

Influence of Growth Strategies on Performance of Water Service Providers: A Case of Nairobi City Water and Sewerage Company Ltd

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Abstract: This study focused on the effects of strategy on the performance of the Nairobi City Water and Sewerage Company. Most organizations have plans to grow their business and increase sales, service delivery and profits. Some common growth strategies in business include market penetration, market expansion, product expansion, diversification and acquisition. The study focused on four key variables those market strategies, customer care management strategies, financing strategies and technology strategies evaluation by measuring the extent to which this variables influence the performance of Nairobi City Water and Sewerage Company. The study was hinged on the Systemic theory, Expectancy theory, Strategic choice theory, Evolution theory and Resource allocation theory. The study used a descriptive research design. The findings indicated that marketing, customer care management; financing and technological strategies have a significant association as well as relationship with performance of NCWSC. The study recommends that since marketing strategies have a significant positive influence on performance of NCWSC, the management should invest more in such kinds of strategies for instance conducting more customer care clinics and increasing the frequency of carrying out awareness on the importance of paying water bills on time as part of its marketing strategies. The study also recommends that since customer care management strategies have a significant positive influence on performance of NCWSC, the management should invest more in such kinds of strategies for instance frequently conducting a follow up on complains that have been raised and solved and increasing the frequency of continuously reviewing the relationship management practices being adopted by the company employees as part of its customer care management strategies.

Keywords: *Marketing Strategies, Customer care management strategies, Technological Strategies, Financing Strategies, Performance of NCWSC*

Introduction

Growth is a multi-faceted phenomenon that is commonly associated with firm survival, achievement of business goals and success or the scaling up of activities. Thompson and Strickland (2003) states that growing the business can be taken to mean crafting and implementing strategies that will bring profit to the business, attracting and pleasing customers, competing successfully with other competitors in the industry, conducting operations and improving the company's financial and market performance. Growth as discussed by Mintzberg (2003) can be influenced by factors such as political changes; economic factors such as the tax systems, monetary and fiscal policies, interest rates, internal regulations and exchange rates; and social factors such as religious considerations, the impact of the business on local communities, ethnic considerations and cultural factors. Johnson & Scholes (2002) define strategy as the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a challenging environment to meet the needs of markets and to fulfill stakeholder expectations. These are Strategies aimed at winning larger market share, even at the expense of short term earnings. Four broad growth strategies are diversification, product development, market penetration, and market development (Boone, 2000). Within these, several strategies have been adopted such technological, pricing, promotion, market expansion and product innovation strategies. A technology strategy designed to achieve differentiation in product performance will lose much of its impact, for example, if a technically trained staff force is not available to explain the performance advantages to the buyer if the manufacturing process does not contain adequate provisions for quality control (Boone, 2000).

Statement of the Problem

The Provision of Water and Sewerage Services has for a long time been characterized by inefficient management and poor investment. Poor state of water and sanitation services has in the recent past attracted a lot of public interest (Nyaga, 2007). Nairobi Water and Sewerage Company faces big challenges in water supply in the face of the mushrooming of unplanned settlements. The infrastructure development was neglected for many years and there was general inefficiency in services provision. Unaccounted for water poses one of the biggest challenges as the company has to address illegal connections, huge unpaid bills and a poorly maintained infrastructure which results in huge technical losses of water through leaks and busts along the pipelines (WASREB , 2009). Water production levels to the City are also below demand (Nyaga, 2007). These are not challenges that came overnight. According to WASREB (2009) performance report of water service providers in Kenya, the WSPs are unable to meet their obligations and this leads to the disruption in their services which in effect affect the sourcing and distribution of water in the localities (WASREB, 2009). More often than not, WSPs have not been able to supply water to their consumers (Charles & Ogollah, 2014). The company also has unreliable supply as the report indicates that only 65% of the city has reliable supply thus residents are compelled to look for alternative sources of water (WASREB 2014: Atak, 2004). The NCWSC ought to have strategies in place to counter these challenges and improve its performance. This study is hence strategically positioned to assess the strategies adopted by NCWSC and their influence on performance.

Objectives of the Study

- i. To examine the influence of Marketing strategies on Performance of Nairobi City Water and Sewerage Company
- ii. To establish the influence of Customer care management Strategies on performance of Nairobi City Water and Sewerage Company
- iii. To analyze the influence of Technological strategies on performance of Nairobi City Water and Sewerage Company
- iv. To determine the influence of Financing strategies on performance of Nairobi City Water and Sewerage Company

Literature Review

Theoretical Review

Strategic Choice Theory

Strategic Choice Theory was developed by Dunlop to demonstrate that industrial relations practices and outcomes are shaped by the interactions of environmental forces, union leaders, workers, and public policy decision makers (Kochan *et al.*, 1984; Cooke & Meyer, 1990; Arthur, 1992). The theory argues that shifts in business strategies are affected by the external environment and, in turn, affect future business relations outcome. When this happens, the firm must reassess its commitment to its current line of business and decide whether it wants to attempt to compete in the environment or to withdraw and reallocate its capital resources. If the firm chooses to remain active in the market, adjustments in its competitive strategy may be needed. Third, the strategic choices made by firms that remain in the market require them to rearrange their capital in order to take advantage of new profit opportunities. Finally, changes in business strategy and their related production decisions affect the validity of existing organizational structures, particularly the extent of vertical integration (Katz, 1993; Birecree, 1994; Goddard, 1992).

Systemic Theory

Systemic theory developed by Ludwig von Bertalanffy is a strategy implementation theory that argues that economic activity cannot be placed in a separate sphere of impersonal financial calculation because of our social embedness. Economic behavior is embedded in a network of social relations; families, the state professions. These networks influence both the means and the ends of action, defining what appropriate and reasonable behavior is for their members. Thus, personal histories which include educational background, religion, gender, family position, and ethnicity all shape economic activity (Huff, 1990). This social constructivist view suggests that the norms which guide strategy implementation are not cognitive (Huff, 1990), but cultural. Culture, defined as a series of social systems, effects and is affected by firms, industries and economies (Gergen 1994). Whittington (1993) argues that even with the growth in overseas trade and foreign investment, the peculiarities of history and society still matter.

Expectancy Theory

Another theory related to strategy implementation is the Expectancy theory developed by Vroom in 1964 and is used to explain a more complex relationship of individual commitment or motivation to pursue strategic implementation where a correlation of the middle manager goals and the organization goals is an important affecting variable (Guth & Macmillan, 1986). The authors introduce a model that expresses the function of motivation, where the level of motivation are seen as the sum of three factors: An individual's perception that their actions would lead to success that their actions would lead to an outcome and the attractiveness of the perceived outcome dependent on self-interest. The model can be viewed under. All these factors are seen as results of individuals' subjective coding of available data, and that result is a picture of the identity of that individual. Most importantly (Judge & Stahl, 1995) state that "in addition, this perspective argues that behavior can be predicted from attitudes and perceptions".

Resource Allocation Theory

The proponent of this theory as developed by (Wernerfelt 1984, Barney 1991, Conner 1991) accepted by Fiedler and Garcia (1987) asserts that the central proposition which is the foundation of this authors that the way the resources are allocated in the firm shapes the realized strategy of the firm. Understanding the resource allocation process allows one to understand how strategy is made and the involvement of budgetary allocations in the whole strategic process is duly acknowledged. The processes that lead to strategic outcomes are remarkably stable even as environments change. Despite the complexity of the process, many of the forces can be managed if they are understood. Budgetary allocations is responsible for affirm in order to utilize its resources effectively and efficiently. The need to take account of local revenue generation. Revenue mobilization process should be backed up by a budgetary system that can be able to manage the various expenditures factoring in scarcity of resources (Doherty, 2000).

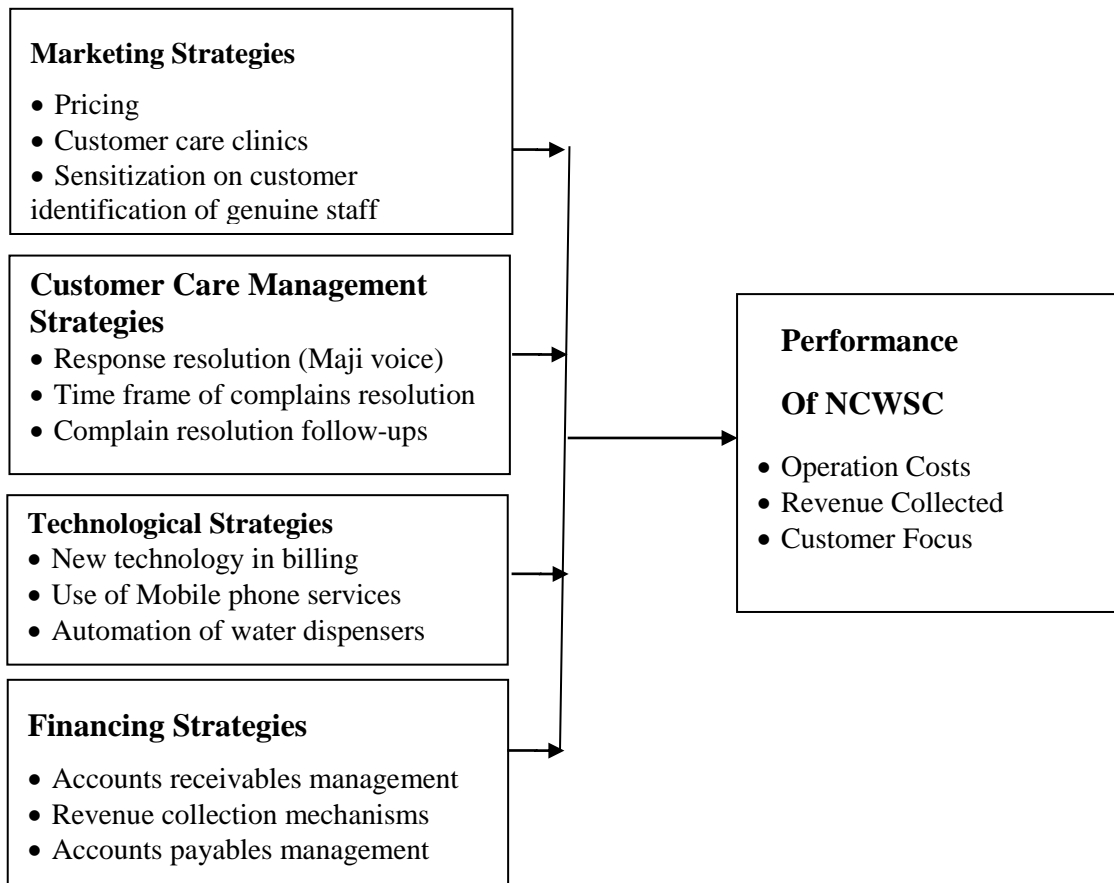
Empirical Review

Oloko et al, (2014) conducted a study on marketing strategies for profitability: a case of Safaricom. The study found various marketing mix and techniques were employed that include: auditory marketing, new product creation, animation, pricing, place, content localization, brand alliances, use of celebrities and constant promotions. Dederichs (2010) conducted study on an intended corporate-wide external growth strategy implementation in the German subsidiary of a US multinational firm. He applied the S-as-P framework of practices and interactions among practitioners for implementation. He identified implementation as the execution of intended strategy and mentioned that both conceptually and practically, the execution of intended strategy implies the existence of some kind of expressed strategic direction (Costanzo, 2004; Hrebiniak, 2006; Hrebiniak & Joyce, 2005; Jarzabkowski & Wilson, 2002). According to Robert (2006) study of the Indian Biotech Pharmaceuticals Company, the company used organic growth through innovation on Information Technology and focused approach. These two strategies enabled the company reach great heights. The company transformed from a small entity into the largest biopharmacy company in India. A study done by Gupter (2008) on Woolworth's growth strategies, the company focused on its customers' needs and improved its market share making it the leading food retailer of Australia.

The company transformed from being a company that was system driven to a company that others try to emulate. The company used innovation and customer satisfaction to become number one food retailer by early 1990's in Sidney Australia. The Company survived a scene when its unprofitable ventures almost led to bankruptcy. Letangule and Letting, (2012) did a study on effect of innovation strategies on performance of firms in the telecommunication sector in Kenya. The study found that adoption of innovation strategies affected profitability of the firms and recommended further research to include promotion strategy. In a study conducted by Momba et al in the year 2012, seeking to establish the impact of Venture Capital on the growth of medium size companies in Kenya, it was found out that that lack of finance was one of the main reasons why these companies do not perform well in most developing countries. The study collected data from the said companies before and after the use of venture capital finance.

Momba *et al.*, (2012) further and established that these companies made significant growth after accessing the financing and recommended that other similar companies should follow suit to attain the desired growth. Maureen (2013) in a study on business growth strategies and organization performance in chase bank Limited found out that the Bank has adopted various growth strategies to enhance the banks performance. The strategies used to enhance competitive advantage include taking excessive risks, increasing their reliance on non interest sources of revenue, increasing operational efficiency as reflected in improved efficiency ratios and burden rates banks facing relatively higher competition seek out alternative sources of revenue as captured by a higher proportion of revenues derived from non-interest sources, increasing operational efficiency as reflected in improved efficiency ratios and burden rates, altering the risk level of asset portfolios through modifications to the banks underwriting standards whether underwriting standards are declining in the level of the bank's perceived competitive environment.

Conceptual Framework



Independent variable

Dependent variable

Figure 1 Conceptual Framework

Research Methodology

This study was conducted using descriptive research design. Descriptive research design obtains information that describes existing phenomena by asking individuals about their perceptions, attitudes, behavior or values (Mugenda & Mugenda, 2003). The target population of this study was the employees in the management positions at the NCWSC Head Office. According to the HRM report (2015), employees in management positions at the NCWSC head office consisted of 8 directors, 17 managers and 44 coordinators (Assistant managers) which totals to 69 employees in top management positions. The study conducted a census on all the employees at the top management positions who were 69 in total. A census was adopted because of the need to get information from the diversified strata. The sample size for the study was hence 69 respondents who consisted of 8 directors, 17 managers and 44 coordinators (Assistant managers).

Table 3.1 Sample Size

Category	Population	Sample size	Percentage
Directors	8	8	12%
Managers	17	17	25%
Coordinators (Assistant Directors)	44	44	64%
Total	69	69	100%

Descriptive statistics, which includes the mean score, standard deviation and frequency distribution, enabled the researcher to meaningfully describe the distribution of measurement using parameters that can measure the central tendency and dispersion. The particular inferential statistics were correlation and regression analysis. Correlation was used to establish association between variables while regression was used to establish the relationship between variables. This study applied a multiple regression model to establish the relationship between the dependent variable and the independent variables. The multiple regression analysis was used because there is more than one independent variable. The model took the following format:

$$Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Where Y=Performance of NCWSC, β_0 =constant coefficient, X_1 = Marketing strategies, X_2 = Customer care management strategies, X_3 =Technological strategies, X_4 = Financing strategies, $B_1...B_4$ = Regression coefficient of the four variables, e is the error term which indicated residual

Results

Response Rate

Figure 2 below indicates the response rate of the study.

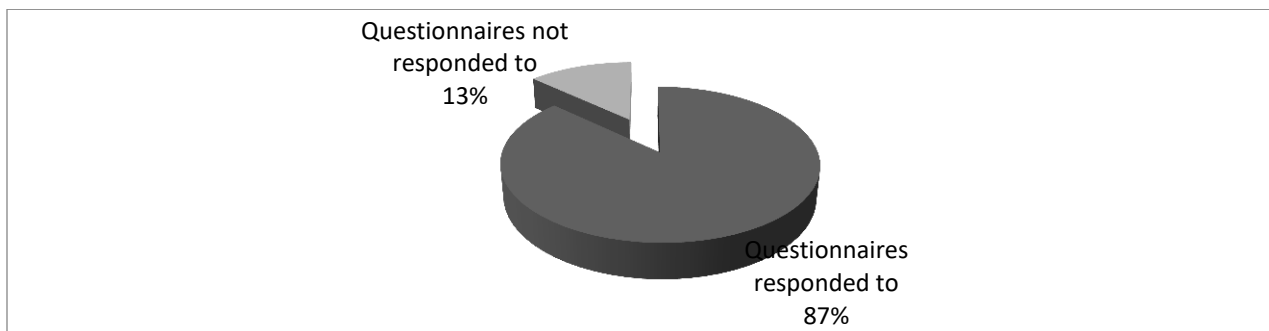


Figure 2 Response Rate

The number of questionnaires that were administered was 69. A total of 60 questionnaires were properly filled and returned. This represented an overall successful response rate of 86.9% as shown on Figure 2. According to Babbie (2004), return rates of 50% are acceptable to analyze and publish, 60% are good and 70% are very good. A response rate of 87% was hence very good for the study. The high response rate was achieved because the method of drop and pick was effective. The respondents who were busy were given more time to respond to the questionnaire before they were picked.

Demographics Analysis

This section contains results on demographic analysis which include; Level of education and duration of the respondents in the company and their positions. It shows the demographic characteristics of the respondents.

Level of Education of Respondents

The study sought to establish the level of education of the respondents. The results are as shown in Figure 3 below.

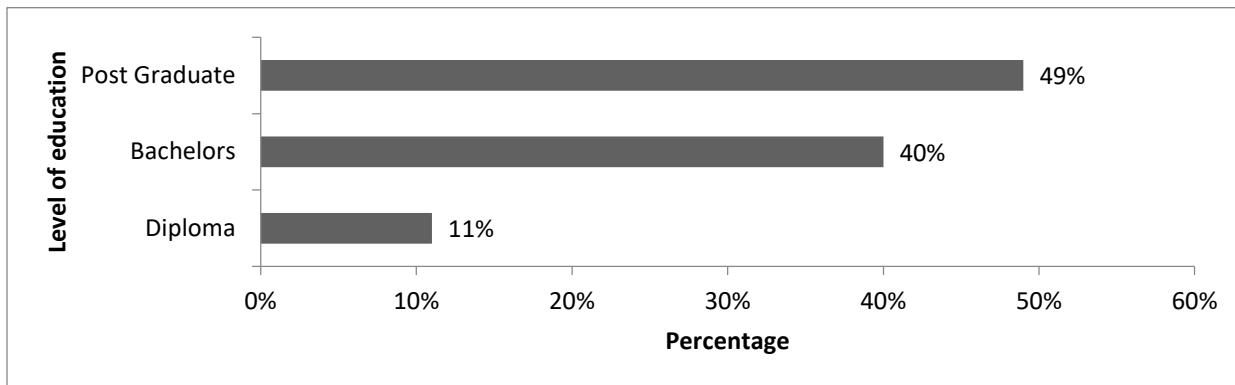


Figure 3 Level of Education

Results on Figure 4.2 shows that majority of the respondent, 49%, had post graduate degrees while 40% had Bachelor's degrees. Only 11% had a diploma. The findings imply that the respondents were literate. This indicates that they could easily read and understand the questions in the questionnaire and respond as required. This hence contributed to a higher reliability of the results. The findings agree with Menz (2012) that the educational level of employees is associated with their cognitive orientation and knowledge base. Other scholars for instance Kinuuet *al* (2012) and Kasomi (2015) have also linked high educational attainment with greater knowledge, skills and understanding.

Duration in the Company

The respondents were asked to indicate the number of years they had worked in the company. The results are as indicated in the figure 4 below.

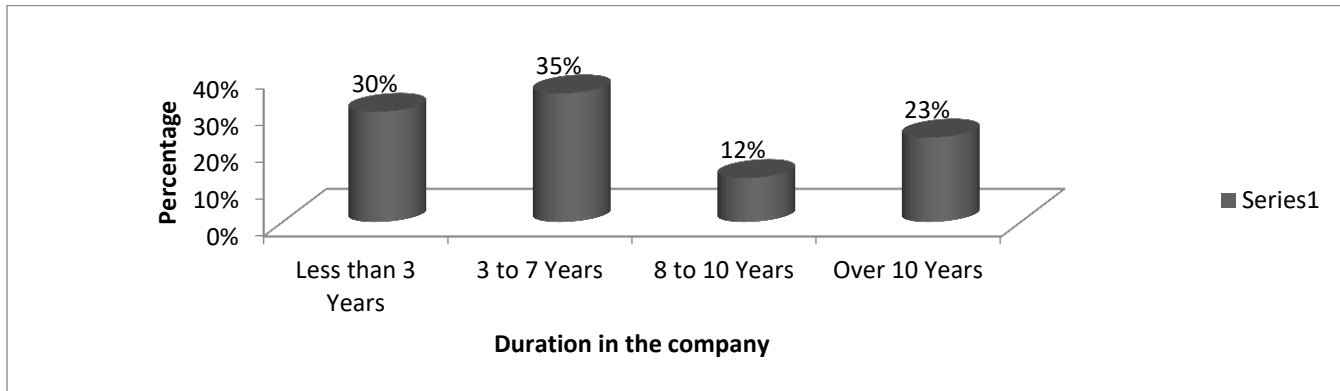


Figure 4 Duration in the Company

Figure 4.4 shows that majority 35% of the respondents indicated that they had worked with NCWSC for a period between 3-7 years, 30% of the respondents indicated they had worked with NCWSC for less than 3 years while the remaining percentage, 35% had worked for over 8 years. In addition, the implication of the largest range being over 3 years is that the rate of turnover and retrenchment at NCWSC is low. These findings agree with the findings of a study by Bashir & Durrani (2014) that as people gain more experience in an industry, the rate of turnover decreases. The findings also agree with the argument by George & Jones (1996) that labor experience in a company leads to low turnover.

Descriptive Findings and Analysis

Performance

The study sought to find out the level of respondent's opinion on performance of NCWSC. The summary of responses is as shown in Table 1 below.

Table 1 Performance of NCWSC

Statement	Mean	Std Dev	Response mode
There has been a reduction in non-revenue water or un-accounted for water (UFW) in the recent past	3.66	1.3	Agree
There has been a reduction in the company's operations and maintenance cost coverage (O+M cost coverage) in the recent past	4.00	1.37	Agree
The coverage area of the company has improved in the recent past	3.80	1.26	Agree
The Staff productivity per connections of the company has improved in the recent past	3.40	1.46	Neutral
The cost of water produced and treated in the recent past has reduced	3.20	1.3	Neutral
Average	3.61	1.34	Agree

Results on Table 1 show that majority of the participants felt that there has been a reduction in non-revenue water or un-accounted for water (UFW) in the recent past (Mean = 3.66), there has been a reduction in the company's operations and maintenance cost coverage (O+M cost coverage) in the recent past (Mean = 4.00) and that the coverage area of the company has improved in the recent past (Mean = 3.80). On the other hand, the participants were not able to authoritatively confirm or deny that the Staff productivity per connections of the company has improved in the recent past (Mean = 3.40) and that the cost of water produced and treated in the recent past has reduced (Mean = 3.20). On average, the participants agreed on statements of performance of NCWSC (Average Mean = 3.61) and the responses indicated less variations from this mean as shown by a standard deviation of 1.34.

These findings agree with WASREB (2009) performance report of water service providers in Kenya. The study further sought to establish the trends of total operating costs as well as total revenue collection. The data used for trend analysis was obtained from the NCWSC accounts department. The trend analysis for total operating cost over the last six years (2011 to 2016) was as established in Figure 5. The results indicate that for the last six years from the year 2011 to the year 2016, the total operating cost of NCWSC has been increasing steadily. In the year 2011, the total operating cost was 5.1 billion and this rose steadily to 9.1 billion in the year 2016. This clearly indicates that to manage finances, there is a need for better financial management strategies at the NCWSC. This supports the statement of the problem. The findings agree with Nyaga (2007) that Nairobi Water and Sewerage Company face huge unpaid bills which escalate the operating costs.

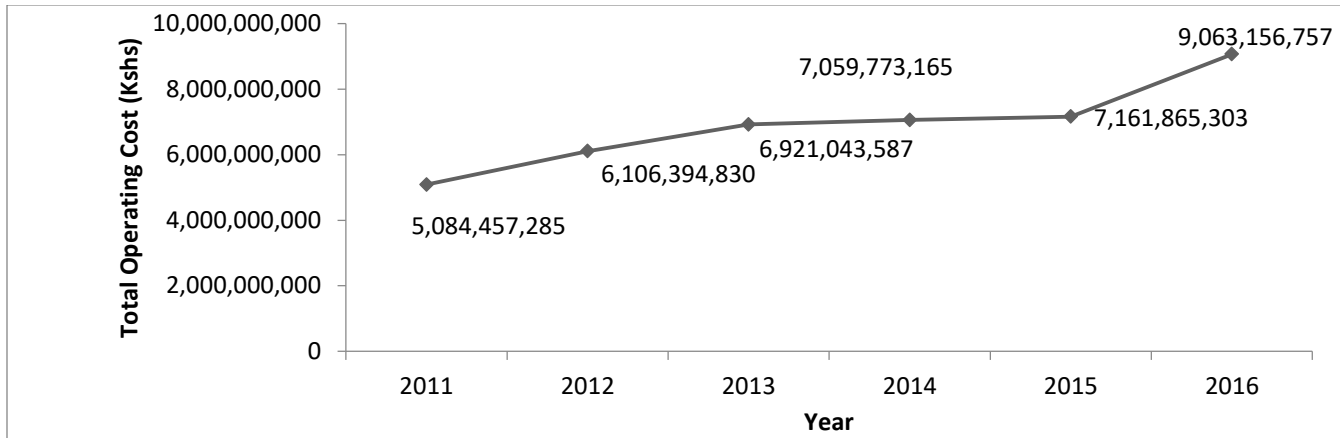
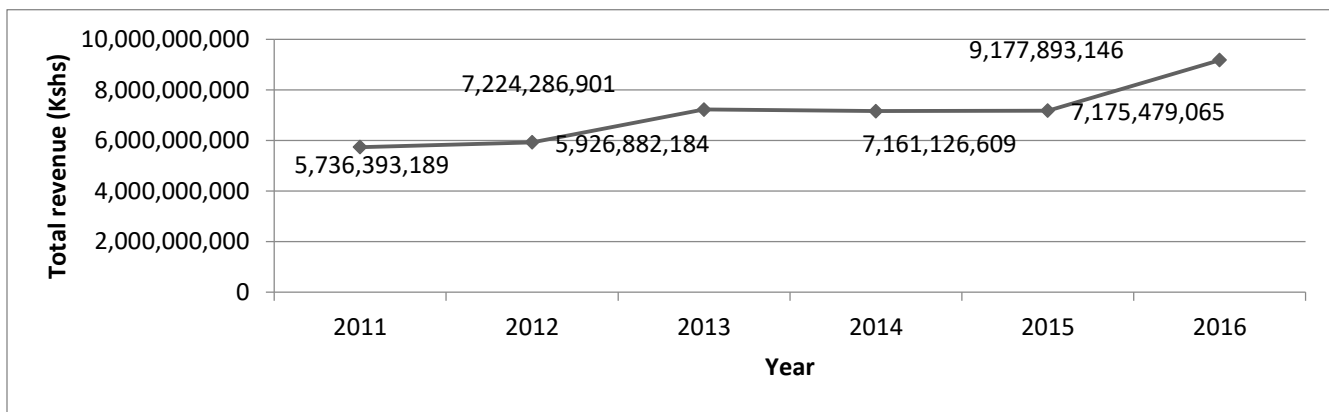


Figure 5 Trend Analysis of Total Operating Cost

The study further analyzed the trend analysis of total revenue and the results are indicated in Figure 6.

Figure 6 Trend Analysis of Total Revenue



The findings indicated that total revenue collected has been unsteady for the last six years with increasing and decreasing trends. This is unlike the case of total operating costs. In the year 2011, the total revenue collected was 5.7 billion against a total operating cost of 5.1 billion and by the year 2016, the total revenue collected was 9.2 billion against a total operating cost of 9.1 billion. The total revenue decreased between the year 2013, 2014 and 2015 before rising in the year 2016. These findings indicate that the problem of unsteady performance of NCWSC in terms of revenue collection is confirmed as there is evidence that there is subsequent rise and fall in revenue collected despite the fact that a lot is injected in its operations. This also confirms the statement of the problem and supports the WASREB (2009) performance report of water service providers in Kenya that the WSPs are unable to meet their obligations.

Marketing Strategies

The study also sought to find out the level of respondent's opinion on marketing strategies. The summary of responses is as shown in Table 2 below.

Table 2 Marketing Strategies

Statement	Mean	Std Dev	Response mode
The company reviews the pricing of water so as not to lose customers to private suppliers	3.86	1.06	Agree
The company frequently conducts customer care clinics around the County	3.57	1.29	Agree
The company frequently conducts adverts to sensitize the customers on how to identify genuine city water staff (Tambua service)	3.86	1.22	Agree
The company frequently carries out awareness on the importance of paying water bills on time	3.69	1.35	Agree
The company frequently carries out awareness on the revised rates of water pricing per unit that the customers should expect in their billing	3.66	1.21	Agree
Average	3.73	1.23	

The results indicated that the participants agreed that the company reviews the pricing of water so as not to lose customers to private suppliers (Mean = 3.86), the company also frequently conducts customer care clinics around the County (Mean = 3.57) and that it frequently conducts adverts to sensitize the customers on how to identify genuine city water staff (Tambua service) (Mean = 3.86). The findings also indicated that the participants agreed that NCWSC frequently carries out awareness on the importance of paying water bills on time (Mean = 3.69) and also carries out awareness on the revised rates of water pricing per unit that the customers should expect in their billing (Mean = 3.66). On average, the participants agreed on the statements of marketing strategies used by NCWSC (Average mean = 3.73). A standard deviation of 1.23 indicated small variation in the responses from the mean. The findings are consistent with the findings of a study by Chimhanzi and Morgan (2005) marketing strategies by managers can involve improvement of the relationships with the external environment through communication mechanisms like advertising.

Customer Care Management Strategies

The study sought to find out the level of respondent's opinion on customer care management strategies. The summary of responses is as shown in Table 3 below.

Table 3 Customer Care Management Strategies

Statement	Mean	Std Dev	Response mode
The response resolution (Maji voice) service is being effectively implemented	4.03	1.20	Agree
The time frame of complains resolution is always small	3.97	1.20	Agree
The company conducts a follow up on complains that have been raised and solved	3.86	1.22	Agree
There is a continuous review of relationship management practices being adopted by the company employees	3.83	1.20	Agree
There is frequent conducting of customer satisfaction surveys by the company	4.09	0.92	Agree
Average	3.96	1.15	

The findings indicated that the respondents agreed that the response resolution (Maji voice) service is being effectively implemented (Mean = 4.03), the time frame of complains resolution is always small (Mean = 3.97) and that NCWSC conducts a follow up on complains that have been raised and solved (Mean = 3.86). Furthermore, majority of the respondents agreed that there is a continuous review of relationship management practices being adopted by the company employees (Mean = 3.83) and that there is frequent conducting of customer satisfaction surveys by the company (Mean = 4.09). On average, majority of the respondents agreed on all the statements concerning customer care management strategies (Average mean = 3.96) with a small variation of the responses from the mean (Standard deviation = 1.15). The findings are consistent with SAP (2008) who indicated that some of the customer care management strategies may include business acquisition strategies which are one of the strategies used by companies to beat competition by accelerating their pace of growth.

Technological Strategies

The study sought to find out the level of respondent's opinion on technological strategies. The summary of responses is as shown in Table 4 below.

Table 4 Technological Strategies

Statement	Mean	Std Dev	Response mode
The company encourages the use of enterprise resource planning in its operation	3.83	1.04	Agree
There is frequent application of technology in billing	4.20	0.90	Agree
The company encourages transactions using mobile phone services instead of traditional paper works to pay bills	3.69	1.25	Agree
The company champions for effective implementation of the new technology of automation of water dispensers	3.91	1.27	Agree
The company is forming strategic alliances with financial institutions to encourage e-payment of bills	3.74	1.17	Agree
Average	3.87	1.13	

The findings showed that majority of the respondents agreed that NCWSC encourages the use of enterprise resource planning in its operation (Mean = 3.83), there is frequent application of technology in billing (Mean = 4.20) and that NCWSC encourages transactions using mobile phone services instead of traditional paper works to pay bills (Mean = 3.69). It was also established that the company champions for effective implementation of the new technology of automation of water dispensers (MEAN = 3.91) and also forms strategic alliances with financial institutions to encourage e-payment of bills (Mean = 3.74). The overall mean score of 3.87 indicated that majority of the respondents agreed on most statements on technological strategies with a small variation of the responses from the mean (Standard deviation = 1.13). The findings are consistent with David (2008) who indicated that communications technology takes the form of mobile phones, fax machines, video conferencing, the internet and the world wide web, and its key benefit is that staff are contactable all the time while at work, and should be able to contact customers and clients without having to return to an office.

Financing Strategies

The study sought to find out the level of respondent's opinion on financing strategies. The summary of responses is as shown in Table 5 below.

Table 5 Financing strategies

Statement	Mean	Std Dev
There is a well-established cash flow management strategies in the company	3.74	1.29
There is a well-established revenue collection strategies in the company	4.17	0.92
The company manages its accounts payables effectively to avoid late payments o suppliers	3.69	1.25
The company manages its accounts receivables effectively to avoid late payments by its debtors	3.74	1.01
The company has well established applied cost cutting strategies	3.81	1.10
Average	3.83	1.11

Results on Table 5 indicates that majority of the respondents agreed that there is a well-established cash flow management, revenue collection strategies in the company and that the company manages its accounts payables effectively to avoid late payments o suppliers (Mean = 3.74, 4.17 and 3.69) respectively. The findings also indicated that the respondents agreed that the company manages its accounts receivables effectively to avoid late payments by its debtors (Mean = 3.74) and that it has well established applied cost cutting strategies (3.81). The results indicated an overall mean score value of 3.83 which showed that the respondents agreed on all the statements on financial strategies of NCWSC. There was also a small variation in the responses from the mean as shown by a standard deviation of 1.11.

Correlation Analysis

The association among the variables used in the study was examined using the correlation analysis.

Table 6 Correlation Analysis

		Marketing strategies	Customer care management strategies	Technological strategies	Financing strategies
Marketing strategies	Pearson Correlation	1			
	Sig. (2-tailed)				
Customer care management strategies	Pearson Correlation	.438**	1		
	Sig. (2-tailed)	0.000			
Technological strategies	Pearson Correlation	.566**	.823**	1	
	Sig. (2-tailed)	0.000	0.000		
Financing strategies	Pearson Correlation	.244*	.448**	.324**	1
	Sig. (2-tailed)	0.014	0.000	0.000	
Performance	Pearson Correlation	.345**	.641**	.421**	.542**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

The findings indicated that marketing strategies as well as technological strategies had a weak but positive and significant association with performance of NCWSC ($r = 0.345$, $Sig = 0.000$) and ($r = .421$, $Sig = 0.000$) respectively. The findings also indicated that customer relationship management had the strongest positive and significant association with performance ($r = 0.641$, $Sig = 0.000$) as well as financing strategies ($r = 0.542$, $Sig = 0.000$). The findings are consistent with Chimhanzi and Morgan (2005) findings which indicated that firms devoting attention to the alignment of marketing and human resources are able to realize significantly greater successes in their strategy implementation. The findings are also consistent with David (2008) who indicated that technology has an influence on all aspects of business from the very general to the very specific. The findings are also consistent with Eljelly (2004) who indicated that effective working capital management which is a part of financing strategies is vital in ensuring sustainable growth and development of the water service providers (WSPs) in Kenya which will in turn boost their performance.

Regression Analysis

A regression analysis was then used to test the research objectives with the equation being $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$. The results for model summary, fitness and coefficients are presented.

Table 7 Model Summary

R	0.778
R Square	0.605
Adjusted R Square	0.552

The regression results show that R was 0.778 which shows that the correlation between growth strategies and performance of NCWSC is positive. R squared is the fraction of the variation in dependent variable (performance of NCWSC) that can be accounted for by independent variables (Marketing, customer care management, technological and financing strategies). The findings indicated that the growth strategies in this study (Marketing, customer care management, technological and financing strategies) account for up to 60.5% of the variations in performance of NCWSC. This therefore implies that other factors not studied in this study account for the remaining 39.50% of the performance of NCWSC and therefore, further research can be conducted to those factors. Model significance was established and results presented on Table 8.

Table 8 Analysis of Variance (Model Significance)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.653	4	2.663	11.489	0.000
Residual	6.954	55	0.232		
Total	17.607	59			

To test the fitness of the model in estimating the influence of the independent variables on the performance of NCWSC, two way ANOVA was carried out where the F statistic of 11.489 was significant as indicated by a p-value=0.000 implying that the model was significantly fit to be used in predicting the effects of the independent variables on performance of NCWSC. This is because the P-value of 0.000 is less than 0.05 at 5% level of significance. The model significance was also tested by comparing the Calculated F value of 11.489 with a critical F value of 3.469 read from the F distribution table using 4 degrees of freedom and 55 degrees of freedom at 5% level of significance. Since 11.489 was greater than 3.469, the model was significant. The model coefficients were lastly established as indicated in Table 9.

Table 9 Regression Coefficients

	B	Std. Error	t	Sig.
Constant	1.443	0.509	2.833	0.008
Marketing strategies	1.146	0.399	2.873	0.007
Customer care management strategies	0.527	0.211	2.496	0.018
Technological strategies	1.688	0.338	4.995	0.000
Financing strategies	0.594	0.263	2.254	0.032

The results for regression of coefficients of the study shows that there is a positive relationship between marketing strategies, customer care management strategies, technological strategies and financing strategies supported by beta coefficients of 1.146, 0.527, 1.688 and 0.594 respectively. This means that an increase in either of the variables will positively increase the performance of the company. The analysis also yields results that show all variables used in the study are statistically significant as the probability (p) values were 0.007, 0.018, 0.000 and 0.032 respectively which were not more than the conventional value of 0.05 at 5% level of significance. According to the regression equation established, taking all factors into account constant at zero, performance of the company is to be 1.443. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in marketing strategies leads to a 1.146 increase in performance of the company; a unit increase in customer care management strategies leads to a 0.527 increase in performance of the company, a unit increase in technological strategies leads to a 1.688 units increase in performance of the company and a unit increase in financing strategies leads to a 0.594 increase in performance of NCWSC. This infers that technological strategies contribute more to performance of the company followed by marketing strategies, financing strategies and lastly customer care management strategies. The findings are consistent with Yoo, Donthu and Lee (2000) who indicated that marketing activities have a significant effect on performance of an organization. The findings also are also consistent with Porter (2008) who indicated that a firm's technology strategy has an essential ingredient in its overall competitive strategy.

The findings are also consistent with Buhalis (2000) who argued that technological strategies not only support the current strategic thrust but, more importantly, determine future competitiveness and performance of a firm. Furthermore, the findings are consistent with Hagedoorn and Cloudt (2003) who indicated that poorly functioning financial systems can seriously undermine the growth in income.

Optimal Model

Performance of NCWSC = 1.443 + 1.688 (Technological strategies) + 1.146 (Marketing Strategies) + 0.594 (Financing strategies) + 0.527 (Customer care management strategies)

Conclusion

Marketing Strategies

The study also concluded that there exists a positive and significant relationship between marketing strategies and performance of NCWSC. Among the marketing strategies that NCWSC can adopt to have better performance is reviewing the pricing of water so as not to lose customers to private suppliers, conducting customer care clinics around the County and conducting adverts to sensitize the customers on how to identify genuine city water staff and carries out awareness on the importance of paying water bills on time as part of its marketing strategies.

Customer Care Management Strategies

The study also concluded that there is a positive and significant relationship between customer care management strategies and performance of NCWSC. Among the customer care management strategies that NCWSC can adopt to improve performance are response resolution (Maji voice) service, shortening the time frame of complains resolution, conducting a follow up on complains that have been raised and solved and continuously reviewing the relationship management practices being adopted by the company employees as part of its customer care management strategies.

Technological Strategies

The study concluded that a positive and significant relationship between technology strategies and performance of NCWSC exists. Some of the technological strategies that NCWSC can adopt to improve performance were the use of enterprise resource planning in operation, applying technology in billing, and encouraging transactions using mobile phone services instead of traditional paper works to pay bills and champions for effective implementation of the new technology of automation of water dispensers as part of its technology strategies of growth.

Financing Strategies

Another conclusion is that a positive and significant relationship exists between financing strategies and performance of NCWSC. To improve performance, NCWSC can develop a well-established cash flow management, revenue collection strategies in the company and manage accounts payables effectively to avoid late payments of suppliers as well as manage accounts receivables effectively to avoid late payments by its debtors as part of its financing strategies.

Recommendations of the Study

The study made recommendations in relation to the study findings and conclusions. These are recommendations that can be adopted by NCWSC as well as other companies facing similar challenges. The recommendations are made per objective. The study recommends that since marketing strategies have a significant positive influence on performance of NCWSC, the management should implement the strategies by investing more in such kinds of strategies for instance conducting more customer care clinics and increasing the frequency of carrying out awareness on the importance of paying water bills on time as part of its marketing strategies.

The study also recommends that since customer care management strategies have a significant positive influence on performance of NCWSC, the management should invest more in such kinds of strategies for instance frequently conducting a follow up on complains that have been raised and solved and increasing the frequency of continuously reviewing the relationship management practices being adopted by the company employees as part of its customer care management strategies. The study also recommends that the management of NCWSC should put more emphasis and invest more in technological strategies involving the use of enterprise resource planning, mobile phone services transactions and discourage the use of traditional paper works to pay bills as this has a positive and significant influence on performance of NCWSC.

Furthermore, the study recommended that the management of NCWSC should also focus more on financing strategies for instance cash flow management, revenue collection strategies, management of accounts payables as well as accounts receivables since it has a positive and significant influence on its performance. The study findings indicated that for the past years, the total operating cost of NCWSC has been increasing steadily. There is also unsteady performance of NCWSC in terms of revenue collection despite the fact that a lot of money is injected in its operations. There is hence a need to put in place better financial management strategies at the NCWSC.

Conflict of Interest

No potential conflict of interest was reported by the authors.

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