWSC leaders motivated staff

Leaders motivate staffs	Frequency	Percent	Cumulative Percent
No extent	1	5.88235	5.882352941
To a small extent	4	23.5294	29.41176471
To moderate extent	8	47.0588	76.47058824
To large extent	2	11.7647	88.23529412
To a very large extent	2	11.7647	100
Total	17	100	

Source: (Researcher 2010)

From the table 4.8 above, majority (47%) of the respondents are of the opinion that NCWSC leadership motivates staff to a moderate extent, 24% of the respondent say that the leadership motivates staff to a small extent, while 6% were of the opinion that the leadership does not motivate staff.

4.3.3 Requesting versus demanding state of NCWSC leadership

The study sought to establish the extent to which the leadership of NCWSC was requesting or demanding from their employees, findings relating to this matter is contained in table 4.9 below.

Table 4.9: Request versus demanding state of NCWSC leadership

Leaders request and not demand in most cases	Frequency	Percent	Cumulative Percent
To a small extent	7	41	41.17647059
To moderate extent	5	29	70.58823529
To large extent	4	23.5294	94.11764706
To a very large extent	1	5.88235	100
Total	17	100	

Source: (Researcher 2010)

The findings as per table 4.9 above, indicate that majority (47%) of the respondents are of the opinion that the NCWSC leadership request to a small extent, 29% are however of the opinion that they request to

moderate extent. This therefore means that the leadership is more demanding than requesting to the employees, an indication that they could be tilted towards more autocratic leadership style than democratic.

4.3.4 Leaders respect and encouragement to employees

The study sought to find out whether the leadership of NCWSC was respectful and encouraging to the employees. Opinion relating to this variable was captured in table 4.10 below.

4.10 Leaders respect and encouragement to employees

Leaders respect and encourage employees contribution	Frequency	Percent	Cumulative Percent
To a small extent	4	23.5294	23.52941176
To moderate extent	4	23.5294	47.05882353
To large extent	7	41.1765	88.23529412
To a very large extent	2	11.7647	100
Total	17	100	

Source: (Researcher 2010)

The findings shows that majority of the respondents are of the view that the NCWSC leadership are to a large extent respectful and encouraging to the employees, 23% feel that they are respectful and encouraging to a moderate extent, while 23% feel that they are respectful and encouraging to a small extent.

4.3.5 Fair treatment of employees

The study sought to find out the views of the managers concerning fair treatment of employees by the leaders. Findings contained in table 4.11 were obtained.

Table 4.11: Fair treatment of employees

Leaders act fairly to all employees	Frequency	Percent	Cumulative Percent
No extent	1	5.88235	5.882352941
To a small extent	5	29.4118	35.29411765
To moderate extent	8	47.0588	82.35294118
To large extent	3	17.6471	100
Total	17	100	

Source: (Researcher 2010)

The findings indicate that most (47%) of the respondents are of the view that NCWSC leadership treats employees fairly to a moderate extent, 29% say to a small extent while 6% said not at all. This findings means that the company must do more to improve its perception as far as the fair treatment of employees is concerned.

4.3.6 Extent to which leadership has contributed to the success of strategy implementation

The study also sought to find out the extent to which leadership had contributed to the successful implementation of strategy at NCWSC.

Table 4.12 Contribution of leadership to strategy implementation

Leadership contributed to successful implementation of strategy at NCWSC	Frequency	Percent	Cumulative Percent
To moderate extent	10	58.8235	58.82352941
To large extent	6	35.2941	94.11764706
To a very large extent	1	5.88235	100
Total	17	100	

Source: (Researcher 2010)

From the findings contained in the table above, 59% of the respondents say that leadership has contributed moderately to successful implementation of the strategy, 35% of respondents say leadership had contributed to a large extent. The remaining 6% said that leadership has contributed to a very large extent; this therefore means that 100% of the respondents acknowledge the role of leadership in the implementation of strategy. NCWSC must therefore develop its leadership capabilities to effectively and efficiently implement its strategy.

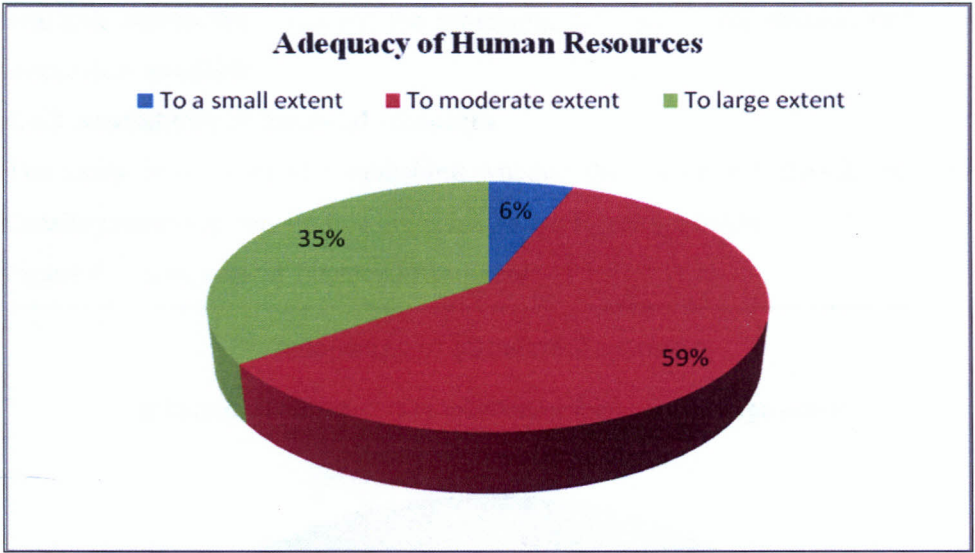
4.4. Influence of resources to strategy implementation

The second objective of the study was to find out the extent to which the company resources influenced its strategy implementation. This section therefore presents the adequacy of various resources. It also presents the findings relating to the influence of resources on strategy implementation.

4.4.1 Adequacy of human resource capital

The researcher sought to get the respondents view on adequacy of human resource capital and came out with the following results.

Figure 4.1: Adequacy of Human Resources



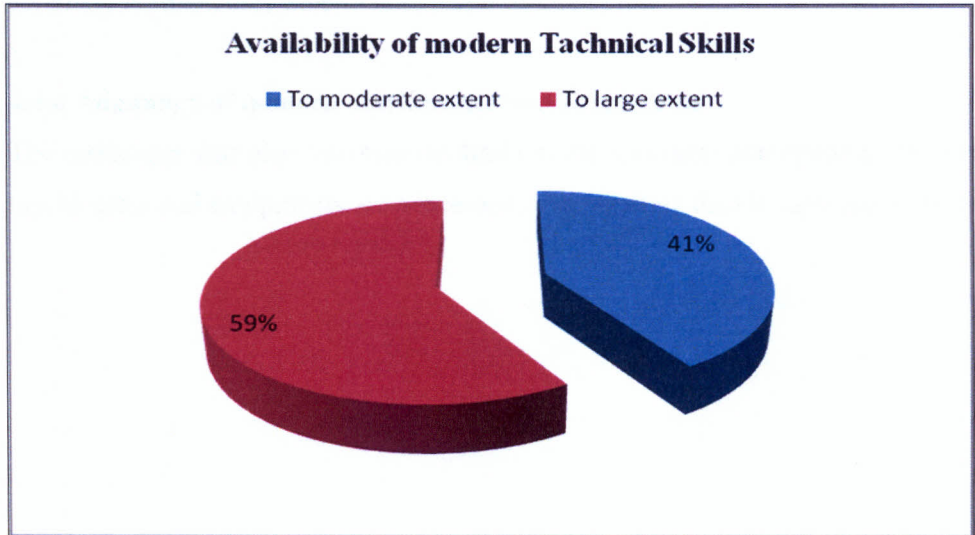
Source: (Researcher 2010)

As can be depicted in figure 4.1 above, majority of the respondents (59%) are of the view that human resource capital is available to a moderate extent, 35% to a large extent while 6% to a very large extent. This means that there is a general feeling among the managers that human capital is available to acceptable degree.

4.4.2 Availability of modern technical skills

The study sought to find out the perception of respondents on availability of modern technical skills. Respondents were therefore asked to give their views which are capture in figure 4.2 below.

Figure 4.2: Adequacy of modern Technical skills



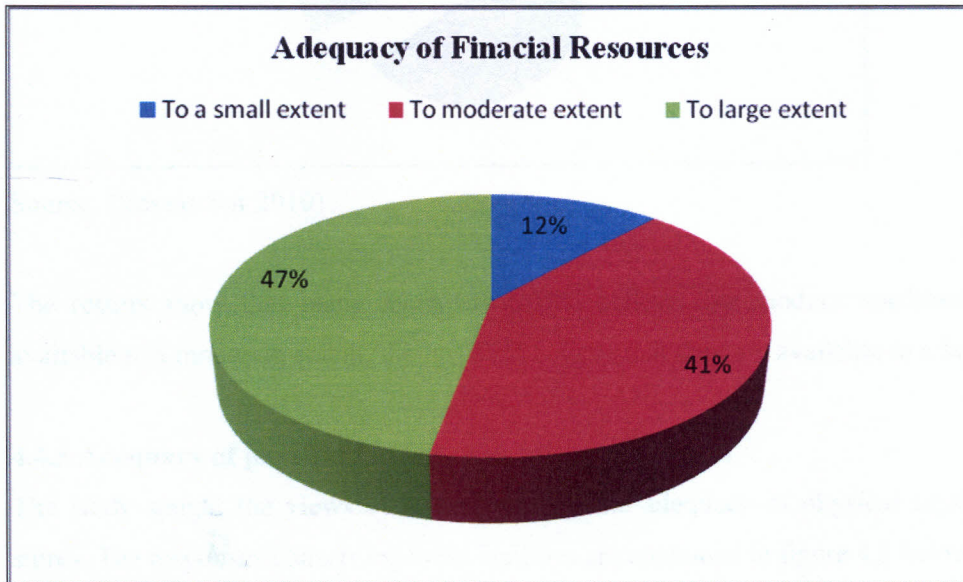
Source: (Researcher 2010)

From the findings, it is clear that majority (59%) are quite satisfied that modern technical skills are available within the company; the remaining 41% are of the opinion that modern technical skills are moderately available.

4.4.3 Availability of financial resources

The study also aimed at establishing whether the available financial resources are adequate or not. Details concerning this finding are contained in figure 4.3 below.

Figure 4.3 Adequacy of Financial Resources



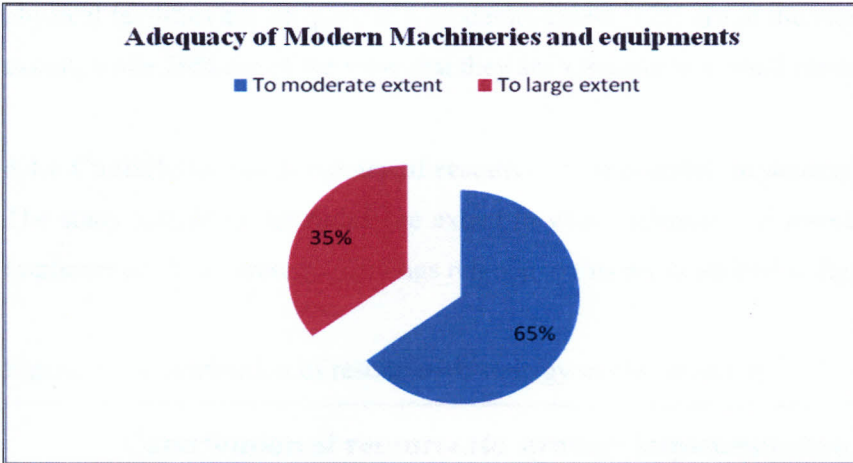
Source: (Researcher 2010)

From the findings, 47% of the respondents say that financial resources are available to a large extent, 41% to a moderate extent while 12% to a small extent. This means that the managers are of the belief that the company is financially able to implement its strategies.

4.4.4 Adequacy of modern machineries and equipments

The researcher was also interested to find out the managers perception as far as the adequacy of modern machineries and equipments are concerned. The resulting data is captured on figure 4.4 below.

Figure 4.4: Adequacy of Modern Machineries and equipments



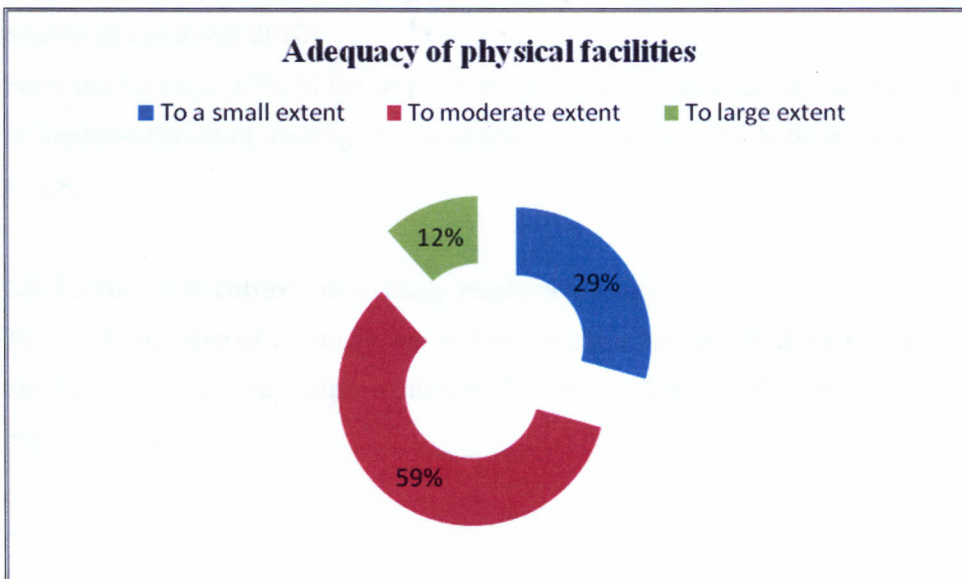
Source: (Researcher 2010)

The results show that many managers (65%) believe that modern machineries and equipments are available to a moderate extent, the rest 35% believe that they are available to a large extent.

4.4.5 Adequacy of physical facilities like offices and stores

The study sought the views of respondents on the adequacy of physical facilities such as offices and stores. The responses concerning these facilities are contained in figure 4.5 below.

Figure 4.5 Adequacy of physical facilities



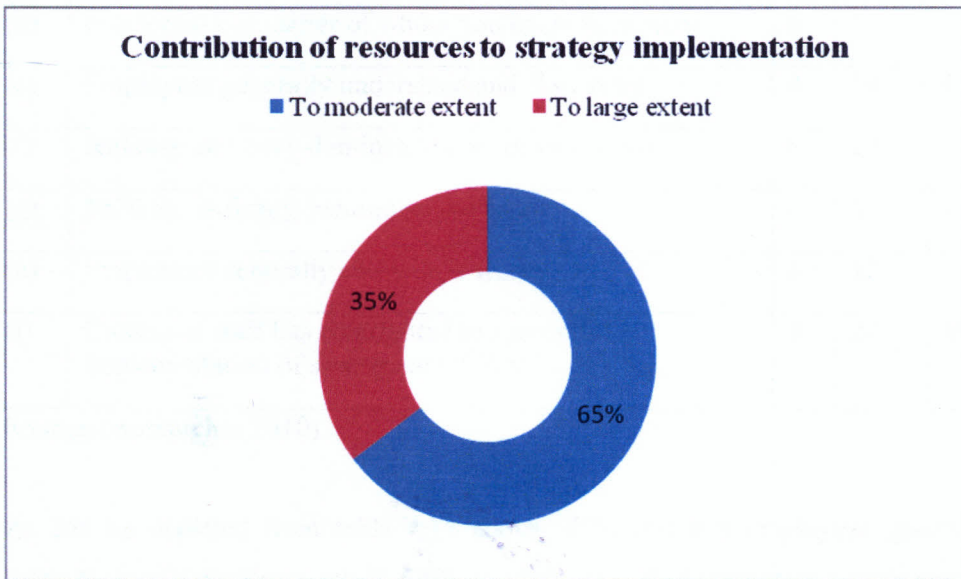
Source: (Researcher 2010)

From the findings indicated in figure 4.5 above, it is evident that majority (59%) are of the view that physical facilities are adequate to a moderate extent, 12% are of the view that they are adequate to a great extent, while 29% are of the view that they are adequate to a small extent.

4.4.6 Contribution of adequacy of resources to successful implementation of the strategy.

The study sought to determine the extent to which adequacy of resources has contributed to successful implementation of strategy. Findings relating to this are contained in figure 4.6 below.

Figure 4.6: Contribution of resources to strategy implementation



Source: (Researcher 2010)

From the findings, 65% of the respondents were of the view that availability of resources has contributed to implementation of strategy to a moderate extent while 35% believed that it had contributed to a large extent.

4.5. Influence of culture on strategy implementation

The third objective of the study was to find out the extent to which various elements of culture influenced the company's strategy implementation. Findings relating to this objective are presented in table 4.13 provided below.

Table 4.13: Influences of culture on strategy implementation

S. Number		No Extent	Small Extent	Moderate Extent	Large Extent	Very Large Extent
		Responses in percentages (%)				
(a)	Employees generally keep information to themselves	0	18	41	29	12
(b)	Innovative people are valued and rewarded	12	65	18	6	0
(c)	Employees prioritize personal interest	0	29	12	53	6
(d)	Promotion is a matter of whom you know than merit	6	12	35	47	0
(e)	Employees generally understand and obey rules	0	29	41	29	0
(f)	Jealousy and envy dominate the work atmosphere	6	29	29	35	0
(g)	NCWSC is firmly focused on the future	0	12	47	41	0
(h)	Employees generally enjoy their work	6	12	47	35	0
(i)	Culture of staff has contributed to successful implementation of strategy at NCWSC	0	24	59	12	6

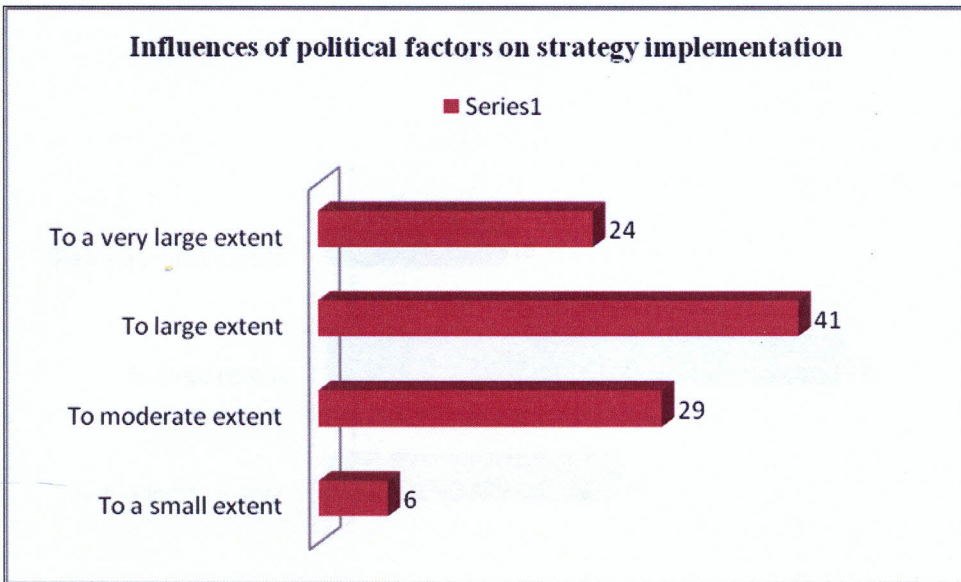
Source: (Researcher 2010)

As can be depicted from table 4.13 above, 41% feel that employees generally keep information to themselves to a moderate extent, 65% are of the view that innovative people are valued and rewarded to a small extent, 53% say that employees prioritizes personal interest to a large extent, 47% feel that promotion is a matter of whom you know than merit to a large extent, 41% are of the view that employees generally understand and obey rules to a moderate extent, 35% feel that jealousy and envy dominate the work atmosphere to a large extent, 47% are of the view that NCWSC is firmly focused on the future to a moderate extent, 47% say that employees generally enjoy their work to a moderate extent, while 59% view that the organizational culture has contributed to successful implementation of strategy at NCWSC to a moderate extent.

4.6. Influence of political-legal factors on strategy implementation

The fourth objective of the study was to find out the extent to which political legal factors influence strategy implementation. Findings relating to this objective are contained in figure 4.7.

Figure 4.7: Influences of political factors on strategy implementation



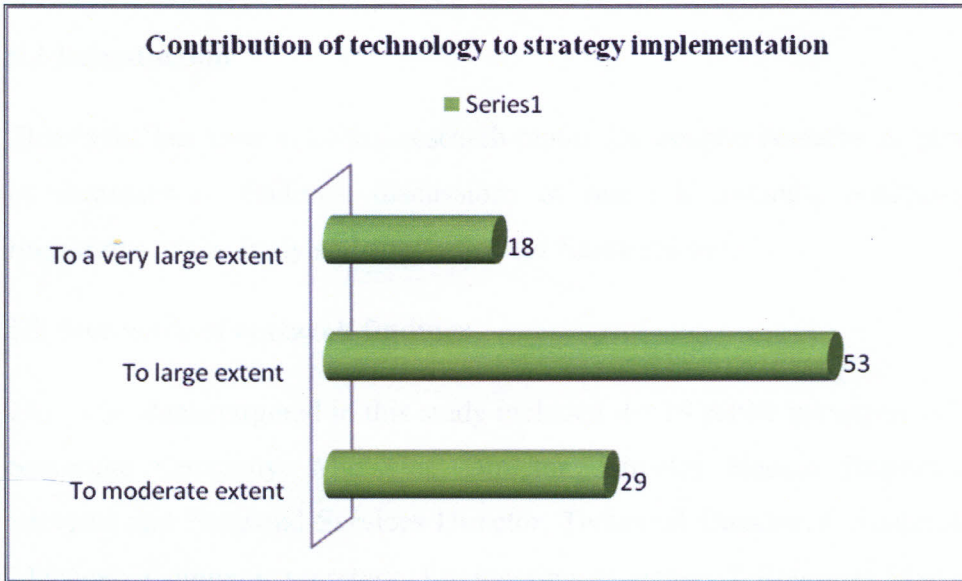
Source: (Researcher 2010)

Figure 4.7 shows that 41% of the respondents were of the belief that political factors influences strategy implementation to a large extent, 29% believed it influenced to a moderate extent and 24% to a very large extent. 6% were however of the opinion that political factors influences strategy implementation to a small extent.

4.7. Influence of technology on strategy implementation

The fifth objective of the study was to find out the extent to which technology influenced strategy implementation. Respondents were asked to indicate the extent to which they believed technology influenced strategy implementation on a five point likert scale. Findings relating to this objective are contained in figure 4.8.

Figure 4.8: Contribution of technology to strategy implementation



Source: (Researcher 2010)

As indicated in the table above, majority of the respondents (59%) were of the view that technology has contributed to the implementation of strategy to a large extent, 29% felt that technology has contributed to the implementation of strategy to a moderate extent, while 18% were of the view that technology has contributed to the implementation of strategy to a very large extent.

5.0: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of this research report, the chapter contains an introduction, presentations of summary of findings, discussions of research findings, conclusions, recommendations, limitations of the study and suggestion for future studies.

5.2 Summary of research findings

The individuals targeted in this study included the 19 senior managers of Nairobi City Water and Sewerage Company. Managing Director, Director Human Resources and Administration Services and Financial Services Director, Technical Director, Commercial Director, Production Manager, Company secretary, Engineering Manager, 7 Regional Managers, Billing Manager, Customer Relations Manager, Planning Manager, Supply Chain Manager, ICT Manager. Out of the 19 senior managers targeted, 17 responded giving a response rate of 89%. Out of the 17 who responded, 15 were males, and only two were female.

The first objective of the study was to find out how leadership influences strategy implementation. The study findings shows that 100% of the respondents indicates that communication influences strategy implementation at least to some extent, 94% said that leadership influenced strategy implementation to at least some extent, 100% said that leaders are demanding to at least some extent, 100% were of the view that leaders respect and encourage employees to at least some extent, 94% said that employees are given at least some fair treatment, while 100% said that leaders contributes at least to some extent in the implementation of strategy. NCWSC must therefore develop its leadership capabilities to effectively and efficiently implement its strategy.

The second objective of the study was to find out how resources influence strategy implementation. The researcher further sought to find out the views of senior managers concerning the adequacy of key resources. The following percentages of respondents were of the view that the mentioned resources were available at least to a moderate extent, 94% said that human resources were available to at least a moderate extent, 100% said that modern technical

skills were available to at least some moderate extent, 88% said that financial resources were available at least to some moderate extent, 100% said that modern machines were available at least to a moderate extent, 71% were of the opinion that physical facilities were available to at least a moderate extent. Of those involved in the study, 100% said that that resource contributes to a great extent in the implementation of strategy.

The third objective of the study was to find out the extent to which various elements of culture influenced the company's strategy implementation. The findings revealed that 41% of the respondents feel that employees generally keep information to themselves to a moderate extent, 65% are of the view that innovative people are valued and rewarded to a small extent, 53% say that employees prioritize personal interest to a large extent, 47% feel that promotion is a matter of whom you know than merit to a large extent, 41% are of the view that employees generally understand and obey rules to a moderate extent, 35% feel that jealousy and envy dominate the work atmosphere to a large extent, 47% are of the view that NCWSC is firmly focused on the future to a moderate extent, 47% say that employees generally enjoy their work to a moderate extent, while 59% view that the organizational culture has contributed to successful implementation of strategy at NCWSC to a moderate extent.

The fourth objective of the study was to find out the extent to which political legal factors influence strategy implementation. The findings revealed that 41% of the respondents were of the belief that political factors influence strategy implementation to a large extent, 29% believed it influenced to a moderate extent and 24% to a very large extent. 6% were however of the opinion that political factors influence strategy implementation to a small extent.

The fifth objective of the study was to find out the extent to which technology influenced strategy implementation. Respondents were asked to indicate the extent to which they believed technology influenced strategy implementation on a five point likert scale. Majority of the respondents (59%) were of the view that technology has contributed to the implementation of strategy to a large extent, 29% felt that technology has contributed to the implementation of strategy to a moderate extent, while 18% were of the view that technology has contributed to the implementation of strategy to a very large extent.

5.3 Discussions of the research findings

The study established that the company leadership influences strategy implementation. These findings are in line with the views of D'Souza (2007) who was of the view that leadership is largely the art of getting things done through mobilizing people; the ability to get others to work enthusiastically and competently towards accepted objectives; and lastly as what the followers accomplish actually expresses leadership, since results of leadership show how much people understand about the goals they pursue, how they perform, how unified they are in the workplace, and how committed they are towards attaining goals.

The study found that resources influence the success of strategy implementation within the company. This finding concurs with the views of Prahalad and Hamel (1990) as expressed in the resource based view, which emphasizes the internal capabilities of the organization in formulating strategy to achieve a sustainable competitive advantage in its market and industries. The resource based view see the organization as made of resources and capabilities which can be configured and reconfigured to provide it with competitive advantage. The resource based view of strategy points not to the industry structure but to the unique cluster of resources and capabilities that each organization possesses Collis and Montgomery (1995).

The study has also outlined how different elements of culture influenced strategy implementation. This finding seems to agree with the views of Thompson et al. (2007), who refer to corporate culture as the character of a company's internal work climate and personality as shaped by its core beliefs, business principles, traditions, ingrained behaviors, work practices, and styles of operating. They reiterate that a company's culture is important because it influences the organizations actions and approaches to doing business. They refer to corporate culture as the company's "operating system" or organizational DNA. Other than corporate culture improving an organizations ability to implement new strategies, it also helps it to achieve high levels of excellence. Comparative research studies have shown that the relative success of Japanese companies as compared to American companies can be partly explained by their strong corporate cultures emphasizing employee participation, open communication and job security.

The study further revealed that technology has contributed to the successful implementation of strategy to a good extent. These findings are in agreement to the views of Porter and Millar (1985), for example, related IT to the value chain, concluding that the main strategic purpose of IT is to coordinate activities in the chain. Rackoff et al. (1985) concluded that IT should support competitive thrusts such as cost leadership, differentiation, innovation, growth, and external alliances; and Rockart and Short (1989) argued that ITs serve primarily to 'manage organizational inter-dependence,' i.e., to solve coordination problems among departments and strategic business units. A number of researchers examined the conditions under which ITs create sustainable advantages. Porter (1985), for example, focused on first-mover advantages, arguing that technological advantage arises when first-mover advantages (such as preempting customers through switching costs) outweighs first-mover disadvantages (such as development costs and learning curves).

5.4 Conclusion

On the basis of the findings of this study, it can be concluded that there are five main factors which influence the success of strategy implementation at the NCWSC, these factors are leadership, various kinds of resources, organizational culture, political-legal factors and information technology. Some factors are however more influences than others in the success of strategy implementation

5.5 Recommendations

On the basis of the findings of this study, I would recommend as follows:

The Nairobi City Water and Sewerage Company should work to improve on its leadership to enhance success in strategy implementation. This can be done by further training of leaders on leadership skills, and coaching them on various critical leadership issues. The training should cut across all level of management as it was clear from the findings that a very high percentage of managers interviewed were of the opinion that leadership influences strategy implementation. However the leadership of the Company is more inclined to a demanding leadership rather than participatory.

It's clear from the Managers response that resources availability influences strategy implementation. All effort should be made to avail and optimize every key resources that will be necessary for successful strategy implementation. This should include human, financial and other material resources.

Organizations such as Nairobi City Water and Sewerage Company should development an appropriate culture which not only supports strategy implementation but the sustainable performance of the company. The culture should serve not only to improve service delivery but also to refocus the mind-set of the employees away from the culture of inward looking (it was evident from the analysis) but rather to one of looking towards a culture of business that focus on the customer and results. This can be done by conducting cultural change programmes within and outside the organization with the help of external consultants where applicable.

The company should also develop strategy to control the risk associated with political forces that will negatively influences implementation of the strategy. This can be done by coming up with appropriate corporate governance policies, and ensuring that the same are implemented. The government should also revise the existing water reform legal framework to seal loopholes that can be used to influence in a negative way the strategy implementation in institutions formed to perform the roles such as those of Nairobi City Water and Sewerage Company under the Water act 2002.

The use of technology in the implementation of strategy should be enhanced to further promote successful implementation of strategy within the company. The use of modern Information Communication Technology such as automation of the operations to improve on efficiency should be given high priority. This should be accompanied with appropriately training of staff to ensure maximum benefits on investment.

5.6 Limitations of the study

A number of respondents did not answer all questions appropriately; this made it impossible for the researcher to capture some important information in the correct manner.

5.7 Suggestion for future studies

The researcher would suggest that the same study be replicated in other Water and Sewerage Services Companies, as well as Water Service Boards and Regulators in Kenya. This is important as the water act 2002, was very specific on the roles of each institution that were to be set up during its implementation. Failure or inefficiency in one of these institutions can be transferred to another as the interdependency is envisaged in the Act. The study can also be replicated in other companies, industries, and sectors of the economy.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

September 2010

Dear Sir/Madam,

REF: REQUEST FOR RESEARCH DATA

I am a Master of Business Administration (M.B.A.) student at Kenyatta University. I am required to submit as part of my course work assessment a research project report on “An investigation of the factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company”. To achieve this, you have been selected to participate in the study. I therefore kindly request you to fill the attached questionnaire to generate data required for this study. This information will be used purely for academic purposes and your name will not be mentioned in the report. Findings of the study, shall upon request, be availed to you.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Stephen Mbugua Chege

Student and Researcher

University of Nairobi

	1	2	3	4	5
(a) Leaders communicate effectively	[]	[]	[]	[]	[]
(b) Leaders motivate staffs	[]	[]	[]	[]	[]
(c) Leaders request and not demand in most cases	[]	[]	[]	[]	[]
(d) Leaders respect and encourage employee's contribution	[]	[]	[]	[]	[]
(e) Leaders act fairly to all employees	[]	[]	[]	[]	[]

9 Using a five point likert scale given below indicate by ticking an appropriate box the extent to which leadership has contributed to successful implementation of the strategy at NCWSC

1= No extent

2= To a small extent

3= To moderate extent

4= To large extent

5= To a very large extent

1 []

2 []

3 []

4 []

5 []

SECTION 3: INFLUENCE OF RESOURCES ON STRATEGY IMPLEMENTATION

10. Please indicate the adequacy of the following resources at NCWSC on a five point scale in which 1= means not available, 2= inadequate, 3= moderate, 4= adequate, 5= more than adequate.

	1	2	3	4	5
(a) Human Resources capital	[]	[]	[]	[]	[]
(b) Modern Technical skills (Technology)	[]	[]	[]	[]	[]
(c) Financial Resources	[]	[]	[]	[]	[]
(d) Modern Machineries & Equipments	[]	[]	[]	[]	[]
(e) Physical facilities like offices and stores	[]	[]	[]	[]	[]

11. Using a five point likert scale given below indicate by ticking an appropriate box the extent to which adequacy of resources has contributed to successful implementation of the strategy at NCWSC

1= No extent

2= To a small extent

3= To moderate extent

4= To large extent

5= To a very large extent

1 []

2 []

3 []

4 []

5 []

SECTION 4: INFLUENCES OF CULTURE ON STRATEGY IMPLEMENTATION

12. Using a five point likert scale given below, indicate the extent to which you agree with the following statement as it applies to NCWSC

- 1- No extent
- 2- To a small extent
- 3- To moderate extent
- 4- To large extent
- 5- To a very large extent

	1	2	3	4	5
(a) Employees generally keep information to themselves	[]	[]	[]	[]	[]
(b) Innovative people are valued and rewarded	[]	[]	[]	[]	[]
(c) Employees prioritize personal interest	[]	[]	[]	[]	[]
(d) Promotion is a matter of who you know than merit	[]	[]	[]	[]	[]
(e) Employees generally understand and obey rules	[]	[]	[]	[]	[]
(f) Jealousy and envy dominate the work atmosphere	[]	[]	[]	[]	[]
(g) NCWSC is firmly focussed on the future	[]	[]	[]	[]	[]
(h) Employees generally enjoy their work	[]	[]	[]	[]	[]

13. Using a five point likert scale given below indicate by ticking an appropriate box the extent to which culture of staffs has contributed to successful implementation of the strategy at NCWSC

- 1= No extent
- 2= To a small extent
- 3= To moderate extent
- 4= To large extent
- 5= To a very large extent

1 [] 2 [] 3 [] 4 [] 5 []

SECTION 5: INFLUENCES OF POLITICAL-LEGAL FACTORS ON STRATEGY IMPLEMENTATION

14. Using a five point likert scale given below indicate by ticking an appropriate box the extent to which the political – legal factors has affected the successful implementation of the strategy at NCWSC

- 1= No extent
- 2= To a small extent
- 3= To moderate extent
- 4= To large extent
- 5= To a very large extent

1 [] 2 [] 3 [] 4 [] 5 []

SECTION 6: INFLUENCES OF TECHNOLOGY ON STRATEGY IMPLEMENTATION

16. Using a five point likert scale given below indicate by ticking an appropriate box the extent to which the application of modern technology has contributed to successful implementation of the strategy at NCWSC

1= No extent

2= To a small extent

3= To moderate extent

4= To large extent

5= To a very large extent

1 []

2 []

3 []

4 []

5 []

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