

Strategically Planning the Strategic Plan - KEDCO Experience

By Dr. Jamil I. Gwamna, MD/CEO

Kano Electricity Distribution Company, Kano - Nigeria

Abstract

Kano Electricity Distribution Company plc (KEDCO) is one of the eleven (11) successor companies with the franchise to receive and distribute electricity in the tri-states of Jigawa, Kano and Katsina with a population of over twenty million people and potential electricity customers of about four million households in the market territories. It becomes imperative to have a comprehensive strategy to turn around the fortune of the company from the rut in the Nigerian Power Sector in over fifty years. Reviewing the background of the company using a robust SWOT analysis revealed a lot of business potentials yet un-locked. This paper documented KEDCO's strategic plan as well as the strategic planning roadmap and the quick wins. This analysis was backed by a review of treatises on strategic planning and the evolving role of corporate strategy in a challenging business environment. Lessons learnt from the appraisal were outlined which further set the ground for the conclusion, recommendation and further research.

Introduction

This paper reviews the dynamics in the electricity distribution sector in Nigeria with key emphasis on the background and engineering of strategic planning and implementation in KEDCO. The corporate strategy department which is an extension of the MD/CEO suit is solely responsible for the development of strategic plans and directions for the company. Strategic planning is a systematic and formally documented process for creating entirely new policy decisions that an organisation should execute in order to thrive over the next few years (Mintzberg, 1994). Given the mindset, KEDCO Corporate Strategy team collaborating with company-wide stakeholders developed the 2015 strategic plan which gave a clear direction for the business to meet shareholder expectations while providing value to customers and employees.

The 2015 strategic plan detailed the specific strategies designed to achieve the strategic focus and targets for each department and strategic business functions. A mid-year review of the 2015 strategic plan was conducted with comprehensive analysis of the company performance, with a redirection of policies and strategies to ensure the achievement of the organizational goals using the quick-wins strategies in line with the vision, mission, core values, and the Key Performance Indicators.

KEDCO Background Information

Kano Electricity Distribution Company Plc. (KEDCO) is owned by Sahelian Power SPV Ltd, a consortium of local and international companies with years of experience in energy

marketing and distribution. The consortium has a total of 60% equity share capital in KEDCO while the Federal Government of Nigeria holds 40% equity. After fulfilling the bidding requirements with thorough evaluation process by the Bureau of Public Enterprises (BPE), KEDCO was inaugurated on November 1st 2013 as one of the 11 electricity distribution companies (DISCOs) privatized by the Federal Government of Nigeria with a mandate to execute the objectives of the Nigerian power sector reform, as contained in Section 67 of the Electricity Power Sector Reform Act 2005.

<http://www.nipptransactions.com/wp-content/uploads/downloads/2013/03/Electric-Power-Sector-Reform-Act-2005.pdf>.

The Act authorizes KEDCO to distribute and market electricity in the tri-states of Jigawa, Kano, Katsina with corporate headquarters in Kano and other strategically located business offices across the tri-states which include the Business Units (BUs), Sub-Business Units (SBUs) and Service Centres (SCs). KEDCO is currently undergoing a restructuring process aimed at getting closer to the customers to achieve operational efficiency and customer intimacy. KEDCO’s Board is chaired by Alhaji Tajuddeen Aminu Dantata and an Executive Management Team headed by the MD/CEO, Dr. Jamil I. Gwamna.

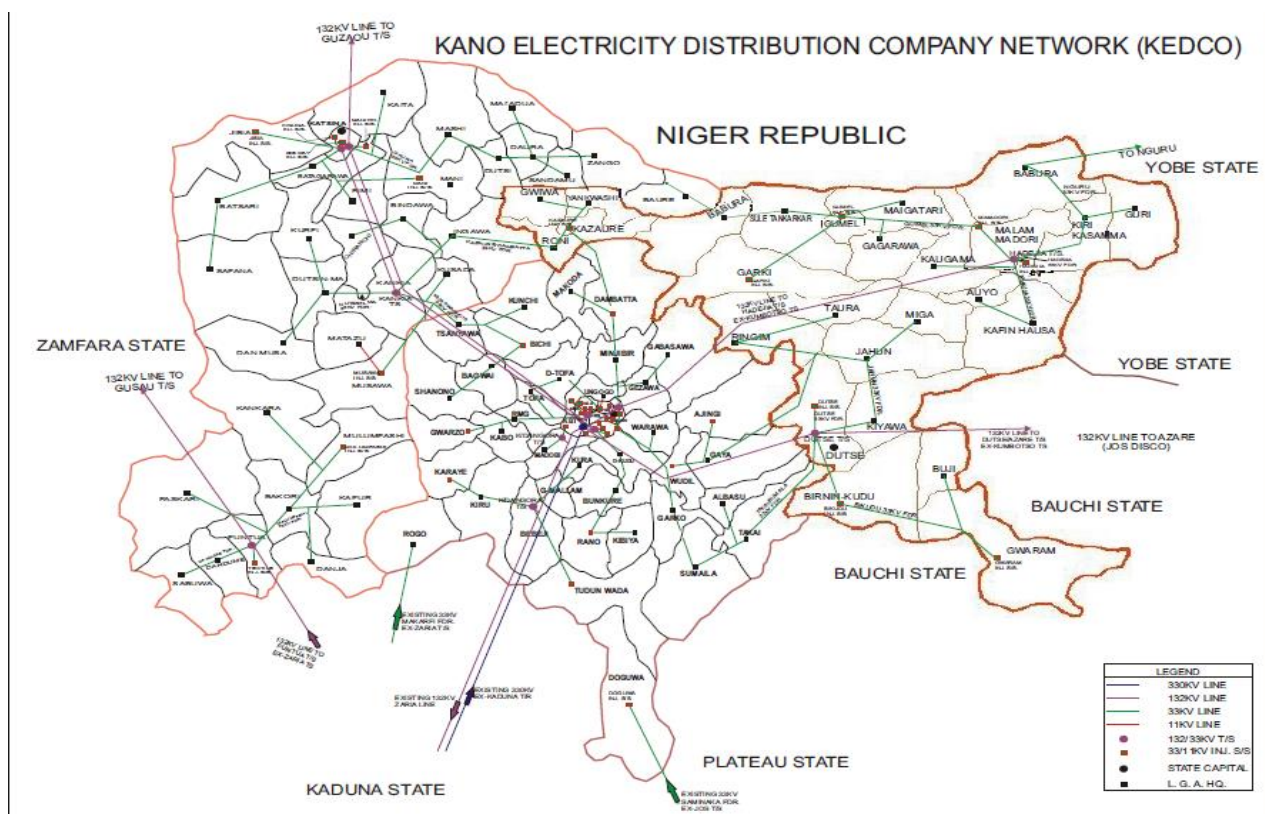


Figure One: Map of KEDCO franchise area

Vision:

To be a world-class supplier of electricity to our customers in an environmentally sustainable manner.

Mission:

- To deliver sustainable energy and integrated services safely, reliably and enable cost effective solutions to our customers and community at large
- To become the leading indigenous provider of electric energy
- To make quality electricity available and accessible for every Nigerian/African
- To demonstrate passion for excellent customer service
- To exceed customers' expectations by providing value-added services

Core Values: (Acronym: REEII)

- Relationship
- Excellence
- Equity
- Integrity
- Innovation

Key Performance Indicators (KPIs):

In line with global best practices, the company adopted the following KPIs:

- Customer Intimacy
- Increase Revenue
- Improve Working Environment
- Improve Operating Efficiency.

Market, Products and Services

KEDCO is the sole licensed distributor of electricity in Jigawa, Kano and Katsina with a geographical coverage of 67,128Km² (Twice the size of Belgium and about the size of Ireland), a total population of over 20,000,000 and about 4 million households in the territorial markets. KEDCO receives electricity from the national grid mainly at Kumbotso, Zaria and Jos transmission stations with an installed transmission capacity of 600MVA (330/132kv), a total injection installed capacity of 797.5MVA (132/33/11kv) and installed distribution capacity of 1,884MVA (33/0.415kv and 11/0.415kv). Since take over in November 2013, the company has delivered over 2,129GWh of energy to more than

340,000 registered Maximum Demand (MD) and non-MD customers. KEDCO renders customer-focused qualitative services to the customers such as 24 hours fault clearing and a reliable 24 hours customer call center service. See figure below

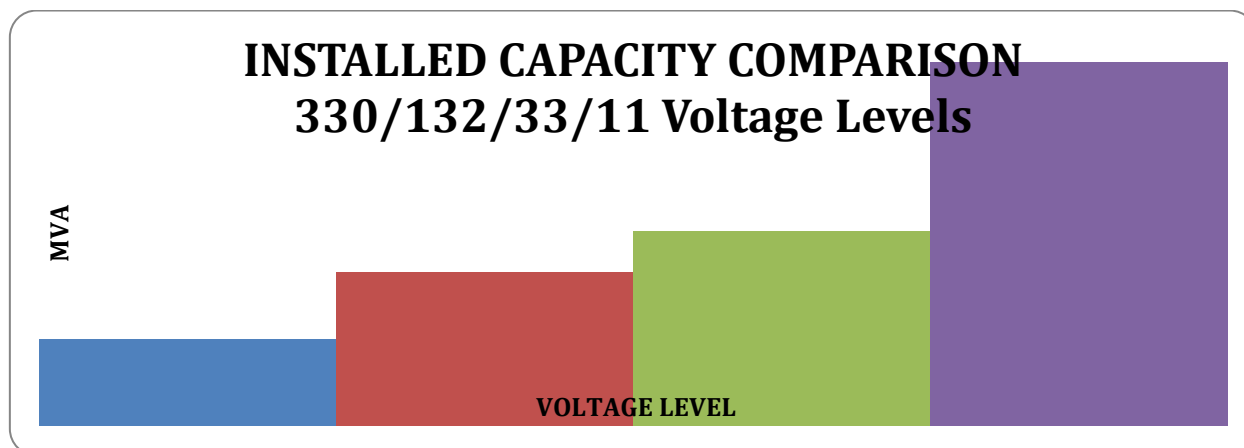


Figure Two: Installed Capacity Comparison.

KEDCO COMPARED WITH OTHER ELECTRICITY DISTRIBUTION COMPANIES IN NIGERIA

Discos	(%) Expected National Allocation	States	Population	Land Mass (Km ²)
Abuja	11.50	FCT, Niger, Kogi&Nassarawa	10,544,431	140,628
Benin	9.00	Edo, Delta, Ondo & Partly Ekiti	10,806,688	51,000
Eko	11.0	Lagos	9,113,605	3,345
Enugu	9.00	Enugu, Abia, Imo, Anambra &Ebonyi	16,395,555	29,095
Ibadan	13.00	Oyo, Ogun, Osun, Kwara& Partly Ekiti	17,513,303	97,645
Ikeja	15.00	Lagos	9,113,605	3,345
Jos	5.50	Plateau, Bauchi, Benue &Gombe	14,478,278	129,577
Kaduna	3.00	Kaduna, Sokoto, Kebbi&Zamfara	16,351,593	148,588
Kano	8.00	Kano, Katsina&Jigawa	19,563,874	67,128
Port Harcourt	5.50	Rivers, Cross River, Bayelsa&Akwa Ibom	13,698,270	49,087
Yola	3.50	Adamawa, Borno, Taraba &Yobe	11,966,193	207,790

Table One: Discos Matrix

KEDCO Investment Requirements

KEDCO investment needs are monumental (about \$500M USD over a 5 year period) with strategic focus on:

- Modernizing technical infrastructural architecture
- Integrated and/or digital metering
- Remodeling of all business units and cash collection channels

KEDCO Future Outlook

- KEDCO has a great potential for growth and success in view of its large customer population.
- Reconfiguration of the power distribution from the Radial to a Ring network to improve efficient energy delivery.
- Close the 'metering gap' through meter deployment initiative.
- Investing in capacitor banks to improve power factor
- Installation of additional lines to de-load the feeders as well as new transformers at load points.
- Increase payment channel options to cater for diverse customer base to improve revenue collections.
- Improve work environment via initiatives on people development and HSE.
- Deploy a robust enterprise platform – ERP systems to integrate all functional business areas.

Treatises on Strategy

Strategic Plan is described as a direction, guide and a course of action of an organization over a short or long period of time. It is closely related to the configuration and distribution of resources within the organization to meet the needs of the market and the stakeholders (Patanakul & Shenhar, 2012; Ackoff, 1974). It involves the creation and execution of key goals and initiatives agreed-upon by the company's top management contingent upon the availability of resources and a broad assessment of the endogenous and exogenous factors. In essence, strategic planning entails:

- The direction where the business is trying to get to in the near future
- Which markets should the business compete in and the activities to engage in
- How can the company perform better than the competition within her market

- What resources are required in order to be able to compete
- What external environmental factors affect the business ability to compete
- What are the values and expectations of those who have power in and around the business (stakeholders) (Ackoff, 1974)

Strategic planning is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it what it does, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions required to get there, but also how to measure the critical success factors. It therefore provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans (Jan Khan & Khaliq, 2014).

A discriminant analysis found twelve variables that differentiated firms with formal plans from those without them in the United Kingdom (Phelps et al., 2001). In their study, they reported two exploratory studies in contrasting industries; the water industry and the information technology (IT) consultancy industry. Analysis of these studies found support for improved financial performance resulting from scenario planning in both industries.

In a study done in Nigeria by Alaka et al. (2011) with eighty (80) respondents including heads of departments and executive management staff of selected insurance companies revealed that strategic planning has positive impact on insurance companies' profitability. Also in Nigeria, a study by Owolabi and Makinde (2012) conducted on employees of Babcock University revealed that there was a significant positive correlation between strategic planning and corporate performance. Their study therefore concluded that strategic planning is beneficial to organizations in achieving the set goals and also recommended that universities and other organizations should embrace strategic planning to enhance corporate performance.

Recent application of the strategic planning framework in six urban water utilities in Africa has shown that it provides a systematic and repeatable standalone methodology that can be used by different utilities to develop comprehensive strategic work-plans (Kayaga et al., 2006; Mihayo and Njiru, 2006; Sekhonyana et al., 2006; Tumuheirwe et al., 2006). The strategic work plan would address a variety of utility management issues, with the aim of improving performance and enabling the utility to achieve its short, medium and long-term objectives. In the following sections, we illustrate the practical application of the methodology using case studies from the African water utilities.

KEDCO Strategic Planning RoadMap

Conceptualizing, developing and implementing KEDCO 2015 Strategic Plan went through a series of processes in accordance with universal best practices in line with the regulatory framework governing the Nigerian Electricity Supply Industry (NESI). KEDCO being a newly privatized company, the consensus was to develop an implementable strategic plan

given the scarce resources organizational realities. A comprehensive analysis of KEDCO's vision, mission, core values, stakeholders, enterprise documents, and the company key performance indicators was conducted hand in hand with a detailed primary research of the business units to understand the salient issues as well as harmonize all stakeholders.

KEDCO Corporate Strategy Team leveraged the layered process of strategic planning and development framework outlined by Banham (2010) for the 2015 Strategic Plan.

Strategic Planning Process



Figure Three: Strategic Planning Process.

Mission and Objectives Review

KEDCO Corporate Strategy Team organized and also participated in a few focus group workshops aimed at distilling KEDCO vision, mission and the strategic objectives. KEDCO Strategy Team immediately realized that for KEDCO to be a truly world-class supplier of electricity to our customers in an environmentally sustainable manner as emphasized by the vision statement, it is important to bring the centrality of the customer to the fore. Thus, KEDCO Corporate Strategy Team added “Customer Intimacy” to the KEDCO key performance indicators (KPI) to complement other KPIs right off the bait. This has become the main focus of the senior management since it was generally agreed that achieving customer intimacy automate the other KPIs. KEDCO KPIs is depicted below:

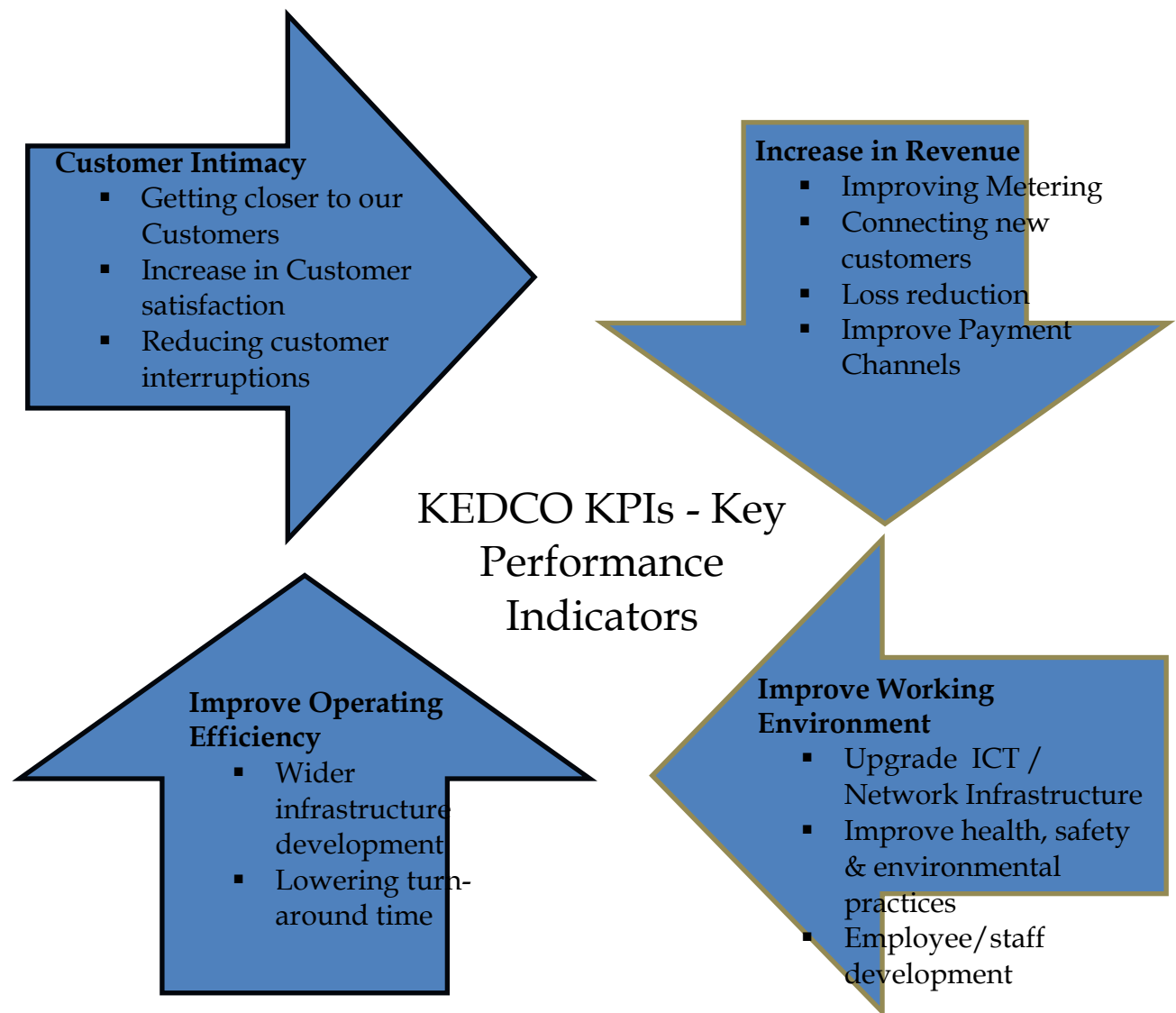


Figure Four: KEDCO Key Performance Indicators

Environmental Scanning

KEDCO Corporate Strategy Team also conducted both the internal and external analytical prognosis of KEDCO using SWOT analysis. It should be noted that a crucial aspect of strategic planning is to understand both the internal influencers (strengths and weaknesses) as well as external caveats (threats and opportunities). Hereunder is a table highlighting KEDCO’s SWOT analysis which KEDCO Corporate Strategy Team used to assess KEDCO potential for sustainability.

KEDCO SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ KEDCO has the sole license to distribute electricity within the market coverage area ▪ Largest market territories (population) compared with other distribution companies in Nigeria ▪ Large functional industrial clusters which attracts both national and international interest. ▪ Highly responsive Board of Directors and experienced/youthful staff base ▪ KEDCO Centre of Excellence (KCE) housing the Project Management Office (PMO), Knowledge Management Centre (KMC) and KEDCO Consult to handle project implementation, knowledge management and internal consulting ▪ Large network infrastructure and technical assistance from the World Bank 	<ul style="list-style-type: none"> ▪ Inherited poor database of customers. ▪ Poor customer metering. ▪ Few payment channels. ▪ Poor power supply from the national grid. ▪ Poor ICT coverage, company website and billing software. ▪ Low customer intimacy and awareness. ▪ Rampant cases of meter bypass and infrastructure vandalism. ▪ Non adherence to safety standards and unavailability of safety wears/ kits. ▪ Obsolete equipment ▪ Resistance to change management.

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Update customer database to significantly increase revenue generation ▪ Partnership for embedded power generation and foreign direct investment ▪ Comprehensive customer metering ▪ Business units restructuring project ▪ Laws to punish bypass and vandalism of infrastructure ▪ Improved ICT coverage, company website, billing software and alternative payment channels. ▪ Increase customer awareness, partner with community leaders and prompt identification and clearing of faults. ▪ Strict adherence to safety standards and provision of safety wears/ kits 	<ul style="list-style-type: none"> ▪ Threat of possible reversal of the privatization process and radically changing government policies. ▪ Inadequate private capital investment – Lack of funds ▪ Regulatory uncertainties ▪ Technological and skills gap in terms of modern equipment’s and staff trainings in managing electricity distribution business ▪ Increasing customer awareness on the use of renewable energy sources. ▪ Organized body of customers considering the construction of micro grids for their members.

Table Two: KEDCO SWOT Analysis

The above SWOT analysis highlighted the strengths, weaknesses, opportunities and threats associated with KEDCO business environment reflecting how each identified component affects the bottom-line i.e. customer intimacy, revenue generation, operating efficiency and working environment. KEDCO Corporate Strategy Team considered all these niceties and put them in proper perspective in developing the 2015 Strategic Plan.

Strategy Formulation

Having crystallized KEDCO’s KPIs and the SWOT, the Corporate Strategy Team brainstormed with all stakeholders on the panaceas to enhance the strengths and opportunities while mitigating the identified weaknesses and threats. The outcome from the brainstorming sessions were incorporated into the 2015 Strategic Plan as strategic focus and targets which culminated in the creation of the Project Management Office as a mitigant. A Customer Augmentation research was instituted to better understand the nuances of the customer and the electricity consumers.

Strategy Implementation

Considering that the implementation stage entails the allocation of scarce resources, project management skills and deployment of strategies to achieve the strategic objectives of the 2015 Strategic Plan, the Corporate Strategy Team developed and completed KEDCO-wide training sessions on “Project Management Fundamentals”, “Effective Cost and Risk Management” and “Effective Branch Management” for employees and all the Business Unit Managers. For watertight implementation, the Corporate Strategy Team also instituted a comprehensive implementation action plans such as the Strategic Plan Implementation Committee, Budget Monitoring Committee (given that budget is nothing but the strategic plan expressed in monetary terms), departmentalized action plan, quarterly review schedule, meeting schedule, monitoring group, Board of Directors engagement, etc. KEDCO PMO is saddled with the overall responsibility of overseeing the implementation of the strategic projects (such as the Customer Enumeration, Business Unit Restructuring, Bottom-Up Performance Management Initiative, Metering Initiatives, Trainings, etc) inherent in the 2015 Strategic Plan.

Evaluation and Control

Given the identified implementation action plans to achieve the 2015 Strategic Plan, the evaluation and control process was developed to ensure that the implementation resonates with the strategic plan (plan your work and work your plan). Hence, a broad based independent mid-year review was conducted by the Corporate Strategy Team which produced an all-inclusive evaluation document described by the executive management as the “most honest” document ever developed in the history of KEDCO. Thus, the mid-year all-inclusive evaluation document remains the torchbearer in formulating any strategic direction for KEDCO going forward.

The Corporate Strategy Team also organized a one-on-one departmental review of the 2015 Strategic Plan with each department and other strategic business units/initiatives which also resulted in the production of a “Quick-Wins” strategic document which granulated the strategic plan into actionable deliverables. KEDCO quick-wins are agreed-upon cost effective corrective measures and improvements that are visible, have immediate benefit, and can be delivered quickly within 60-90 days. These quick-wins are being implemented at KEDCO.

Lessons Learned

Effective implementation of the strategic plan makes all the difference in organizational management. However, strategy without implementation is the same as no strategy at all. If the wrong strategy is implemented the organization sinks. KEDCO Chief Strategy Officer, Habeeb Adekunle Quadri strongly believes that “strategy development is superfluous without implementation and, even if the right strategy is not rightly implemented, the organization still sinks”. Apparent from the foregoing, KEDCO 2015 Strategic Plan crystallized the company direction in the short-run. However, there are prospects and challenges identified in the process of implementing the strategic plan. The prospects and challenges have been documented as part of the lessons learned.

- It has clearly defined KEDCOs strategic direction which helped to establish realistic goals and objectives consistent with the company vision, mission, values and KPIs.
- The clarity of the 2015 strategic plan clearly simplified employees understanding of KEDCO mandates and strategic objectives to all stakeholders.
- The Strategic Plan has ensured effective use of KEDCO resources via prioritization.
- The 2015 Strategic Plan has provided a baseline for KEDCO from which progress can be measured and the mechanism for effective change management can be developed.
- Insufficient resources minimize the ability to effectively achieve the strategic goals. Given the low rate of revenue generation in the current fiscal year, resources are not available to fully implement the 2015 strategic plan.
- The Strategic Plan instituted ownership and accountability mechanism via the development and implementation of the bottom-up performance tracking and appraisal system.
- Operational misconception of the strategic plan plays a huge role in the implementation.
- The informal sector in the electricity distribution market plays a Machiavellian role with devastating effects on the implementation process and change management

Summary and Conclusion

KEDCO Corporate Strategy Team gives priority to the development and implementation of the 2015 strategic plan which defines the strategic direction of the company towards achieving the strategic objectives. The paper critically discussed how KEDCO strategically planned the 2015 strategic plan, the imports from the mid-year review and the implications of the quick-wins.

The Company was evaluated and analyzed using the SWOT analysis to identify the gray areas giving the Corporate Strategy Team a pictorial view of the company and how to configure the strategic plan to resonate with KEDCO vision, mission, strategic objectives and the KPIs. Implementation of the plan afforded KEDCO a rare experience which also concur with the literatures presented from the treatises on strategic planning. Lessons learned were discussed which gave a clear view on what role the strategic plan has played in KEDCO including prospects for improving operating efficiency as well as the challenges faced during the strategic plan implementation process. However, despite the challenges faced by KEDCO, it is apparent that we are failing forward because we are clearly not where we were since take over in November 2013.

We continue to invest resources to ensure KEDCO success and we welcome investors world-wide to take advantage of the incentives inherent in our strategic investment initiative – “Kano Re-Industrialization Long-Term Project”, most especially in the areas of embedded generation opportunity, establishment of manufacturing and industrial plants, commercial outlets, etc. Thus beyond profitability, KEDCO corporate social responsibility (CSR), in purely economic terms, strives to restore Kano and its environment to the historical status as the commercial hub of Nigeria and Africa.

Recommendations

Given KEDCO experience, the following recommendations have been proposed to enhance strategy implementation:

- A culture of interdepartmental synergy and supportive communication is pivotal in strategy implementation
- High-powered executive leadership tone is centrepiece in driving the implementation process
- A strong project management approach and practice in project portfolio execution is required
- Effective time management continues to be a challenge. Timely implementation of strategies should be bench-marked against KPIs.
- Relevant stakeholders’ involvement and engagement is vital for successful implementation
- Continued and close monitoring of strategy implementation at all levels with rewards and sanctions clearly spelt out and enforced.
- Training and continuous human capital development should be given top priority.

References

- Ackoff, R. L. (1974). *Redesigning the Future*, John Wiley and Sons, New York., available at: serresbiz.com (accessed on: 19/10/15)
- Arasa, R., & K'Obonyo, P. (2012). The relationship between strategic planning and firm performance. *International Journal of Humanities and Social Science*, Special Issue, 2(22), 201-213.
- Banham, H., (2010) 'External Environmental Analysis for Small and Medium Enterprises', *Journal of Business & Economics Research*, 8 (10) pp
- Chartered Quality Institute, (2011), *Corporate Strategy*, Available at: http://www.mckinsey.com/client_service/strategy/expertise/corporate_strategy, (accessed on: 19/10/15).

CIPD, (2013), Factsheet: PESTLE Analysis, Available at: <http://www.cipd.co.uk/hr-resources/factsheets/pestle-analysis.aspx>, (accessed: 19/02/13).

Definition of Strategic Planning, Available at: <http://www.simply-strategic-planning.com/definition-of-strategic-planning.html> (accessed on: 19/10/15)

Elbanna, S. (2010). Strategic planning in the United Arab Emirates. *International Journal of Commerce and Management*, 20(1), 26-40.

Elements of Corporate Strategy, Available at: <http://www.thecqi.org/Knowledge-Hub/Knowledge-portal/Corporate-strategy/Elements-of-corporate-strategy/> (accessed on: 19/10/15)

Foong L. M., (2007), 7 Steps Effective Strategic Planning Process, ezinearticles, available at: <http://ezinearticles.com/?7-Steps-Effective-Strategic-Planning-Process&id=588763>, (accessed on: 19/10/15)

Glaister, K. W., Dincer, O., Tatoglu, E., Demirbag, M., & Zaim, S. (2008). A causal analysis of formal strategic planning and firm performance: evidence from an emerging country. *Management Decision*, 46(3), 365-391.

Godet M., (2000), 'The art of scenarios and strategic planning: tools and pitfalls', *Technological forecasting and social change*, 2000 - Elsevier Science Inc

Handy, C., (1993) 'On the Cultures of Organizations', in *Understanding Organizations*, 4th edition, Oxford: Oxford University Press.

Jan Khan M. W., & Khalique M., (2014), 'A Holistic Review of Empirical Studies of Strategic Planning and Future Research Avenues', *International Journal of Academic Research in Economics and Management Sciences*, Vol. 3, No. 6 ISSN: 2226-3624

Kano Electricity Distribution Company Plc. (KEDCO) Handbook 2014.

Karabulut, A. T., & Efendioglu, A. M. (2010). Impact of strategic planning on financial performance of companies in Turkey. *International Journal of Business and Management*, 5(4), 3-12.

Kim, W. C., & R. Mauborgne, (2004) 'Blue Ocean Strategy', *Harvard Business Review*, 82 (10) pp.76-84. Retrieved from

<https://cb.hbsp.harvard.edu/cb/web/pl/product.seam?c=27620110&i=27620111&cs=84530dce34b8b3c736a5b96d0b934f61>

Mazzarol, T. (2001). Do formal business plans really matter? An exploratory study of small business owners in Australia. *Small Enterprise Research*, 9(1), 32-45.

McNamara C., (2015), All About Strategic Planning, Free Management Library, available at: <http://managementhelp.org/strategicplanning/index.htm> (accessed on 19/10/15)

MindTools, (2013) 'SWOT Analysis: Discover New Opportunities, Manage and Eliminate Threats', Available at: http://www.mindtools.com/pages/article/newTMC_05.htm, (accessed: 19/09/15).

Mintzberg, H., (1994), 'Rise and Fall of Strategic Planning', *Harvard business review*

National Bureau of Statistics (NBS) projections based on National Population Commission (NPC) (2006) Census

- Owolabi, S. A., & Makinde, O. G. (2012). The effect of strategic planning on the corporate performance in university education: a study of Babcock University. Kuwait Chapter of Arabian Journal of Business and Management Review, 2(4), 27-44.
- Patanakul, P., & A. J. Shenhar, (2012) 'What Project Strategy Really Is: The Fundamental Building Block in Strategic Project Management', Project Management Journal, 43 (1) pp.4-20.
- Perry, S. C. (2001). The relationship between written business plans and the failure of small businesses in the U.S. Journal of Small Business Management, 39(3), 201-208.
- Phelps, R., Chan, C., & Kapsalis, S. C. (2001). Does scenario planning affect performance? Two exploratory studies. Journal of Business Research, 51, 223-232.
- Porter, M. E., (2008) 'The Five Competitive Forces That Shape Strategy', Harvard Business Review, pp.24-40, Available at:
<https://cb.hbsp.harvard.edu/cb/pl/27620110/31777830/47f6f22bf9ee48a87f080b9136781e76>, (accessed: 10/11/14)
- QuickMBA, (2010), Strategic Planning Process, Available at:
<http://www.quickmba.com/strategy/strategic-planning/> (accessed on: 19/10/15).
- Ricketts, K., (2013) 'Using a SWOT Analysis – Taking a Look at Your Organization': University of Kentucky College of Agriculture, Available at:
www2.ca.uky.edu/agc/pubs/CLD2/CLD25/CLD25.pdf, (accessed 19/09/15).
- Rudd, J. M., Greenley, G. E., Beatson, A. T., & Lings, I. N. (2008). Strategic planning and performance: extending the debate. Journal of Business Research, 61, 99-108.
- Schoeffler S., Buzzell R. D., Heany D. F., (1974), 'Impact of strategic planning on profit performance', Harvard Business Review Notice of Use Restrictions available at:
operatingpartners.com (accessed on: 19/10/15)

About the Author



Dr Jamil IsyakuGwamna

Kano Electricity Distribution Company
Nigeria



Dr Jamil IsyakuGwamna is the Managing Director and CEO of Kano Electricity Distribution Company (KEDCO) since November 2013, the largest electricity distribution company in Nigeria by customer population.

As the Chief Executive and Board Member, he is responsible for formulating and executing long-term strategy, and interacting with customers, staff, regulators, investors, and other stakeholders. He alongside the Chairman of the Board is the primary decision and policy maker, setting the values, ethics and culture of the company.

Since the takeover of the company from the government as the primary investor in November 2013, Dr Gwamna exemplified a shift from a purely technical company to a customer focused utility leveraging technology to better serve KEDCO's franchise area. He is a proven leader with expertise in change management and a focus on operational excellence.

In his over 25 years of experience, Dr Gwamna has held a variety of leadership positions across various sectors of the economy. Prior to becoming CEO, he was part of the team that formulated the National Policy on Public Private Partnership in Nigeria in 2008. He was also the Chairman of Gombe State Water Corporation, a public utility designing and executing the master plan for the Gombe Township Water Scheme. Dr Gwamna serves on other boards, the Board of Kaduna Electricity Distribution Company.

Dr Gwamna holds a doctorate degree in Economic and an MSc in Business Economics and Finance from London Metropolitan University. He holds a BSc in Accounting from Ahmadu Bello University Zaria, Nigeria. Dr. Jamil Gwamna can be contacted at jamilgwamna@yahoo.co.uk