RESPONSE OF THE GOVERNMENT OF KENYA PRINTING PRESS TO CHANGES IN THE EXTERNAL OPERATING ENVIRONMENT

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DECLARATION

This Management Research Project Report is my original work and has not been Submitted for the award of a Degree in any other University.

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This Management Research Project Report has been Submitted for Examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this Research Project to God for His abundant blessings, grace and favor, which enabled me to succeed in completing this program under a dynamic changing environment.

To my husband Mwita, daughter Robi and son Chacha, for enduring my long absences from home and support during the period that I was pursuing this degree programme. To my entire household team that diligently supported me towards this worthy course; and my mother, for being a source of insight, strength and inspiration.
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This study was motivated by the critical role played by the Government of Kenya Printing Press which is at the nucleus of the entire government operation system. Besides being a player in the security system, it was fascinating to find out how this organization made an impact in the lives of ordinary individuals in this country within a dynamic environment without losing focus and while keeping the pace amid change. My sincere appreciation is to God for enabling me to complete this project.

Special thanks to my Supervisor, Dr. Zack Awino for his constant encouragement, guidance and challenging insights that contributed to shaping this project right from inception. To all those focus groups at the Kenya Government Press who took time to discuss with me in depth issues relating to this research. Special thanks to Esther and Eunice who typed this project and also giving support in all aspects of preparation of this piece of work. To all others whom I cannot thank in person, I say thank you.
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List of Abbreviations

DPT- DIGITAL PRINTING TECHNOLOGY
GP- GOVERNMENT OF KENYA PRINTING PRESS
IT- INFORMATION TECHNOLOGY
PAC- PUBLIC ACCOUNTS COMMITTEE
R& D- RESEARCH AND DEVELOPMENT
RRI- RAPID RESULTS INITIATIVE
ABSTRACT

The objective of this study was to establish the response of the Kenya Government Printing Press to changes in the external environment. The unique operations of the organization amid a security environment while confronting dynamic unpredictable change prompted the researcher to study how it responds to its operating settings. The research was done using case study design. No sampling was done since the Kenya Government Printing Press was the unit of study. Primary data was collected using an interview guide which was administered by the researcher on informants at the level of Departmental Heads and their Deputies. A total of 18 out of 20 targeted focus groups were met which forms 90% response rate. The data was analyzed and presented qualitatively using content analysis, measures of central tendency, and results presented in tables and conclusions drawn by inference. The Government of Kenya Printing Press is a department under the Office of the President and is purposely set up to offer printing and advisory service to the government. It has a wide variety of products which touch on day to day operations of the public, private and individual institutions. From the study findings it was established that it is greatly affected by political influence followed by rapid technological change. To a great extent also suppliers, customers, economic factors and human resource factors affect the organization. Its monopolistic position is gradually losing ground as there is room to grant authority to clients to source the service from alternative printers. It has responded adequately to changes in technology by purchasing the latest state-of-the-art machinery and equipment, training its staff on IT and the use of e-commerce to a moderate degree. Other strategies that have been utilized include operational responses such as strategic planning to a smaller extent, performance contracting, as per government policy and machine rehabilitation. Staff reorganization has occasionally been carried to orient them with new production processes. The organization is pursuing ISO certification for various standards. It is evident that the leadership has the zeal to push on and cope with change while embracing reforms and acquisition of best strategic management practices. If GP exploits her full potential, she is poised to be the best printing and paper conversion organization within the African trading bloc while benchmarking with the developed world since skills in this profession are acquired at a global competitive level. It is recommended that further research be undertaken on the nature of competition posed by the top media houses in Kenya, the influence of ICT on GP’s service and product delivery and the influence of politics on GP’s performance.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

1.1.1 Organization Responses to the Environment

Change is permanent. The ever changing business environment requires the business players in this environment to make adjustments, which are in tandem with these changes. Changes in the political arena from single party rule to democracies, economic shifts, legal changes, and social demographic changes among others, call for business to be on the look out to identify how these changes affect the way they transact their businesses. In the event of non-adjustment to environmental changes, firms will either be swept aside to pave way for those firms or government which meets the challenges of change, or change itself will change or destroy these firms. It is a case of learning to swim in waters or sinking altogether.

Firms are going concerns and their preoccupation is continuity and prosperity. There is no known firm therefore, which will wait to be submerged in the waves of environmental change. How firms therefore, handle change in the environment constitutes organizational responses to change. Through adoption of change firms will harness the resources in the environment so as to increase their wealth maximization or customer satisfaction. Through the same change adoption organizations or governments are able to deliver products/services back to the environment upon tapping opportunities from the same environment and transforming them into outputs of value (Ansoff & McDonnell, 1999). Firms therefore are not only environment serving but also environment dependent.

For firms to respond effectively to environmental changes they must have the structural capability and capacity to do so. This must start with a human resource portfolio with the core competence profile to do a clinical interpretation of the firm’s resources in relation to the turbulent business environment, and craft the strategy forward for the firm. This strategy should be able to offer products/services of value better than competitors and in the most cost effective manner. Failure to align the internal capability of the firm with the environment is for sure a recipe for failure (Aosa, 1992).
1.1.2 The External Environment

Organizations are environment dependant for their resources to produce goods and services, which are released back to the external environment for onward utilization. The external environment, therefore, constitutes the political, economic, social, technological, ecological and legal environments. This is the remote environment in which all firms operate. The environment also includes the competitive industry environment under which firms operate. This competitive environment is determined by the power of suppliers, the power of buyers, the threat of new entrants, rivalry among existing players in the industry, power of substitutes, among others.

However, more fundamentally is the internal environment of the firm that is manipulatable by the management. More often than not the external environment is turbulent. This means it is rapidly changing; it is unpredictable as well as surpriseful. This turbulence exerts pressure on the organizations to change so as for them to survive. They must, therefore match their internal capabilities with the pressure in the external environment, failure to which they will lose their business survival positioning (Ansoff, 1988). In essence analysis of the political, economic, sociological, technological, ecological and legal framework takes greater significance in responding to the environment.

Strategy is therefore required to effectively respond to the turbulent environment. Strategy is all about corporate success. It is an executable plan of action which describes how an organization will achieve a stated mission. Strategies could be formulated to cover or drive products, services operations, and support managerial and leadership processes. Any good strategy is believed to have the scope of the firm which shows the firm's mission and its business both at present and planned interchanges between the firm and its environment. Strategy should also constitute competence as an indication of the level and patterns of the firm. At the same time strategy should indicate the competence advantage or the unique position that a company will develop vis-à-vis its competitors through its resource mobilization and the scope of its decision. Synergy is the last element of strategy and it is the joint effect that is sought from the company’s resources employment and company scope of decisions. Porter (1996) also captures strategy as the creation of a unique and valued position involving a different set of activities as a response to the environment. These responses constitute strategic responses to the environment.
1.1.3 Strategic Responses

Many firms and governments in the 1990s have seen their success eroded or destroyed by the tides of change for example technological changes like the mobile internet and digital technologies, demographic like the increased populations in Africa, and regulatory changes such as regulation of the Kenyan media. Any company or government that is more of a bystander than a driver on the road to the future will find its structure, values, and skills becoming progressively less attuned to an ever-changing and more challenging governance reality.

The current period is one of profound transition and one more radical than that of the second revolution and great depression (Drucker, 2002). Some social and political certainties that will shape the nature and dimension of governments and business. These include the collapsing birth rate, the financial crunch of the USA, and income distribution shift. In addition we have the global competitiveness, the growing incongruence between political and economic realities, international terrorism and the Alqaeda network in addition to global calamities such as earthquakes and the HIV pandemic. Such a discrepancy between the paces of change in the industry environment where government exists and the pace of change in the internal environment spawns the daunting task of organization transformation.

The organization transformation agenda typically includes restructuring, overhead reduction, employee empowerment, and process redesign and portfolio rationalization. As important as these initiatives are, their accomplishment can’t restore a government or company, to service delivery leadership nor ensure that it intercept the future in a more rational manner (Hummer, 1996). Hence there is a need for government to use strategic management responses to the environment. This could be realized by implanting strategic responses.

Strategic responses involve government strategic behavior to counter or accommodate the realities of the external environment. The change can be gradual, evolutionary or even more dramatic to be revolutionary (Thompson, 1997). Some of the strategic responses include restructuring, marketing, information technology and cultural change. Restructuring involves changes in some component parts of authority, communication channels, control and authority (Wilson and Rosenfield, 1990). The levels of the structure should be as few as possible to reduce the scalar chain of command (Drucker, 2001).
Governments using strategic management can dramatically improve their efficiency and the quality of their output by focusing on the processes that create value to them. Radical government process re-engineering requires a complete rethink of how certain tasks are carried out and search for new ways through which performance can be improved (Thomson, 1997). It has been said when competitiveness problem finally becomes inescapable, most executives in government institutions resort to the brutal tasks of restructuring under names like refocusing, delaying, decluttering, and right-sizing. Downsizing literally attempts to correct the mistakes of the past; it is not about creating the market or efficiency of the future. A government will valuably restructure itself out of power when its adjustment seems incapable of security and creating the future (Hammer, 1996).

Given the inevitable nature of change governments must be proactive. They have to act in different dimensions, the invisible, the cyber, the borderless, and the dimension of high multiple (Ohmae, 2001). The invisible embraces old economies which are still entities that grow in a steady predictable linear progression while in borderless dimension, the economy is not tied to the nation state but is driven by consumers, investors, and capital. In the cyber dimension, information technologies have changed the consumers, producers and civic units in such profound and irrevocable ways such that those who can't create a presence in this area will find it difficult to succeed. The key to thriving in today’s world is a deeply embedded capability for continued radical innovations as a reaction to the ever-changing face of the environment (Hamel, 1989).

Culture constitutes the pattern of beliefs, values and learned ways of coping with experience that have developed during the course the history of a government or organization (Brown, 1998). Appropriate and cohesive culture may not be a source of competitive service delivery advantage but resistance to change and government inertia are symptoms of a government trapped in its own paradigm and routines. The potential for changing the culture of a government is influenced by the beliefs of the strategic leaders and the extent of the strategic need. Indeed adaptive cultures are assumed to be competitive machines (Kottler, 1996).
However, cases of strategic drifts have also been observed in highly homogenous cultures and conservative paradigms with readiness to discuss alternative views as having been tried and failed. When senior managers know they are going nowhere they become the concrete ceiling blocking many new innovations and giving little focus on to environmental change as the basis for strategic change.

The interest in strategic management has inspired a number of local studies on environmental dependence. Bett (1995) found out that firms in the dairy industry have made substantial adjustment to their strategies targeting brand pricing and value proposition. The same findings were arrived at by Kombo (1997) in his study of firms in the motor vehicle industry. These Industries are constantly adapting their strategies to fit with the environmental shifts.

1.1.4 The Printing Industry in Kenya

The printing industry is undergoing numerous changes. The advancement of digital technologies has profoundly impacted on the ways in which information is conveyed to consumers and has given people the ability to produce documents on their own, thereby limiting reliance on traditional print companies. As an example of this phenomenon, Freeman and Rothenberg (2006) report on decreasing demand for traditional print products, citing statistics from the Newspaper Association of America that marked a decrease in newsprint consumption of 14%. In Kenya the situation is almost of a similar nature. With the launch of websites of major leading media houses such as the Nation, and Standard Groups, readers could now read news online and even advertise online. This has drastically reduced the amount of paper news prints.

As a result of these changes, printer device manufacturers are developing new technology that would make printing more efficient and cost-effective. Similarly, in response to these changing market trends, print suppliers are attempting to reposition themselves as a communications or marketing partner/service providers as opposed to solely as print or commodity suppliers. Becoming a marketing partner or communications company involves going beyond taking print jobs to offering a wide range of print products and marketing solutions to consumers. Thus, printing companies - manufacturers and suppliers alike - are
striving to grow and sustain creativity and innovation to keep their competitive advantage in an industry faced with many challenges. This is as per a report by Barbara, Patricia, Franziska and Heather (2003-2004).

The challenge in the printing industry is no longer centered in the performance of the traditionally already defined roles of service and product provision but in the creation of partnerships with the customers. The firm’s management must be available to properly represent their product or service and modify it to meet the needs of the customer over and over again. Indeed the primary challenge of any firm/industry then, remains that of seeking efficiencies of product positioning and distribution, while at the same time offering the kind of service that will help customers achieve their ultimate goals (Porter, 1985).

In an attempt to create a competitive edge firms use a variety of strategies. Organizations routinely use mergers and acquisitions to both grow and enhance innovation. Not surprisingly, mergers and acquisition activities within the printing industry have increased dramatically in recent years. In the first half of 2004 alone, there were 275 mergers and acquisitions within the industry.

A number of the high-profile merger and acquisitions were aimed at providing service or product innovations. Thus, one of the ways printer device manufacturers can develop new printing technology is through merging with or acquiring companies that have a desired printing technology or the knowledge base to develop one. Global examples of this include Xerox's acquisition of XMP which is a software company, and the acquisition allows Xerox to deliver to customer’s software that addresses even the smallest niche without ever having to develop software itself. Another example is Hewlett Packard's 2005 acquisition of Scitex, which was conducted (at least in part) to gain a propriety ink jet delivery technology.

Similarly, print suppliers also rely on mergers and acquisitions to acquire the ability to provide wide range of print solutions, related products, and other marketing solutions across various printing mediums. For example, RR Donnelly purchased Moore Wallace, a Canadian-U.S. printer, in 2003, creating the largest printing company in the world. Donnelly's portfolio is enhanced by Moore Wallace's business documentation, forms, and
direct mail offerings, and will help provide the company with the opportunity to offer the world's leading companies a comprehensive suite of print and related products and solutions. These strategic positioning approaches are similar to those adopted by the government of Kenya as outlined in the Economic Recovery Strategy 2003-2007. This saw the government shift focus from National Development Plans (the latest being 2002-2008).

Changes in market demands within the printing industry have made mergers and acquisitions an attractive option for top-line growth by spawning innovation and creativity. This is an addition to numerous recourses to the changing environment especially by government. However, there is little research that helps us understand how governments have responded to environmental changes especially in the printing industry and political influence.

1.1.5 The Government of Kenya Printing Press

Government Press is a department under the Office of the President. However for purposes of this study the Government Press shall be treated as an organization on its own. It is one of the oldest and biggest printing establishments in Kenya. The press was first established in Mombasa in 1895 under the colonial Government to produce necessary documents to ensure that the colonial administration was functional. It was later developed into a fully-fledged printing unit to produce materials for the Kenya-Uganda Railway and also for the East African and Uganda protectorate (Government Press Strategic Plan 2004-2009).

The first 'Official Gazette' of the East African and Uganda protectorate was published in 1899. The plant and staff were transferred to Nairobi on 15 January 1907 as the Uganda Railways press. Its activities further expanded and the unit produced the Official Gazette and the minutes of the deliberations of the Colonial Legislative Council for the colony and protectorate of Kenya. Later, the press changed its name to Printing and Stationery Department under the Ministry of Power and Communication in 1962 and later Government Press (ibid).

The Government Press Department is in the industrial sector and is charged with the responsibility of printing and publishing official Government documents as and when required at affordable costs. It also prints all documents required for revenue collection in the
Government, which places it at the nucleus of the entire Government operation system. It also does minimal commercial printing. It may be noted that the department being in the manufacturing industry must keep its pace with technological change that is rapidly taking place in the printing industry globally (ibid).

The vision of the department is to be the preferred organization in the printing and paper conversion industry within Kenya and beyond. Its mission is to provide printing services to the Kenya Government promptly and at economical cost, and to ensure adequate security and supply of all documents needed for the running of public organizations. The core function of the Government Printing Press (GP) is to print government documents and keep them under safe custody. The GP therefore prints and publishes all Government documents including the Manufacture and Supply of exercise books, learning materials and textbooks. GP also manufactures GK rubber stamps in addition to carrying out research and development in printing technology. It also advises Government on all matters pertaining to printing.

The objectives of the government press as an organization include; first of all ensuring that the Kenya Government gets printing services that it requires promptly. It ensures confidentiality of government documents in terms of printed or bound matter. The other goal of government press is to print and supply all accountable documents required for collection of government revenue as well as manufacture and supply exercise books for Kenyan’s institutions at affordable price. Finally, it advises the government on all matters pertaining to printing based on research (ibid).

1.2 Statement of the Problem
Given the changes in the external environment, it is only competitors who offer quality and modern printing who will almost definitely take the lion share in the market. While the Government Printing Press does much government printing the same customers served by Government Printing Press are the very customers being served by competitors such as Kenya Litho, Print Pack, Colour Print, Nation Media Group, Standard, the Kenya Times, among others. These competitors therefore have placed pressure on the Government Printing Press to deliver quality and modern products to the public to whom Government Printing Press is accountable. It is therefore crucial to look at how it has responded to the changes in
the environment in the printing industry. In fact some of the changes in the environment require the showcasing of quality printing for example in advertising. This showcasing is not in line with the discrete nature of Government Printing Press especially in its treatment of classified information. Hence customers do not have the opportunity to choose the very best from all the competitors in the market. It remains to be seen how the Government Printing Press has responded to such kind of challenges in the environment. It is worthy to note that the GP serves both national and international customers. Global demographical changes leading to increased population has also laid a heavy burden onto the Government Printing Press to perform above bar. It is therefore crucial to understand the kind of strategies that the GP has put in place to counter the changes in the environment especially the ever-growing population that needs an equally huge but quality printing. This has to be done in the form of strategic response.

In a bid for the government of Kenya to improve service delivery and deepen reforms, the concept of each ministry developing Strategic Plans and Action Plans was adopted in the 2004/2005 Financial Year. This was closely followed by Result Based Management and later Performance Contracts which are intended to improve accountability and focus resources on the attainment of key national policy priorities. This reform agenda targeted among others; developing a successful performance management policy, recruitment and training policy, promoting meritocracy in the public service and a pay policy for the public service (Economic Recovery Strategy Annual Progress Report, 2006). Considering them monopolistic and discreet nature of GP’s operations, it remains to be established whether the key reforms outlined really took place and if there has been any response to the changing environment.

In a nutshell, studies of responses to environment change have been done by a number of researchers such as the one by Michael (2003) “The Generation beyond Print on Paper” and there has been scanty information relating to responses by organizations in the printing industry. No two institutions are perfectly similar and therefore whatever works for firm A might not work/succeed in firm B. At the same time, it is important to highlight that while responses to changes in the printing industry is of greater value, little if any research has been done in this area. A research by Shalini et al (2008) has only captured creativity in the
printing industry. Such kind of research as much as it contains some creativity here and there it fails to unmask the specific responses by Government Printing Press to the changing printing industry.

In fact, even with the responses and insights given by the various studies, there has been a time lapse of more than six years in which period a lot of changes have taken place in the environment. At the same time Government Printing Press is a restricted area. This means access to information and therefore research is a difficult process. It thus leaves a knowledge gap in the area of Government Printing Press responses to the environment. Given the above scenario, what then are the responses by the GP to the changing external environment?

1.3 Objective of the study
The objective of this study was to determine the Responses by the Kenya Government Printing Press to changes in the Environment in the Printing Industry.

1.4 Importance of the study
The research will be of great significance to the following groups:

1.4.1 Government
The study findings will hopefully assist the government to understand the challenges in the printing industry and how to deal with them. It will also assist government in forward planning and thus enable it assemble the necessary resources for its strategic plans especially in printing. The government will also benefit from benchmarking itself against other governments in printing service delivery and make the necessary adjustments.

1.4.2 Scholars
The findings of this research will add to the body of knowledge of the existing research, and act as a point of reference for further research. The study will identify problems encountered during the research and this will be a pointer on how to deal with such problems in researches related to the current study. It will also hopefully provide the methodology to be used for further research related to this one.
1.4.3 **Investors**

Investors would find the study findings crucial in identifying investment opportunities in the printing industry. They will also understand the competitive challenges in the industry and how to face them. The public who form the bulk of these investors will get to understand the nature of printing services offered and how they can tap them. The research will also unravel the GP functions and facilitate accountability of the government to the public.

1.5 **Scope of the study**

The study focused on the responses of the Government of Kenya Printing Press to the changes in the external environment.
2.1 Introduction

In the business world, strategy is the key to success and business leadership. Strategy defines the future direction of an organization and the actions it needs to take to achieve its goals (Cadle and Yeates, 2004). Strategy is the pattern of plan that integrates an organization’s major goals, policies and actions into a cohesive whole. It pulls together and gives meaning to everything an organization does. A well formulated strategy helps to organize resources into a unique and viable force based on the competences and short comings of the organization, on anticipated changes in the environment and activities by competitors (Quinn 1991). This chapter highlights business strategies that organizations have used in the past to respond to environmental changes. Strategies can be created from the top down to its users but they can also emerge.

2.2 The Concept of Strategy

The essence of any strategy is corporate success; success especially in the environment which is basically turbulent. The exact period when the term strategy assumed usage in the business community is untraceable (Burnes, 1996). Strategy involves a fit between the external characteristics and the internal conditions of an organization to solve a strategic problem. The strategic problem is the mismatch between the internal characteristics of an organization and its external environment. The matching is achieved through development of organizations core capabilities that are correlated to the external environment and will be enough to enable the exploitation of opportunities existing in the external environment and to minimize the impact of the threat from the external environment. Strategy is required in order for an organization to obtain a viable match between its external environment and its internal capabilities. Organization must also continuously and actively adapt to change to meet the demands of an ever changing environment (Aosa, 1998).
Strategy revolves around, creating a fit among company’s activities. The success of a strategy depends on doing many things well- not just a few and integrating. If there is no fit among activities, there is no distinctive strategy and little sustainability. The co’s activities include its effective interaction with the environment in that these activities are geared towards serving the external environment. (Porter, 1996).

The interrelated nature of the organization and the external environment must be noted. This is where the organization outputs are discharged and where the inputs come from. The company must discharge those outputs that meet the needs of the external environment. The external environment is always changing, sometimes more turbulently than other times. The company must not only configure its resources to meet these needs but also develop foresight, flexibility and speed in order to respond to these changes in a timely manner as to satisfy customer needs.

Working hard to understand a customer inherent needs and then thinking what a category of product will suit the customers' needs also constitutes strategy. Strategy is the bridge between the firm's resources and the opportunities and risks the firm's faces in the environment. It incorporates the competitive moves and approaches to produce the best performance and satisfaction to the stake holders (Grant,2000).

The strategy required to respond to the ever changing environment should, therefore, constitute the game plan by management in the creating of a competitive edge of the firm through offering products/services which meet and surpass customers’ need/expectations. The firm's core competence profile must hence be matched with the environment so as to position the firm to be able to execute its mandate effectively and efficiently. This therefore, calls for an integration of the firm's mission and vision statement into its whole strategic planning process on the basis of existing business realities. Above all strategic formulation must be, married, to strategy implementation to ensure success (Nyaga, 2007)
2.3 Environment, Strategy and Capability Linkages

The relationship between the environment, strategy and capability is best illustrated by Ansoff & MCdonnell (1990). They argue that serving organizations are in constant two way interaction with the environment. They take in the assortment of resources from the environment add value to them, and deliver them back to the environment in the form of goods and / or services.

Successful environment serving organizations are open systems; the continued organization survival depends on its ability to secure rewards from the environment which replenish the resources consumed through the conversion process, and also the continued maintenance by the organization of its social legitimacy. In addition to the products and services organizations produce side effects on the environment (such as air pollution or student riots) which may socially be undesirable.

Firms in general and Government Press in particular need to have an internal structure and dynamics capable of continued responsiveness to change in the external environment. It therefore requires a managerial capability to sense and interpret environment change coupled with capability to conceive and guide strategic response, and logistic capability to conceive, develop, test and introduce new departments and services. In addition to strategic aggressiveness, the responsiveness of the firm's organization capability must also be matched to the environmental turbulence. The responsiveness appropriate to different turbulence level is captured in appendix I

Environmental turbulence is repetitive and slowly incremental and is applicable especially in closed systems (Appendix I). At level 2 when turbulence is repetitive and expanding the responsiveness is efficiency driven and market driven. In addition to that, situations where environmental turbulence is discontinuous and unforeseen, the responsiveness should be one that seeks new change and novelty of change respectively. Last but not least, a changing environmental turbulence at level 4 seeks operating efficiency as response, etc. Two types of responses are found in today's practice, one of them is the positioning response which uses strategic planning to select the portfolio of business areas in which the firm will participate,
and to develop the competitive strategies it will pursue in each area. The second type is the real time response, which uses a technique called strategic issue management, to identify potentiality, unforeseen strategic threats and opportunities to estimate their impact on the firm, and to develop and execute timely responses.

The responsiveness of the firm refers to the way a firm handles the external environment. The five primary of responsiveness, each of which a distinct goal of the firm are; first, Operating responsiveness which minimizes the operating cost of the firm, Competitive responsiveness which optimizes the firm’s profits, and innovative responsiveness which develops the firms near term profit potential. We also have the entrepreneurial responsiveness which develops the firms long term profit potential as well as the administrative responsiveness which is its capability to support in an effective and timely manner the five environment behaviors.

Operating and competitive responsiveness assures the profitability of the firm’s present product in its present market. The goal of the innovation responsiveness is to optimize the firm's development products marketing strategies and supports the firms' competitive positioning activity. Entrepreneurial responsiveness assures the firms long term growth, profitability and continuity through balancing its business portfolio.

2.4 The Organization and the External Environment

The issue for critical analysis in any organization and environment is uncertainty. The GP hen looked at as an organization operates in an environment which is punctuated with uncertainty. The environment is dominated by social institutions and systems. Management’s enlightenment begins with the recognition that a firm such as GP is not isolated from its environment but interactive with it. This indicates a shift in focus from closed system to open system behaviors models. Closed systems are basically those, in which inanimate objects interact with other elements of the system, reach a steady state of equilibrium and come to rest. In an open system, objects interact with their environment reach a new steady state and continue dynamic activity, including interaction with the environment.
While making their contribution to the subject of organization and its environment, Emery and Trist (1965) proposed a framework for the environment in the form of a matrix of connections (processes, influences, transactions, communications) that exist within it. The model clearly demonstrates three essential ideas. The GP interacts with its environment both as a receptor of signals from the environment and transmitter of signals to it, and the character of the environment the firm faces is importantly shaped by interdependences and transactions that occur entirely outside the domain or realm of influence of the organization. At the boundary between the GP and the environment, there exist input and output dependencies of the organization.

The GP task environment or the operation environment is the portion over which the firm typically has a greater degree of control. (Thomson, 1967) says the environment encompasses many of the challenges GP faces when attempting to attract or acquire needed resources, or in marketing products and services (Pearce, J.D. and Robinson, R.B. “Environment Forecasting: key to Strategic management” Business, July/September 1983, pp. 3 - 12). The task environment comprises well-defined, long-standing, high relevance and high controllability relationships between the organization and other individuals or organization: customers, suppliers, banker, and consultants.

By contrast, the remote environment comprises forces and relationships beyond a firm’s operating situation but which may impose change on its task environment. Rarely does a firm have the power to exert any meaningful influence upon its remote environment, but it can learn to understand that environment and the ranges of new influences and conditions it may impose. Elements in this less visible remote environment interact to reshape signals that the firm observes through its boundary with the more visible task environment. An organization such as GP should scan the general environment for broad trends and for possible new part and new opportunities, i.e. for input into setting or modifying pay strategies to uncertainty in a firm’s environment has both turbulence (extent and frequency of change, and strength of signal, visibility of change). The organizations need to be sensitive to the environment is externally influenced by the impact, the frequency and the predictability of change.
In dynamic environments, the major source of environmental challenge is still in the local or task environment, but the balance of the firm’s input-output relationship changes. In stable circumstances the firm can act more at will, sending signals and outputs to the environment. In dynamic environment the control of the firm over its environment is lessened because competition intensifies for resources for resources and markets, the balance shifts and the bulk of interactions represent inputs from the environment.

The printing industry became dynamic with the change from print to digital and internet. Environmental change amid turbulence is characterized by uncertainty and rapidity of change in the remote environment which increasing by causes unpredictable changes in the task environment. Ansoff (ibid) characterizes the turbulent environment as “an unfamiliar world of strange technologies, strange competitors, new consumer, attitudes new dimensions of social control, and above all, a questioning of the firms role in society”.

Emery and Trist (ibid) observed that turbulence in organizations implies a gross increase in their area of relevant uncertainty. The consequences which flow from an organization actions lead in ways that become increasingly unpredictable, and they do not necessarily fall off with distance but may at any point be amplified beyond all expectation, similarly lines of action that are strongly pursued may find themselves attenuated by emergent field forces. The transition from less to more turbulent environment is an evolutionary one, adaptive social structure inherently more complex as they develop and interact with their environments, change introduces change.

The adverse effects of environmental hostility probably pose the greatest threat to small businesses due to their limited resources and relative inabilities to survive the consequences of poor managerial decisions (Covin and Slevin, 1989). Learning to compete in a hostile environment will become increasingly important. This is particularly true for small print providers who face the continuing and rapid expansion of large printing firms. Small printing firms were once quite benign. Environmental conditions were relatively stable, as demonstrated by the longevity of many firms in those markets. The existing small merchants generally competed in an orderly manner. However, the entry of large discount printing firms and media most often dramatically disrupts this tranquility for many local merchants, with the newly located media houses.
Lately especially as from 2008 to date the printing industry is therefore facing an ever increasing level of environmental uncertainty. The environment is become both more complex and more dynamic. As this environmental turbulence mounts competition becomes hyper competition, a term Aveni carried to denote a form of competition where “the frequency, burdens, and aggressiveness of dynamic most by the players accelerates to create a condition of constant disequilibrium and change” (Davani 1994). This disequilibrium is a product of the various challenges which face the printing industry. Increasing environmental uncertainty, complexity and turbulence pose a threat to strategic managers because they hamper their ability to develop long range plans and to make decisions that keep their organization in equilibrium with its external environment. Rather than re-thinking how managers should approach planning processes in this new world, traditional strategic planning wisdom redoubled has the focus of attention on the planning tools themselves, suggesting that environmental scanning, evaluating and forecasting tools will become ever more important to make sense of the rapidly changing landscape (Auster and Choo, 1994). It is uncertainty in the environment which harbours environmental hostility.

2.5 Environmental Challenges Facing the Printing Industry

Environmental challenges facing the Kenya printing industry are now of a global nature. Globalization and continued revolutions in information and communication technologies particularly in the use of the mobile internet technologies poses a threat of possibly replacing the classical print industry. Future survival of the old printing systems will be impossible in the face of advanced electronic and integrated, communication technologies. There is an urgent need for the print media tore-invent and reposition itself in the market of information and communication so as to meet the challenges in the external environment. These challenges include technological challenges, the competition and changing marketing trends, the economic changes and the political challenges, among others.

2.5.1 The threat of Digital and Internet Technology

In their Abstract titled "Creativity in The Printing Industry: The context Organizational Change", Khazanchi, Slay and Sheep (2008) argue that introduction of new varieties of media technologies has reduced reliance on classical print companies and their products. This assertion is very true and a painful reality that the global printing industry needs to come to terms with. The paper is no longer the only medium for disseminating, displaying and storing information as has been the case in the government up to as late as the 1990s.
Instead the internet is now a very fast, cheap and convenient channel of Communication. Computers are now main gadgets for processing; storing and disseminating information especially in the urban settlements technology has given individual and business information consumers more freedom, value and utilities in information consumption. For example one can now read and download a book, newspaper or non classified documents from the internet. Authors are going online. Entrepreneurs too are going online to market and sale their products e.g. the Nation online advertising. In his article titled "Challenges for the Printing Industry" Thompson (2004) argues that "online advertising and marketing industry" has become a deadly poison to global printing industry; onto which printing organizations must fight back in order to survive. This implies that as more entrepreneurs go online marketing and advertisement the more revenue the printing firms are going to lose. In fact, in Kenya communications firms such as Safaricom and Zain have their own websites which serves as marketing sites.

Kleper (2002) in his Abstract "The Generation beyond Print-on-paper" writes that print is losing its marketing to various forms of digital displays. Books, newspapers, pictures, graphics which were originally available on paper are now available in 'e-state'. Print revenues are drastically diminishing in favor of digitals. This implies that the market is now going electronic. Unless the Government press goes electronic, it would immediately loose revenues to the competitors who have gone online, especially in so far as printing of non classified materials is concerned.

To survive the digital onslaught printing firms including the government press need creative and innovativeness. Instead of merely being providers of print commodity products they must diversify -their products base and reposition themselves whereby a firm secures a technology it has been lacking. By securing the new technology an opportunity -for production of diversified products and solutions to the client is created.

However, available statistics indicate that the print industry still has a life and is critical in the developing countries such as Kenya. This is because in developing countries only a few people have access to the internet and computers; especially in urban areas. Computers and the internet is associated with the minority urban, rich and educated class. The majority of
populations of developing economies habit rural areas largely uncovered by internet and modern digital technology gadgets leave alone availability of electricity. Ironically, this is the large percentage of about 60% who constitute the greatest consumers of Government documents, materials and products, in the process of government services delivery.

2.5.2 Changing Market Trends

The printing industry increased competition and demand market is not only shrinking due to competition from digital and internet media but it has also raised its demand standards to the highest levels. The market now wants high quality products giving total solutions in the shortest time at the least price. As Colin Thompson (2006) "Challenges for the Printing Industry" puts it a customer of today wants to be convinced that he or she is getting the highest or greatest value for his money. The print customers now want products which are not only cost-effective but also effective tools of communication. (Frank and Brett, 2004).

Today's business is not just about selling or just producing poor quality paper/ documents customers want a high degree of personalized products, attention and support. The Government and Enterprises in general can only maintain and attract customers by cultivating long term relationship with them by providing customer satisfaction. In essence "print management service is the way forward" for the printing entrepreneurs (Thompson,2006).

2.5.3 The Economic Environment

Inflation in global economies in general and Kenya in particular is another challenge facing the printing industry. -The cost of raw materials, labour and operations is ever increasing. This undermines profit margins and price competitiveness of print products. The future profitability of printing firms will depend on their ability to continually reduce their production costs. For the government printer the rising costs increase the Kenya budgets for printing to the satisfaction of an already overtaxed tax payer.
Successful printing firms in Kenya have had lean production and new technologies thereby diversifying their products and services to clients. Lean production or manufacturing eliminates unnecessary - (non-value-adding) costs in product distribution process such as the use of e-advertising by the Nation Media Group. The cost implications for government are so high in printing. This is because all offices of countrywide must be electronically empowered right from machines to personnel. This is a tall order which requires heavy financial muscle. Lack of information, redundancies within information systems and heavy workload to meet deadlines could be some of the major manufacturing related problems facing the printing industry in Kenya.

Firms, of all sizes need to embrace Computer Integrated Manufacturing (CIM), lean manufacturing, competitive benchmarking, and quality assurance so as to cut down on costs of production occasioned by increased inflation. Other needed strategies which may bring down cost includes; Customer software development, use of process performance metrics (PPM), Enterprise resource planning (ERP), and Adaptation to six sigma quality process.

The primary challenge for the government press and the industry remains relentlessly seeking to improve the efficiencies of manufacturing and distribution, while at the same time offering the kind of service that will help customers achieves their ultimate goals. This challenge remains a barrier to the implementation of computer integrated manufacturing in Kenya’s printing firms.

2.5.4 Political/Legal Challenges

The Kenyan printing industry is experiencing great difficulties in the business of printing and publishing what is acceptable by the government. On the other hand the government has found itself in a tight corner especially in legislations in the 2008/2009 volatile coalition government. While the office of the Secretary to the Cabinet has gazetted the office bearers of the interim electoral commission for example, some members of the Coalition Government have distanced themselves from such gazettement. This puts the government at a relatively tight situation because degazettement has to be done for the sake of unity in the Kenya coalition government. The publication and government printer gazette of the media amendment bill which seeks to impose government control over media has also posed a great challenge to the Government printer.


2.6 Environmental Scanning

For any organization to effectively respond to the ever changing environment, it must undertake environmental scanning not only to identify the challenges it must handle but also the opportunities available to tap. SWOT analysis is thus essential for planning purposes. The dynamics of markets, the public and economics create the links between managerial strategy and the environment. In the traditional management planning methodology goals, strategies and tact are responsive to opportunities, threats and planning assumptions developed from external environmental assessments. Strategy evolves from unique strength possessed by the government organization to identify weaknesses in competitor’s government and from findings new markets new partners (e.g. China, Libya), new customer, new technologies new technocrats and other new forces in the environment.

As environmental scanning enriches and expands the set of opportunities for developing basic and core services delivery strategies, it becomes the very essence of hedge strategies. Brown and Weiner,(1984). The government’s institutional vision must therefore grow out of a disciplined and participatory process set up within the organization for the purpose of continuously scanning the external and internal environment and identifying reasons for change, opportunities to master change and people best suited to understand and implement new processes and procedures.

2.7 Responses

Organizations are environment dependant and serving. They depend on the environment for their survival and they scan the environment in effort of building trends and conditions that could eventually affect the industry and adapt to them (Thompson and Strickland, 1993). Failure to do this will lead to serious strategic problems characterized by the maladjustments of environment output and the demands of the external environmental (Ansoff 1984). Responses to any organization can be both strategic and operational. Strategic decisions are likely to affect operational decisions. The link between overall strategy and operational aspects of an organizational is important because, firstly if the operational aspects of the organization are not in line with the strategy, then no matter how well considered the strategy it will not succeed. Strategic responses to the environment are thus needed for success.
Ansoff and McDonnell (1990) noted that strategic responses involve changes in firm’s strategic behaviors to assume success in transforming future environment. The choice of the response depends on the speed with which a particular threat or opportunity develops in the environment. Some of the strategic responses include intensive strategies integration strategies, diversification strategies and defensive strategies (Ansoff & McDonnell; 1990), among others.

2.7.1 Intensive Strategies
Ansoff (1990), identified that to react to the environment effectively firms can respond by ensuring strategic responses involve market/product development strategies. These strategies require intensive efforts to improve a firm competitive position with existing parts. Cherono (2004) research on “Responses to Changes in the Services Industry” identified intensive strategies as some of the responses to environmental changes. In Market penetration strategies firms market existing products to the existing customers. This means increasing revenue by promoting the products, increasing number of salespersons, or service points, repositioning the brand, increasing advertising expenditure. However, the products is not altered and the firms does not seek any new customers such as government printer market penetration strategies are most appropriate when increased economies of scale provide major competitive advantages.

Market development strategies could be used in introducing present products into new geographic areas. This means that the products remain the same but it is marketed to a new audience. Exporting the products e.g. to the EAC by government printer. If in new regions e.g. government printer digital villages in noted areas and use of internal development its most effective when new channels of distribution are available that are inexpensive, reliable and of good quality e.g. electronic advertising. This strategy may also be applied when an organization basic industry is rapidly becoming global in scope. Market development and product development strategies have been identified as being of great significance as response to the environment by Cherono (2004) and Ansoff (1990).
Lastly, Product development strategies could be used as intensive strategies. New products development to replace existing products entails extensive research and development expenditures. When an organization has successful products that are in the maturity stages of the product life cycle; the idea is to attract satisfied customers to buy new improved products as a result of their positive experience with the organization present products. The strategy is effective when an organization competes in an industry characterized by rapid technological development and when major competitors offer better quality products at comparable prices. This strategy applies when organization is competing in a high growth industry. This often happens with the auto markets where existing models are updated or replaced and then marketed to existing customers (Pearce and Robinson, 1997). The strategy is used to prolong the life cycle of a current product or to take advantage of a brand name.

2.7.2 Integration Strategies

These strategies allow firms to gain control over distributions, suppliers and competitors. According to Fred (1989), forward integration, backward integration and horizontal integration are all referred to as integration strategies. Two types of diversification namely, related and unrelated diversification. Related diversification means that a bus remains in a market or industry with which it is familiar. For example soup manufacturer diversifiers into cake manufacturer (i.e. the food industry). Correlated diversification is where we have neither previous industry nor market experience e.g. a soup manufacturer invests in the rail business. There are 3 types of diversification strategies concentric, horizontal and conglomerate. Organizations can also pursue strategic alliance and joint ventures divestiture, retrenchment, joint venture, liquidation and mergers/ acquisitions.

2.7.3 Operational Responses

Besides the strategic responses, operational responses could be used as a response to the external environment. The products and competitive position of firm are very important, (Hayes, 1996). The turbulent environments facing most firms today give rise to situations where products quickly become obsolete and static competitive positions are rapidly overtaken. In such an environment the only real source of competition advantage is the ability to respond consistently to changing markets with new products and ever-improving competitiveness. A firm can achieve this ongoing renewably, identify, developing and
maintaining its critical capabilities i.e. these are difficult to develop and the created capabilities in development processes are highly complex. There is organizational diffuseness whereby critical capability involves processes which nearly always cut horizontally across the functional groups in the company and frequently involve external groups. Secondly there is a need for well-developed interfaces in which capability depends on the way that individuals have learned to work with each other. Most business relies on combination of the above three.

The more complex the technology of an organization, the more elaborate the structure also becomes. This is attributed to various reasons. Responses are likely to and power is likely to develop to those specialists concerned with the technology itself. This may create the need for liaison between specialist and the operating core of the bus, this may gives rise to an integrating and coordinating mechanism such as committees, firms work groups and project leans or emphasis on social control their professional networks.

The task undertaken by the operating core of an organization has an important influence on various aspects of an organization design and control (Johnson & Scholes, 2001). There are links between the types of products process and the approach to management. Organizations with less standardized operational process are likely to have developed an informal decision making process. Operational tasks are concerned with transformation process which takes inputs and converts them into outputs, together with various supports functions closely associated with these tasks (Brown et al 2000). These transformation processes are applied in three categories, materials, customers and information. Some of the operational responses to the environment include primary activities and support activities.

Primary activities are of great significance to organizations. Organizations can react to environmental changes through proper utilization of primary activities this includes; purchased supplies and inbound logistics. The purchased supplies and inbound logistics include activities, cost and assets associated with purchasing duel, energy, raw materials, parts components mechanism and consumable items from vendors, receiving, storing and disseminating inputs from suppliers, inspections; and inventory management (Pearce & Robins, 1997).
The operations of a firm could be simplified to reduce cost drastically for firms such as government printer. The operations includes cost, assets dealing with connecting inputs into final products, this is a pattern of decisions made over time. These decisions focus on resources configurations and deployment. This involves how many work shifts, which types of machinery, among others.

The sales and marketing/outbound logistics also constitute the primary activities responses function. Organizational as noted by Cherono (2000) could utilize outbound logistics to their advantage these are the costs and assets related to sales force efforts advertising and promotion, market research and planning and declare support among others. Once a firm chooses the basis of competition, strategies are formulated for entering the market place. Marketing and operations strategies must be would coordinated for the firm to provide its good and services to the market place is a competitively superior manner and at a profit. We have also service/ information firms and also responses to the environment through services/ information costs and assets associated with providing assistance to buyers such as installation, spare parts maintenance and repair technologies assets, inquires and complaints. These are activities involved in the physical creation of the products marketing and transfer to the buyer, and after sale support.

The support activities on the other hand support the primary activities. As a response strategy organizations could also adjust their support activities. These include research, technology and system development. HRM and general administration, Research, Technology and Systems Development cover cost and assts relating to poor research and development process design in government, equipment design computer software development, telecommunication systems, computer assisted design and engineering, new database capabilities and development of computerized support systems. Human resource management on other hand has costs associated with hiring, training development and computer of all types of personal labour relations activities development of knowledge based tasks.
On the other hand general administration could be utilized as a response to the environment. These cost and assets relating to general management and finance legal and regulatory affair, safety and security management info system. The firm’s strategy is to focus on being a low cost services provider and the attention should be very visible and the mission builds around commitment to differentiation. These activities assist the pay activities by providing infrastructure or inputs that allow them to take place on an ongoing basis.

Organizations can be seen as elements, which are referred a structure and others which change continuously and are called processes. Structural refers to a set of relatively unchanging elements within a system. They include budgets, vehicles, machinery, and facilities info. Systems, work ruler and trade union organization (Nayler, 1996). Process refers to those features of an open organization that change continuously. In operations they include flows of goods and services, new recruits, energy, cash and information.

Operations are the key information of any organization and continuously manage the flow of resource through it. Operations count for over 80% of employees and hence most of the added value. The output of operations is the bundle of goods and services. If an organization is not continuously satisfying the needs of its customers then it cannot make a justification for its existence. The role of a manager therefore will be to develop operational process, products location and to meet the demands and pressures of the changing environment.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This is a case study of the responses of the Government of Kenya Printing Press to changes in the operating environment. The study provides in-depth information on how the printing press has dealt with challenges in the external environment and particularly the printing industry. The case study enabled the researcher to follow up in great detail issues and information relating to the phenomenon. The management of the institution was used to identity and understand key issues, and policy decisions and the course of action taken.

3.2 Research Design
The research was done using the case study design. A case study offered detailed information about the Kenya Government Press. It also allowed the use of qualitative analysis which involved a careful and complete observation of the Kenya Government Printing Press.

3.3 Data Collection
The Government Printing Press constituted the unit of interest and therefore, the one under investigation. The researcher used focus groups which involved in-depth discussions with informants at the level of Departmental Heads and Deputies at the Government Press. These focus groups were selected to respond to the questions because they are the groups empowered to formulate strategy, policy and guidelines for implementation. This also allowed probing of individuals in focus groups to give in depth information of the case under study.

3.4 Data Analysis and Presentation
Data was analyzed and presented qualitatively using content analysis. This is because the research is qualitative in nature. Content analysis, much of the time, is used to arrive at inferences through a systematic and objective identification of specific messages and relating them to trends. At the same time, the data was also analyzed quantitatively using descriptive statistics with the application of the statistical package for social sciences (SPSS) software. The tools therein have the advantage of summarizing information for ease of comprehension.
CHAPTER FOUR
DATA ANALYSIS AND FINDINGS

4.1 Introduction
This chapter presents the analysis and findings of the Responses by the Government Printing Press to the changes in the environment in the Printing Industry. Data was collected through the use of an interview guide on focus groups which involved informants’ in-depth discussions with the researcher at the Government of Kenya Printing Press.

The analysis and discussions of the data was presented using tables, figures, and percentages. The data was also presented qualitatively using content analysis. Out of the 20 targeted focus groups, 18 were met and responded to the interview guide. This represents a response rate of 90% which is an adequate response rate and could therefore be used as a basis for making fairly reliable conclusions.

4.2 General Information About Respondents
The general information about a firm or the respondents is important in strategy issues. The researcher sought to find out the specific positions held by the respondents, their departments and their qualifications. Information on the specific departments is crucial as it points out on the expected decisions from such departments on issues to do with GP’s responses to the changing environment. The positions held by the respondents on the other hand is pertinent in determining the amount of discretion available to the respondents especially in regard to strategy formulation or strategy implementation in line with changes in the environment.

Finally, the nature of qualifications of the respondents play a significant role in determining whether the particular respondents have what it takes to correctly decipher the turbulent environment in the printing industry and thus make informed response to these changes. The findings of the general information on the respondents’ positions, their qualifications and their departments or divisions are summarized in Table 4.1.
Table 4.1: Respondents Academic qualifications and Positions held

<table>
<thead>
<tr>
<th>Academic qualifications</th>
<th>Positions Held</th>
<th>No.</th>
<th>%</th>
<th>Whether position held matches with qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td>Section Head</td>
<td>1</td>
<td>5.6</td>
<td>Yes</td>
</tr>
<tr>
<td>Graduate</td>
<td>Senior Supt, Section Head, Admin. Officer</td>
<td>4</td>
<td>22.2</td>
<td>Yes</td>
</tr>
<tr>
<td>HND</td>
<td>Supt Printer assistant section head</td>
<td>4</td>
<td>22.2</td>
<td>Yes</td>
</tr>
<tr>
<td>Diploma</td>
<td>Printer III, Senior Supt, Supt supervisor</td>
<td>9</td>
<td>50</td>
<td>Yes</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>18</td>
<td>100</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 4.1 it is clear that all the respondents’ positions match with their qualifications. This implies that GP employees will most likely correctly apply response strategies in line with the changes in the environment. When employees’ qualifications are matched with their positions, their morale and aspirations for upward mobility is also enhanced thereby increasing productivity.

Also from the findings, only 5 focus group leaders who are section heads are degree and above qualifications holders. This represents 28% of the total staff interviewed. The rest of the respondents constitute superintendents printers and supervisors, at 72%. Accordingly the 20% category is the one which constitutes part of the strategy formulation team, while the 72% represents the response to external environment team. By extension, then, strategy implementation at GP has been assigned a greater share of the human resources as compared to the strategy formulators and this is in agreement with normal practice in strategic planning.

4.3 Environmental Challenges
External Environmental turbulence poses the greatest challenge to any firm. The technological, political-legal, economic, social and ecological factors and other resultant dynamism impact on the nature by strategy that any firm would embrace not only to survive but also to ensure a return on its investment. The external environmental factors have had various levels of impact on the operations of GP as shown in Table 4.2.
Table 4.2: Summary of the extent to which the external environment affects GP

<table>
<thead>
<tr>
<th>Factor</th>
<th>Scale totals</th>
<th>Mean/Average</th>
<th>Extent</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological</td>
<td>36</td>
<td>3.3</td>
<td>Great</td>
<td>2</td>
</tr>
<tr>
<td>Political/Legal</td>
<td>61</td>
<td>3.4</td>
<td>Great</td>
<td>1</td>
</tr>
<tr>
<td>Economic</td>
<td>43</td>
<td>2.4</td>
<td>Moderate</td>
<td>3</td>
</tr>
<tr>
<td>Social</td>
<td>41</td>
<td>2.3</td>
<td>Moderate</td>
<td>4</td>
</tr>
<tr>
<td>Ecological</td>
<td>36</td>
<td>2</td>
<td>Moderate</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 4.2 indicates the extent to which the external environmental challenges affect GP. The findings indicate that political/legal influence is the topmost factor that affects GP. This is ranked at position 1 with an average impact of 3.4. This means this factor affects the operations of GP to a large extent. By implication any responses to the external environment at GP must therefore, factor in the political/Legal interests of the ruling elite of the moment.

Technology as a factor which is ranked at position 2 with a mean influence of 3.3 is seen to have a moderate influence on GP. Due to this era of ICT and changes due to globalization, the changes in IT impact on the operations of GP greatly. From the interviews conducted the focus groups also indicated good illustrations on how the external environment affects GP as discussed hereunder.

4.3.1 Technological Influence
The focus groups indicated that the levels of technology affect GP in various ways. Where technology is not utilized at GP; it increases the cost of operations, leads to loss of customers to competitors and also has the consequence of time wastage especially in print finishing which is still fairly manually done. However, due to purchases of new IT equipment the client base allocated to GP has more than doubled. This is in addition to the training of staff to be IT compliant, the restructuring of GP to accommodate the new IT challenges and GK spending on R & D in IT. The focus groups also noted that due to rapid technologies, new competitors to GP have come on board to tap on the IT opportunities.

It was also pointed out that GP has embraced the latest IT in its products. This is best illustrated by its use of DTP, the e-books and the computer to plate technologies. In addition, there is the use of speed master machine, digital machine and IT networking at GP among others. However, while the machines at the IT department are modern there still exists a segment of staff who are not computer compliant in terms of the skills they possess.
4.3.2 Political/Legal Influence

The focus group interviews indicated higher levels of political influence in the affairs of GP. There is political interference in the nature of procurement and promotions. This implies that professionalism, experience and qualifications may not necessarily count in such appointments at GP. It also emerged that most of the decisions at the GP are based on political interests and may be bound by legalities or statutory obligations. This affects the extent of response to the changes in the external environment particularly with regard to the time dimension.

Due to bureaucracy at GP, urgent decisions cannot be dispensed with the required speed and urgency a scenario that is complicated by the arbitrary political appointments at GP. The statutory requirements at GP stipulate stringent measures in the production of security documents (serialization) and limitations on budgetary allocations such as in marketing and advertising. This means that by law GP’s hands are tied and cannot operate freely and competitively with the corporate players in the printing industry. On a positive front, the focus groups indicated that relatively stable government in Kenya creates an enabling environment for GP to understand its core business on a relatively competitive scale. GP enjoys a higher monopolistic hand in the government printed products.

4.3.3 Influence of Economic Factors

Findings from the focus groups indicate that there are several economic factors which affect the ways of doing business at GP. While the business cycle is relatively stable, the cost of energy is relatively high for the whole economy. An alternative source of energy is still elusive while water scarcity occasionally strains operations. However, there is a large supply of the desired human resources in the market. This means that GP is in a better position to pick on only the most qualified staff given this abundance of the in the job market.

It is also noteworthy to point out the fact that GP enjoys full financial funding from the treasury. Further, it operates a revolving Fund which helps cushion production costs since the government press is not a profit making venture. The GP is held accountable for losses or gains of its expenditure by the Parliamentary Accounts Committee (PAC) through the OOP. Nonetheless, this non-trading nature of GP is a loophole which implies that the management may not be adequately appraised on the basis of profitability or losses registered.
It was also established that due to the current world recession, and the taxes charged on production materials, the cost of raw materials has gone up while the budget allocation has been reduced with the resultant low stocking of raw materials. Also given, the hard economic times, the client base has gone down, while anticipated new customers targets may not be met. There is also limited funding on R & D, marketing and advertising and even the slow implementation of standards.

4.4 Other Factors that challenge GP in the Operating environment

There are also other external environmental challenges affecting GP. Some of the focus groups indicated some of the factors such as competitors, suppliers, customers, substitute products and threat of new entrants as affecting competition in the industry. The extent of these challenges could then be summarized as shown in Table 4.3.

**Table 4.3: The extent of other competitive challenges facing the GP**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Scale totals</th>
<th>Mean</th>
<th>Extent</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitors</td>
<td>72</td>
<td>4</td>
<td>Greater</td>
<td>1</td>
</tr>
<tr>
<td>Suppliers</td>
<td>64</td>
<td>3.6</td>
<td>Greater</td>
<td>2</td>
</tr>
<tr>
<td>Customers</td>
<td>53</td>
<td>3</td>
<td>Great</td>
<td>3</td>
</tr>
<tr>
<td>Substitute products</td>
<td>48</td>
<td>2.7</td>
<td>Great</td>
<td>5</td>
</tr>
<tr>
<td>Threat of new entrants</td>
<td>58</td>
<td>3.2</td>
<td>Great</td>
<td>4</td>
</tr>
</tbody>
</table>

From Table 4.3 it can be observed that competitors pose the greater challenge to GP. This affects the organization to a great extent and is ranked at position 1. The focus groups assign suppliers to the 2nd topmost factor affecting GP. This is followed by customers, threat of new entrants and substitute products ranked at position 3, 4 and 5 respectively. These factors individual influence on GP is as follows:

4.4.1 The challenge of competition

Competitors usually prey into the existing and new customers in an industry. If unchecked, competition usually eats into the revenues of a firm. Competition against GP takes a lion share of the challenges.
4.4.2 Customer’s influence on GP

From the focus groups it was found out customers have an impact on GP. Customers relations affect GP operations since some of the goods supplied to the customers do not meet the customer standards. This leads to dissatisfaction amongst the customers. In the event that customers don’t like GP products/services, some of them take printing services to competitors thereby affecting GP’s incomes. Also customers have a great impact in determining the prices for the goods and services offered at GP. At times they opt to competitors especially when GP fails to offer competitive prices for their goods and services. This is done through imposition of bottlenecks which necessitate GP to grant authority to customers to print their work elsewhere.

The GP does not operate marketing and sales department, what exists is a customer liaison and public relations office which doubles up as the production planning unit. This means that customers do not have in-depth information on the range of products and services on sale. Even when they place the orders GP does not in most cases meet the deadlines set out by the customers leading to inconvenience. The failure to meet the deadlines is due to bureaucracy at GP.

The focus group also indicated that due to globalization, more than ever before, the customers have become more sensitized on their rights. The Kenyan citizens are now putting more pressure on the GP to deliver. Similarly, due to the ever growing population and frequent reorganization of government, GP is not able to meet all the customers’ demands and some part of the public have opted for backward integration on the services and products offered at GP like printing jobbing.

4.4.3 Suppliers

It was indicated that there is a large concentration of suppliers for materials in the market and some of them keep on changing the quality and price of materials supplied. This means GP at times has to switch off from one supplier to the next. The cost of switching from supplier to supplier is usually higher. The suppliers at times also do forward integration by offering the same service and products offered by GP. This in essence, creates competition for GP.
The suppliers also cause delays on their supplies, some compromise on the quality and some are not reliable as they are in short term relationships with GP. Major suppliers are so powerful to the extent that they manipulate stocks through hoarding and timelines. This comprises on quality printing and timings on deliveries.

4.4.4 Substitute goods

The findings on substitute goods indicate goods indicate that GP is a monopoly of printing GK materials and therefore does not have substitutes in the market to perform such job. However, for non-claimed work, that is, non-classified prints, there exist several substitutes from other printers. These substitutes are relatively cheaper and thus they consume part of GP’s market share.

The competitors in the market avail the products to the customers to their door steps while the customers have to go all the way to GP to access the products and services. This puts GP at a disadvantaged position competitively. The focus groups also noted that GP does not offer certain services competitively. For example, while it does not fully utilize it digital machinery, it also does not have computer-to-plate and computer-to-press technology hence a limitation as to the number of substitutes it can offer.

4.4.5 Additional factors affecting GP

Besides, the above main factors affecting GP there are other factors which affect GP’s operations. First, of all while training for GP employees is well spelt out, the promotions of employees at times is not on merit, while the salaries and other compensation is not attractive. This reduces employee morale and open doors to high staff turnover.

There is also need for heavy capital investment requirements to facilitate intensive printing such as compared to those in South Africa’s government printing press and large competitors with state-of-the-art printing technology in developed nations which is Kenya’s benchmark. With increase in crime GP has also to contend with forgery of GP documents and counterfeit products. At the same time, there is need to employ environmentally sound production processes such as clear waste disposal procedures and use of globally approved substances.
4.5 GP Responses to the changes in the external environment

From the findings, it is evident that GP has several challenges facing it right from competitors, substitute products, Government legislation, operations and even the kind of employee management. GP has to respond to environmental changes so as to satisfy its ever-growing public clientele and has responded to these demands in various ways. The general extent to which GP has responded to the changes in the external environment could be best illustrated using Table 4.4:

Table 4.4: Extent of GP responses to external environmental challenges

<table>
<thead>
<tr>
<th>Factor changes</th>
<th>Scale totals</th>
<th>Mean</th>
<th>Extent</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Technological changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Use of digital villages</td>
<td>32</td>
<td>2</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>- Use of e-commerce</td>
<td>27</td>
<td>1.5</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>- Acquisition IT equipment</td>
<td>41</td>
<td>2.3</td>
<td>Moderate</td>
<td></td>
</tr>
<tr>
<td>Use of modern technology</td>
<td>21</td>
<td>1.2</td>
<td>Less</td>
<td></td>
</tr>
<tr>
<td>b) Political change</td>
<td>20</td>
<td>1.1</td>
<td>Less</td>
<td>4</td>
</tr>
<tr>
<td>c) Socio-cultural changes</td>
<td>31</td>
<td>1.7</td>
<td>Moderate</td>
<td>3</td>
</tr>
<tr>
<td>d) Economic/market trends</td>
<td>3.5</td>
<td>1.9</td>
<td>Moderate</td>
<td>1</td>
</tr>
</tbody>
</table>

The focus groups indicated that GP has responded moderately to technological changes socio-cultural and economic trends market trends. However GP has responded to a less extent on the political changes and the use of modern technology for regional integration.

It was responses to economic/market trends that received the greatest response from GP with a mean of 1.9 and is ranked at first position. GP’s responses to technological changes takes position number 2 with an average of 1.75. This is followed by position 3 which is occupied by GP’s responses to socio-cultural changes with a mean of 1.7. Note that lowest at position 4 with a mean of 1.1 is political change. This implies that politics still wields the largest influence on GP which cannot react favourably to the political changes.

4.6 Response strategies used by GP

GP has adopted various response strategies to changes in the environment. These include product development strategies, sensitization programmes, capacity building, service delivery operations (RRI) and value chain approaches among others.
4.6.1 Product Development strategies

The focus groups indicate that GP has acquired new full-colour digital machines and equipment. Full-Colour production has been implemented to give GP’s range of products a new lease of taste and demand. GP has also introduced new security features on certain documents and has introduced quality controls through the ISO implementation process. It has introduced the calendar rule, PDF copies of Kenya Gazette and its Supplements, introduced the Digital Press and CD production. It is also notable that GP has started the Research and Development (R&D) division charged with research on product development.

4.6.2 Strategies used to improve on product service delivery

For the last five years GP has implemented several product delivery strategies. She has improved on beating customer deadlines, feedback mechanisms and has established the setting of goals, targets and objectives. At the same time she has established overtime incentives, customer care, timely telephone call services and job followers among others. In line with the 2030 strategy, GP has introduced performance targeting, local and overseas staff training and faster use of modern machines such as the colour and digital machine for faster production, introduced the RRI flagship projects and ISO Standards.

The GP has also utilized customer satisfaction surveys to correct on their response times, team building seminars, improved internal communication and use of ICT networking among others. For faster service delivery, GP also at times utilizes sensitization of GP services to customers as a strategy. As well GP at times undertakes personnel reorganization/redeployment strategies to improve on its service delivery.

4.6.3 Extent of use of capacity building, operational responses, and the value chain approaches.

The approaches could be best illustrated in Table 4.5.
Table 4.5: Employees extent of agreement in use of value chain, operational and capacity building by GP.

<table>
<thead>
<tr>
<th>Response</th>
<th>Extent totals</th>
<th>Mean</th>
<th>Employee’s extent of agreement</th>
<th>Overall mean &amp; level</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Capacity Buildings:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All GP staff are experienced</td>
<td></td>
<td></td>
<td>Fairly agree</td>
<td>2.6 fairly agree</td>
<td>1</td>
</tr>
<tr>
<td>Only a few staff are experienced</td>
<td></td>
<td></td>
<td>Fairly disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training is regularly done at GP</td>
<td></td>
<td></td>
<td>Fairly agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Operational Responses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning has been embraced performance contracting is operationalised.</td>
<td>39</td>
<td>2.2</td>
<td>Fairly agree</td>
<td>2.5 fairly agree</td>
<td>2</td>
</tr>
<tr>
<td>There is acquisition of modern technology</td>
<td>43</td>
<td>2.4</td>
<td>Fairly disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehabilitation of machines is ongoing</td>
<td>48</td>
<td>2.7</td>
<td>Fairly agree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Value chain Approach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT is extensively Consultants are a times contracted</td>
<td>46</td>
<td>2.6</td>
<td>Fairly agree</td>
<td>2.5 Fairly agree</td>
<td>3</td>
</tr>
<tr>
<td>Software is regularly updated</td>
<td>36</td>
<td>2</td>
<td>Disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change of management is at times employed</td>
<td>42</td>
<td>2.3</td>
<td>Disagree</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>48</td>
<td>2.7</td>
<td>Fairly agree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From Table 4.5 it can be seen that the focus groups fairly are that capacity building is used at GP as a response strategy. This strategy is ranked highest at a mean of 2.6. Majority of the focus groups fairly agree that all GP staff is experienced. The top most issue under capacity building is an average of 3.4. GP has fairly responded to the external environmental changes in terms of acquisition of modern IT at a mean of 2.7 followed by ongoing rehabilitation of machines, with means of 2.6, 2.4 and 2.2 respectively.

Most of the focus groups fairly disagree on the use of the value chain approach at GP. This is the least used approach as compared to capacity building and the operational responses. The value chain approach usage at GP scores a mean of 2-4 with change of management at times topping the list at a mean of 2.7, followed by use of extensive technology at 2.6 and finally regular updating of software at 2.3 mean.
4.7 Focus groups’ recommendations on how to improve GP

The focus groups made several recommendations on how GP could be improved. These included and not limited to Proper staff retention policy, establishment of the marketing PR with proper findings for machine replacement and improved pay should be established. In addition, strategic planning, correct staff placement, customer updates and performance contracting should be enhanced at GP. Organizational Culture change, establishing of regular training policy, besides less political interference were some of the recommendations on the way forward for GP. Time management systems to cut on lateness should be put in place besides technology upgrades, e-commerce, conversion to SAGA, delinking of the department from OOP, revise the working scheme of service and embrace modern ICT. Other recommendations include improved communication, operationalising a service charter, among others.
CHAPTER FIVE

DISCUSSIONS, SUMMARY AND CONCLUSIONS

5.1 Discussion and Summary

The objective of this study was to establish the response of the Kenya Government pointing to changes in the external environment. A study of GP was subsequently carried out and interviews on focus groups were conducted. 18 out of 20 focus groups gave their responses to the interview and this represented 90% of the response rate. The external environment under which GP is operating has been punctuated with increased competitors, globalization, rapid technological change and the ever changing customer tastes and preferences. From the study findings it was established that GP has responded adequately to changes in technology by purchasing the latest state of the art machinery and equipment, IT-machinery, training its staff on IT and the use of e-commerce to a moderate degree.

GP has also responded to the external environment through products development strategies such as developing products of full colour, additional security features on government documents, the introduction of the digital press and the improvement on product delivery by meeting the deadlines, improved communication, establishment of the Public Relations section, and setting up of the service charter among others. Improved staff training, performance management and the utilization of the PR and ISO standards are also other strategies that have been utilized by GP on service delivery. GP has sensitized the citizens about the nature of products it offers, its accessibility or the accessibility of those products/services.

There are also other strategies which GP has embraced. To a large extent, GP has utilized capacity building. In this case regular training has been embraced, and experienced staff has been utilized at GP in product and service delivery. Other strategies that have been utilized include operational responses such as strategic planning to a smaller extent, performance contracting, and acquisition of modern technology and machine rehabilitation. The value chain approach has also been applied as a response to the changes in the external environment even though decimally. There is minimal use of consultants, software updates and employee change management practices.
5.2 Conclusion

In general, GP has indeed used ICT to produce quality and superior products and services to its clients. However, the levels of political interference at GP is still high as politicians still wield immense powers at GP in matters of staffing and procurement. There is also limited practice of strategic management at GP and yet this is one management practice which could be utilized to position GP competitively to offer the best services and products to the Kenyan people and the other stakeholders. Once GP is de-linked from political meddling and strategic management is embraced, it is hoped GP will be a test or learning case study on the competitive and prudent management of government press especially in the African region. If GP exploits her full potential, she is poised to be the best printing and paper conversion organization within the African trading bloc while benchmarking with the developed world since skills in this profession are acquired at a global competitive level.

5.3 Limitations

i) Time was a limiting factor – The researcher is a full time employee and she did not get adequate time to fully undertake the research to its logical conclusion.

ii) The researcher also had limited resources. She lacked adequate funding for conducting the study especially during the time of data collection.

iii) This being a security area, the level of disclosure was limited. Similarly, the post election violence may have had a sudden and unreliable impact on the officers’ response to the changes in the external environment. The responses could not be as accurate as pre-supposed because of the levels of mistrust between government and its citizens and even researchers undertaking research at GP.

5.4 Suggestions for Further Research

It is recommended that further research be undertaken on:-

i. The nature of competition posed by the top media houses in Kenya.

ii. The influence of ICT on GP’s service and product delivery.

iii. The influence of politics on GP’s performance.
5.5 Implications for Policy and Practice

Government Press needs to further entrench the concept of strategic management in her operations. This will assist the top echelons at GP and the wider Ministry of State for Provincial Administration and Internal Security to optimize on strategic planning, Research and Development and maximize on citizenry wealth and expectations.

It is also important that proper legislation is put in place which specifies in clear terms GP’s management discretion in decision making. This legislation should not only give GP autonomy from Office of the President but also delink her from political influence in decision-making. This will go a long way in boosting efficiency and effectiveness in performance at GP. There also needs to be a change in policy so as to operate GP services on a 2-dimensional scale; that is, both commercial and service oriented fronts. This should give due consideration for decentralization of distribution products and services to the provincial level.
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## APPENDIX I: MATCHING RESPONSIVENESS TO TURBULENCE

<table>
<thead>
<tr>
<th>Environmental turbulence levels</th>
<th>Repetitive</th>
<th>Expanding</th>
<th>Changing</th>
<th>Discontinuous</th>
<th>unforeseen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Repetitive</td>
<td>Slow Incremental</td>
<td>Fast increment</td>
<td>Discontinuous Predictable</td>
<td>Discontinuous Unpredictable</td>
</tr>
<tr>
<td>2</td>
<td>Precedent driven</td>
<td>Efficiency Driven</td>
<td>Market Drive</td>
<td>Environment Drive</td>
<td>Seek to create environment</td>
</tr>
<tr>
<td>3</td>
<td>Suppresses Change</td>
<td>Adapt-to change</td>
<td>Seeks familiar change</td>
<td>Seeks new change</td>
<td>Seeks novel change</td>
</tr>
<tr>
<td>4</td>
<td>seeks stability</td>
<td></td>
<td>Seeks operating efficiency</td>
<td></td>
<td>seeks creativity</td>
</tr>
</tbody>
</table>

| Responsiveness of capability | | | | | |
|------------------------------| | | | | |
| Closed system | | | | | Open system |

Source: Ansoff & MacDonell (1990)
APPENDIX II: INTERVIEW GUIDE

Part A: General information

1. What is your name? ____________________________________________________________

2. (a) Which position do you hold? _________________________________________________
   (b) From which Department/ Division are you? ______________________________________

3. What is your highest academic qualification?

   Masters ---------
   Graduate --------
   Higher national diploma -------
   Diploma ---------
   A_ Level -------
   O_ Level -------

Part B: Environmental Challenges

<table>
<thead>
<tr>
<th>Less extent (1)</th>
<th>Moderate extent (2)</th>
<th>Great extent (3)</th>
<th>Greater extent (4)</th>
<th>Greatest (5)</th>
</tr>
</thead>
</table>

Q1. (a) To what extent do the following external factors affect GP? (Tick)

<table>
<thead>
<tr>
<th>Extent</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technological</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political/Legal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecological</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(b) Please give examples of the extent of the impact of the specific factors mentioned above.

(1) Technology
   (i) -----------------------------------------
   (ii) -----------------------------------------
   (iii) -----------------------------------------

(2) Political/Legal
   (i) ------------------------------------------
   (ii) -----------------------------------------
   (iii) ----------------------------------------

(3) Economic
   (i) ------------------------------------------
   (ii) ------------------------------------------
   (iii) -----------------------------------------

(4) Other
   (i) ------------------------------------------
   (ii) ------------------------------------------
   (iii) -----------------------------------------

Q2. (a) To what extent are the following factors a challenge to GP?

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substitute products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Threat of new entrants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(b) What are the specific practical examples of the extent of the challenges of the specific factors on GP?

(1) Suppliers
(i)-----------------------------------------------
(ii)-----------------------------------------------
(iii)-----------------------------------------------

(2) Customers
(i)-----------------------------------------------
(ii)-----------------------------------------------
(iii)-----------------------------------------------

(3) Substitute products
(i)-----------------------------------------------
(ii)-----------------------------------------------
(iii)-----------------------------------------------

(4) Other
(i)-----------------------------------------------
(ii)-----------------------------------------------
(iii)-----------------------------------------------
Part C: Responses

For each of the following, questions indicate the extent to which Government Printing Press has responded to the factors of the external environment. Use the scale 1-5

Q3.a) How has GP responded to technological changes?

<table>
<thead>
<tr>
<th></th>
<th>Less Extent</th>
<th>Moderate Extent</th>
<th>Great Extent</th>
<th>Greater Extent</th>
<th>Greatest Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) The use of digital villages.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>(ii) Use of E-government in transactions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>ii) Acquisition of I.T. equipment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>iii) Use of modern technology for regional integration</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

b) To Political changes? | 1 | 2 | 3 | 4 | 5 |
c) To Socio-cultural changes? | 1 | 2 | 3 | 4 | 5 |
d) To Economic/ market trends? | 1 | 2 | 3 | 4 | 5 |

Q4. List any product development strategies GP has undertaken in the last 5 years.

i)------------------------------------------------- ------------------------------------------------
ii) ----------------------------------------------- -----------------------------------------------
iii) ---------------------------------------------- -----------------------------------------------
iv) Other (state) ----------------------------------- ----------------------------------------------

Q5.a) State the strategies that GP has used to improve service delivery in the last five years.

i)-----------------------------------------------------------------------------------------------
ii)-----------------------------------------------------------------------------------------------
iii)-----------------------------------------------------------------------------------------------
iv) Other (state) -----------------------------------------------------------------------------------------------

b) How often have the following strategic responses been used? (Tick)

1. Sensitization of GP programmes
   (a) Never  (b) Rarely  (c) Sometimes  (d) Most times  (e) Always

2. There’s personnel re-organization/ redeployment
   (a) Never  (b) Rarely  (c) Sometimes  (d) Most times  (e) Always
Q6. In each of the following to what extent do you agree with the usage of the following strategies in your firm? (Tick) use a scale of


<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Fairly Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Capacity building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. All GP staff are experienced</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Only a few staff are experienced</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Training is regularly done at GP</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>b) Operational Responses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Strategic planning has been embraced</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Performance contracting is operationalised</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>1. There’s acquisition of modern technology</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Rehabilitation of machines is ongoing</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>c) Value Chain approach</td>
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<tr>
<td>1. ICT is being used extensively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>2. Consultants are sometimes contracted</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>3. Software is regularly updated</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Change of management is sometimes employed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

7. What recommendations would you make to improve GP?
   i) ..................................................................................................................
   ii) ..................................................................................................................
   iii) ..................................................................................................................
   iv) ..................................................................................................................
   v) Other(state)..............................................................................................

THANK YOU