

**STRATEGY IMPLEMENTATION AT THE MOMBASA WATER
AND SEWERAGE COMPANY LIMITED KENYA**

By

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Requirements for the Award of the Degree of Master of Business
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DECLARATION

This management research project is my original work and has not been presented for a degree in any other university.

Sign.....

Date.....

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D61/P/8971/2004

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

To my father the late Nicholas Midumbi Odumba, Mother Lydia Anyago Juma, wives Hellen Senior and Hellen Junior, my brother the late Simeon Dwallo, Sister Benta, Hellen and Monica, Children (Dismas, Brian and Simon). It is through your support, prayers and selflessness that made my studies possible. I will forever remain indebted to you.

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To my family for their moral support, financial, inspiration and encouragement during this academy journey. To you all I owe you my success.

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ABSTRACT

A key challenge in strategic management is strategy implementation. Several organizations come up with excellent strategies that end up never being implemented for one reason or the other. When adopted the findings about this study can be used by organizations to manage their strategies over the long run as well as implement strategies across their business..

The study therefore set out to establish how Mombasa Water and Sewerage Company Limited has used the findings for this study to implement strategy across its business. It also sets out to establish the challenges Mombasa Water and Sewerage Company Limited faced in the implementation of strategies.

Six respondents drawn from the senior management level were interviewed and their responses analyzed by of qualitative approach where the analysis will be based on meaning expressed through words. The data collected through observation, description and interviews shall be classified into categories based on each research objective.

The study established that Mombasa Water and Sewerage Company Limited has used the study findings to provide a linkage between strategic business performance and individual employee performance. The company has extended the usage of these findings to reward, recognize individual performance, provide incentive compensation plans and align individual objective towards a common goal. The findings has fairly been embedded in everyone's work, making strategy implementation everyone's business and directing the organizations in one direction.

All the respondents were based within Mombasa city, although accessibility to some was a major limitation to this study as like in the case of the Managing Director who was either busy or not readily available.

The key findings for Chapter four (findings and discussions), were done in conformity with the research objectives. These were based on how Mombasa Water and Sewerage Company Limited has been implementing strategies, factors and challenges the Company faced in strategy implementation. The challenges were resistant to change, lack of resources, scarcity of funds etc.

Chapter five dealt with summary and conclusion detailing suggestions for further research. This means that strategy implementation in most of the organization remain inclusive up to today.

ABBREVIATIONS

MOWASCO	-	Mombasa Water and Sewerage Company Limited
WSTF	-	Water Services Trust Fund
WARMA	-	Water Resources Management Authority
WASREB	-	Water Services Regulatory Board
WAB	-	Water Appeal Board
WSP	-	Water Service Provider
SPA	-	Service Provision Agreement
CWSB	-	Coast Water Services Board
SBU	-	Strategic business Unit
UFW	-	Unaccounted for Water

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Managers are given tasks with pre-determined successes. Their main role is to strategize how best these targeted results are to be accomplished. Strategy is the means of achieving these results. The task of formulating strategy entails taking into account all of the relevant aspects of the organization's internal and external environment and coming up with a detailed action plan for achieving the targeted short-run and long-run results. According to Thomson and Strickland, (1993) Strategy is a blue print of all the important entrepreneurial, competitive and functional area actions that are to be taken in pursuing organizational objectives and further positioning for sustained success. Strategy being a management tool anchored on sound decision making approaches, this concept has become dynamic as author after author has tried to change the concept from time to time to suit the business environment. According to Johnson et al (2002). Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectations.

1.1.1 Strategy Implementation

A strategy by Johnson and Scholes (2008) is as follows; strategy is the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a challenging environment to meet the needs of the markets and to fulfill stakeholders expectations. Strategy implementation therefore, is the bridge between the way things are being done internally and what it will take for the strategy to succeed (Thompson and Strickland, 2003,1989).

Having strategy alone is not enough. Even an effectively developed strategy that reflects hard choices an organization must make is completely worthless if it is not implemented. Today many organizations especially public sector organizations have failed to implement their programmes. According to Kaplan and Norton (2006) many factors make it difficult to implement strategy today. The pace of change continues to accelerate, technology changes frequently and the workforce is more diverse and mobile than ever before.

According to Pearce and Robinson (1991), successful strategy implementation mainly depends on the firm's primary organizations structure, leadership, culture and ultimately an individual organization's members i.e. key managers. Pearce and Robinson (1991) recognizes that motivating and rewarding good performance by individuals and organization units are key ingredients in effective strategy implementation. Common to the various records and sanction approach to implementing strategy is the growing recognition of the need for an incentive system linked to both short run and long run considerations.

Mombasa Water and Sewerage Company Limited on the other hand is a public sector organization which has suffered in various ways from the ills known to be synonymous with public enterprises. This ranges from too much bureaucracy to high level corruption. In such circumstances, implementation of programmes (strategies) is a real challenge which must be researched for a solution to be found. This is why strategy implementation has not succeeded in this organization. This calls for more research to be undertaken until solutions to cushion such setbacks are found.

1.1.2 Water Sector reforms in Kenya

At independence, many challenges confronted this sector. Scarcity of resources for development was one of the many challenges facing this sector. The government also was in a hurry to ensure that resources which were available was

channeled through the hands of Kenyans. Immediately after independence the colonial masters were still holding resources in their hands, but Kenyans at the same time had the impression that now the resources should be freely available in their hands. Accordingly the first policy after independence – the Sessional Paper No. 10 of (1965), centered on African socialism and its applicability to planning in Kenya. It mentioned the eradication of the three key economic areas i.e. illiteracy, diseases and poverty.

The main objective of Ministry of Water and Irrigation in Kenya today is to achieve positive development by means of policy instruments that are adapted to the current challenges and thus differ from the previous approaches. Today we still talk of the same important issues which ought to have been dealt with longtime ago. The failure of these policies led to the failures of their implementations. The Government was perceived to be the main player to manage water resources, thereby assuming the responsibility of both financing and management of the services. Strategy implementation under such circumstances was not possible because of ‘red tapism’ and too much bureaucracy. Ministers were also used to making road side declarations about policy matters. Early 1990’s the issue of water will be available at ever Kenyan household by the year 2000 was doing around. Such issues or declarations were being used as election gimmicks to sway the electorates towards particular candidates. The year 2000 came and went, still we did not have water in every household. Then came the process to develop a new water policy which started in 1997. People slowly realized that we need to change our thinking. The Ministry also realized that it had failed in providing water services since the targets which had been set over along period were never met.

The functions of water services were not efficient, nor cost-effective. Reports from the District and Provinces deplored the bad situation prevailing in the rural areas where the majority of our people were living. Finally the need to reform the water sector was voiced by the Kenyan population throughout the country. By

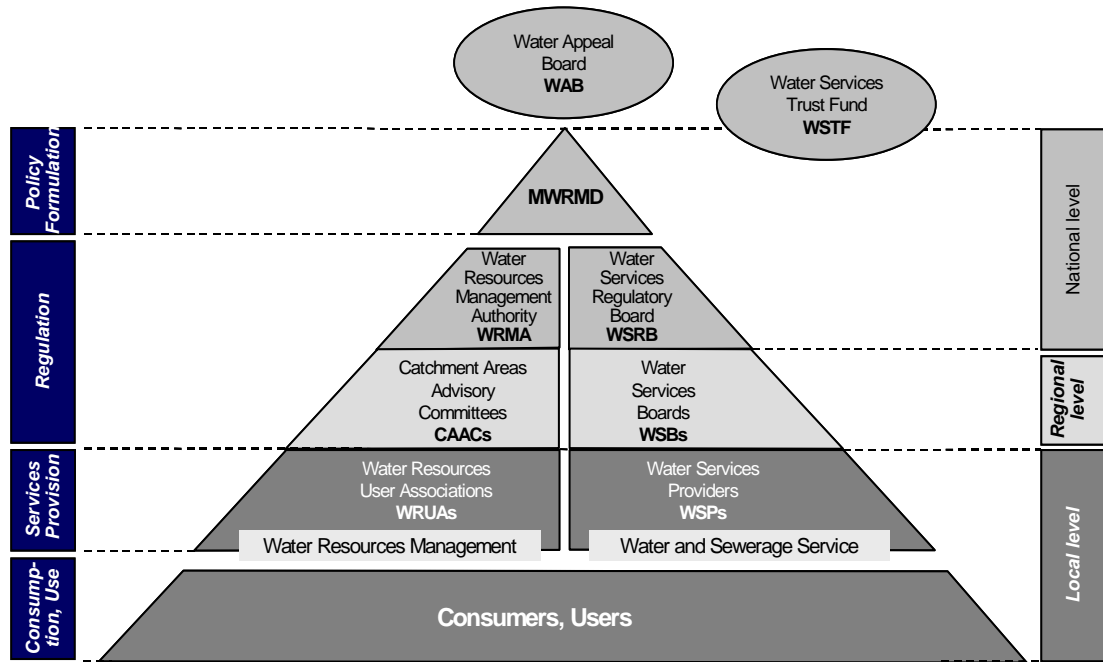
1999 the National Water Policy Paper was finalized. This policy marked a major shift in the distribution roles. The role of the Government changed from direct service provision to regulatory and enabling functions. The policy indicated several key issues for achieving integrated water resources management and development. In the year 2002 this national policy paper was presented to parliament for debate and adoption. This marked the birth of Water Act 2002.

1.1.3 Mombasa Water and Sewerage Company Limited (Mowasco)

Mombasa Water and Sewerage Company Limited was a product of Water Act 2002 which created among other institutions Seven Regional Water Service Boards across the country. These were Tana & Athi, Lake Victoria North Lake Victoria South, Coast Water Services Board, Northern Water Services Board etc.

Other institutions created under this act with specific roles are Water Service Regulatory Board (WASREB), Water Trust Fund (WSTF), Water Resource Management Authority (WARMA) and Water Appeal Board (WAB). Water Resource Management Authority was to manage and protect the water resources. The Water Services Boards were to manage water service assets and the decentralized distribution system through Water Service providers (WSPS). The overall supervision of water services was to be carried by Water Services Regulatory Board (WSRB). Water Appeal Board was to manage dispute resolutions among the several players in the water sector. Water Act 2002 also created Area catchments Advisory committees being selected and Water Users Associations. In all these new arrangements, the Ministry of Water and Irrigation maintained the overall responsibility of policy formulation at the national level. (Water Act 2002).

Fig 1.1: Institutions in the Water Sector: (Water Act 2002)



* Details in new institutions flyer
 Source: WSRS

Mombasa Water and Sewerage Company Limited was constituted in December, 2003 as a Water Service Provider (WSP) under the Company Act Cap 486 Laws of Kenya. This is a consequence of the on going water sector reforms under water act 2002. The role of this company was service provision (water distribution) within Mombasa Municipality boundaries. The company effectively rolled out its operations effectively beginning September, 2005 after finalizing the negotiations of Service Provision Agreement (SPA) with Coast Water Services Board (CWSB). The company in its management structure:- had Board of Directors appointed by Water Stakeholders within its operational area, Managing Director, Four Divisional Heads, Several Heads of Departments and finally six semi autonomous areas (Nyali, Kisauni, Island North, Island South, West mainland, South Likoni) headed by Area Managers and their staff.

The role of Mombasa Water and Sewerage Company Limited as a water service provider in the new arrangement is to distribute water, bill the consumers and to

collect revenue for sustainability. Mombasa Water and Sewerage Company Limited covers an area of 230 km with an approximate population of 841,700 based on 1999 population census. The company has four main water sources i.e. Mzima Pipeline (18,000m³/ per day) capacity, Marere (8,000m³/per day), Baricho Water Works (90,000m³/per day) and Tiwi Boreholes (10,000m³/per day). Mombasa Water and Sewerage Company Limited is situated along Nkrumah, off Mikindani street. Its postal address is 1100 – 80100, Mombasa.

1.2 Statement of the Problem

The term strategy proliferates in business discussion. Scholars and consultant have widely and deeply been involved in the quest to develop models and framework for this subject. According to Porter, (1996) Strategy means achieving competitive advantage through being different, Jonson and Scholes (2008) summerises it as the direction and scope of organization over the long term, which achieves the advantage for the organization through the configuration of resources and Guth (1965) finally opined that strategy is about understanding and anticipating the nature of organization's environment and it's position with it. Recently, there have been two wake up literature calls on strategic management about knowledge gap. Strategy-as-practice scholars have reminded us that our knowledge of what strategy actually does is extremely very limited (Whittington, 2003). Strategy implementation has also raised its head once more; Quin (1980), Herdberg (1981) and Miller 1979) have called for further research addressing the troubles associated with implementing a strategy. The aim of this study therefore is to find out:-

How has Mombasa water and Sewerage Company Limited been implementing its strategies?

What are the Challenges being faced by Mombasa water and Sewerage Company Limited in strategy implementation?

Implementation is a key stage of the strategy process, but one which has been neglected (Noble 1999, Dobni and Luffman 2003, Bantel and Osborn, 2001). Despite this it is generally perceived as a highly significant determinant of performance. As Noble (1999:119) states “well formulated strategies only produce superior performance for the firm when they are successfully implemented. The importance of strategy implementation involves the application and understanding of a new strategy within an organization (Mintzberg, 1994). Such explanation involves the development of new structures, processes and other organization alignments (Galbraith and Kazanjian 1996). In the case of change elaboration also includes changes in the organization paradigm (Tushman & Romanelli, 1985) so that it conforms to and support the new perspective.

1.3 Research Objectives

This research objectives being addressed in this study are;

- (i) To establish how Mombasa Water and Sewerage Company is implementing strategies.
- (ii) To determine the factors and challenges faced by Mombasa Water and Sewerage Company in strategy implementation.

1.4 Significance of the Study

The findings and recommendations of the study it implemented/adopted will be of major benefits to various stakeholders in the following ways:-

- (i) This study will act as a useful reference point to scholars, academicians and researchers for better understanding and further research on strategic management process.

- (ii) The study will help bridge the gap in knowledge on the interaction of various elements in the strategic management process.
- (iii) Top managers will find the recommendations of the study and its findings useful and will use the same to formulate and implement strategies better.
- (iv) The government could also benefit by using the research finding to implement it's strategic programmes on other related institutions.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The term Strategy concepts reverberates in business discussions. Scholars and Consultants have provided numerous models and frame works for analyzing strategic choices. To them, the key issue that should unite any discussions on strategy is a clear sense of an organizations objectives and a clear sense of its distinctiveness. According to Porter (1996), Strategy is all about achieving competitive advantage through being different – delivering a unique value addition to the customer, having a clear view at how to position yourself uniquely in your industry. To adopt a successful strategy requires that there is fit among company’s activities that they complement each other, and that they deliver value to the firm and its customers.

As much as there is debate on substance, there is the general agreement that strategy is concerned with the match between a company’s capabilities and its external environment. Analysts disagree on how this may be done and argues that strategy is no longer about planning or “visionary” because we are cheated if we think we can predict or worse, control the future – it is about using careful analysis to understand and influence a company’s position in the market place. That the best strategy is geared towards radical change and creating a new vision of the future in which you are a leader rather than a follower of trends set by other people. Strategy has been one of the main interests of both organization theorists and practitioners for decades (Barry & Elmes, (1997); Whittington, Jarzabkowski, Mayer, Mounoud, Nahapiet &Rouleau, 2003; Clegg, Carter & Kornberger 2004). The most central question in strategy research has been why some firms succeed and some fail (Porter, 1991). In studying firms’ behavior, management researchers have traditionally addressed two questions: in what direction should a firm channel its activities and how should a firm be organized (Tsoukas 1996).

On the other hand, business managers and other practitioners in private and public organizations, as well as strategy consultants, strategy gurus, and business schools have constantly sought models and guidelines to ensure organizational survival and success – the basic motivation for all strategists (Whittington et al. 2003)

2.2 Concepts of Strategic Management

In the words of Pearce and Robinson (2005), strategic management is the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objective. It involves a set of critical tasks including formulating, implementing and evaluating the success of the strategic process as an input for future making decisions. Strategic Management involves the planning, directing, organizing and controlling of Company's related decision and actions. It also refers to the managerial process of forming a strategic vision, setting objectives, crafting strategy, implementing and executing the strategy and then over time initiating whatever corrective adjustments in the vision, objectives.

Strategic Management involves three broad considerations, Strategic analysis, Strategic Choice and Strategy Implementation. Strategic analysis access the nature of the environment. It takes an audit of environmental influences, the organizations competitive position as well as key opportunities and threats' using techniques such as SWOT, PESTEL, Value Chain analysis as well as Porters five Force Model (Peteraf, 1993). Strategic choices involve understanding the underlying bases for future strategy at the business unit and corporate levels and the options for developing strategy in terms of both direction and methods of development. Meanwhile strategy implementation simply means strategy in action which can take two forms in the organization, There is the intended strategy and emergent strategy may exists in the organization though they are not mutually exclusive.

A strategic business unit is a part of an organization's for which there is a distinct external market for goods or services that is different from another strategic business unit. The identification of an organization's Strategic Business Unit (SBU) helps the development of business levels strategy since these may need to vary from one SBU to another. The identification of these SBU's raises three fundamental issues i.e. confusion of SBU's, corporate complexity and the organization structure. The three issues must be aligned with strategy in use so that the organization can be able to make correct decisions on which market or segment of the market to operate in. Internal and external criteria can also be used to identify appropriate SBU's. These are market based Criteria and capabilities based criteria. All these strategies are adopted and repositioned so that the organization is able to achieve competitive advantage over others. Porter (1985) proposed three different generic strategies through which an organization can achieve competitive advantage i.e. through overall cost leadership, differentiation and finally through focus. This aspect was again amplified by Bowman and Bowman, (1995), the Essence of competitive strategy. Advantage may not necessarily always be achieved by competition. Collaborations between organizations, may be away of achieving advantage or avoiding competition. Collaboration between potential competitions or between buyers and sellers is likely to be advantageous when the combined costs of purchase and buying transactions are lower than the cost of operating alone. Collaborations also helps build switching costs..

2.3 Strategy Implementation

Strategy implementation is the amplification and understanding of a new strategy within an organization (Mintzberg, 1994). Such an explanation involves the development of new structures. Processes and other organizational alignments (Galbraith & Kazanjian, 1986). In the case of change, elaboration also includes changes in the organizational paradigm (Tushman & Romanelli, 1986; 1985;

Johnson, 1988) so that it conforms to and supports the new strategic perspective (Mintzberg, 1994). The implementation process also involves scaling down the new strategy from a high-level (i.e. senior-level leaders), theoretical, and widespread vision into more specific implementation content, or action plans (Mintzberg, 1994). Such decay also involves choices about implementation content or solutions and implementation process (Kernochan, 1997).

Implementation is a key stage of the strategy process, but one which has been relatively neglected (Noble, 1999, (Bantel and Osborn, 2001). Despite this it is generally perceived as a highly significant determinant of performance. As Noble (1999:119) states, A well formulated strategy only produce superior performance for the firm when they are successfully implemented. There seems to be widespread agreement in the literature regarding the nature of strategic planning, which includes strategy implementation. It includes presentations of various models showing the organizational characteristics suggested as significant factors for effective strategy implementation (Guffy, 1992). It is also portrayed as a lively process by which companies identify future opportunities (Reid, 1989). Additionally, the existence of a strategy is an essential condition or precondition for strategy implementation. Implementation is focused by nature and by definition. It cannot be directionless. It is a process defined by its purpose – in this case, the realization of a strategy. Thus, to implement a strategy, there must be a strategy. The strategy may be more or less well-formed, more or less in the process of formation, or even emergent (Mintzberg, 1987). Unless it is suitably formed to represent a direction or goal, there is nothing to implement; and organizational members will be unable to work towards its realization. As a result, strategic intentions are inextricably linked with, and enable the existence of, strategy implementation (Kernochan, 1997). As well, organizations that focus their energy on harvesting the fluid relationship between strategy and implementation will create satisfied customers, employees, and greater profits (Beaudan, 2001).

Having strategy alone is not enough. Even an effectively developed strategy that reflects the hard choices an organization must make is worthless if it is not implemented. Today many public sector enterprises have failed to implement well thought out strategies. According to Kaplan and Norton (2006), many factors have made it difficult to implement strategy today. The pace of changing environment continues to accelerate, technology is frequently changing, and the workforce has become more diverse than even before. The shift in consumer taste and demand is becoming dynamic. Strategy implementation is probably one of the most difficult aspects of strategic management. According to Thomson and Strickland (1993), it is important for organizational sub-units and individuals to be committed to implementing strategy and accomplishing strategic objectives. For an organization to implement its strategies they first need to carry out environmental scanning to avoid surprises, identify threats and opportunities, gain competitive advantage and improve long and short term planning (Sutton 1988), to the extent that an organization's ability to adapt to its outside environment is dependent on knowing and interpreting the external changes that are taking place. Successfully implemented strategies are key to economic growth, employment generation and poverty alleviation. Production costs, competitiveness and access to market depend upon the implementation of strategies.

According to Pearce and Robinson (2005), successful strategy implementation mainly depends on the firm's primary organization structure, organization leadership, organization's culture and ultimately on individual organizations key members i.e. managers. Pearce and Robinson (2005) recognized that motivating and rewarding good performance by individuals and organizational units are key ingredients in effective strategy implementation. Common to the various reward and sanction approach to implementing strategy is growing recognition of the need for an incentive system linked to both short run and long run considerations. The relative emphasis given to these considerations should be determined by the focus of the strategy. For firms with growth oriented strategies, incentive systems

weighted towards long term payoffs are more appropriate. For firms pursuing more immediate strategic goals, incentive emphasis should shift accordingly.

As a conceptual counterpart to formulation, strategy implementation has been considered a process of executing the decisions made in the formulation process Porter (1980). Strategy implementation has not reached as much attention as formulation (Alexander 1985, 1991; Noble 1999) and has even been labeled as “a neglected area in the literature of strategic management” (Hrebiniak & Joyce 2001).

Formulation and implementation of strategy have generally been considered as separate, distinguishable parts of the strategic management process (Hrebiniak & Joyce 2001) and the conceptual separation of implementation and formulation can also be seen in strategy textbooks (e.g. Chakravarthy & Lorange 1991; Hitt, Ireland & Hoskisson 2001; Shrivastava 1994; Thompson & Strickland 1995; Wright, Kroll & Parnell 1998). Snow & Hambrick (1980) even argue that; The concept of strategy implementation is elusive and strategy implementation research is eclectic (Noble 1999), being fragmented among several fields of organization and management study (Hrebiniak & Joyce 2001).

Normative strategy literature is packed with models of successful strategy implementation, suggesting a strategy to be implemented through activities such as objectives, incentives, controls and structures (e.g. Hrebiniak & Joyce, 2001). Other researchers have focused on the problems in implementation and have identified a number of difficulties: weak management roles in implementation, lack of communication, lack of commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor co-ordination and sharing of responsibilities, inadequate capabilities and competing activities (Alexander 1985, 1991; Galpin 1998; Bear & Einsenstat 1996,2000).

2.4 Factors Influencing Strategy Implementation

Providing a discussion of an entire strategy development and implementation model Freedman (2003) ultimately suggested the following keys to successful strategy implementation: Communicate the strategy, drive and prioritize planning, align to the strategy with organization,, reduce complexity and install an issue resolution system. According to Kaplan & Norton, (2004), the following are sets of best practices and their sub-components for implementing and executing strategy in organizations: Mobilize change through effective leadership, translate the strategy to operational terms, align the organization to the strategy, motivate to make strategy everyone's job and govern to make strategy a continual process.

In an attempt to simplify quite a complex model, Kaplan and Norton,(2004) provided 5 key areas that need to be addressed to support successful strategy execution i.e. translating the vision, communicating and linking, business planning feedback and learning, lastly leadership.

According to Lorange (1982), there is a list of essential criteria for successful strategy implementation. There must be potential benefits from planning for the CEO and the organization as a whole. Strategic plan must be explained, applied and implemented so that the relevant managers can understand them. Relatively complex planning tasks must be capable of being broken down into smaller elements. The plan must identify parts of the business that can be managed in strategic manner. To the extent that the plan breaks with tradition, successful implementation occurs as natural evolution of experience and understanding. There must be a well defined readily available sponsor for each planning and implementation task. There must be a clearly felt need by the client and each level of management must see benefit that addresses their relevant needs. The plan must demonstrate some relatively quick result, but as an initial effort, aspirations should not be set too high. There must be also an early commitment to support and participation in the planning effort by all the affected users. Finally,

there must be a realistic assessment of resource needs. This includes making necessary staff and support facilities available, providing necessary budget for training, meetings, equipment, implementation and so on.

According to Thompson and Gamble, (2006), there are eight components of the strategy execution process. These are the factors which determine the effectiveness of strategy implementation. Resources, strategy, policies and procedures, best practices, information, incentives, culture, and leadership. For successfully strategy implementation the measurement should consider all the eight components given above. The management of an organization therefore should integrate the eight components to their strategic management process in its implementation process.

Companies can overcome the silent killers of strategy implementation if they follow the nine-step strategy – executing process and model developed. Thompson et al. (2006), he continues to say that it is not only a great course of action that includes the key essentials of human and organizational strategic development and effective leader behaviors – creating successful strategy implementation – the nine – step strategy executing process should be a tool that every senior – level leader should use as part of the overall strategic management process. Thompson et al, (2006:31), extends the literature in this field of study through nine steps. Staffing the organization with the needed skills and expertise, consciously building and strengthening strategy – supportive competencies and competitive capabilities, and organizing the work effort. Creating a company culture and work climate conducive to successful strategy implementation and execution, developing budgets that steer ample resources into those activities critical to strategic success, ensuring that policies and operating procedures facilitate rather impede effective execution and using the best known practices to perform core business activities and pushing for continuous improvement. Organizations units have to periodically reassess how things are being done and diligently pursue useful changes and improvements.

Information must be installed and operation system that enable the company personnel to better carry out their strategic roles day in day out. People must also be motivated to carry out their target objectives energetically, and if need be modifying their duties and job behaviour to better fit the requirements of strategy execution. Finally internal leadership must be exerted to drive implementation forward and keep improving on it. When weaknesses are encountered, management must see to it that timely action is taken to address the situation.

2.4.1 Challenges of Strategy Implementation

Since strategy implementation often fails, many theorists have pointed at possible reasons for the shortfall. Thomson, (1995), says that in all organizations, at all levels, there exists a natural resistance to change. Social relationship is more strongly weighted than economical factors. The employees feel threatened by changes of the unknown and they may be concerned with loosing their jobs or status. This is also valid for the top management (Thomson & Strickland, 1998). Few management groups can handle both to establish strategies for the current situation, and at the same time, create acceptance or culture for change in the organization. If the leader is not involved in the change, he/she signalize that the need for change is not that important.

A strategy may fall in practice, if the design of the organization context is inappropriate for effective implementation and control of the strategy. The organization's strategy should be compatible with the internal structure of the business and its policies, procedures and resources. Mostly concerned with the managers' role in the strategy implementation process is Thomson Strickland (1998), who states that organizational change and culture must be the leader's top priority. The authors argue that if the companies' managers see the need for change, and give this change top priority and use the necessary time, the organization will change.

In the organization Beer and Eisenstat, (2000), studied; these were the “killers” most often discovered when strategy failures occurred. These cases can be summarized as follows, an effective management team (12 of 12 cases), poor vertical communication (10 of 12 cases), top-down or laissez-faire senior management style (9 of 12 cases), priorities (9 of 12 cases), businesses or borders (9 of 12 cases and finally inadequate down-the-line leadership skills and development (8 to 12 cases).

In identifying four barriers hindering effective strategy implementation, (Kaplan and Norton 2004) argues that the main causes of poor strategy implementation are, vision and strategies that are not achievable, strategies that are not linked to departmental, team and individual goals, strategies that are not linked to long and short term resource allocation and finally feedback that is tactical and not strategic. One difference between Kaplan and Norton’s barriers and the other theorists is that Kaplan and Norton do not mention leadership style. This is one barrier addressed by Beer and Eisenstat, (2000), that influences the implementation of a strategy. Furthermore, Thomson and Strickland (1998), argue that leader’s involvement is important. The leadership style influences the culture, power and politics at the same time as they are responsible for the process.

However, Kaplan and Norton, (2004), argue that the most important driver of success in strategy implementation is the top management leadership style, and not the tool itself. The authors argue that the leadership style has a larger effect than the analytical and structural strength of the tool. They motivate this by referring to experiences of leaders that have managed a successful strategy implementation and emphasize communication as the largest challenge. These top managers understood that they could not get the strategy implemented without an extensive involvement from middle managers and other employees. Furthermore, the top manager did not know all steps that had to be enforced for a

successful implementation. However, they held a clear opinion of how the success should be and the goals that had to be achieved. The top managers depend on the employees to take part in making the vision operational and institutionalized. Galpin (1998), wrote, “What really makes the difference between successful and unsuccessful strategy deployment is the way management motivates and educates its people.

Most companies’ strategies are burdened with undue complexity. They are bogged down in principles that produce similar response to competition. Therefore, problems often occur during implementation and may affect how fast and how well plans are put into action. Examples include competitor’s actions, internal resistance between departments, loss of key personnel, inadequate leadership and employees training, unclear statement of overall goals, delays affecting product availability, changes in the business environment, and lack of innovation of organizations in parallel with the technological dimension (Alexander, 1985; Bessant and Buckingham, 1993; Cravens, Kotler, 1997). There are numerous reasons which contribute to implementation failure. Those reasons for failure may be outside managerial control but in other instances they may well fall under management’s responsibility due entirely to poor planning and implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted through a case study. The study was carried out at Mombasa Water and Sewerage Company Limited and will cover its six major areas, Island South, Island North, Nyali, Kisauni, West mainland and Likoni. The research intended to interview senior management staff. Previous studies of similar nature have successfully used this method (Koske, 2003; Muthuya, 2004; Machuki; 2005). The case study approach was beneficial due to the nature of the research problem. The case study approach has been regarded as a suitable research strategy when a “how” and “why” question was being asked about a contemporary set of events over which the investigator has little or no control (Yin, 1994). The notions of qualitative studies, qualitative methods, and qualitative research have been used in many textbooks on research methodology and design (e.g. Miles and Huberman, 1994, Creswell 1994, Strauss & Corbin, 1990, Patton, 1990, Denzin & Lincoln, 2000).

3.2 Data Collection

In this research, Primary data was used. Primary data was collected using interview guide. The data collected came directly from the respondents. The interview guide contained both open-ended and closed ended questions. Open ended questions will be provided for alternative response from the most significant to the least. Interview method was used because it is faster, spontaneous and can also gather wide range of information and it is cost effective. The researcher used the interview method because the sample population were in various department. The question formulated on the guide was standard and therefore the responses was expected to be homogenous.

3.2.1 Interview Method

Interview method was applied to collect the primary data. An interview guide which contained a list of questions was used. The researcher personally visited the major departments and interviewed the senior managers in those departments randomly at an agreed time. This method was used so as to clarify the objectives of the study.

3.2.2 Interviewee

The researcher interviewed six top Managers from the organization. These were the Managing Director, Finance Manager, corporate Affairs Manager, Human Resources Manager, Technical Manager and Information Technology Manager.. Out of the six Managers, five were visited with structured questions though the Chief Executive Officer, because of his inaccessibility he was subjected to telephone interview. The respondents were exposed to mainly questions which dealt with factors facilitating strategy implementations and the challenges the organization was facing while implementing strategies. The researcher made appointments with the respondents with the detailed place, date and time of the interview. The interview lasted two weeks.

3.3 Data Analysis

The data collected from the discussions were mainly qualitative in nature that it consisted of ideas and themes. The data was analyzed using content analysis. This is the systematic qualitative description of the composition of objects or material of study which are either written or spoken. It enabled the researcher to analyze and interpret meanings of said words and understand respondents' perception and beliefs. The script from the interviews were transcribed and fed into nudist (N6) software for qualitative data analysis which generated summarizes of issues emanating from the data by thematic area of focus while giving attention to the research questions and objectives.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The study intended to achieve two objectives. The first one has to establish the strategy implementation practices at Mombasa Water and Sewerage Company Limited. The second was to determine the factors and challenges facing Mombasa Water and Sewerage Company Limited during the implementation process. This chapter presents the findings of the study with regard to these objectives and discussions on the same.

4.2 Strategy Implementation at Mowasco

The study tried to establish how Mombasa Water and Sewerage Company Limited implements documented strategies (The strategic plan). In order to achieve this objective the researcher studied the practices adopted by Mombasa Water and Sewerage Company Limited to arrive at findings. The result of the study indicates that in order to realize the main themes of service delivery to its customers through integrity, Mombasa Water and Sewerage Company Limited implemented strategies by developing planning and control systems. Setting performance targets on weekly, monthly, semi and annual basis and direct supervision of the implementation process. Others include networking/mechanism within divisions and department based on management best practices for the achievements of goals.

The company has spelt out strategic plan, the major strategic thrusts and action plans formulated for each specific division to pursue. The plan provided broad guidelines from which each division draws its autonomous business plan and action plans which upon implementation lead to the attainment of the overall company objectives and goals. Strategy implementation at Mombasa Water and Sewerage Company Limited covers six major divisions. These areas defines the

company main business; water distribution, financial sustainability and customer satisfaction among others. In translating the strategies into action plans, the study established that the choice of implementation method depended on the area on which the implementation activities are undertaken that is the state of the infrastructural facilities distributing water and the level of facilities used for collecting revenue.

Direct supervision involves the direct control of strategy decisions by one or a few individuals charged with responsibility of supervision. This practice is commonly prevalent at divisional and departmental levels. At all the divisional levels in the organization the divisional heads takes responsibilities of their respective divisions. Technical Manager must ensure that water supplied by Coast Water Services Board is equitably distributed to all the areas, Commercial manager roles is to collect enough revenue for sustainability and Human Resources Manager must ensure that enough skilled manpower is provided for all the activities the company is undertaking.

Water tanks/reservoirs were also directly supervised for safe custody of water. Security of the same is maintained so as to avoid direct poisoning or contamination. A further variation of direct supervision i.e. managing by inspection and patrolling of pipelines was adopted more especially by department of inspection and investigation to oversee the activities of other division and to check whether divisions are conforming with the set standards. Funds released to undertake various projects by the divisions were closely monitored by the finance division and audit department to avoid misuse. Most managers adopted direct supervision as participative approach to strategy implementation. The supervision exercise was carried out in line with the reporting lines and authority derived from the organizations charts shown in figure 2 and 3 below.

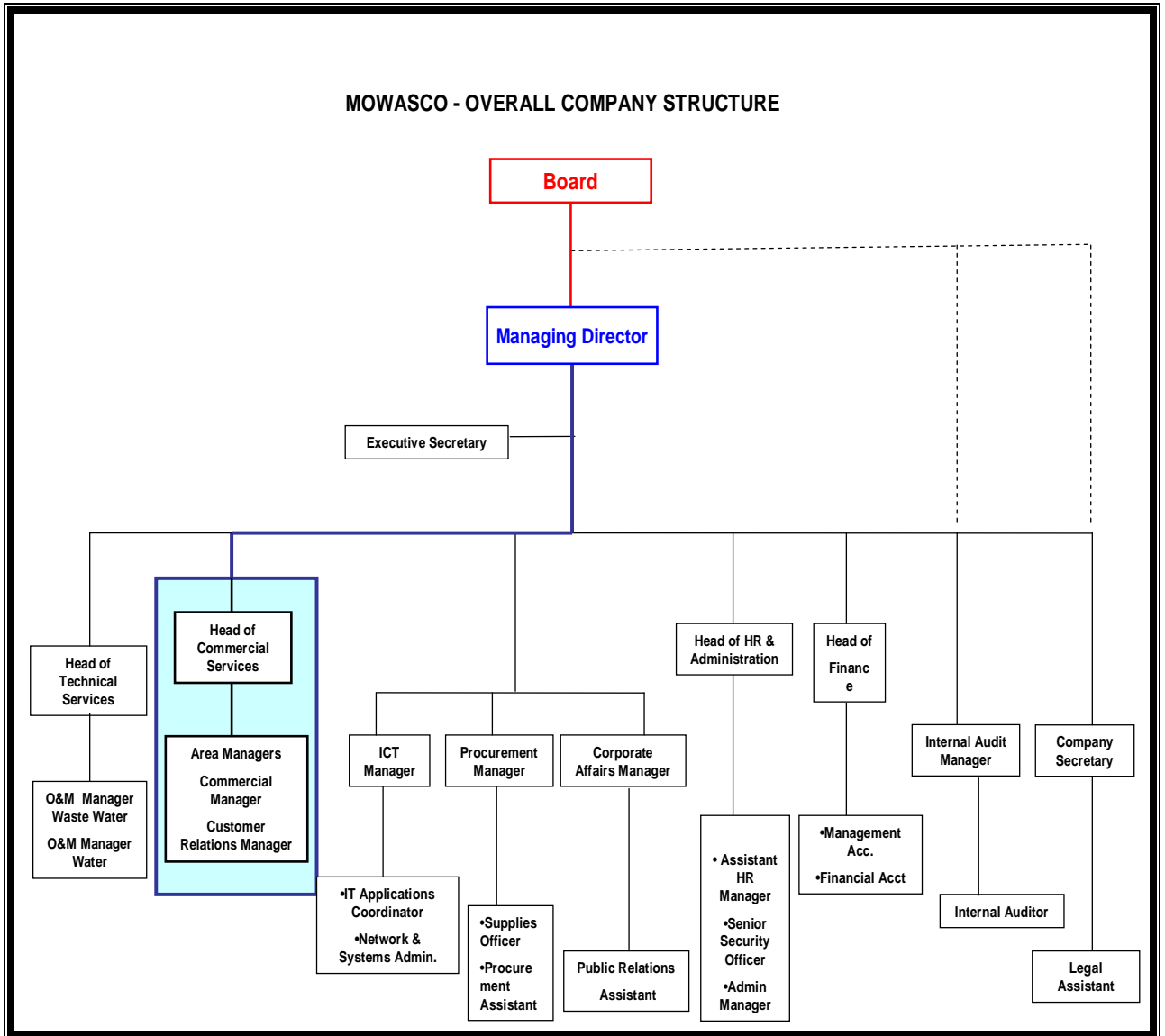


Figure 2: Mowasco Organisation Structure: Source (Mowasco)

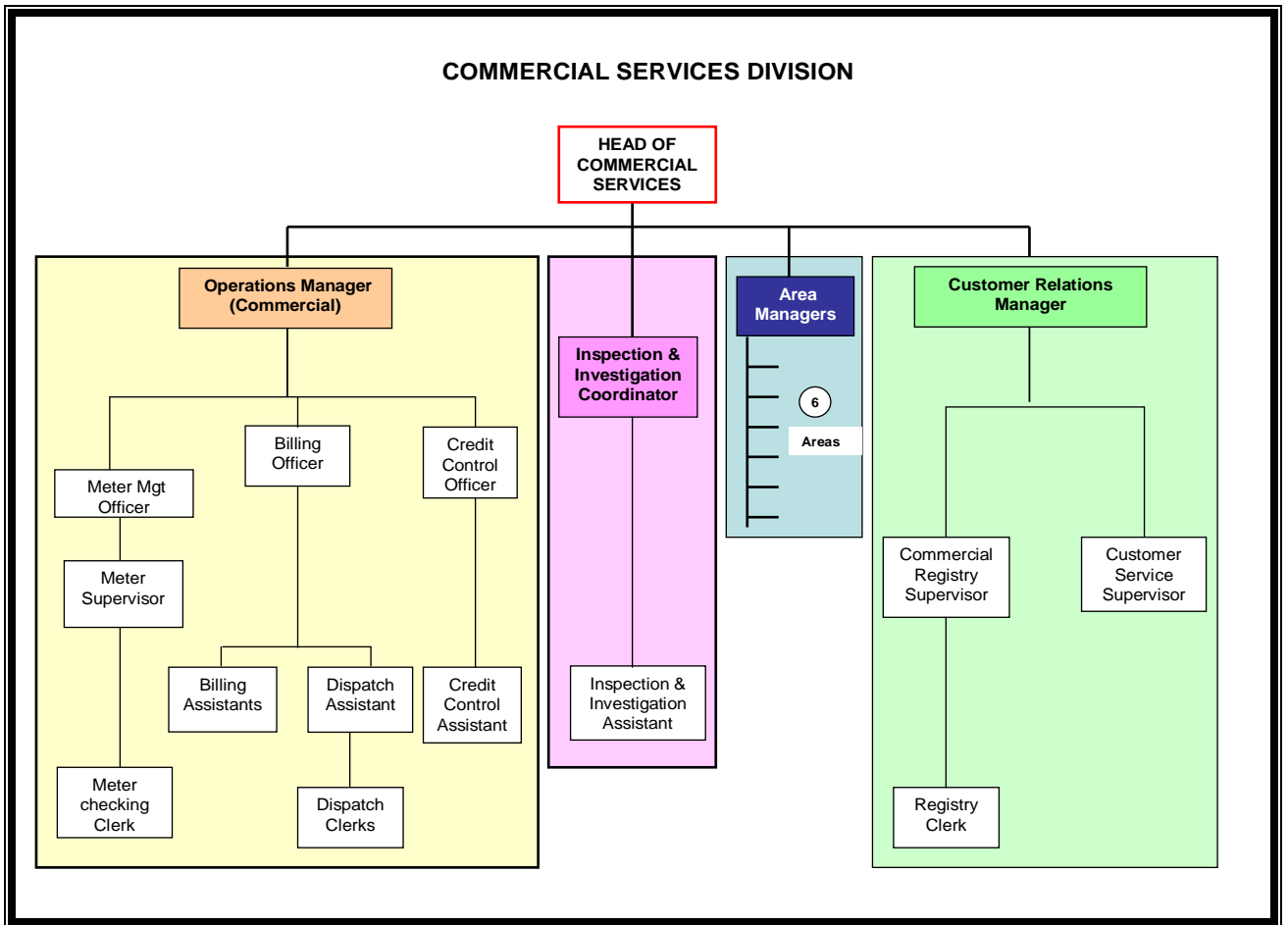


Figure 3: Mowasco Divisional Structure: Source (Mowasco)

Strategy implementation at Mombasa Water and Sewerage Company Limited was done through the development of business plans and work plans systems. The study established that each division or department does its planning differently depending on each area of concern though this must be aligned to the overall company's strategic planning framework. Commercial division does meter reading, billing and collection of revenue. The billing in itself was used to project collections for the month and for the year. Billing also depended heavily on water supply or distribution. The three main activities were therefore interdependent.

The customer service department was established to look into customers complaints. The customer check sheets indicate the day, time, nature of complaints and the customer number including his contact number and the action which was supposed to be taken.

The sheets indicated also the maximum period each task was supposed to be concluded. There was also the follow up of register that indicated that a customer should not make a repeat visit for the same complaint. The check sheet finally indicated that the customer was satisfactorily served.

Corruption was not a new phenomenon in a service industry like Mombasa Water and Sewerage Company Limited. On corruption, the study established that within Mombasa Water and Sewerage Company Limited system there were weak points which corruption was likely to occur on daily basis. These areas were meter reading, new connections, billing related activities, procurement, payroll, and fieldwork, that these areas could be major conduit for revenue pilferage which required periodic audit. The study further established that successful strategy implantation requires adequate coordination and collaboration between divisions or departments for smooth roll out of planned activities. Activities of other divisions were co-ordinated to help stamp out vices like corruption.

The study also established that the company was operating on set targets to implement it's activities. This was done through work plan activities starting from the divisions and scaling down to the area levels. At the organization level, Mombasa Water and Sewerage Company Limited in consultation with the respective divisional heads, set targets for each division. The division then set targets for each department and department for supervising staffs. The targets were set taking into account what had been achieved in the past and what was expected in future. The company set targets in areas of water supply, billing, collection, non-revenue water, estimates. Area levels were semi autonomous, and any area achieving 95% revenue collection target earns a bonus in terms of a staff party of Kshs.30,000/= in addition to other motivational awards.

Finally, it was established that managers at Mombasa Water and Sewerage Company Limited made it a culture to explain new strategic moves to their juniors staff highlighting the benefits that were likely to accrue out of the new initiatives. This

resulted into the revision of job description for some staff to match with the new strategic moves.

4.3 Challenges to Strategy Implementation at Mowasco

The nature of industry in which Mombasa Water and Sewerage Company Limited operates presents a very challenging environment. In addition, the study observed that the manner in which Mombasa Water and Sewerage Company Limited was created was dictated by the highly polarized political circumstance of the county's system. These two aspects made Mombasa water and Sewerage Company Limited prone to serious challenges as it endeavours to translate strategy into action. It was the objective of this study to establish the nature of these challenges, sources and how they could be mitigated.

This part of study presents challenges faced by Mombasa Water and Sewerage Company Limited during strategy implementation. These challenges emanated from unskilled work force, lack of training, declining water sources, corporate governance issues, corruption, poor handling of customers. The study established that different levels of management at different departments faced different challenges. However, some challenges cut across levels and department hence were common to all divisions in the company. The levels form the basis under which these challenges manifested and have been used to develop some themes under which they were analyzed and discussed. The challenges were either internal or external to both the department, divisions and to Mombasa Water and Sewerage Company Limited as a whole.

4.3.1 Challenges at the Corporate Level

At the Corporate Level, responsibilities were harmonized for the smooth implementation process to take place. Activities at the different corporate levels in the organization were coordinated in such away that predetermined successes

were achieved for better implementation processes. The study viewed this level as the one providing the impetus for the division for efficient implementations. The study established that some aspect of organizations culture and structure, high degree of staff turnover, in fighting instead of collaboration and resistance to change were the major challenges that afflicted the corporate level. Others include lack of infrastructural facilities, inadequate resources, corruption, government policies and indiscipline among employees. Organization's core values were the fundamental virtues that the successes or failure of the company's depended on to a greater extent. One can only know the value or the worth of a company through it's core values. Mombasa Water and Sewerage Company Limited's core values included, high level of integrity, gender sensitivity and corporate governance, quality customer services, environmental conservation and staff development.

However some of these values have been found to be non-consistent with the ideals of modern company operation and in a way that does not support the Company's strategy implementation. Gender balance was one area where some organizations do suffer in silence. In the case of Mombasa Water and Sewerage Company Limited some women who were at the senior managerial position do not posses the prerequisite skills needed for the growth of the organization. It was established that the company was considering gender balance at the expense of its growth. This impeded strategy implementation in the organization.

Organization's design defines roles, responsibilities, boundaries procedures, processes and the relationships between the various positions. These define the organization's structure and it was the intention of the study to establish how the company structural design accelerate or impede the implementation of successful strategy. Mombasa Water and Sewerage Company Limited was a divisional structure and it was pointed out that this structural design was to a large extent a dictate of the nature of the business it was engaged in hence inevitable but necessary and appropriate.

However the study established that some aspects of this structure impede successful strategy implementation. The structure defines reporting mechanism which proved to be unnecessarily long and time consuming hence slowing down the decision making process. The structure also breeds lack of line of authority between the Area level and the divisions in that Area offices report functionally to both Head of Commercial and as well as to the Head of Technical Services. Such type of arrangement constraints decision making process since it breeds confusion.

Development in the environment requires that a company change its strategic direction so as to exploit any eminent opportunities and also counter the resultant threats. The internal readjustment would entail the reassessment of the company's weaknesses and strengths so as to establish the capability gap and do something on its core and distinctive competences. All these moves require the management to throw its weight fully behind their realization. It was the aim of the study to determine the management's support towards this end. It was established that such management support was hardly granted. Suggestions put forward to introduce new programmes to effect changes in some policies get resistance from the company management. For example lack of appreciation that some training programmes were unnecessary yet these will go a long way in developing organizational capabilities in strategy implementations. The study also found out that economic factors such as inflation, exchange rates, interest rates and economic performance in general negatively impacted on strategy implementation. Government decisions on taxation and technological changes coupled with the factors mentioned above come along with some financial risks that stand on the way in the implementation of strategies.

4.3.2 Challenges at the Divisional Level

A number of challenges normally creeps up at the divisional level and interfere with the order of events without being noticed. This research study established that at this level, implementation of strategies often take more time than originally anticipated. This was because of unforeseen disruptions i.e scarcity of resources, under budgeting, negative politicking, lack of the right skills, lack of co-ordination that is mismatch in policies, processes and procedures and finally lack of fit between the strategy and the structures, too much bureaucracy that impeded the growth of organization. The study revealed that at Mombasa Water and Sewerage Company Limited, the above factors hindered the implementations of the strategic plans and thereby retarding the growth, and hence the failure of the organization.

Mombasa being the hot bed of negative politics and at Mombasa Water and Sewerage Company Limited the staff composition ratio was balanced between the Coastal and the up country people. This study wanted to establish whether if left to manage affairs at the helm of the company, someone of Coastal origin could succeed in steering the Company to its prosperity. This was disapproved when three executives from the region failed the test, leading to their unceremonial exit.

4.3.3 Challenges at the Functional Level

At this level actions were translated into results. The right mix of actions was measured against the results achieved. This level required considerable depth of skill mix in the right proportion. It requires more capability of the workforce to manage different processes and results achieved.

The organization should be able to enlist the information system which aids the implementation process. Adequate information communication technology facilities should be put in use to monitor implementation at every stage such that

the intended results were achieved with ease. The study further established that major obstacles surfaces during implementation that were not foreseen beforehand. These obstacles could manifest in the form of system breakdown (major leaks and bursts in the transmission lines), billing system breakdown, lack of adequate and skilled staff. Lack of technical repair kits for the mains at Mzima Pipeline, Baricho Water Works and Marere Springs. There could be also the problem of flooding during the rainy seasons resulting into earth falling damaging strategic equipment that is pipelines, storage facilities. This stage needed rapid response force that could be deployed to deal with any type of repair work whenever the situation demands such actions. The above factors put together could not allow the implementation process to take root in Mombasa Water and Sewerage Company Limited.

On Staff motivation the study established that it was not being practiced in the organization. This resulted into staff apathy and they invented skills of making unauthorized income and that was the beginning of corruption in Mombasa Water and Sewerage Company Limited. Training was another factor which failed strategy implementation in the organization. A non-skilled workforce was a liability to the company and their continued non-training breeds chaos and anarchy since they are prone to acts like strikes, mass action, which ideally does not support growth. A change in the work environment also does not sometimes aid implementation. A situation where seniors do not listen to suggestions by juniors, they look down upon their juniors as people of no substances who cannot bring any good idea. This normally breeds hatred and often results into endless labour disputes with far reaching consequences.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Strategy implementation is concerned with the planning what the choice of strategy was put into effect and managing the change required. This process is laden with complexity and serious challenges. The objectives of this study were to determine the practices that Mombasa Water and Sewerage Company Limited adopted that hinders the strategy implementation. This chapter summarized the findings of the research and conclusion drawn. The chapter also includes recommendations for policy and practices as well as suggestions for further research.

5.2 Summary of Findings

The first objective of the study was to determine the practices of the strategy implementation used by Mombasa Water and Sewerage Company Limited to implement strategies. The study revealed that the company used a blend of strategy implementation practices in its strategy implementation process. The major practices used include a direct supervision, planning and control systems, performance target setting, cultural practices and job description revision in line with new initiatives.

The second objective was to establish the challenges encountered by Mombasa Water and Sewerage Company Limited in it's endeavor to implement strategic plan. The results of the study shows that the major challenges encountered by the organization included, unsupportive organization structure, resistance to change, implementation process unnecessarily taking too long than anticipated, non-

functional process and procedures, scarcity of resources and inadequate skilled manpower.

The other minor challenges encountered were inadequate skills of some cadre of staff, supporters of strategic decisions who left during implementation which undermined the staff commitment and enthusiasm, lack of technology, lack of information systems to monitor strategy implementation and non-strategic policies.

On the overall, most challenges affecting Mombasa Water and Sewerage Company Limited were internal that is resistance to change, lack of the required skills, non-functional processes and procedures. All these were the product of internal inertia, losing momentum towards successful strategy implementation. The implication was that Mombasa Water and Sewerage Company Limited could not exert pressure over them. The findings of this study were well aligned with previous studies (Aosa, 1992, Koske, 2003; Muthuiya, 2004, Machuki, 2005, Ochanda, 2005). It should be noted that most of the challenges affecting Mombasa Water and Sewerage Company Limited were specific. However, some cut across the division like the culture, structure, environmental factors, UFW losses (both commercial and technical) and implementation taking too long than anticipated.

5.3 Conclusions

The overall findings of the study showed that the practices adopted by Mombasa Water and Sewerage Company Limited in strategy implementation were effective. However, these practices have been affected by the challenges the company is facing currently. The results indicated that Mombasa Water and Sewerage Company Limited was experiencing problems associated with its culture, structure, procedures and processes, resistance to change, corruption, inadequate information systems, non motivation to employees, mismatch between the work

load and available personnel in some divisions among others. Although the information systems in place were able to support the network programs that is billing and revenue collection activities, it should be noted that efficient information system is not the only solution to fraud. Interpretation, acceptance and adoption among the implementers was crucial. It can be concluded that the practices adopted by Mombasa Water and Sewerage Company Limited in implementing strategies supported the implementation of the strategic direction (strategic plan). It is evident that from the study that the challenges mentioned above affects other water service providers in the region. That these challenges are applicable to other companies in Kenya. The implication is that most of these companies are faced with similar challenges. This is because these companies are operating within the same environment. It is therefore concluded that Mombasa Water and Sewerage Company Limited is facing strategy implementation challenges.

5.4 Limitations of the Study

This study though deeply researched but could not have been finalized without limitation. Some of the limitations noticed during the study were inaccessibility by some respondents that is like in the case of Mowasco Managing Director who the researcher managed to interview only through telephone. Fear of the unknown also became apparent when some respondent felt that the study done was to be used to change status quo in the organization thus affecting their current positions.

In the course of this research, the researcher established that there was acknowledged gap between the expectations and the strategy in action. This was due to deficient skills in the work force. This really made the implementation very difficult. Lack of awareness in the organization was a major limitation. This weighed very heavily on the implementation monitoring since the staff did not know what was going on within their environment.

5.5 Recommendations for Policy Specific to Mowasco

Mombasa Water and Sewerage Company Limited is an organization operating on planned activities. For the Company to implement its strategic plan effectively, it is being recommended that the Company should evaluate its plan over the implementation period, consider its successes, failures and then change course.

The Company should be specific while looking at how it can undertake measures to mitigate its challenges. The company should set clear goals, allow corporate managers to delegate authority for the management of distinct divisions, expedite decision making process, allow corporate managers to concentrate on corporate level strategic decisions, rigidity and unsupportive bureaucracy. As much as possible the company has to identify strategy, critical value chain, the main building block in the company structure, decide how much authority to centralize at the top and how much to delegate to line managers. Mombasa Water and Sewerage Company Limited must decide on how to deal with cross-division coordination and collaboration to build/strengthen internal competencies and capabilities and to create external collaboration with the outsiders. It must identify its core business and identify cheaper sources of water which are not far from the consumers.

In today's far changing world the focus of all organizations are lean, flat, responsive and innovative designs. Mombasa Water and Sewerage Company Limited has to consider cutting down on its bureaucracy and recognize the fact that the necessary tools of organizational design are managers and workers empowered to make their judgment. Re-engineered work processes and procedures, self directed work teams, rapid incorporation of internet technologies and networking with outsiders to improve existing organizational capabilities and create new avenues.

The company should embrace the use of M-pesa technology, e-banking for the collection of revenues. This will go along away in shortening and simplifying the tedious long processes and procedures, cutting down on too much paper work that arises along such processes.

On the cultural aspects and resistance to change, Mombasa Water and Sewerage Company Limited should recognize the fact that when a company's culture is out of tune with what is needed for strategic success, the culture has to be changed rapidly as can be managed. Successful culture changes have to be led by top management. Only the top management has the power and organizational influence to bring about major changes in the Company's culture. This requires the management to think strategically that is to paradigm shift and realize that there is always other ways of doing things. Changes in technology, procedures, processes, policies for example; reward policy; job enrichment and open door policy are necessary motivational tools to employees. Such changes should be introduced gradually but at a pace faster than the competition and also to ensure that resistance to change is minimized.

On training Mombasa Water and Sewerage Company Limited must invest more to sharpen its employees skills. Mombasa Water and Sewerage Company Limited ought to realize that successful strategy implementation is only possible if people involved have the right and relevant skills. This training should be frequent, content oriented and adequate to support growth oriented strategies.

On the issue of resources which is also a major problem to Mombasa Water and Sewerage Company Limited, the strategy should be linked to budgets and to be able to act as a tool to resource allocation. The resources required for successful implementation of strategies should be readily availed. This ranges from financial, material to human capital.

Regarding staff motivation, Mombasa Water and Sewerage Company Limited should recognize the fact that one of the greatest challenge to strategy

implementation is to engage motivational techniques that build wholehearted commitment and winning attitude among employees. Tied with motivation is a structured reward system that recognizes each and every employee contributions and reward them comprehensively. Mombasa Water and Sewerage Company Limited should understand that a properly designed reward system is management most powerful tool for mobilizing organizational commitment to successful strategy implementation. Finally and most important is the senior management support to strategy implementation efforts. There should be fully-flagged support from service or management to plan and support strategy implementation

5.6 Suggestion for Further Research

It is generally believed that no research is an end in itself. Therefore, what this research has achieved in this area can only be considered to be too little hence requiring further research work. From the insights gained in the course of the investigation, the researcher offers the following suggestions which should act as a direction to future researchers.

There is need to undertake further research in strategy implementation in water companies in Kenya. Across section study should be conducted so that comparison can be made between various companies. This will reveal some hidden problems common to the entire water sector and the mitigation factors which are supposed to deal with the challenges.

Duplication of this study should be done after sometime to find out if there are any changes that have taken place and comparison with the current data be done. For this a definite recommendation should be done. Evaluation of such research work should be undertaken from time to time to make them conform with the emerging challenges.

Need to study the practices adopted to evaluate progress towards strategy implementation in companies as they provide awake up call for revision. Adoption of such progress report will validate the findings and make it possible for future researchers to undertake further studies along these present scenerios.

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APPENDICES

Appendix 1: Interview Guide

University of Nairobi
School of Business
Department of Business Administration

NB: The information gathered will be treated confidentially and will not be used for any other purpose other than for academic purposes.

SECTION A. General Information

1	Interviewee Name (optional)	
2	Grade	
3	Function	
4	Gender	
5	Position	
6	Year in Service	

PART B: Strategy Implementation

1. Does Mombasa Water and Sewerage Company have a strategic plan?

Yes	No
-----	----

If yes how have you been implementing your strategies?.....
.....
.....
.....

2. (a) I am aware that Mombasa Water and Sewerage Company report to Coast Water Service board as per the service provision agreement, are your strategic goals linked to those of Coast Water Services Board (CWSB)?

Yes	No
-----	----

(b) Do they support you in implementing your strategies if yes what are some of the support they provide?

.....
.....
.....

3. How has the management been able to support the strategy implementation in the company?

.....
.....
.....

4. (a) Is Mombasa flexible and open to change in terms of management?

Yes	No
-----	----

(b)What has been the management style in Mombasa Water and Sewerage Company?.....

.....
.....

5. Does Mombasa Water and Sewerage Company Management recognize and make use of abilities and skills in the Company?

Yes	No
-----	----

How sensitive are they to the employees' problems?.....

.....
.....
.....

6. (a) Is planning one of the ingredients of strategic management in Mombasa Water Sewerage and Company Limited?

Yes	No
-----	----

(b) Explain how plans are being implemented in the organization?

.....
.....
.....

7. (a) For any strategic implementation there should be teamwork; is teamwork encouraged and practiced in MOWASCO?

Yes	No
-----	----

(b) Do your employers place more emphasis on individual success or teamwork?

.....
.....
.....

PART C: Challenges in Strategy Implementation

8. (a) How has Mombasa Water and Sewerage Company Limited been implementing it's strategies.....

.....
.....

(b) What are some of the serious challenges that the company has been experiencing in strategy implementation?.....

.....
.....

(c) What are the main causes that have been fueling these challenges?

.....
.....
.....

9. (a) Is there a problem of communication in the Company?

Yes	No
-----	----

(b) If yes do your employees have an access to the right information to enable them implement strategies?

.....
.....
.....

(c) Does the Company have the right facilities to be used to communicate to staff?

Yes	No
-----	----

(d) If yes, mention some of the available communication gadgets in use in your organization.....

.....
.....
.....

10. (a) Does MOWASCO have adequate working space?

Yes	No
-----	----

(b) If no, what are some the plans you are likely to put in place for adequate working space?.....

.....
.....

11. (a) Does MOWASCO always make appropriate use of technology to improve efficiency?

Yes	No
-----	----

(b) What are some of the appropriate technology in use in MOWASCO?

.....
.....
.....

12. (a) Does MOWASCO operate on a fully functional organizational structure?

Yes	No
-----	----

(b) Could you relate your organization structure with the strategy implementations in your key divisions?.....

.....
.....

13. (a) Most organizations have been affected by corporate governance issues, could MOWASCO be listed as one of the organization's which has suffered corporate governance challenges?

Yes	No
-----	----

(b) Explain how the company has been dealing with this challenge?

.....
.....
.....

14. (a) Is corruption a major challenge in your organization?

Yes	No
-----	----

(b) Mention few areas in your organization which are prone to corruption?

.....
.....
.....