

**STRATEGY IMPLEMENTATION AT KENYA POWER AND LIGHTING
COMPANY**

JOY LORNA WAWIRA NDUMA


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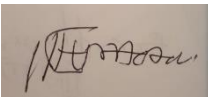
DECLARATION

This research project is my original work and that this document has not previously, in its entirety or in part, been submitted to any University, college or institution of higher learning in order to obtain an academic qualification.

Signature..... Date.....5/12/2021.....

JOY LORNA W. NDUMA
D61/5374/2017

This project has been submitted with my authority as the university supervisor

Sign..... 
Date.....05/12/2021.....

PROFESSOR EVANS AOSA
DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
UNIVERSITY OF NAIROBI

DEDICATION

This project is dedicated to my parents for their continued support towards my
Education.

It is also dedicated to my husband Patrick Kebeya, my children, Victor Ndalo, Vanessa
Mmbone and Valerie Wandia I hope that this work
will inspire my children to work hard in pursuit of their careers.

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I am grateful to the Almighty God for empowering me complete my studies in this course. During the entire period my family encouraged me alot and I really appreciate them for this

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ABSTRACT

Strategic management is at the moment a significant part of corporations' management practices in today's changing and competitive setting. The different practices involved in strategic management are correlated and influence each other. The procedures involved in strategic management are – strategic planning, strategic implementation and strategic control. As good as it is for companies to formulate strategies; a strategic plan is inoperable to any corporation if it is not accomplished efficiently. Notwithstanding the prominence that researchers have laid on the process of implementation of strategy it is a section of study that has often been dominated instead by a concentration on the procedure of strategy formulation. Strategy Implementation, as opposed to strategy formulation, has been considered a particularly challenging area in management practice. Emphasis should be laid on the strategy implementation process in organizations because if a strategic plan is executed successfully it often leads to prosperous corporations. The research project was a case study on the process of Strategy Implementation at Kenya Power and Lighting Company Ltd. The aim of the study was to find out the process of strategy implementation at KPLC. With the intention of resolving this study objective, data was collected using an interview guide and by conducting person to person interviews pursuing essentially the respondents in the Human Resources Department, Learning and Development Department and Business Planning department. All members of staff in the Business Planning Department were responsible for the operational part of strategy implementation at KPLC. The study discovered that strategy implementation is critical for the realization of any corporation. Emphasis should be engaged on the operationalization and institutionalization of strategy. The main factors desirable for the process of strategy execution to be attained were identified by the respondents. Key among the factors was the leadership of Kenya Power which is the Board, MD & CEO, regional managers and departmental heads. Communication of the strategic plan and implementation program to the various partners and staff was also identified as a crucial factor influencing the strategy implementation process. The Key enablers of the strategy execution process revealed by the research were stated as the organization structure, the key procedures, employee's capacities and culture, information technology and the financial resources.

CHAPTER ONE: THE INTRODUCTION

1.1 Background of the Study

Operative strategy implementation is an important element of managerial accomplishment and an imminent source of supremacy in comparison to competitors. On the other hand, notwithstanding numerous appeals for better responsiveness, exploration on the topic remains just a collection of commendations, case studies, and experiential effort that provides awareness but lacks a cohesive framework. Accordingly, research on strategy planning most often overlooks foundations of performance heterogeneity derived from alterations in strategy implementation effectiveness (Tawse, Alex & Tabesh, Pooya, 2021). Owing to frequent variations in the environment that companies operate in, the fundamentals in the strategy need to be recurrently modified so as to be in line with the changes in the commercial setting. Due to these modifications, top executives have to continually revise their strategy to deal with the changing environment for the organization to be successful (James M. Higgins, 2007). For establishments to continue being relevant and effective in the changing, intricate and unpredictable setting, execution of its strategy is vital (Spender, 2014). Organizations are open systems and are in persistent contact with the surroundings as a result they vary frequently. Companies use strategy to define plans and purposes; recognize essential ways of action and distribution of resources required to accomplish the agreed aims. Organizations must be able to benefit from the opportunities in their environment as well as take care of the threats and by so doing they are sure to achieve their aims and purposes. In strategic management a corporate must choose specific

lines of businesses and activities which the company will engage in which leads to advancement, enactment and control of strategies being made to realize an organizations pre-established aims in the setting within which the business operates (Fortuin, 2007). Strategic management is also a practice of creating strategies, establishing tasks, leading employees, controlling outcomes and organizing work processes to achieve ideal results (Dessler, 2008). Strategy implementation refers to all of the actions and choices that must be made for the strategic plan to be executed (Wheelen and Hunger, 2008). In the current competitive world strategy execution has been named as a fundamental part of the strategic management process in establishments. This is for the reason that during the strategy enactment process formulated goals and plans are translated into results that could improve the organization's position (Chemutai, 2018) During the strategy enactment process the executive puts objectives, strategies and policies into accomplishment through creating and instituting procedures, programs and budgets.

The resource based view theory and stakeholder theory are the concepts that guide this study. Organizations comprise of various types of physical and intangible assets which are unique to each firm and when these resources are combined, they create 'Business Capabilities', a concept which is the foundation of the resource based view approach. In resource based viewpoint theory the assets that a company has are the crucial factors of its performance. A sustainable competitive advantage will be inevitable once a firm deploys its competences and assets. In the market place, the performance is influenced by the exceptional features of the industry in which it participates and through innovation, obstinate enhancement and management of the liaison with the external entities could lead

to sustainable competitive advantage and an excellent performance. The great influence that business entities like employees, customers, suppliers, local communities and creditors has towards the organization is a concept of management and commercial principles which the stakeholder theory elucidates. The stakeholder theory suggests that the determination of any corporate is to create the maximum return for its participants. To be successful and be worthwhile over time, it is essential that managers keep in mind the welfare of suppliers, shareholders, customers, communities, employees and ensure their interests are aligned and going in the same direction as the company. Executives are not only answerable to shareholders, but also every individual or group that is affected or can affect the success of the organization's strategy.

All through the years, major development has occurred in the Kenyan electricity sector like all other energy markets globally. As much as the demand for electricity in Kenya has grown, there has been a transformation in technologies, with more emphasis being laid on renewable sources of energy and erratic weather conditions more prevalent. There is heightened awareness among Kenya Power and Lighting Company (KPLC) customers and they demand for quality supply which leads to increased motivation towards open access to electricity. As a result of the variations and development areas underlined KPLC requires a focused strategy implementation plan to ensure that they remain being the front-runner in this sector. The researcher is concerned with the process of strategy enactment by the leadership of KPLC because an effective strategy execution process will enable the company continue being at the center of the progress of the country. To gain competitive

advantage KPLC continues working towards ensuring that the electricity they provide to customers is reasonably priced. This study will explore the process of strategy execution at KPLC. The hypothetical basis of the study is centered on resource based view and stakeholder theory.

1.1.1 Strategy Implementation

Strategy execution is part of the wider strategic management process which is very vital (Mazzolla & Kellermanns, 2010). Strategy Implementation involves translating the proposed strategy into practical daily work processes that enable and guarantee that the strategic objectives, the vision and mission of the corporate are entirely accomplished as laid down in the company's strategic plan (Hill & Jones, 2008). Strategy creation and execution are two parts of a process. Executive managers must build, grasp and sustain this process with a vigilant look on all the flanks. In an effort to escape organizational drift and uninspiring outcomes, leaders of establishments today should pro-actively profile their establishment's business. To establish a flawless road-map towards gaining competitive advantage, organizations must develop a comprehensive strategy as well as profitably implement the strategy. A strategy will only lead to a successful company when the strategic plan is well attained. Nevertheless, the process of strategy implementation is very challenging and arduous. Granting that creation of strategy is a formidable task for any business's administration the execution and operationalization of the plan is a more challenging task. While strategy implementation remains a formidable challenge for any leader, politics in organizations and resistance to change provide a major setback.

The execution process often takes a long time dependent on how the leadership enhances consensus, inspires employees, and creates changes in the organization to augment implementation (Thompson and Strickland (2007). Thompson and Strickland (2007) also noted that around the globe the notion and exercise of execution of strategy has been perceived to be a major contributor to organizational effectiveness towards achieving outlined goals and objectives as a result the practice has been embraced across various sectors. Today in a good number of establishments strategic plans are implemented to ensure excellent performance. Enactment of an organization's strategy involves effecting the strategy implementation process to attain the preferred effects. Successful strategy implementation dictates that the organization should have capable employees, an effective internal organization structure, resources strength and distribution, and prevalent marketplace circumstances (Kotter, 2014). Formulating a strategy that is aligned to the organizations' processes is a challenging duty for any executive yet implementing of the strategy within the organization is even more testing and challenging (Hrebiniak, 2006). The method by which strategic plans are translated into the day to day organizational processes can be influenced by management, a worker's capability, resources available and distribution methods, organizational structure and internal systems. (Huber, 2011).

1.1.2 The Kenyan Energy Sector

The responsibility for policy and planning within the energy sector is the mandate for Ministry of Energy (MoE). The only supplier for grid connected power is The Kenya Power and Lighting Company (KPLC) which is charged with all dissemination and retail functions. The Energy and Petroleum Regulatory Authority (EPRA) is established as the replacement to the Energy Regulatory Commission (ERC) under the Energy Act, 2019 as

the supervisory of the power segment with an additional obligation of among other things regulation of upstream petroleum and coal. Kenya Electricity Transmission Company (KETRACO) is the organizations whose mandate is to scheme, own, build, control and preserve high energy electricity conduction network and region power inter connectors that will form the support of the National Transmission Grid. The main role of Kenya Electricity Generating Company (Ken Gen) is generation of electricity power. The corporation that is charged with the obligation of electrification in the rural areas is The Rural Electrification and Renewable Energy Corporation (REREC).

The early geothermal steam growth is the preserve of The Geothermal Development Company (GDC) whereas the Nuclear Power and Energy Agency (NuPEA) main role is carrying out research and development for Kenya's Nuclear Power Programme with an aim to execute and promote the nuclear energy sector. The organization that issues licenses for the companies within Kenya that are involved in electricity generation, exportation, importation, transmission, distribution and retail supply is EPRA. The organization is also charged with designating the System Operator that will operate the national control center and be responsible for matching consumer requirements. The new energy act 2019 has created the following new bodies, agencies, and committees: Nuclear Power & Energy Agency, Renewable Energy Resource Advisory Committee and Rural Electrification and Renewable Energy Corporation.

1.1.3 Kenya Power and Lighting Company

Kenya Power and Lighting Company (KPLC) Limited is the corporation which holds majority of the dissemination and electricity power transmission systems in Kenya. KPLC

is in control of the organization and dissemination of electricity to more than 6 million consumers all over the country. The government of Kenya owns 50.1% of the corporation's stock while the private investors have the rest of the 49.9% stake. The electricity power company is listed on the Nairobi Securities Exchange. In 1922 the company which is now known as KPLC was initially inaugurated as the East African Power and Lighting Company. In 1983 The company consequently altered its name to Kenya Power and Lighting Company Ltd (KPLC). The corporations that mainly supply electricity to KPLC are Ken-Gen, Independent Power Producers (IPPs), The Tanzania Electric Supply Company and the Uganda Electricity Supply Company.

Since the mid-1990s the government has been streamlining and transforming the energy sector. The reforms subsequently lead to the Energy Act 2006. As part of the reforms in the power sector the Kenya government officially opened up generation of power in 1996. The government separated KPLC from Ken-gen as part of reforms. The government retained 50.1% ownership of KPLC and sold 49.9% of its shareholding in KPLC to private investors. KPLC is in charge of all supply and conveyance of electricity while Ken-Gen, which remained entirely state owned, is accountable for the generation of electricity. Similarly the government established the Electricity Regulatory Board as the sub sector regulator under the 1997 electric power Act. Being a key player in the electricity power supply sub sector, KPLC hopes to delight their customers and also transform lives by providing world-class products and services as they ensure viability of their business.

1.2 Research Problem

In the present day's dynamic and competitive setting, strategic management has turned out to be a significant part of companies' management practices. Three distinct processes which are interrelated and influence each other comprise the strategic management exercise. The processes that are involved in strategic management are – strategic formulation, implementation and control. Researches that have been conducted in companies revealed that strategic implementation was the most significant and yet the most underrated part of strategic management. To become a success each company needs to come up with an appropriate strategy implementation plan once a strategic plan has been instituted. Strategic plans once established, should be implemented; they are of no worth except they are successfully transformed into accomplishment (Aosa, 1992). To remain competitive and significant in the existing markets trends, business establishments must execute strategy. Success also entails engaging in an effective strategic management process. According to (Aaltonen and Ikavalko, 2001) it is essential for any organization whether private or public to implement strategies successfully yet in management research the concept of strategy formulation has attracted much more consideration compared to strategy implementation.

The KPLC management anticipates that the client base of the company will grow by the least possible number of six million clients by the year 2021 in its protracted period plan. Their objective is that by the year 2021 an overall figure of 1.2 million customers per annum ought to have been connected to electricity both through grid extension and off-grid solutions. Further the management has established that the infrastructure in line with the intended additional power will need to be expanded at all levels and capacity increased as a result of the growth anticipated. To achieve an efficient system management and speedy

identification and resolution of faults within the network, the existing network at KPLC ought to be renovated and automated. As part of their long term plan KPLC hopes to reduce system losses from the current level and to guarantee optimum usage and efficiency by ensuring that all their resources are well aligned. The company as a result of these great expectations is continually faced with demanding and urgent tasks that should be accomplished and which they anticipate will be achieved through the success of an efficient strategy implementation process employed at KPLC.

Strategy implementation in different organizations is a research area that has been given considerable attention by various scholars including Machuki (2005), Muthuiya (2004), Amollo (2007), Nyangweso (2009), Aosa (1992), Kiprop (2009), Awino (2001), and Akwara (2010). Nevertheless strategy implementation in KPLC has in recent times not received the same consideration as other organizations. A substantial conceptual and contextual gap of knowledge on strategy implementation at KPLC consequently exists which this study intentions to link. This study therefore will seek to explore strategy implementation at KPLC. Specifically the investigation answers the question; how does KPLC implement its strategic plans?

1.3 Research Objectives

The objective of the research was to discover the process of strategy implementation at KPLC and the challenges encountered during the strategy implementation process. The specific objective was;

- To establish the process of strategy implementation at KPLC.

1.4 Value of the Study

Outcomes from this investigation are projected to seal a prevailing information gap on strategy enactment and its challenges in corporations listed in the stock exchange in Kenya. Through the research KPLC will have a lot of information regarding the challenges encountered during the strategy implementation process and this will help them improve on their processes. The research will also be beneficial to the stakeholders in the energy sector as they will acquire knowledge from the various pitfalls in the process of strategy implementation. Policy makers will gain knowledge of how a player in the energy sector implements their strategy and the challenges they face in the process

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Information by scholars who explored a similar topic of study sums up this chapter. This Chapter specifically covers theoretical foundation, strategy implementation in organizations, the process of strategy execution and the challenges of strategy enactment.

2.2 Theoretical Foundation

This segment expounds the theoretical backbone of the research. The section specifically addresses two theories; resource based view and stakeholder theory which are fundamental in the study on strategy implementation. .

2.2.1 Resource Based View Theory

Each organization is exceptional with regards to the unique resources, capacities and expertise that they have which are different from any other. In order for an establishment to achieve competitive advantage over other organizations it ought to exploit the rare assets that the organization possesses internally to exploit the external opportunities present in their environment. Strategy implementation is ordinarily very successful where the processes in an organization are managed effectively and there is appropriate deployment of resources (Wernerfelt, 2004 and Barney, 2003). According to Barney (2003) effective strategy execution, can be done by strategically positioning resources in a way that competitors will find hard to imitate. This outlook in a contemporary understanding refers to the communication between the top management and the staff throughout the organization, building an effective organizational structure and the leaderships' level of commitment towards the attainment of the organizations purposes for the execution of the strategy to be fruitful.

2.2.2 Stakeholder Theory

Every process that the business is involved in must bring value to it. Every business has participants who are individuals or groups of people who have a stake in the organization and determine the success or failure of the corporate strategy. Managers must create value from the relationships they embrace with all the stakeholders that they interact with in the environment they operate in (Langfield, 1997). Stakeholders play an important role in any organization and a positive interaction with them ensures successful strategy implementation. Executives in companies should be precise about the way they aspire to do business and particularly what kind of associations they wish and require to make with all interested parties to undertake their resolution. The stakeholder theory is about how managers, customers, suppliers, financiers, employees, shareholders and communities interact and create value from each other. To be successful in business is to understand how optimal these relationships can function. The job of a leader is to ensure that these relationships generate a shared sense of value which brings its core stakeholders together. A good relationship between a firm and its stakeholders produces excellent results and ensures the strategic management process is a success (freeman 1994)

2.3 Strategy Implementation in Organizations

The ultimate formidable part of strategic planning is strategy implementation. It is the point where everything that has been intended needs to be actualized and as the plan progresses essential modifications, variations, and amendments are to be introduced and instituted on a timely basis. Strategy implementation is essentially steered by all people within the

organization. During strategy implementation the corporation uses and assimilates the organization structure, culture, peoples' efforts, the systems and assets to ensure that all the strategies in the strategic plan are accomplished. The process of strategy implementation involves translating the strategic plan into feasible policies and objectives that will ensure the organization produces its targeted results. The process of strategy execution, involves deployment of resources, restructuring, changes in the organizational culture, technological changes, changes in processes, strategy and leadership changes. The changes that may be made during strategy implementation may be adoptive, revolutionary or innovative. Distinct strategies are useless if they are not successfully realized (Okumus and Roper 1999). Few strategic plans that have been formulated are eventually realized (Mintzberg 1994; Miller 2002; Hambrick and Canella 1989). The Strategic management process is deemed to have failed if a strategic plan that has been formulated perfectly is not implemented. During the strategy implementation process the strategy is brought into reality as a part of daily operative processes of the company. It is essential to find suitable pointers symbolizing the corporation's goings-on and a structure for strategic management which is a significant part of corporations in today's changeful and competitive setting.

2.4 The process of Strategy Implementation

Strategy implementation is an exploit-oriented operations-focused activity that involves managing people and business processes to ensure that they lead to the attainment of the business objectives. Effective implementation of strategy involves determining numerous concerns: establishing a comprehensive organization structure, handling organizational transformation, emerging core capabilities, forming valuable competences, leading persons productively, establishing people-supervision skills and integrating the labor of numerous

groups of employees. In addition strategy implementation involves working out measures to overcome entrenched inertia, adopting steps to bring in a shift in the old-fashioned attitude towards staying with the contemporary practices, overpowering purloins of deviation, obtaining the collaboration of the significant persons in the strategy implementation process, inspiring individuals, realizing unceasing advancement in corporate procedures, assigning sufficient assets to numerous work-teams, creating procedures and a corporate culture that advances the strategy, and instituting maintenance systems. Strategy implementation is a concern specific to each organization due to the presence of a distinctive structural environment and resource accessibility in each company. Each organization is unique in its own way a fact that managers should realize. Different organizations have diverse management approaches, distinctive viewpoints, precise strategies and work processes, distinctive culture, exceptional constraints and approaches exclusive to their organization. Since organizations vary in these matters it is necessary that all actions are tailored to meet specific requirements of each business.

2.5 Challenges of Strategy Implementation

Numerous times companies commit indefinite time and assets in the process of strategy formulation only for the organization to fail in steering the corporate towards the direction articulated in the strategic plan. The strategy implementation process over and over again is impeded by various challenges like; pathetic or unsuitable strategy, poor communication, resistance to change and poor leadership. Senior executives cannot expect change to occur immediately they introduce the strategic plan to all the members of the organizations. Different people in the organization may interpret the communication differently and therefore pose a threat to the process of strategy execution. The staff members may resist

execution of the strategic plan because most human beings generally resist change especially where they feel defenseless. To ensure uniformity the leaders in the organization must continually communicate the expectations to the rest of the staff. They must communicate clearly and persuasively the objectives of the strategic plan to ensure inclusivity. Lack of employee commitment towards the attainment of the strategic aims can also pose a strain to the implementation process. The competence of the corporations top leadership and employees is critical for any strategy execution process to be accomplished. In the event that the employees are lacking in this area the implementation of the strategy may be at risk. A weak and inappropriate plan may pose a threat to the success of the strategy implementation. During the strategy planning process strategies are developed once the weak areas and strong points of the corporation have been identified and the positive predictions and threats in the environment dealt with. A strategy that is not well developed can pose the most challenge to the completion of the process of implementation of the strategic plan.

2.6 Empirical Studies and Research gaps

Peters and Waterman in the late 1970s developed the McKinsey 7-s framework a tool dealing with and covering all aspects of strategy in an organization, a tool which is still relevant today. The model outlines seven interconnected factors that influence an establishment's capacity to execute strategies. In the strategy implementation process all elements of the framework which are skills, strategy, structure, staff, style, systems, and shared values are equally significant as well as interconnected. Hence, changing one factor is likely to influence the other elements. A successful execution process is determined, partially, by the relationship between structure, strategy, staff, staff, systems, skills, shared

values and style in the framework. Successful Companies have been found to have seven elements in common. According to Hrebiniak (2006), when the front-runners of the organization and associates are held responsible for aggressively driving and sustaining accomplishment of the strategic plan then the strategy implementation process becomes a possibility. It is essential for the Leadership to ensure strategic initiatives are measured and once members of staff have been allocated operational implementation activities a follow up ensues.

By monitoring and evaluating the progress of the strategy implementation process on a regular basis, corporations can effectively decide if the existing execution activities and assignments are operative, or whether an alteration in methodology is needed. When such evaluations are made on the progress of strategy execution they are critical in guaranteeing that something is done and advancement is made. Aosa (1998) contends that strategy is forming a strategic appropriateness between the inside condition of an organization and external environment and to resolve strategic difficulties, where there is a deviation between the inner features of a business and its surroundings. Executives of corporations after perceiving these deviations in their environment should in turn formulate strategies that are equal to these alterations.

How well the organizations budget directly takes into account the requirements of the strategic plan that can either advance or constrain the strategy implementation process Thompson and Strickland (1989),. Few studies have been completed in diverse researches on divergent features of strategy execution locally and globally. Far less researches have

been conducted on strategy implementation compared to strategy formulation Okumus and Roper (2008). Alexander (2001) realizes that less emphasis is placed in the actual strategy implementation as divergent to long range planning. Strategy implementation is far more complex yet crucial compared to strategy planning and there are greater odds of disaster in execution if less exertion is put towards implementation of strategy.

Numerous researchers in Kenya have done divergent studies on various features of enactment of strategy in all establishments. The researchers comprise aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya Aosa (1992); Koske (2003) focused on Strategy implementation and its challenges, the case of Telkom Kenya Ltd; Machuki (2005) observed the challenges to Strategy Implementation at CMC Motors Group Limited; Muthuiya (2004) researched on Strategy Implementation and its Challenges in Non-Profit Making Organizations in Kenya, the case of African Medical Research. Many of these studies did not dwell on the process of strategy implementation and yet this study was mainly to find out the strategy implementation process at KPLC. Therefore the conceptual and contextual framework in which the above researches were done are different from the concepts and context of this research. There is also a difference in the research methods used by the researchers.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The approach used in the accumulation and breakdown of information requisite to meeting the research expectations is described in this chapter.

3.2 Research Design

The study was a case study. The technique helped the researcher get a good and exhaustive comprehension of strategy enactment and the challenges facing the KPLC. The design is

relevant as it encompasses a vigilant and extensive surveillance of the KPLC's strategy implementation process. The design was useful for a comprehensive circumstantial analysis. The Case study design allowed the investigator to thoroughly study the data in a specific setting. Case studies explore and as a research method involve a careful and inclusive scrutiny of a particular institution. Case studies cover all facets of the unit; it involves the full investigation and intensive examination of the particular unit under consideration.

3.3 Data Collection

The investigator obtained secondary and raw data from KPLC. The researcher collected the main data by way of interviews with employees in the Learning and development, Human Resources and Business Planning departments of KPLC. The guideline for the interviews was a number of queries that the scholar posed to the executives. The questions asked in the discussions varied from exceptionally scripted to moderately restricted questions. The guide will assist the researcher to ask questions in an appropriate order and to elicit worthwhile responses from the interviewees. The researcher chose an in-depth interview method since it allowed for more interaction between the interrogator and respondent. Through this method researchers are able to obtain exhaustive data, additional penetration, added representation, extra competence, additional statistics, and extra value. In this study supplementary data was acquired from the records in the organization such as the strategic plans, annual reports and annual performance evaluations. The interview guide consisted of questions that had been structured in consistency with the purposes of the study. The researcher also obtained primary data through scrutiny inside the organizations' workplaces. The interviews took place inside the company's office building.

3.4 Data Analysis

After assemblage the information the breakdown was done by content analysis. By qualitative data analysis the researcher made overall statements on the relationship of classes or subjects of data. The data obtained in the study could not be analyzed numerically thus qualitative analysis was the best method for the researcher to define, deduce and also disprove the substance of the study. Through Content analysis in qualitative research the researcher was able to analyze human behaviour indirectly through the way the interviewees spoke. The data analysis was done using findings gathered from interviews with the respondents. The face to face interview technique was employed for data collection following the interview guide attached in the appendix. The data was evaluated using the content analysis method where the researcher presented numerous subjects to respondents and reviewed their responses regarding the process of strategy implementation at KPLC.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The information was obtained by the researcher in line with the objective of the study which was to establish the process of strategy implementation at Kenya Power and Lighting Company. The primary data was collected by way of interviews and the interviewees included some members of staff in the learning and development department, Human Resources Department and all the staff in the business planning department. In addition

supplementary data was acquired from the records in the organization such as the strategic plans, annual reports and annual performance evaluations. After collection the data was analyzed using content analysis and the description is presented in this chapter.

4.2 Profile of Respondents

The researcher interviewed a total of 11 members of staff. The researcher stopped at 11 people because by the time the 11th person was being interviewed the interviews had become repetitive and there was consensus amongst the respondents. The researcher asked the interviewees to state the length of time they had been employees of KPLC with the intention of establishing their working knowledge and suitability in giving accurate answers on questions regarding strategy implementation at KPLC. The researcher discovered that all the respondents had been employees of KPLC for a period of more than five years. The researcher further established that the respondents all directly participated in the formulation and the enactment of strategic plans of KPLC. Every member of the business planning department was tasked with the obligation of the management of the formulation and implementation of the strategy ensuring the participation of all the over 10,000 members of staff in the company. They were also accountable for monitoring the advancement of the strategy enactment process daily using the ESM system. Bearing in mind this concrete background, the researcher felt that the interviewees were well-informed on the strategy execution process and would immensely sustain the realization of the research objectives. It was felt that the responses of the respondents were bound to be more objective and well informed due to their understanding and experience of the organization.

4.3 Strategy Implementation at Kenya Power and Lighting Company Limited

The research revealed that KPLC formulates five year strategic plans with a review done after two years. The mid-term review enables them to incorporate changes in the internal and external environments. Since KPLC is partly owned by the government their strategic plans have to be in line with the governments' agenda which include the Ministry of Energy strategy and the Vision 2030. The strategy planning process is inclusive of all stakeholders. The practice is ordinarily done in consultation and with the involvement of the Board of Directors, the top management committee, regional managers, departmental managers and all other staff. KPLC has now announced the use of the balance scorecard which is anticipated to assist in the alignment of the company's objective with the many initiatives under execution as well enhancing the responsibility and performance of employees. At the beginning of the formulation process an analysis of the past performance is done by noting the achievements and also the shortcomings. An analysis of the external and internal environments is then done using the SWOT analysis and PESTEL framework. Additionally they similarly draw conclusions from the financial analysis interpretation and from the exploration of the new trends in the electricity sector globally during the strategy planning process. The strategic conclusions of the formulation workshops and meetings are the vision, mission and values of KPLC, the value proposition, the business model, and the pillars of the strategy, the strategic objectives, the strategic Key Performance Indicators (KPIs), the strategic initiatives and projects.

The Panel of Directors provides the direction that is required to guarantee that the strategic plan is executed effectively. The CEO (Chief Executive Officer) spearheads the execution of the corporate strategic plan. The Manager of Business Planning under the Business

Strategy division has the operational accountability to manage the implementation of strategy. From the strategic plan formulated project charters are derived which support the Board and Top Management by providing a framework for them to translate the strategic objectives into activities and requisite performance levels for all the employees of the company. The implementation matrix during the five year period is operationalized using the annual performance contracts of the directors, the managerial team and the staff. Divisions and unit heads supervise execution of strategy in their corresponding areas of operation. To enhance success of the execution of strategy, accountability for performance is cascaded from the top management down to each level of the organization according to the organization structure using an information systems program named ESM system. The department of Business Planning oversees the implementation of strategy on a daily basis through the ESM system where all members of staff are required to update their tasks daily in the system. Through the ESM system a detailed report on the advancement of the enactment process is obtained. The reports from the ESM system also reveal cracks and areas of improvement.

Specifically for effective cascading of the plan the management embraces an all-inclusive execution program which involves the strategic plan and the implementation matrix being exposed to all cadres of staff according to the organizational structure. The performance contracts targets for all the members of staff are linked to the strategic plan in line with all the quality performance standards and practices. This ensures that activities in the implementation matrix are executed through the performance agreements of the directors, the Chief Executive Officer, Top Management and all employees. The management of

KPLC based on the various individual functions is required to submit the applicable reports as informed by best practice. The management undertakes a review on the advancement of the strategic plan after two years to ensure unrelenting pursuit of the governments' development plan of vision 2030. At the expiration of the five year period an assessment is undertaken to not only establish accomplishment but also negative and positive experiences attained. To improve efficiency the managements' strategies are underway to automate the process of strategy control.

To guarantee responsibility for performance the company's Key Performance Indicators (KPIs) and balance score cards are set at the board level annually as annual performance contracts. The yearly contract comprises a combination of the company's Key Performance Indicators which mirror company's goals and public policy plans. The Chief Executive Officers' performance agreement and balance score card comprises the company's KPIs which are inclusive of other highly important KPIs for which Chief Executive Officer (CEO) is answerable. The CEO's performance agreements and all the company KPIs are cascaded to the pertinent heads of divisions and functional areas. They are consequently cascaded down to staff with reference to their specific accountabilities. The company's operational KPI's are also disintegrated into regional, county and branch components and eventually each individually is allocated their specific KPIs. In order to ensure a smooth and successful implementation of the strategic plan KPLC has a risk mitigation plan that is carried out with the involvement of the risk management department at KPLC and using the risk management framework in place at Kenya Power. The team manages the

implementation risks the same way they deal with the other company risks. This means that a regular risk assessment is done by the risk management team.

The main factors desirable for the process of strategy execution to be attained were identified by the respondents. Key among the factors was the leadership of Kenya Power which is the Board, MD & CEO, regional managers and departmental heads. Communication of the strategic plan and implementation program to the various partners and staff was also identified as a crucial factor influencing the strategy implementation process. Key enablers of the process of strategy implementation include the organization structure, the key processes, employee's capacities and culture, information technology and the financial resources. The challenges faced during the process of strategy implementation included political interference, staff attitude and culture, limitation of time, inadequate resources, an aging workforce, frequent changes of leadership and changes in the organization structure. When asked if they considered the process of strategy implementation at KPLC a success so far the respondents said that the process was not yet fully successful and that it was a work in progress. The respondents stated that a lot needed to be done with regards to the staff attitude and comprehension, the operational processes and the automation of the monitoring and evaluation process.

The leadership of KPLC ensures the institutionalization of strategy throughout the enactment phase by improving the organizational competence to a place where it fully supports the strategic plan by making frequent changes in the organizational structure. How well the strategy implementation phase is accomplished is dependent on the tactical actions rather than the thought-out declarations (Burgelman, Grove & Meza, 2006). The process

of institutionalization of strategy involves action-oriented activities like the strategic objectives being publicized all over the company, alignment of the strategy with culture, competent governance, conforming strategy to the company's structure, and establishing effective compensation systems. A strategic plan when well operationalized and institutionalized during the execution phase ensures an improvement in the organizational attainment. The achievement of an organization is the contrast that is made between the anticipated earnings of a company and the real productivity or results of that company.

4.4 Discussions of Findings

This segment deliberates the outcomes of the study in relation to prevailing works.

4.4.1 Comparison with theory

The respondents revealed that the unique strategic resources of KPLC were fundamental in the success of the process of strategy implementation. Ownership of strategic resources such as advanced IT operational systems, technical, human resources and financial resources would help KPLC in implementation of their strategic plans. Strategic resources are possessions that are priceless, extraordinary, not easy to imitate, and non substitutable. The resource-based theory contends that when a firm is in the control of strategic resources that are supplementary and different from their competitors' effective exploitation of those resources repeatedly grants them a long term competitive advantage over their rivals (Barney, 1991). A competitive advantage is a benefit that a corporation possesses over its rivals that allows it to make more sales and maintain more customers than the competition. This competitive advantage makes it possible for the company to enjoy profits eventually

in the long run. The study revealed that KPLC has many strategic resources which they heavily rely on in the process of strategy implementation. The company owns and runs most of the electricity transmission and distribution system in the country and had acquired over 7.5 million consumers by the end of June 2020. KPLC has also employed over 10,000 members of staff. The resource-based theory suggests that firms should critically search within themselves to identify any strategic resources that they can exploit to obtain a sustainable competitive advantage. A firm's competitive advantage can only emerge from the resources that the organization possesses.

The study revealed that one of the viewpoints of the KPLC strategic plan is the stakeholders and customer perspective. In this perception Kenya Power recognizes that they must maintain good relationships with all stake holders that it deals and engages with. As a commercial state corporation Kenya Power must have good relations with other significant players in the energy sector to ensure success of the strategy execution process. All KPLC stakeholders are involved in the strategic formulation process which means they are also considered during the strategy implementation phase. The company is committed to achieving the governments' objectives of achieving universal electricity coverage which are linked to the vision 2030. The stakeholders comprise of everyone that is affected in one way or another by the company and its activities. A company's stakeholders are all entities devoid of whose contribution the company would not exist. Stakeholders of KPLC include personnel, consumers, political action groups, conservational groups, indigenous communities, providers, the mass media, monetary organizations, governmental groups and numerous more.

The process of strategy planning and implementation at KPLC agrees with all aspects of the Mackinsey 7-S Framework. Peters and Waterman in the late 1970s developed the McKinsey 7-s framework a tool dealing with and covering all aspects of strategy in an organization, a tool which is still relevant today. The model outlines seven interconnected factors that influence an establishment's capacity to execute strategies. In the strategy implementation process all elements of the framework are equally significant as well as interconnected. Hence, changing one factor is likely to influence the other elements. The process of strategy implementation at KPLC is influenced partly, by the correlation between strategy, staff, structure, staff, systems, skills, shared values and style in the framework. Successful Companies have been found to have the seven elements in common. The study established that the Mackinsey 7-S Framework was part of the main elements of successful strategy enactment at KPLC since it encourages regular feedback and communication to significant members in the corporation (Peters and Waterman, 1982).

The findings revealed by this concur with the fundamentals of the open systems theory .KPLC obtains electricity from players in the energy sector and transmits the power to its customers. To effectively run its business KPLC interacts intensely with its environment Open systems theory denotes that establishments are intensely predisposed to their surroundings. The environment refers to other establishments that effect the functioning of the business the effect may be of a social commercial or political, nature. The environment provides important resources that sustain the business and are central to the transformation and existence of the organization.

4.4.2 Comparison to other empirical studies

The study revealed that the strategic planning process at Kenya Power begins with a situational analysis which looks at new trends in the electricity sector, financial analysis, and external and internal environment analysis. A situational analysis of the environment is done using the SWOT and PESTEL methods of analysis. KPLC has recently introduced the use of the balance scorecard in the strategy planning process. The Balanced Scorecard is a tool utilized by managers which enables the organization to review the well-being of the firm through four perspectives which are financial, internal business processes, customer, and learning and growth. Each of the four perspectives lays emphasis on a diverse flank of the company which enables the leaders to have a balanced view of the business. The use of this tool in the strategic management process is expected to help in alignment of the company's initiatives that are under implementation with the company objectives. It is also expected to improve the staff responsibility and performance.

The Directors provide the strategic course to guarantee that the strategic plan is executed effectively. Execution of the company strategic plan is directed by the CEO. The involvement and commitment of the board and top management in the strategy implementation process was found to be very crucial in the success of the process. The success of the strategy implementation process is reliant on exceptional leadership, inspiration of others to achieve set objectives, appropriate distribution of resources, establishing and reinforcing competitive capabilities, instituting policies that contribute towards execution of the strategy and aligning requirements for good strategy execution to the organizations' performance of its core business activities.

Kenya Power uses an implementation matrix in the strategy implementation process. The implementation matrix is operationalized within a period of five years through the yearly enactment agreements of the directors and the staff. During the strategy enactment process policies that may lead to changes in the company may be established. The execution process involves the comprehensive management activities which include recompense, motivation, managerial evaluation and evaluation processes which necessitate cascading of the strategy to all departments so as to accomplish both upright and parallel rationality and enhance enactment of strategies, actions, resources to fund novel activities and processes to take care of the daily specifics (Wheelen and Hunger, 2008).

The research revealed that frequent monitoring and evaluation is done using reports from an IT system known as ESM. A review of the five year strategic plan after two years is usually done to incorporate any changes in the internal and external environments. By monitoring and evaluating development in implementation at regular intervals, companies are able to determine effectively whether existing execution goings-on and duties are effective, or if a dissimilar technique is required. Such appraisals are critical in certifying that something is done to correct any failure and advancement is finalized on strategy implementation. Aosa (1998) contends that strategy is forming a strategic suitability between the outer environment and the inside condition of an business to resolve tactical complications, where there is a deviation between the in-house features of an business and its surroundings. Managers of organizations after noticing these deviations in their environment need to come up with strategies that counteract these variations.

The respondents cited the foremost features required for the strategy enactment process to be successful. Key among the factors was the leadership of Kenya Power which is the Board, MD & CEO, regional managers and departmental heads. Communication of the strategic plan and implementation program to the various partners and staff was also acknowledged as a crucial factor influencing the strategy implementation process. The Key enablers of the strategy execution process were stated as the organization structure, the key procedures, employee's capacities and culture, information technology and the financial resources. Peters and Waterman in the late 1970s advanced the McKinsey 7-s framework a tool which is still relevant today for tackling and covering all features of strategy in a corporation. Throughout the strategy enactment process all constituents of the model which are skills, strategy, systems, staff, style, structure and shared values are equally important and interconnected.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS

5:1 Introduction

Ensuing data collection and data analysis the researcher prepared the resulting summary, inferences and commendations. The investigation was conducted to discover the process of strategy enactment at KPLC.

5:2 Summary of findings

The goal of the study was to find out the the process of strategy execution at KPLC. The research revealed that Kenya Power and Lighting Company Ltd formulates five year strategic plans with review done after two years. The strategic formulation process at KPLC involves the participation of everyone where the Board, top executives, all personnel and external interested parties contribute. The organization fundamentally embraces a top down approach in the execution of strategy. The panel of directors provides a strategic course towards guaranteeing that the strategy is realized. The CEO spearheads the Enactment of the strategic plan of KPLC. The Manager of Business Planning under the Business Strategy division has the operational accountability to manage the implementation of strategy. With the support of project charters the strategic objectives are translated into activities and reporting performance levels for all the employees of the

company. The implementation matrix is operationalized during the five years through the yearly performance agreements of the directors and the staff. All managers of divisions and units supervise the execution of strategy in their respective functional areas. All divisions and units further develop Strategies and operational plans that are further developed at the divisional and unit level. The formulation of yearly work plans is harmonized by the Manager of Business Planning. The accountability for the performance is cascaded down from CEO down to the other cadres of employees according to the organization structure.

The management of KPLC ensures that the strategic plan and implementation matrix is communicated to all cadres of employees. To enhance success of the implementation of strategy accountability for performance is cascaded from the top management down to each level of the organization in alignment with the organizational structure using an information systems program named ESM system. Through the ESM system a detailed report on the progress of the implementation can be obtained. The reports from the ESM system also reveal cracks and areas of improvement in the strategy implementation process. The individual performance contracts targets for all the members of staff are all linked to the strategic plan in line with all the quality performance standards and practices. . This ensures that activities in the implementation matrix are executed through the enactment agreements of the directors, the managing director, management and all employees of the company. The leadership based on the various individual jobs prepares and submits the relevant monthly, quarterly semi –annual and annual reports as informed by best practice. To improve efficiency the management of KPLC intends to ensure that control aspect of the strategy enactment process is automated. To guarantee successful enactment of the

strategic plan KPLC has a risk mitigation plan that is carried out with the involvement of the risk management department at KPLC and using the risk management framework in place at Kenya Power. The team manages the implementation risks the same way they deal with the other company risks. This means that a regular risk assessment is done by the risk management team.

The respondents named the main factors necessary to ensure the practice of strategy execution was efficacious. Key among the factors was the leadership of Kenya Power which is the Board, managing director, regional managers and departmental heads. Communication of the strategic plan and implementation program to the various partners and staff was also identified as a crucial factor influencing the strategy enactment process. The process of strategy execution is essentially facilitated by the organization structure, the vital procedures, employee's capacities and culture, information technology and the financial resources. The challenges faced during the process of strategy implementation included political interference, staff attitude and culture, limitation of time, inadequate resources, an aging workforce, frequent changes of leadership and changes in structure. When asked if they considered the process of strategy implementation at KPLC a success so far the respondents said that the process was a work in progress. The respondents stated that a lot needed to be done with regards to the staff attitude and comprehension, the operational processes and the automation of the monitoring and evaluation process. .

5:3 Conclusion

The Panel of Directors provides the strategic course towards guaranteeing that the strategy is realized. The CEO spearheads the strategy enactment process. The Manager of Business Planning under the Business Strategy division has the operational accountability to manage the enactment of strategy. With the support of project charters the strategic objectives are translated into activities and reporting performance levels for all the employees of the company. The implementation matrix is operationalized during the five years through the yearly performance agreements of the directors and all cadres of staff. All division and unit heads supervise execution of strategy in their corresponding functional areas. Managers in charge of divisions and units in addition develop approaches and working plans which are consistent with the corporate strategic plan. s The accountability for the performance is cascaded down from the CEO down to the other personnel..

During strategy execution, the strategy is translated from the strategic objectives and policies into everyday activities which are actionable by the staff for enactment of the strategy. Strategy execution is realized through ensuring that policies, systems and structures are in line with the approaches to be realized. The management of KPLC ensures that the strategic plan and implementation matrix is communicated to all levels of personnel. To advance the success of the implementation of strategy accountability for performance is cascaded from the top management down to each level of the organization in alignment with organization structure. The individual performance contracts targets for all the members of staff are all linked to the strategic plan in line with all the quality performance standards and practices. . This ensures that activities in the implementation matrix are executed through the enactment agreements of the directors, the executive and

all the other employees of the company. The management based on the various individual jobs prepares and submits the relevant monthly, quarterly semi –annual and annual reports as informed by best practice. To improve efficiency the management of KPLC plans to ensure that the control phase of the strategy implementation process is automated. To guarantee successful implementation of the strategic plan KPLC has a risk mitigation plan that is carried out with the involvement of the risk management department at KPLC and using the risk management framework in place at Kenya Power. The team manages the implementation risks the same way they deal with the other company risks. This means that a regular risk assessment is done by the risk management team.

The main factors required for the execution of strategy to be successful were identified by the respondents. Key among the factors was the leadership of Kenya Power which is the Board, MD & CEO, regional managers and departmental heads. Communication of the strategic plan and implementation program to the various partners and staff was also identified as a crucial factor influencing the strategy implementation process. Key enablers of the process of strategy implementation include the organization structure, the key processes, employee’s capacities and culture, information technology and the financial resources. The challenges faced during the process of strategy implementation included political interference, staff attitude and culture, limitation of time, inadequate resources, an aging workforce, frequent changes of leadership and changes in structure. When asked if they considered the process of strategy implementation at KPLC a success so far the respondents said that the process was a work in progress. The respondents stated that a lot needed to be done with regards to the staff attitude and comprehension, the operational processes and the automation of the monitoring and evaluation process.

5:4 Recommendations

The researcher identified the key factors required for the execution process to be deemed a success as Leadership of Kenya Power, Announcement of the strategic plan to all members of staff, an enabling organization structure, effective key processes, employees' capacities and culture, information technology and financial resources. Actions by the management of any organization should be geared towards changing the staff attitude; culture and participation in the strategic management process are highly recommended.

In the course of the evaluation of the companys' most recent strategic plan KPLC employed the balanced scorecard methodology in the formulation of the company strategic plan. The balanced scorecard conversely has not been entirely applied. The organization should completely implement the use of the this approach in order to have a well-adjusted assessment of the organizations' performance. The use of the balance scorecard in the strategic management process is expected to help in alignment of the company's initiatives that are under implementation with the company objectives. It is also expected to improve the staff responsibility and performance. Using the balanced score card the executive will be capable of resolving some of the challenges of the strategy execution process. The balanced scorecard approach is recommended for use to all organizations in the energy sector and public organizations like KPLC.

The study discovered that strategy implementation is critical for the attainment of any corporation. Emphasis should be engaged on the operationalization and institutionalization of strategy. The researcher recommends that the leadership of organizations should fully

automate the monitoring and evaluation phase of the strategy implementation process. The monitoring and evaluation of the strategy enactment process should be done at regular intervals, so that organizations can successfully conclude whether the enactment activities and projects are operative, or whether any transformation is required. Such evaluations are critical in ensuring that required transformations are effected and advancement is realized in strategy execution. The research also revealed that KPLC has a lot of resources that can be used to expand the range of products that they offer to their customers. The management of KPLC should look at expanding their range of products in order to fully exploit their resources. A recommendation is made to all organizations in the energy sector to fully utilize their resources to offer a wide range of products. To guarantee successful implementation of the strategic plan KPLC has a risk mitigation plan that is carried out with the involvement of the risk management department at KPLC and using the risk management framework in place at Kenya Power. Organizations in the energy sector should also make sure they have a risk mitigation plan in place to make sure that all risks that affect the strategy implementation process are alleviated

Based on the findings in the study, the researcher commends that: The various policy makers and leaders assigned to navigate the advancement of the corporations listed in the stock exchange and in the energy sector ought to be armed with different management skills that comprise the current models of strategic leadership in establishments. All leaders should go through various corporate trainings so that the executives can be equipped with relevant skills to ensure that the best management practices are integrated in the corporations . The researcher also recommends that the government should allow leaders

of government agencies to serve for more than five years to allow for effective implementation of the five year strategic plans.

All participants involved in strategy implementation in various corporations in the private and public sector ought to embrace strategic communication. In effect, well-structured channels of communications that give clear information, direct and instant responses should be enacted for effective strategy execution. Open communication for better understanding among the strategy implementers at all the levels of execution should be emphasized by the communication channels employed. Guidelines should be laid down and enacted.

The study revealed that the beliefs of an organization plays an important role in strategy implementation. Strategies ought to be laid down and reinforced to provide a clear aim in regards to the culture of the corporation. The various aims, purposes, accomplishments descriptions and principles expectations in the establishments should be displayed and mastered by every staff in organizations in the private and public sector. Further, the corporations vision, mission, expected attitudes, models, principles and other constituents of the organizations' culture should be well displayed in visible spaces and locations so that everybody can effortlessly become accustomed to them for easy operations and functioning towards a positive culture in the organization.

Strategy enactment in establishments is certainly an inordinate task as compared to strategy formulation. It is claimed that in Kenya only, over 77% of the strategies projected to be realized in state owned organizations fail to be executed completely. This means that the process of implementation of these strategies is confronted by a number of complications and contests . The investigator commends that a lot of research be carried out in the area of strategy implementation as it is key in the performance of any organization yet it has been given little or no attention by researchers.

5.5 Limitations of the study

The study envisioned to discover the process of strategy implementation at KPLC. The outcomes may not be used in reference to other public corporations. This research was a case study and it therefore required an exhaustive exploration of the procedure of strategy enactment at KPLC.

With the intention of conducting the interviews, consent was sought from the research and development department and appointments were sought with the interviewees. The interviews were conducted during their working periods even though they had very busy schedules. Nonetheless at last the interviews were conducted and the data sought was obtained.

The research primarily dwelt on the process of strategy enactment as explained by the members of staff at the Business planning department. A study inclusive of the external and internal challenges of the strategy implementation process and the strategic control process would have been comprehensive. The research if conducted would have

established the external challenges by working together with the clienteles and other interested parties.

5.6 Suggestions for Further Research

The study focused on process of strategy implementation at KPLC. Additional investigation may be done to establish the strategy control process at KPLC. The study would discover to what extent the strategic plan had been achieved after the implementation process according to the strategic objectives stated. Many establishments have excellent strategies but the goals are not realized due to the hinderances encountered during implementation.

With approximately 49.9% of its shares publicly transacted on the Nairobi Securities Exchange while the remaining 50.1% of its stocks being retained by the government KPLC is a listed company. A study ought to be done on establishments which are related to KPLC in nature and an evaluation carried out. In imminent studies, researchers may possibly discuss with organization clienteles, stockholders and other participants to discover their influence on strategy execution. The effect of the strategy enactment practices may perhaps be proven as seen by individuals separate from the establishment. This would be valuable as these are the foremost individuals for who strategy is projected and the corporation's advancement is also significant to them. . The structures that impact strategy execution in the energy industry may be carried out across organizations pointing out similarities and differences.

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APPENDICES

Appendix 1: Interview Guide

STRATEGY IMPLEMENTATION AT KENYA POWER AND LIGHTING COMPANY

SECTION B: STRATEGY IMPLEMENTATION

1 What is the process of strategy formulation and strategy implementation at KPLC?

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2 Who drives the strategy implementation process at KPLC?

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3. How is the strategic plan implementation process communicated to all the staff to ensure participation?

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4. What role does the human resources capacities play in the strategy implementation process?

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5. Do you feel that the members of staff at KPLC are adequately prepared to execute strategic plans?

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.....

6. How important is the contribution of workers of KPLC in the strategy enactment process?

.....
.....

7. How does the management at KPLC create an atmosphere that motivates employees to contribute to the successful strategy implementation of their strategic plans over the years?

.....
.....

8. What would make the strategy implementation process at KPLC successful?

.....
.....

6 What practices does the management of KPLC employ to ensure success?

.....
.....

7 Do you think the process of strategy implementation has been a success so far?

.....
.....

SECTION C: CHALLENGES OF STRATEGY IMPLEMENTATION

9 Name the challenges that you have come across so far during the process?

.....
.....

10. Are all these challenges the ones that you had anticipated at the strategy formulation stage or did they come up unpredictably

.....
.....

11. What are the factors in the internal environment that have affected the strategy implementation process adversely?

.....
.....

12 What are some of the factors in the external environment that have affected the strategy Implementation process?

.....
.....

13 Are the information systems adequate to monitor the strategy implementation process?

.....
.....

14 Are there challenges posed by inadequate resources and the organizational structure?

.....
.....

15 Do the customers and members of staff fully appreciate the strategies articulated in the company strategic plans?

.....
.....
.

16 What are the other challenges you face in strategy implementation at KPLC?

.....
.....

17 Can you come up with some probable solutions to the challenges of strategy implementation at the KPLC?

.....
.....

18. How successful has the strategy formulation and implementation process been so far at KPLC? What would you do to make it better?

.....

Appendix II: Letter for Data Collection Authorization



The Kenya Power & Lighting Co. Ltd.
Central Office – P.O. Box 30099 – 00100, Nairobi, Kenya.
Telephone – 254-02-3201000 – Telegrams ‘ELECTRIC’
Fax No. 254-02-3514485
STIMA PLAZA, KOLOBOT ROAD

Our Ref: KP1/5BA/42D/DEO/ck

30th October, 2019

Joy Lorna Nduma
Nairobi, Kenya,

Dear Joy,

RE: DATA COLLECTION AUTHORISATION

Reference is made to the subject matter mentioned above.

You have been allowed to collect data in the Company on *“Strategy Implementation at Kenya Power & Lighting Company”*.

The data collection will be conducted between 30th October 2019 and 30th December 2019 within the Company.

This authority notwithstanding, you must exercise confidentiality of company information. The Research Project should also not disrupt normal working hours and Company’s flow of work.

A soft copy of the final research project saved in a compact disc should be forwarded to the Manager, Learning & Development.

If in agreement with the above, please sign hereunder:

Researcher

Name: *Joy Lorna Nduma* Sign: *[Signature]*

Date: *31/10/2019* Academic Institution: *University of Nairobi*

Yours faithfully,
For: KENYA POWER & LIGHTING CO. LTD.

DAVID EBATALA OPERO
For: MANAGER, LEARNING & DEVELOPMENT

Appendix III: Letter for Research Approval



Kenya Power

*The Kenya Power & Lighting Co. Ltd.
Central Office – P.O. Box 30099 – 00100, Nairobi, Kenya.
Telephone – 254-02-3201000 – Telegrams 'ELECTRIC'
Fax No. 254-02-3514485
STIMA PLAZA, KOLOBOT ROAD*

Our Ref: KP1/5BA/42D/DEO/ck

30th October, 2019

TO WHOM IT MAY CONCERN

RE: RESEARCH APPROVAL – JOY LORNA NDUMA

The above-named Masters student from University of Nairobi has been allowed to collect data in the Company on *“Strategy Implementation at Kenya Power & Lighting Company”*.

The data collection will be conducted between 30th October 2019 and 30th December 2019 within the Company.

This is with the understanding that the candidate will exercise discretion in the use of company information and that this exercise will not disrupt normal working hours and Company's flow of work.

Yours faithfully,
For: KENYA POWER & LIGHTING CO. LTD.

DAVID EBATÁLA OPERO
For: MANAGER, LEARNING & DEVELOPMENT