STRATEGIC RESPONSES TO THE ENVIRONMENTAL CHANGES IN THE SUGAR INDUSTRY: SONY SUGAR COMPANY LIMITED

BY

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION, (MBA) OF KENYATTA UNIVERSITY

APRIL, 2011
DECLARATION

This research proposal is my original work and is not substantially similar to work which has been previously submitted to Kenyatta University for academic fulfillment.

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DEDICATION

My dedication goes to my beloved wife and children for their support during the study.
ACKNOWLEDGEMENT

It was difficult to achieve an academic endeavor of this magnitude single handedly. It requires consolidated support from the intellectual bodies, colleagues, family members and friends.

For this reason, I take this opportunity to appreciate sincerely the contributions of my supervisors, lecturers, and fellow comrades for their dedication to imparting knowledge and their invaluable assistance in this area.

I thank the Almighty God for good health and tender care throughout the study period.
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ABSTRACT

Recent history shows that Sugar Companies are producing sugar at a high cost, cannot pay all the farmers promptly, at times harvest over mature canes in farms and are at rivalry with other firms not forgetting the COMESA pressure. The research was seeking to examine the strategies which these sugar industries are adopting from now and beyond in order to remain competitive in the sugar industry. The objective of the study was to identify strategic responses used by Sony Sugar Company to remain competitive within the sugar industry. The study will be significant for it will provide pertinent information to stakeholders on how to respond to the ever changing business environment and remain stable. The research was a case study of Sony Sugar Company aimed at identifying strategic responses it is using in order to remain competitive in the industry. The researcher used the questionnaires to collect the data. The company has the population of one thousand two hundred and eighty three working in nine departments. However, the study focused on four departments with a population of six hundred and eighty seven from which the respondents would be sampled. The sample size was sixty nine respondents. The data collected was qualitatively and quantitatively analyzed. Quantitative data was analyzed using descriptive statistics while qualitative was analyzed using content analysis. The analyzed data was presented using charts, graphs and tables. Among the key findings established in the study was that there was various marketing, human resource, production and Information Technology strategies that Sony Sugar used as strategic responses towards changes. Among the marketing strategies that the company used were; market segmentation, road network communication, packaging and local media advertisement. Human resource strategies included employee motivation through promotions, training, career developments, job evaluation, salary awards and fridge benefits. Production strategies included having enough workers, adequate equipments and enough land and materials. The study recommended that the company improve on its marketing strategy by adopting other modes of communication instead of over relying on road network. It was also recommended that salary disparity among employees should be addressed as well as improvement on overreliance on internal promotions in recruitment. Research on quality, new developments and technological innovations should be done to enable the organizations in the sugar industry to be more responsive to environmental changes. Further research should be carried out in other similar organization in the sugar industry. It should also be done on administrative strategic responses, financial management strategic responses and agricultural strategic responses which were not covered in this study.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>KSB</td>
<td>Kenya Sugar Board</td>
</tr>
<tr>
<td>KSDF</td>
<td>Kenya Sugar Development Fund</td>
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<tr>
<td>MOA</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td>MT</td>
<td>Metric Tones</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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DEFINITION OF TERMS

Competitor : An organization that competes with others in the same business

Environment : Refers to the external or internal forces that clarify the context within which an organization is operates.

Response : A reaction to something that has happened or said

Strategy : This is a firm’s game plan for competition and survival in turbulent environment

1.0 CHAPTER ONE

1.1 Introduction

This chapter provides a summary of the background of the study, objectives of the study, statement of the problem, research questions, significance and scope of the study.

1.2 Background of the Study

Organizational environments are constantly changing and organization must be changed accordingly to ensure that organizational goals can be attained. Legislation affecting organization, changes in the labor supply available to it, and actions taken by its competitors are examples of changes within the organization’s environment that are normally addressed by the management.

Sababu (2007) clarified that Bateman and Zeinthaml defined environmental management as the philosophy of taking action to change the environment to suit the organizational needs. This can be done by strategy maneuvering, where a firm makes conscious efforts to change the boundaries of their industry environment. It can also be done by pursuing independent strategies, where the organization moves into different environments and changes their current environment to suit their needs. Finally, it can also be done by cooperative strategies where two or more organizations work together in an attempt to change their environment.

Sababu (2007) further notes that typical trends of concern to the business are to produce and sell goods and services in a competitive environment. The major constraints in business operations include the external and the internal environments. Business managers who skillfully balance all these variables run the most successful enterprises.

The external environmental scanning consist of the appraisal of opportunities and threats, which are outside the organization and are not typically within the short-run control of the top management which form the context within which the organization exits. They can thus be compared with the external surroundings of the human body.

Once such variables change they affect the organization just as the weather change would result in some people experiencing colds whereas in normal weather condition they would only adjust between the day and the night changes.
Since the days and nights are routine and obvious changes, the body is normally well balanced to deal with such routine adjustments just like an organization would with minor routine changes. Since organizations are open systems, strategic managers should understand the organizational external variables so as to be aware of the nature of these variables, prepare for future changes explore future opportunities and threats, identify future emerging issues and prepare for future competition.

According to Ansoff and McDonnell (1990), Failure to effectively adapt the organization to its environment leads to a strategic problem. Such a problem will be evidenced by a mismatch between what the organization offer and what the market demands.

The dynamism of the environment implies that organizations have to constantly redesign their strategies in order to remain competitive. The strategic responses may include, marketing strategy (segmentation, price, delivery and distribution products, and promotion), human resource strategy (staff costs, staff quality – culture and training), IT strategy and organizational strategy operational procedures (hub and spoke operation unit grouping, internal control systems).

Strategic management is invariably ambiguous and unstructured, and the way in which management responds to them determines whether an organization will succeed or fail. The challenge of strategic management is to be able to think through complex issues facing organizations about their long-term direction, formulate clear views as to what direction should be followed in realities of how organizations function. According to Hill and Jones (2001), the achievement of superior efficiency quality, innovation and responsiveness enables an organization to create superior values and attain competitive advantage.

In order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment, Pearce and Robinson (1997). Responsiveness and flexibility are increasing important factors that determine the success of an organization.
1.2.1 The Sugar Industry in Kenya

According to KSB (2009), British settlers establish the first sugar mill in 1924 but the industry has recorded minimal growth for the past half century due to political interference and dilapidated infrastructure in sugar cane growing areas.

Many farmers have abandoned the crop, and cane production in the southeast of the country, near the coast that collapses in early 1980s. Today sugar cane is grown mainly in western Kenya. The companies that are involve include; Sony Sugar, Chemelil, Mumias, Kibos, Soin, West Kenya, Nzoia and Muhoroni which are at various stages of restructuring. The area under cane is currently approximately over 120 thousand hectares.

According to KSB (2009), the Sugar Industry is one of the largest industries in the agricultural sector. About six million Kenyans derive their livelihoods from the industry and employ about 12500 Kenyans in the sugar plantations and factories. Currently, domestic production of sugar stands at 520,000MT against a demand of 748,000MT giving a deficit of 227,900MT which is met through imports from regional sugar producers. In East Africa, sugar production is high in Tanzania, Sudan and Mauritius, which are the key competitors. New producers like Uganda and Malawi are now challenging the country’s fragile sugar industry. In addition, increased regional trade and the opening up of borders to allow sugar import from both the East African community and the COMESA have hurt Kenyan sugar producers. Sugar management is the responsibility of the Kenya Sugar Board, which regulates, develops and promotes the sector.

To revive the industry and meet the challenges of increasing globalization, the Kenyan government and the COMESA secretariat negotiated a four-year, non renewable extension to the existing import quota of 227,000MT. The country continues to argue that the Kenyan Sugar Industry should be given special protection, as it is not as developed as those of her neighbors. However, the special protection was to end in 2007 but was extended to the end of 2012, and Kenya will not be granted a further extension.

According to MOA (January 2003), the government promised to revamp agriculture and paying special attention to sugar cane farming. It mandated sugar stakeholders to develop a ‘Marshall Plan’ to put the sugar industry back on track.
The result is a Kenyan sugar industry strategy paper for 2004-09 that outlines the government’s plan to develop the sugar industry by seeking new markets, generating novel uses for sugarcane and its by-products, researching better cane varieties, opening new factories, and developing infrastructure in sugarcane-growing areas. The strategy paper aims to help the Kenyan Sugar industry attain global competitiveness. The successful implementation of the plan will invariably spur the industry’s sustainable growth and increase its overall contribution to the wider national economy. In addition, the government resolved to reschedule debts owed by farmers totaling 4.7 billion Kenyan shillings. The debts have arisen from development loans that sugarcane farmers received from the KSDF.

The MAO (2009), has also moved in to increase production by searching for other areas suitable for growing sugarcane. The KSRF reports that sugarcane can be produced under irrigation in areas along the country’s biggest river, the Tana, in Eastern Kenya. The opening up of these new sugarcane production areas is expected to allow Kenyan producers to meet domestic demand and produce a surplus for export. The strategy of revamping the sugar industry is seen as a key activity likely to reduce poverty in the cane-growing areas. More research should be encouraged to generate alternative uses for sugarcane including power generation, fuel ethanol and bio-fertilizers.

Aseto and Akello (1998) stated that the Kenya government joined the globalization race by introducing liberalization and privatization policies. Consequently, the government is planning to privatize a number of its sugar industries as a way of increasing efficiency and raising funds to run its operations to the tune of shillings 8 billion.

Kenya should be able to produce enough sugar for local consumption and even surplus for export if we can streamline the management and apply modern technologies both at farm and factory level (MOA, 2009). The ministry is determined to reform the sector to be globally competitive to earn more for farmers and the national economy.

Over the last six years, all the factories have moved from loss to profit making albeit small. Sugar production has increased by an average of five percent every year. The industry is facing problems including lack of motivating farmers to invest in it, poor road network, burning of cane by the farmers and importation of cheap sugar which reduces sugar production locally. Mumias Company is currently laying strategies to reduce the cost of production to ensure better earnings.
1.2.2 Sony Sugar Limited

South Nyanza Sugar Company Limited, also known as Sony Sugar, was established in 1978 as a manufacturing firm engaged in cane growing and processing of mill white sugar. It was established under an Act of parliament as state cooperation. It is located in Migori County along the Kisii-Migori highway and is approximately 410km West of Nairobi City, at an altitude of 1,454m above sea level, latitude 0° 54' South and 34° 32' East. The soils in the zone are very fertile and require modest fertilization. The mean annual rainfall received over the zone ranges from 1,600mm to 1,900mm and has a bi-modal distribution with peaks in April – May corresponding to long rains and October – November as short rains. Maximum and minimum temperatures are 28.4°C and 15.4°C respectively.

The company employs a total of one thousand two hundred and eighty three personnel. The company’s vision is to be a world class manufacturer of sugar and associated products while its mission statement is to manufacture high quality and associated products by utilizing leading edge technology and investing in our people in order to deliver superior customer value, maximize shareholders return and satisfy other stakeholders’ interest. One of the major values of the company is teamwork, this is to enable them achieve seamless customer service as a team with all appreciating the important role played by others to ensure individual and organization success.

Sony Sugar has continued to make remarkable achievements in spite of the numerous challenges brought about by liberalization among many other factors. It has been experiencing financial difficulties in the recent past as evidenced by the adverse trading losses which have eroded its capital base. There is a need to find out the strategies the Sony Sugar management has as a solution to the fast changing business environment in order to have a competitive edge over its competitors where Mumias is the leader.

1.3 Statement of the Problem

There has been interest among researchers on the subject of responses by organizations to relevant environmental changes. A number of academicians have carried out such studies. Kombo (1997), notes that the firms in the motor vehicle industry, in the light of the changing competitive situation were constantly adapting their strategies to fit with the environmental shifts. The strategic responses were mainly based on new technologies, product differentiation, and the market mix elements.
Njau (2000), established that East African Breweries Limited undertook substantial adjustments in various strategic response variables in order to fight off competition. The adaptations included the manipulation of the market mix elements, cost efficiency control measures and the setting up of foreign market distribution centers.

Kandie (2001), undertook a study on the strategic responses to competition by Telecom Kenya that was previously a monopoly in the telecommunications industry. The researcher found out that the organization has made some strategic adaptations in its products, markets, and technology as well as making strategic alliances in response to the drastic competitive changes in the country's telecommunications industry.

The contributors to the Business Trend Review (1992), note that the recession has made competition in the Kenyan market place stiffer. As a result companies have had to respond to the increased competition by taking various actions including layoffs, cutting costs, adjusting target markets, diversification, developing new products and making price cuts in order to remain competitive.

Although researches have been done on strategic responses locally, none has focused on Sony Sugar Company. Recent history shows that the company is producing sugar at a high cost, cannot pay farmers promptly, harvest over mature canes at times, and are facing stiff rivalry with existing firms and other rivals within the COMESA region. Therefore, being one of the largest millers in Kenya, thus, a key player in the sugar industry, there was a need for a study to be conducted to examine the strategic responses which Sony Sugar was evoking from now and beyond in order to cope with the ever changing business environment.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to identify the strategic responses used by Sony Sugar Company in order to remain competitive in the sugar industry.

1.4.2 Specific Objectives

a) To identify the marketing strategies used by Sony Sugar company to address the environmental changes in the sugar industry.
b) To establish the human resource and organizational cultural strategies that is used by Sony Sugar Company as a response to changes in the environment

c) To find out the production strategies that is used by Sony Sugar Company as a strategic response to environmental changes in the industry.

d) To find out the IT strategies used by Sony Sugar Company to respond to the environmental changes in the sugar industry.

1.5 Research Questions

a) Which are the marketing strategies used by the Sony Sugar Company as a response to environmental changes in the industry?

b) Which are the human resource and organizational cultural strategies used by Sony Sugar Company to respond to the environmental changes in the sugar industry?

c) What production strategies are used in Sony Sugar Company to respond to the environmental changes in the industry?

d) Which IT strategies are used by Sony Sugar Company as a response to the environmental changes in the sugar industry?

1.6 Significance of the Study

The study was to be significant to a number of stakeholders: first, the academicians were to add some to their body of knowledge the literature on strategic responses, and also provide them with general knowledge on the strategic responses to cope with the changes in the competitive environment in order for firms to remain competitive in the business.

Secondly, it was to provide Sony Sugar Company with pertinent information on the use of effective strategic responses in order to remain competitive in the sugar industry. Lastly, to the other sugar industries, who were to get useful information on how to respond to the ever changing business environment.

1.7 Limitations of the Study

Since the researcher was employed, getting enough time to exhaust the research work was to be difficult. However, the researcher planned for a leave during the collection and analysis of the data. The researcher also planned to supplement the scarce financial resources by borrowing from one of the financial intermediaries.
1.8 Scope of the Study
The study was limited to Sony Sugar Company, which has a population of one thousand two hundred and eighty three employees and where the sixty nine respondents were based. Sony was selected because of its accessibility and it is one of the sugar mills in the region which was threatened by the ever changing competitive environment.
2.0 CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This section covers the literature review of, the meaning of the term strategic management, the concept of organizational responses to environmental changes as well as strategic responses in place.

2.2 Concept of Strategy
Strategy refers to top management’s plans to attain outcomes consistent with organization’s mission and goals. It can be looked at from three vantage points namely; strategy formulation, strategy implementation and strategy control. David (2001) defines strategy as the determination of the basic long-term goals and the objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals.

Strategy can be seen either as the building of defenses against competitive forces, or as the finding of positions in the industry where competitive forces are weakest,” Pearce and Robinson, (1997). Grant (2000) adds that the ability to identify and occupy attractive segments of an industry is critical to the success of an organization. Hill and Jones (2001) conclude that the strategies an organization pursues have a major impact on its performance relative to its peers.

Porter (1980), states that strategy is basically about competition and the means by which an organization tries to gain a competitive advantage. He emphasized that a useful approach to formulating business strategy is based on the analysis of five competitive forces as illustrated below:

First, assessing the firms entering the industry which brings new capacity and a desire to gain market share and profit, but the entry of the new firms depends on the barriers to entry.
Secondly, the bargaining power of suppliers which can raise the price of raw materials or even reduce their quality can also be a competitive threat. Thirdly, bargaining power of buyers where the buyers compare with the industry by forcing the prices down, bargaining for higher quality or more services all at the expense of industry profitability.
Fourthly, threats of substitute products which limit the potential return in an industry by placing a ceiling on the price that firms in the industry charge. Lastly, rivalry among the existing firms, which is a conventional type of competition in firms try to take customers from one another through strategies such as price competition, advertising wars, new product introduction, and increased customer services.

Henry Mintzberg, (1987) gives five definitions of strategy as: a plan, ploy, pattern, position and perspective at the same time, he considered some of their interrelationships. First, he defines strategy is a plan- some sort of consciously intended course of action, a guideline (or set of guidelines) to a deal with a situation. For example, a kid has a strategy to get over a fence; a corporation has one to capture a market. By this definition, strategies have two essential characteristics: they are made in advance of the actions to which they apply, and they are developed consciously and purposefully. To Drucker, strategy is “purposeful action”; to Moore, strategy is “a design for action”, in essence, conception proceeding action. As plans, strategies may be general or specific.

Secondly, a strategy can be a ploy too; just a specific “maneuver” intended to outwit an opponent or a competitor. For example a kid may use a fence as a ploy to draw a bully into its yard, where his Doberman Pincher awaits intruders. Likewise, a corporation may threaten to expand plant capacity to discourage a competitor from building a new plant. Here the real strategy is the threat, not the expansion itself, and as such is a ploy.

Thirdly, defining strategy as a plan is not sufficient; there is need for a definition that encompasses the resulting behavior. Thus a strategy is a pattern – specifically, a pattern in a stream of actions. By this definition, strategy is consistency in behavior, whether or not intended. This implies that every time a manager imputes a strategy to a competitor or to the senior management of his own firm, they are implicitly defining strategy as a pattern in action – that is inferring consistency in behavior and labeling its strategy.

Rumelt notes that ‘one person’s strategies are others tactics – that what is strategic depends on where you sit.’ It also depends on when you sit. What seems tactical today may prove strategic tomorrow.
Accordingly, the answer to the question strategy about what, is: potentially about anything, for example, about products and processes, customer and citizens, social responsibilities and self interest, control and color.

Fourthly, strategy is a position specifically a means of locating an organization in what organization theorist like to call an ‘environment’. By this definition, strategy become the mediating force or ‘match’, according to Horfer and Schendel – between organization and environment, that is between the internal and external context. In ecological terms, strategy becomes a ‘niche’; in economic terms, a place that generate ‘rent’, in management terms, formally, a product- market ‘domain’, the place in the environment where the resources are concentrated- called root strategy by Mc Nicholas. And lastly, strategy is a perspective shared by members of an organization through their intentions and /or by their actions. This definition enters the realm of the collective mind- the individual united by common thinking and/or behavior.

2.3 A Brief Historical Development of Strategic Management

In the 1950’s, the Ford Foundation and the Carnegie Corporation in the USA sponsored the investigations into the business school curriculum, Sababu (2007). The resulting Gordon and Howell report came with such recommendations that the business school curriculum should be broad in business education. It further pointed out that a course in business policy should be offered to enable students integrate what they have learnt in the separate business fields such as marketing, finance, accounting, organizational theory, behavioral science, managerial economics, production economics, business statistics, quantitative methods and personnel management.

That would enable the learners to use the knowledge to analyze complex business problems. By late 1960’s, most business schools had already included such a business policy course in their curriculums but it mainly concerned itself with corporate planning. As the rate of environmental effects increased on the management in the organizations and later became too demanding, some leaders in the field replaced the term business policy with strategic management, which now involved a wider spectrum of strategy formulation, strategy implementation, and strategy evaluation and control. Since then the terms business policy and strategic management have been used synonymously.
2.4 The Concept of Strategic Management

Pearce and Robinson (1997), define strategic management as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company’s objectives. It involves planning, directing and controlling the strategic decisions and actions of the business.

According to Hunger and Wheelen (1999), view strategic management as a set of managerial decisions and actions that determine the long-run performance of an organization. It emphasizes the monitoring and evaluation of opportunities and threats in the light of the strengths and weaknesses of the organization.

Strategic management has also been defined as “the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives” (David, 2001). It implies focusing on integrating management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success.

Ansoff and McDonnell (1990), define strategic management as a process through which a firm manages its relationship with the environment in which it operates. It consists of strategic planning, capability planning and the management of change. Strategic management, therefore, is a continuous activity that enables the organization plan for the exploitation of opportunities using its internal strengths while minimizing the impact of threats posed by the environment in the light of the organization’s weaknesses.

According to Hax and Majiluf (1996), strategic management is a way of conducting a firm. It has the ultimate objective of the development of corporate values, managerial capabilities, responsibilities, and administrative systems that link strategic and operational decision-making, at all levels of the organization in one direction.

Cole (1997), states that strategic management is a process, directed by top management, but engaged in throughout the organization, including the involvement of those concerned with satisfying customers’ legitimate needs.
It ensures that attainment of those fundamental aims/goals through the adoption of adequate decision-making mechanisms, and the provision of adequate resources for the planned direction for the organization over a given period.

These definitions, though offered by different authors over a period of time, all emphasize the fact that strategic management is a continuous, interactive process aimed at keeping an organization as a whole appropriately matched to its environment. Normally, the process involves top management, board of directors, and planning staff. The main steps of the process are: performing an environmental analysis, establishing organizational direction, formulating organizational strategy, implementing strategy, and exerting strategic control.

2.5 The Environmental Changes

Strategic management process begins with environmental analysis, the process of monitoring the organization's environment to identify both present and future threats and opportunities. The organization exists in the context of a complex commercial, economic, political, technological, cultural and social world. These are the environmental changes that are more complex for some organizations than the others, Midas et al (1985), making some to be more stable than others.

Examples of environmental variables commonly monitored are as follows: first, the organizational characteristics such as market share, quality products and discretionary cash flow/gross capital investment. Secondly, market and consumer behavior including market segmentation, market size, new market development and buyer loyalty, thirdly, supplies-considering the major changes in availability of raw materials.

Other environmental variables include; industrial structure- considering rate of technological change in products or process, degree of product differentiation, industrial/cost structure, and economies of scale; Lastly, social, economic and political variables where the changes in the following will be considered; the GNP trend, interest rates, energy availability, and government-established and legally enforceable regulations. Prescott, (1986)
The strategic marketing responses are based on the marketing mix elements of: products, price, distribution and promotion as well as segmentation. According to Thompson and Strickland (1993), environmental scanning enables managers to identify potential developments that could have an important impact on industry conditions leading to the emergence of opportunities and threats. This will help the managers to develop appropriate strategies in order to remain stable, given the industry competitive situation.

2.6.1.1 Segmentation Strategy

Huge relational databases are built to capture the data of customers from their day-to-day transactions through the companies IT. This provides the marketers with information to improve techniques, to identify customer segments and predict customer needs. In the past, it was a crude affair used to blanket the market with fairly unsophisticated marketing techniques such as the ubiquitous mail shot. The objectives of segmentation in the 1990s are to profile the lifestyle of those in the customer base in order to tailor products and delivery to meet the needs of the selected segments.

2.6.1.2 Price Strategy

Sugar millers are increasingly anxious to measure the profitability of their products, and with this knowledge, to aggregate a customer's product portfolio to determine the profitability of each customer. Similarly, by consolidating the profitability of similar customers, segment profitability can be determined, and this indicates which segments are attractive for sugar marketing. Crane and Eccles (1987) suggested that business units should be treated as a separate business. Once separated then each division can develop its own strategy based on the segment it serves. For example marketing division in a Sugar company, may strategize on how to attract customers by adopting the package for quality rather than the price differences.

2.6.1.3 Delivery and Distribution

Changing lifestyles and increased affluence lead to higher service expectations by the customer, this has made distribution the key marketing variable of the 1990s. This statement has gained 84 per cent agreement in surveys. The traditional delivery channel is the opening of many distribution points. The mass marketing era saw the establishment of many such points in urban centre. Marketing strategy is, thus, increasingly focused on delivery.
The numbers of sugar companies offering an alternative to the traditional factory collection network has increased, and the types of these channels will also increase. These channels offer the following three advantages: first, convenience products are delivered nearer to the customers’ living room, thus removing the time and place variables of the marketing mix; second, totally sales-oriented allows focus on high standards of retailing skills, rather than staff also having to be concerned with account administration and maintenance; thirdly, a highly trained staff whose only focus is on retailing skills enables the customer’s full potential business to be realized.

2.6.1.4 Products

Products are no longer seen as providing the companies with sustainable competitive advantage, however extending the range of other products through diversification can fuel the business development. The companies can explore business growth through product diversification and expansion. In a world class sugar factory, there is zero wastage as all by-products of manufacturing process are converted to final product with significant contribution to revenue and profit. The company can also increase product volume through optimization of factory capacity utilization. It can also be achieved by securing cane availability and supply, debottlenecking of factory processes and strengthening the plant. This enables the company to enjoy economies of scale, be stable and cost competitive.

2.6.1.5 Promotion

The companies at present use a mix of advertising and sponsorships at national, regional and local levels. Many companies’ promotion strategies are now turning to building a cultural identity of sales and service excellence that will be recognizable to their customers and the marketplace in general; the type of positioning that Marks & Spencer have cultivated in their market. Whitley (1991) suggested four points to achieve good third party reputations through the quality of their sales and services: First, service quality must be intertwined. This requires commitment to the concept from the whole organization. The burden should not fall solely on front-line staff in each “moment of truth” for quality, to achieve the required standards of service. The production and support process must be tracked back through the organization and the contribution of all players involved should meet these standards.
Consistency in product and delivery standards requires careful design of both factors to minimize the variability of the human resource, must achieve control of standards by adopting techniques that will turn service into tangible measurements, and will continue to improve, therefore, what was good today may not be good enough in a year’s time, thus chosen quality levels must be kept under review. Sugar industry today need to work hard to repair their image; it is a paradox that when the consumer is seeking higher standards of quality, much of the focus of sugar industry strategy is on managing to survive with depleted capital following past strategic mistakes.

2.6.2 Human Resource and Organizational Culture Strategies

2.6.2.1 Human Resource strategies

The importance of human resource strategy is crucial to the company, as the performance and cost of those employed in the industry are fundamental to its future success. This is another area where the sugar industries are attempting to raise quality and at the same time cutting costs. Accel team (2010), who also described the following Human Resource Strategies, which must support the strategic direction of the organization.

2.6.2.1.1 Man Power Planning

The penalties of not being correctly staffed are costly. Understaffing loses the business economies of scale and specialization, order customer and profits. On the other hand, overstaffing is wasteful and expensive if sustained, and it is costly to eliminate because legislation in respect of redundancy payments, consultation, minimum period of notice. Very importantly, overstaffing reduces the competitive efficiency of the business. Planning staff levels require that an assessment of present and future needs of the organization be compared with present resources and future predicted resources of the business. The future staffing needs will derive from sales and production forecast, the effect of technological change on task needs, variations in the efficiency of labor as a result of training, changes in employment practices, variations which responds to new legislations such as payroll of taxes, and changes in government policies.
2.6.2.1.2 Recruitment and Selection of Employees

Recruitment can take place through the following main sources; internal promotion and internal introduction which is at times desirable for morale purposes, career officers and career masters at schools, university appointment boards, agencies for unemployed and advertising which is often via agents for specialist posts or the use other local media. Training in interviewing and appraising candidates is clearly essential to good recruitment. Largely, the former consists of teaching interviewers how to draw out interviewee and the later how to rate the candidates. For consistency, rating often consist of scoring candidates for experience, knowledge, physical/mental capabilities, intellectual levels, motivation, prospective potential and leadership abilities.

2.6.2.1.3 Employee Motivation

Accel. Team (2010) defines motivation a means to reduce and manipulates a gap between an individual’s actual state and some desired state which the manager of companies tries to reduce. It is inducing others in a specific way towards goals specifically stated by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of organization. The motivation system must be tailored to the situation and to the organization.

That to retain a good staff and to encourage them to give their best while at work requires attention and financial as well as psychological rewards offered by the organization as a continuous exercise. Performance is considered to be a function of ability and motivation. Ability in turn depends on education, experience and training and its improvement is a slow and long process and on the other hand, motivation can be improved quickly.

As a guideline, there are seven strategies for motivation. These are; positive retrenchment, effective discipline and punishment, treating people fairly, satisfying employees needs, setting work related goals, restructuring jobs and base reward on job performance. These are the strategies though the mix in the final ‘recipe’ will vary from workplace situation to situation.
2.6.2.1.4 Employee Evaluation
Accel. Team (2010) observes that an organization needs constantly to take stock of its workforce and to assess its performance in existing jobs for three reasons: one, to improve organizational performance via improving the performance of individual contributors pausing two key questions; what has been done to improve the performance of a person last year? And what can be done to improve his /her performance the year to come? Secondly, to identify potential, that is, the existing talent, and to use it to fill vacancies higher in the organization, or to transfer individuals into jobs where better use can be made of their abilities or developing skills. Thirdly, to provide an equitable method of linking payments to performance where there are no numerical criteria.

2.6.2.1.5 Industrial Relation
The Accel Team (2010) says that good industrial relations while recognizable and legitimate objection for an organization, are difficult to define since a good system of industrial relation involves complex relationship between: workers and their formal/informal groups, employees and their managers and formal organizations, and the government and legislation and government agencies.

The company management responsibility include; keeping abreast of industrial law, conduct or assist in the conduct of either local negotiations or similarly to act as the employer’s representative in national negotiation, to ensure the agreement reached are interpreted so as to make sense to those who must operate them at the appropriate level within the organization.

2.6.2.1.6 Employee Service
Attention to the mental and physical wellbeing of employees is normal in many organizations as means of keeping good staff and attracting others. These can be achieved through the following activities; offering schemes for occupational sick pay, extended sick leave and access to the firm’s medical advisor, scheme for bereavement and other special leave, the rehabilitation of injured/ unfit/ disabled employees and provision of financial and other support for sports, social, hobbies, activities among other fringe benefits.
2.6.2.1.7 Employee Training, Education and Development

In general education is ‘minds preparation ‘and is carried out remote from intellectual work area. Training is the systematic development of the attitude, knowledge, skill pattern required by a person to perform a given task or job adequately. Development is the growth of the individual in terms of ability, understanding and awareness.

They are necessary in an organization to: develop workers to understand higher great tasks, provide convention training of new and young workers, raise efficiency and standard of performance, meet legislation requirements and inform people. They are intended to produce: more effective, efficient, flexible employees, faster in making new comers knowledgeable and effective than would follow from experience, more effective and efficient use of machinery, equipments and work procedures among others.

2.6.2.2 Organizational Culture Strategies

Brown (1998), defines organization culture as “the pattern of beliefs, values, and learned, coping with experience that have developed during the course of an organization’s history and which tend to be manifested in its material arrangements and in the behaviors of its members”. Thus, an appropriate and cohesive culture can be a source of competitive advantage.

This is because it promotes consistency, co-ordination and control. It reduces uncertainty while enhancing motivation and organizational effectiveness, all of which facilitate the chances of being successful in the marketplace. Therefore, corporate cultural identity, for the marketer, is a strategic tool that is used to manipulate consumer perceptions of an organization and its products/services. The determinants of organizational culture are discussed below:

2.6.2.2.1 History Strategy

In many organizations, employees are ambitious of the organization’s past. They would like to know whether the organization has been the center of excellence of knowledge, high payments, reputation, promotion and merit before they associate themselves with such organizations. Once they join, they tend to do things in continuation of the past.
2.6.2.2 Environment
Organizations must interact with their environment. The environment plays an important role in shaping an organization’s culture. Such forces like the remote and industry variables have a lot of influences in the culture of the organizations.

2.6.2.2.3 Staffing Process
Some organizations have the habit of employing tribally, racially, nepotistically and so forth. This evil procedure of staff deployment is viewed as a normal practice and no eyebrows are raised whenever it happens irrespective of how evil it might be.

2.6.2.2.4 Socialization among Employees
Some organizations encourage this habit while others discourage it. In some organizations, the seniors have their own clubs apart from their juniors, while in others all employees mix freely in clubs, cafeterias and libraries.

2.6.2.2.5 The Day – To - Day Practice
The day – to- day practice of the management also determines an organization’s culture. Managers are the most important visual aids in training the juniors in the organization. Hence most junior staff imitates their previous leaders after they assume their positions. An organization’s culture can therefore be transmitted through long-standing and often written rules and shared standards of what is perceived to be important as well as staff behavior. The culture present in an organization will therefore reflect strength and style of its strategic leaders in response to the environment.

2.6.3 Production Strategies
According to Sababu (2007), organization’s activities can be productive, operational, merchandising or technical in nature. In most cases however, production and commercial activities are the most conspicuous activities, which also encompass operations (merchandising and technical activities). Production has been defined as that process which transforms tangible raw materials into saleable commodities. Productions also include services and ideas. Any strategic appraisal of the production process is therefore often concerned with the efficiency and effectiveness of a plant, equipment and production labor.
This necessitates the analysis of manufacturing costs, capacity, locations and such systems as maintenance, quality control, stock control and production scheduling. A significant strategic advantage is provided by the ability of an organization to lower production costs for a given quality compared to competitors and to react quickly to changes in demand through good production scheduling flexible plant. The ability depends upon the competence of the production staff to purchase the right plant and machinery and appreciate of cost consciousness.

The impact and nature of production costs therefore has an important strategic aspect. Sababu went a head and gave out the following production strategies to respond to the ever changing environment.

2.6.3.1 Production Selection Process

This process includes decisions about the specific process to be deployed, the sequences of the process and the equipment to be used. In equipment selection decisions, several factors beyond normal costs should be considered. These include; availability of operators, maintenance of records and potentials, training required of operators, availability of parts and services, supplier assistance, compatibility with existing equipment, flexibility of equipment in handling product variation, safety of equipment, expected delivery dates and warrants coverage. The commodity design and process selection decisions should thus be closely coordinated.

2.6.3.2 Factors to Consider in Site Location

According to Byars and Rue, the major factors to consider in site location are revenue including location of customers and accessibility as well as location of competitors. Secondly, operating costs which includes; price of materials, transportation costs of materials/products/people, wage rates, taxes, utility rates, rental rates and communication costs. Thirdly, investments such as; cost of land and of construction. Lastly, other limiting factors, which includes; labor skills, establishing of materials utilities and suppliers, attitudes and culture, political situation, pollution restriction, climate and general conditions.

Several options exist for expanding capacity when present facility is overcrowded. These include; sub-contract work, addition of another shift, work overtime, more operations to larger facilities, maintenance of current facilities and adding another facility elsewhere as well as expanding present facilities.
2.6.3.3 Facilities Layout

Sababu (2007) defines facilities layout as the process of planning the optimum physical arrangement of facilities among which includes personnel, operating equipment, storage space, office space, materials, handling equipment and room for customer service and movements.

This is needed for: construction of new additional facility, obsolesce of current facilities, change in demand, development of a new or redesigned product, personnel considerations intern of frequency of accidents, poor working environments and prohibitive supervisory costs.

The key production factors to be considered at this functional business area are: benefits and degree of vertical integration, value added and profit margin, raw materials availability and supplier relationships, production and process skills, flexibility of production equipment, processing of by-products, building and land, inventory control systems and turnover, effectiveness and sub-contracting use, efficiency and costs/benefit of equipment.

Others are effectiveness of operation, control, procedures, design, scheduling, purchasing, quality control and efficiency. Economies of scale and scope, technical efficiency of facilities and utilization capacity, costs and technological competence relative to those of the industry and competitors, patents, trademarks and other similar legal protections, and production methods and processes adequacy in meeting the cost and quality required of the strategy.

2.6.3.4. Operations/Services

Sababu says that operation is concerned with systematic direction and control of the process that transform inputs into finished goods and services. This functions is essential in systems producing goods and services in both profit and non-profit organizations. Thus the operational function is made up of the input, transformation and output activities. The major inputs are workers, managers, equipment, facilities, materials, land, energy and the external data and information, while the main outputs are information, goods and services.
2.6.3.5 Research and Development

The terms invention and Research and Development (R & D) are used in a variety of contexts, often interchangeable. However, the term invention means creating something new. An invention becomes a reality when the idea is transformed into a product and put into a market for sale such as when a new football team begins to play in a stadium.

R & D is therefore that activity of an organization that both seek to satisfy a market need by developing a new product and methods, and finding uses for its new scientific and technological inventions. R & D is meant to promote new products development, improve the product qualities and innovate technology.

Allocating resources to R & D is in itself a ‘first to the market’ strategy and the major concern is how much to spend on R & D rather than buying the research needed from the others. An effective way for an organization to safeguard against products and process obsolescence is through R & D efforts, which are divided basically into basic research, applied research and development research.

2.6.3.6 Innovation Diffusion

Innovation is actually a new way of thinking. In an organizational context, the term may mean a disposition towards new ways of thinking or new ways of doing things or a willingness to develop new methods through research and development within the organization itself.

It can also be defined as a willingness to acquire new products and processes from either inside or outside the organization. Diffusion describes the degree to which an innovation has been integrated into an economy. The major factors that affect the rate of innovation diffusion are: the origin of the innovation, the effect on other inputs such as labor and materials, the relationship of the existing production and commercial structures, and complementariness among innovations.

2.6.5 Information Technology

According to Porter (1985), technological change, especially IT, is amongst the most important forces that can alter the rules of competition. This is because most activities of an organization generate and utilize information. Porter and Millar (1985) contend that IT can also create new businesses from within a company’s existing activities.
McFarlan et al (1983) contribute that IT offers a scope for product differentiation that enables the company to effectively service the needs of its market niche.

2.6.5.1. Management Information Systems
Management information system ties all business activities together and provides the basis for all managerial decisions, Sababu (2007). Information is the cornerstone of all organizations and represents a major source of competitive advantage or disadvantage. Information is also the most important factor differentiating successful and unsuccessful firms. The process of strategic management is facilitated by effective and efficient IT.

2.6.5.2 Data Management
Data is material in the form of numbers, words and codes. It is raw materials processed into information. The aims of data management are to ensure that data available is exploited in full, generate relevant information from a pool of data, support integrated management system, and allow easy data access through control to users. The benefits of data management are to enable centralized data and information control, release latent information, provide good access to data requirement to industry, ensure the best use of data, and help to integrate systems by use of relevant information.
2.7 Conceptual Framework

Independent Variables

- Marketing Strategies
- Human Resource & Organizational
- Production Strategies
- Information Strategies

Intervening Variables

- Government Legislation
- Competitors' Actions
- New Technology

Dependent Variable

Competitive Edge

Figure 2.1: Conceptual framework. Source: Researcher (2011)
3.0 CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
In this chapter the researcher presents the methodologies that were used to collect and analyze the data collected to answer the research questions and in order to attain the set objectives. The methodologies were guided by the study objectives. The sub-headings included here are; the research design, target population, sample size and sampling technique, data collection, data analysis, and data presentation.

3.2 Research Design
This was a case study on Sony Sugar Company aimed at identifying strategic responses to the changes in the changing environmental conditions in order to remain competitive in the business environment. A case study research design was chosen because the objectives of the study required an in depth understanding of the challenges facing Sony Sugar, and the specific strategic responses made in the context of its changing competitive environment.

3.3 Target Population
The study was carried out in Sony Sugar Company where the target respondents were based. There are one thousand two hundred eighty three employees in the company, working under nine different departments. The people who were interviewed were sixty seven heads of departments and senior managers from four departments which were relevant to the research questions and had a population of six hundred and eighty seven. Mugenda & Mugenda (2003) notes that resource and time tend to be major constraints in deciding on the sample size to use.

3.4 The Sample Size and Sampling Technique
The respondents comprised those who are involved in formulation of strategic response variable that are studied and are charged with the responsibility of overseeing the implementation of these responses. Simple random sampling technique was used in selecting the respondents.

Mugenda & Mugenda (2003) suggested that ten percent of the target population would be sufficient sample size; the researcher used this to get the total number of the respondents as illustrated below:
Table 3.1: Summary of Sample Size

<table>
<thead>
<tr>
<th>S/No</th>
<th>Department</th>
<th>Population</th>
<th>10% Size</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manufacturing</td>
<td>387</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Marketing &amp; Business</td>
<td>20</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Devpt.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>ICT</td>
<td>20</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Human Resource</td>
<td>240</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>687</strong></td>
<td><strong>67</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: researcher (2011)

3.5 Data Collection

The researcher used the questionnaire to collect the data. It was designed on the basis of the objectives of research and the study's literature review. Best and Khan (1991) note that questionnaire enable the administrator to explain the purpose of the study and give meanings of the items that may not be clear. The questionnaire was divided into two sections. Section A, was seeking data on the respondent's profile while section B, was addressing aspects relating to strategic responses to environmental changes. The questionnaires were handed over to the identified respondents by the researcher and collected after five days.

3.6 Data Analysis

Once the responses were received, the questionnaires were edited for completeness and consistency before processing. The data collected was both qualitatively and quantitatively analyzed. Quantitative used descriptive statistics such as mean, median and mode. Content analysis was used in analyzing the in-depth qualitative data. This type of analysis has been used in similar studies in the past by Bett (1995), Kombo (1997), Njau (2000), and Kandie (2001).

3.7 Data Presentation

The data collected was presented using tables and graphs such as bar charts and histograms. The bar charts are often used for qualitative data and more effectively, with quantitative data which the researcher used for analysis.
4.0 CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

4.1 Introduction
This chapter has represented the study findings to the study on strategic responses to the environmental changes in the sugar industry: The study was carried out at Sony Sugar Company. The findings have been represented in form of tables and charts and interpretation made based on the study objectives.

4.2 Finding of the study

4.2.1 Marketing strategies used by Sony Sugar to respond to changes in environment
The examination of marketing strategies used by Sony Sugar to respond to changes in environment was carried out at the company’s marketing department.

4.2.1.1 Response rate
All the two respondents in the marketing department responded to the questionnaire. This represented 100% response rate.

4.2.1.2 Gender description
The gender description of the respondents in the marketing department was presented on table 4.2 and figure 4.2 below.

Table 4.2: Respondents gender for the marketing department

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
The gender description of the respondents in the marketing department indicated an equal representation of both male and female respondents. An analysis of the respondents' gender showed that 1 (50%) was a male while 1 (50%) was female. This was an indication of equal representation of opinion by both male and female respondents as far as marketing strategies were concerned.

### 4.2.1.3 Respondents job group

The respondents' job group category for the marketing department was summarized in table 4.3 and figure 4.3 as below:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Management</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td></td>
<td>Union</td>
<td>1</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
1(50%) of the respondents who participated was in management, while the other 1(50%) was in Union. This was an indication of equal representation of the two groups represented in the company and hence, the likelihood that opinions represented was not biased towards employee category in Sony Sugar.

### 4.2.1.4 Experience of work

The work experience for the respondents in the marketing department was summarized in table 4.4 and figure 4.4 as shown below:

#### Table 4.4: Respondents experience of work for the marketing department

<table>
<thead>
<tr>
<th>Experience of work</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Over 16 years</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
The respondents work experience at Sony Sugar indicated that all the employees had over 16 years of service at the organization. This meant that they were aware of environmental changes that had taken place in the company and the marketing responses that the department had taken towards such changes. Other options provided for years of service included, 0-5 years, 6-10 years, and 11-15 years. None of the respondents said they had worked the organization for those options.

4.2.1.5 Marketing strategies

The company used various number of marketing strategies that have been describe below:

4.2.1.5.1 Market segmentation

The market segmentation used by Sony sugar was presented on table 4.5 and figure 4.5 below.

Table 4.5: Market segment targeted by the company

<table>
<thead>
<tr>
<th>Market segmentation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low class</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Middle class</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>High class</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>All of the above</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
An analysis of the market segmentation that Sony Sugar was using to respond to changes in the environment indicated that the organization used a combination of low class, middle class and low class to carry out its as part of its marketing strategies. This meant that the company had marketing strategies aimed at meeting all the needs of different economic classes within the community through market segmentation.

4.2.1.5.1.1. High class market segmentation

The respondents opinion of appropriateness of high class segmentation was described on table 4.6 and figure 4.6 below.

Table 4.6: High class segmentation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
An analysis of the appropriateness of high class segmentation as far as a company marketing strategy for responding to changes in the environment was found agreeable by all the respondents in the marketing department. None of them strongly agreed, disagreed or was not sure of their opinions.

4.2.1.5.1.2. Middle class market segmentation

The respondents' agreement on the appropriateness of middle class segmentation was presented on table 4.7 and figure 4.7 below.

Table 4.7: Middle class market segmentation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
Middle class segmentation

All the respondents in the marketing department strongly agreed middle class segmentation was appropriate for the company. By offering products tailored towards middle class group in the society, the company would be able to cater for the needs of the thus class of customers as well achieve their satisfaction in terms of cost. Middle class segmentation was normally achieved through packaging that could be suitable afforded by this class of people.
4.2.1.5.1.3 Low class market segmentation

The respondents’ agreement on the appropriateness of middle class segmentation was presented on table 4.8 and figure 4.8 below.

Table 4.8: Low class market segmentation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

There was an equal representation of the respondents who strongly agreed and agreed with the assertion that low class segmentation as a marketing strategy was appropriate for the company. The respondents expressed confirmation that low class segmentation was an appropriate strategy that the company used in responding to changes in the environment.
4.2.1.5.2 Communication

The study established the various modes of communication used by the company as part of its marketing strategies. The mode of communication and extent of the usage at Sony Sugar has been described below.

4.2.1.5.2.1 Modes of communication

The major mode of communication as used by Sony Sugar as described by the respondents is presented on table 4.9 and figure 4.9 below.

Table 4.9: Major mode of communication

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road network</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Railway services</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Human Portage</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Water transport</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Major modes of communication

Figure 4.9: Major modes of communication

Source: Research data (2011)
Communication is a vital in marketing of any commodity or service. The study established the major mode of communication that Sony Sugar used to deliver goods and services. The study finding revealed that 100% of the respondents said that the company used road network as the mode of communication. Other modes of communication whose usage was not revealed included Railway services, air transport, Human portage and water transport. The findings revealed that road transport was viewed by the respondents as the most appropriate and reliable communication strategy that Sony Sugar has adopted as a strategy toward environmental change.

4.2.1.5.2.2 Road network

The study establishment on the extent to which road network services were used efficiently and effectively was described on table 4.10 and figure 4.10 below.

Table 4.10: Road network service

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>To a great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>To a small extent</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
An analysis of the extent to which road network services were used efficiently indicated that 1 (50%) of the respondents said to a very great extent while 1 (50%) said to a great extent. None of the respondents were not sure and indicated road network services was used to a less extent. The finding confirmed that Sony Sugar used road network efficiently and effectively as a strategy towards response to environmental changes.
4.2.1.5.2.3 Railway services

The study establishment on the extent to which road network services were used efficiently and effectively was described on table 4.11 and figure 4.11 below.

Table 4.11 Railway services

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a small extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Not sure</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>To a great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

The study examination on the extent to which Sony Sugar used railway services efficiently and effectively revealed that 1 (50%) of the respondents said to a small extent, while 1 (50%) said that they were not sure. The options to a very great extent and to a great extent was no chosen. The study findings revealed that the marketing department employees at Sony Sugar were not sure how efficient and effectively railway services were used by the organization.
4.2.1.5.2.4 Air transport

The extent to which air transport was used efficiently and effectively was described on table 4.12 and figure 4.12 below.

Table 4.12: Air transport

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a small extent</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>To a great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

An analysis of the extent to which air transport was used efficiently and effectively at Sony Sugar limited revealed that 2 (100%) of the respondents in the marketing department said to a large extent. These findings revealed that air transport was not efficiently and effectively used at Sony Sugar as a mode of communication. It was therefore not among the marketing strategies that the Sony Sugar used to respond to changes in environment.
4.2.5.2.5 Human portage

The extent to which human portage was used efficiently and effectively was described on table 4.13 and figure 4.13 below.

Table 4.13: Human portages are used efficiently and effectively

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a small extent</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>To a great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Research data (2011)
The study establishment on the extent to which human portage are used efficiently and effectively revealed that 2 (100%) of the respondents said to a small extent. No other opinion revealed by the respondents. These finding indicated that Sony Sugar had not adopted human portage as a communication strategy towards changes in environment.

4.2.5.2.6 Water Transport

The extent to which human portage was used efficiently and effectively was described on table 4.14 and figure 4.14 below.

Table 4.14 Water transport

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a small extent</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>To a great extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>0.00</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Figure 4.14: Water transport

Source: Research data (2011)
An analysis of the extent to which water transport was used as a strategy towards environmental changes indicated that 2 (100%) of the respondents said that it was used to a small extent. None of the respondents said that it was used to a very great extent and not sure. These findings revealed that water transport was not efficiently and effectively used communication strategy towards changes in the environment.

4.2.1.5.3 Packaging

As part of marketing strategy, the study established the following packaging styles as used by Sony Sugar.

4.2.1.5.3.1: Packaging style

The styles of packaging used by the company was displayed on table 4.15 and figure 4.15 below.

Table 4.15: Packages is mainly used by the company

<table>
<thead>
<tr>
<th>Packaging</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>50-100kg</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>10-25 kg</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>2-5 kgs</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>1 kg</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>250-200 grams</td>
<td>0</td>
<td>0.00</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Below 250grams</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>100.0</td>
</tr>
<tr>
<td>All of the above</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Packages is mainly used by the company
An analysis of the kind of packaging used by Sony Sugar revealed that the company packaged its products with packages of 50-100 kg, 10-25 kgs, 2-5 kgs, 1 kg, 250-200 grams, below and below 200 grams. This was an indication that the company used packaging as one of the strategies aimed at marketing. All classes of people in the economy seem to have been taken care of through packaging.

4.2.1.5.4 Advertisement

The kind of advertisement used by Sony Sugar to market its products was examined and presentation done as describe below.
4.2.5.4.1 Method of advertisement

The methods of advertisement used by Sony Sugar to respond to changes in environment was reflected on table 4.16 and figure 4.16 below.

Table 4.16: Major advertisement used by the company

<table>
<thead>
<tr>
<th>Media advertisement</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media advertisement</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Road shows</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Free samples</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>50.0</td>
</tr>
<tr>
<td>All the above</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Major advertisement used by the company

![Figure 4.16: Major advertisement used by the company](image)

Source: Research data (2011)
Another marketing strategy established in this study was use of advertisement. The study findings revealed that 1 (50%) of the respondents interviewed said that the company used media advertisement while 1 (50%) said that the company used a combination of media advertisement, road shows and free samples as advertisement strategies towards changes in the environment.

4.2.1.5.4.2 Usage of advertisement methods

The extent of usage of advertisement methods by Sony Sugar was displayed on table 4.17 and figure 4.17 below.

Table 4.17: Media, road shows and free samples advertisements

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Not sure</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Figure 4.17: Media, road shows and free samples advertisement

Source: Research data (2011)
One of the respondents noted that the company used media, road shows and free samples to advertise as some of the strategies to respondents to changes in environment. However the other respondents' was not sure whether the company used these strategies for advertisements. There was an indication of lack of clarity among the employees in the marketing department on the kind of advertisement strategies that Sony Sugar used in order to respond to changes in the environment.

4.2.2: Human resource strategies

The study finding on human resource strategies employed by Sony Sugar was described below.

4.2.2.1 Response rate for respondents in human resource

The response rate for respondents in the human resource department was described on table 4.18 and figure 4.18 below.

Table 4.18: Response rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Responded</td>
<td>20</td>
<td>83.3</td>
<td>83.3</td>
<td>83.3</td>
</tr>
<tr>
<td>Did not respond</td>
<td>4</td>
<td>16.7</td>
<td>16.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

![Figure 4.18: Response rate](Source: Research data (2011))
The response rate for employees in the human resource department was 83.3% as indicated by those who responded to the questionnaire. This was adequate enough to establish the study objectives as indicated by Mugenda and Mugenda (2003) who suggest that a response rate above 50% is adequate enough to establish a study phenomenon.

4.2.2.2: Respondents' gender

The gender description of the respondents in the human resource department was presented on Table 4.19 and figure 4.19 below.

Table 4.19: Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Male</td>
<td>11</td>
<td>55.0</td>
<td>57.9</td>
<td>57.9</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>Did not answer</td>
<td>1</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Figure 4.19: Gender

Source: Research data (2011)

The gender representation of respondents in the human resource department indicated that 11 (55%) of the respondents were male while 8 (40%) of the respondents were female. 1 (5%) of the respondents did not indicate their gender. Majority (55%) of the respondents in the human resource department were male. This was an indication that many of the opinions represented in this study were from male respondents.
4.2.3: Respondents Job group

The job group of the respondents in the human resource department was described on Table 4.20 and Figure 4.20 below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Management</td>
<td>8</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td></td>
<td>Union</td>
<td>12</td>
<td>60.0</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Respondents' job group

Out of the respondents in the human resource department, 8 (40%) were in management while 12 (60%) were in union. Most of the opinions represented in the study on human resource strategies came from employees not in managerial positions and thus there was little biasness of information that might have resulted from management side.
4.2.4 Respondents Experience

The respondents’ years of service at Sony Sugar experience of work was described on table 4.21 and figure 4.21 below.

Table 4.21: Years of service at Sony Sugar

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-5 years</td>
<td>4</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>6-10 years</td>
<td>6</td>
<td>30.0</td>
<td>30.0</td>
<td>50.0</td>
</tr>
<tr>
<td>11-15 years</td>
<td>3</td>
<td>15.0</td>
<td>15.0</td>
<td>65.0</td>
</tr>
<tr>
<td>over 16 years</td>
<td>7</td>
<td>35.0</td>
<td>35.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Years of service at Sony Sugar

![Pie chart showing the distribution of years of service at Sony Sugar]

Figure 4.21: Years of service at Sony Sugar

Source: Research data (2011)
An analysis of respondents years of service at Sony Sugar indicated that 4 (20%) of the respondents had worked in the organization for a period between 0-5 years, 6 (30%) had worked for a period between 6-10 years, 3 (15%) had worked for a period over 16 years. Majority of the respondents interviewed had worked at Sony Sugar for a period over 16 years. This was an indication that they were aware of environmental changes that occurred in their organization and the human resource strategies that the organization was using to respond to environmental changes.

4.2.2.5 Human resource strategies

The human resource strategies used by Sony Sugar to respond to changes in environment were described below.

4.2.2.5.1 Promotions

The respondents level of agreement as far as use of promotions is concerned was described on table 4.22 and figure 4.22 below.

Table 4.22 Using promotions to attract employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>6</td>
<td>30.0</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>45.0</td>
<td>50.0</td>
<td>83.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>10.0</td>
<td>11.1</td>
<td>94.4</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>5.0</td>
<td>5.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>90.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>2</td>
<td>10.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
Majority (45%) of the respondents in human resource department agreed that the company used promotions to attract employees. This was an indication that promotion was among the human resource strategy adopted by Sony Sugar towards changes in the environment.
4.2.2.5.2 Training

The respondents level of agreement as far as use of training is concerned was described on table 4.23 and figure 4.23 below

Table 4.23: Using training to attract employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>42.1</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>40.0</td>
<td>42.1</td>
<td>84.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>10.0</td>
<td>10.5</td>
<td>94.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>5.0</td>
<td>5.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>1</td>
<td>5.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Using training to attract employees

![Using training to attract employees](image)

Figure 4.23 Using training to attract employees

Source: Research data (2011)
Training was another human resource strategy used by Sony Sugar to respond to changes in the environment. Majority (40%) of the respondents agreed with the assertion that Sony Sugar used training to attract its employees.

### 4.2.5.3 Salary Awards

The respondents level of agreement as far as use of salary awards is concerned was described on table 4.24 and figure 4.24 below.

**Table 4.24: Using salary awards to attract employees**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>6</td>
<td>30.0</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>6</td>
<td>30.0</td>
<td>33.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>30.0</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>90.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source:** Research data (2011)

**Figure 4.24 Using salary awards to attract employees**

Source: Research data (2011)
There was mixed opinions on the use of salary awards as a human resource strategy towards response to changes in environment. Equal percentage (30%) of respondents strongly agreed, agreed and disagreed with the assertion that the company used salary awards to attract employees.

### 4.2.2.5.4 Fridge benefits

The respondents level of agreement as far as use of fridge benefits is concerned was described on table 4.25 and figure 4.25 below.

#### Table 4.25: Using fridge benefits

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>6</td>
<td>30.0</td>
<td>31.6</td>
<td>31.6</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>55.0</td>
<td>57.9</td>
<td>89.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>10.0</td>
<td>10.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>95.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>1</td>
<td>5.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Using fridge benefits

![Using fridge benefits](Figure 4.25: Using fridge benefits)

Source: Research data (2011)
An analysis of the use of fridge benefits as a human resource strategy towards response to changes in environment indicated that majority (55%) of the employees agreed with the assertion that the company used fridge benefits to respond to changes in environment.

4.2.2.5 Recruitment and selection

The method of recruitment and selection used by Sony Sugar to respond to changes in environment was presented on table 4.26 and figure 4.26 below.

Table 4.26: Recruitment and selection for employees used in Sony Sugar

<table>
<thead>
<tr>
<th>Valid</th>
<th>Internal promotion</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agencies for unemployed</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>45.0</td>
</tr>
<tr>
<td></td>
<td>Career officers</td>
<td>3</td>
<td>15.0</td>
<td>15.0</td>
<td>60.0</td>
</tr>
<tr>
<td></td>
<td>Board appointments</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>65.0</td>
</tr>
<tr>
<td></td>
<td>Local media advertisement</td>
<td>7</td>
<td>35.0</td>
<td>35.0</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Recruitment and selection for employees used in Sony Sugar

Figure 4.26: Recruitment and selection for employees used in Sony Sugar

Source: Research data (2011)
The method of recruitment and selection used by Sony Sugar was also examined. The results revealed that 40% of the respondents said that company used internal promotions, 5% said that it used agencies for unemployed, 15% said that it used career officers, 5% said it used board officers while 35% said that it used career officers. Though there results revealed that the company used variety of recruitment methods, local media advertisement was a commonly used recruitment method as revealed by 35% majority of the respondents.

4.2.5.6: Employee Motivation techniques

The kind of employee motivation techniques used by Sony Sugar was established and presented on table 4.27 and figure 4.27 below.

Table 4.27: Employee motivation techniques

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee evaluation</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Employee service</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Employee training</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Educational development</td>
<td>3</td>
<td>15.0</td>
<td>15.0</td>
<td>40.0</td>
</tr>
<tr>
<td>All the above</td>
<td>12</td>
<td>60.0</td>
<td>60.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
Majority (60%) of the respondents in human resource department said that Sony Sugar used a combination of employee evaluation, employee service, employee trainings as part of employee motivation techniques to respond to changes in environment.

4.2.2.5.5.6.7: Cultural techniques

The cultural techniques used by Sony Sugar as part of strategic responses towards changes in environment was presented on table 4.28 and figure 4.28 below.

Table 4.28: Cultural practices in the company

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of past company leadership</td>
<td>6</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Interaction with the environment</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
<td>40.0</td>
</tr>
<tr>
<td>Staffing process in the company</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Socialization among employees</td>
<td>5</td>
<td>25.0</td>
<td>25.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Day to day management practices</td>
<td>5</td>
<td>25.0</td>
<td>25.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
Cultural practices bring a sense of belonging to an organization. An analysis of the cultural practices used by Sony Sugar as a human resource strategy to respond to changes in environment indicated that 30% of the respondents said the company used history of past company leadership, interaction with the environment (10%), staffing process in the company (10%), socialization (25%) and day to day management (25%) Majority (30%) of the respondents cited history of past company leadership as a cultural practice used by the organization towards response to environmental changes.

Figure 4.28: Cultural practices used company

Source: Research data (2011)
4.2.3 Production strategies

The study established the production strategies used by Sony sugar to respond to changes in the environment was presented below.

4.2.3.1 Response rate

The response rate for the production department at Sony Sugar was presented on table 4.29 and figure 4.29 below.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>27</td>
<td>69.2</td>
<td>69.2</td>
<td>69.2</td>
</tr>
<tr>
<td>Did not respond</td>
<td>12</td>
<td>30.8</td>
<td>30.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Out of 39 respondents targeted in the production department, only 27 responded to the questionnaire, this represented a response rate of 69.2%. This was adequate enough to meet the study objectives out the study since it was above 50%.

Figure 4.29: Response rate

Source: Research data (2011)
4.2.32: Gender description of the respondents in production department

The gender representation of the respondents in the production department was presented on table 4.30 and figure 4.30 below.

4.30: Gender description

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Male</td>
<td>22</td>
<td>81.5</td>
<td>81.5</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>5</td>
<td>18.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Of the respondents in the production department, 81.5% were male while 18.5% were female. This indicate a high level of gender imbalance among the respondents.
4.2.3: Job group description of employees in production department

The respondents in the production department were in two job groups as described on table 4.31 and figure 4.31 below.

Table 4.31: Job Group

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>16</td>
<td>59.3</td>
<td>59.3</td>
<td>59.3</td>
</tr>
<tr>
<td>Union</td>
<td>10</td>
<td>37.0</td>
<td>37.0</td>
<td>96.3</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>3.7</td>
<td>3.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Figure 4.31: Respondents job group

Source: Research data (2011)

Majority of the respondents interviewed in the production department were in management while minority (37%) was in union. 3.7% of the respondents interviewed did not indicate their category. This indicated majority of the opinions represented in this study were employee in the management categories.
4.2.3.4 Experience of work at Sony Sugar

The experience of work of respondents at Sony sugar was established and presented on table 4.32 and figure 4.32.

Table 4.32: Number of years in service

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5 years</td>
<td>6</td>
<td>22.2</td>
<td>22.2</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>4</td>
<td>14.8</td>
<td>37.0</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>11</td>
<td>40.7</td>
<td>77.8</td>
</tr>
<tr>
<td>above 16 years</td>
<td>6</td>
<td>22.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

An analysis of respondents experience of work at Sony Sugar indicated that majority (40.7%) of the respondents in the production department had worked in the company for a period between 0-5 years and over 16 years. This was a clear indication that respondent were conversant with production strategies that the organization used to respond to changes in environment.
4.2.3.5 Production strategies

The study established various production strategies used by Sony Sugar to respondents to changes in environment.

4.2.3.5.1 Workers

The extent of agreement that the workers at Sony sugar were enough was presented on table 4.33 and figure 4.33 below.

Table 4.33: Workers are enough

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>33.3</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>44.4</td>
<td>44.4</td>
<td>77.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>7.4</td>
<td>7.4</td>
<td>85.2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>7.4</td>
<td>7.4</td>
<td>92.6</td>
</tr>
<tr>
<td>Not sure</td>
<td>2</td>
<td>7.4</td>
<td>7.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)
Majority of the respondents interviewed agreed with the assertion that Sony Sugar had enough workers for its operation. This indicated that the company had adopted employment of enough workers as a production strategy towards changes in the environment.

4.2.3.5.2 Equipment

The extent of agreement that the workers at Sony sugar were enough was presented on table 4.34 and figure 4.34 below.

Table 4.34: The Extent of agreement that Equipment are enough

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Strongly agree</td>
<td>3</td>
<td>11.1</td>
<td>11.1</td>
<td>11.1</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>63.0</td>
<td>63.0</td>
<td>74.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>22.2</td>
<td>22.2</td>
<td>96.3</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>3.7</td>
<td>3.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Extent of agreement on equipment used during production selection process

![Extent of agreement on equipment used during production selection process](image)

Figure 4.34: Extent of agreement on equipment used during production selection process

Source: Research data (2011)
Another production strategy examined in this study was availability of enough equipment at Sony Sugar. The findings as revealed by majority (63%) of the respondents indicated that Sony Sugar had enough equipment for its operations.

### 4.2.3.5.3 Land and materials

The extent of agreement that the company had enough land and materials for its operations was presented as follows:

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>25.9</td>
<td>25.9</td>
<td>25.9</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>55.6</td>
<td>55.6</td>
<td>81.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>14.8</td>
<td>14.8</td>
<td>96.3</td>
</tr>
<tr>
<td>Not sure</td>
<td>1</td>
<td>3.7</td>
<td>3.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

The Extent of agreement that materials are enough

![Bar chart showing the extent of agreement on the availability of materials.](image)

Figure 4.35: The Extent of agreement that materials are enough

Source: Research data (2011)

As a production strategy towards changes in environment indicated that majority (55.6%) of the respondents agreed with the assertion that the company had enough land and materials for its operations.
4.2.3.5.4 Research and development

The respondent's extent of agreement that the company did research on new product and quality development was presented on table 4.36 and figure 4.36 below.

Table 4: 36: Research on new product quality, development and technological innovation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>25.9</td>
<td>25.9</td>
<td>25.9</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>33.3</td>
<td>33.3</td>
<td>59.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>14.8</td>
<td>14.8</td>
<td>74.1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>18.5</td>
<td>18.5</td>
<td>92.6</td>
</tr>
<tr>
<td>Not sure</td>
<td>2</td>
<td>7.4</td>
<td>7.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Figure 4.36: Research on new product quality, development and technological innovation

Research on quality of products, new developments in the industry and technological innovations was examined one of the organizations strategic response to changes in the environment. Majority of the respondents agreed with the assertion that the company researched on product quality, developments in the industry and technological innovations.
4.2.4 Information technology Strategies

The Information technology (IT) strategies used by Sony Sugar to respond to changes in environment was presented below.

4.2.4.1 Response rate

The response rate for the respondents in the ICT department was presented on table 4.37 and figure 4.37 below.

Table 4.37: Response rate

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Did not respond</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Out of 2 respondents in IT department who participated in the study all of them responded presenting a response rate of 100%.
4.2.4.2: Gender

The gender description for the respondents in ICT department was presented on table 4.38 and figure 4.38 below.

Table 4.38: Gender description of the respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

One of the respondents in ICT department was male while the other was a female. This represented and equal distribution of 50% male and 50% female. There was gender balance in the organizations ICT department an indication of equal representation of views between male and female respondents.
4.2.4.3: Work experience

The work experience for the respondents in ICT department was presented on table 4.39 and figure 4.39 below.

Table 4.39: Respondents number of service at Sony Sugar

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>0-5</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>16+</td>
<td>16+</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

One of the respondents in the ICT department had worked at Sony Sugar for a period between 0-5 years while the other had worked for a period of over 16 years. This was an indication that the respondents were conversant with ICT strategies that used by the organization to respond to changes in environment.
4.2.4.4 IT strategies

IT strategies used by Sony Sugar to respond to changes in environment were as below.

4.2.4.4.1 Information Management Systems

The use of Information Management Systems as a strategy towards changes in environment was presented on table 4.40 and figure 4.40 below.

Table 4.40: The Company has Management Information Systems

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Agree</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

The company has management information systems

Figure 4.40: The Company has Management Information Systems

Source: Research data (2011)
100% of the respondents interviewed said that company used management Information systems as an IT strategy in response to changes in environment. None of the respondents disagreed or was not sure about this question.

4.2.4.5.2. Data Management Systems

The findings on the use of Data Management Systems by Sony Sugar was presented on table 4.41 and figure 4.41 below.

Table 4.41: The Company has data management systems

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not assure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

The company has data management systems

Figure 4.41: The Company has Data Management Systems

Source: Research data (2011)
An analysis of the use of data management systems was confirmed by 100% of the respondents in the ICT department. None of the respondents disagreed or was not sure about this assertion. This indicated that a data management system was one of the IT strategies used by Sony Sugar to respond to changes in environment.

4.2.4.6: Degree of using Information Management Systems

The extent of using Management information Systems was presented on table 4.42 and figure 4.42 below

Table 4.42: Use of Management Information Systems

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a very great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>To a great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>To a small extent</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Use of Management Information Systems

Figure 4.42: Use of Management Information Systems

Source: Research data (2011)
An analysis of the extent to which Sony Sugar used Management information systems to respond to changes in environment was described to a very great extent by 1 (50%) of the respondents and to a great extent by 1 (50%) of the respondents. None of the respondents was not sure or said the Management Information System was used to a small extent by the company. This was an indication of reliability of management information system as a strategic response towards changes in the environment.

Table 4.43: Extent to which Sony Sugar is using data management to respond to changes in the company

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a very great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>To a great extent</td>
<td>1</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>To a small extent</td>
<td>2</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data (2011)

Use of data Management Systems

Figure 4.43 Use of Data Management Systems

Source: Research data (2011)
An analysis of the extent to which Sony Sugar was using data management as a strategic response towards changes in the environment indicated that 1 (50%) of the respondents said to a very great extent while 1 (50%) said to a less extent. None of the respondents said that the company was using this strategy to a less extent. The results revealed that data management was predominantly used by the organization as an IT strategy towards changes in the environment.
5.0 CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter has presented the summary of the finding of the study, strategic responses to environmental changes in the sugar industry. The summary of the finding were based on the study findings presented in chapter four above.

5.2 Summary of the findings
5.2.1 Marketing strategies used by Sony Sugar to respond to changes in the environment

The response in this question was provided by two respondents in the marketing department of Sony Sugar who full participated showing 100% response rate and 50% gender representation for both male and female. One of the workers was in management category while the other was in union category of employment. All (100%) the respondents in the marketing department had worked at Sony Sugar for over 16 years.

Among the marketing strategies used by Sony Sugar to respond to changes in the environment was segmentation, mode of communication, packaging and advertisement. All (100%) the respondents in marketing department said that Sony Sugar targeted the low class, middle and high class community for its market. 100% of the respondents’ interviewed said that the company used road network for its communication. Railway transport, Human portage, air transport and water transport were most commonly used communication strategies as indicated by all the respondents. The was an indication of little understanding or lack of clarity between the respondents on the extent to which railway transport, human portage, air transport and water transport was appropriate and effective to the company’s communication.

Packaging was done in packs of 50-100 kilograms, 10-25 kilograms, 2-5 kilograms, 1 kilogram, 250-500 grams and below 500grams as indicated by 100% of the respondents. Media advertisement was commonly used mode of advertisement as indicated by 50% of the respondents. However there were signs of usage of other advertisement modes such as road shows and free samples as shown by the other 50% of the respondents.
5.2.2 Human resource strategies used by Sony Sugar to respond to changes in environment

The response on human resource strategies employed by Sony Sugar was indicated by a response rate of 83.3% for the respondents in human resource department. The gender representation of respondents in the human resource department indicated that 11 (55%) of the respondents were male while 8 (40%) of the respondents were female. Majority (55%) of the respondents in the human resource department were male. This was an indication that many of the opinions represented in this study were from male respondents. Out of the respondents in the human resource department, 8 (40%) were in management while 12 (60%) were in union. Majority of the respondents interviewed had worked at Sony Sugar for a period over 16 years. This was an indication that they were aware of environmental changes that occurred in their organization and the human resource strategies that the organization was using to respond to environmental changes.

Majority (45%) of the respondents in human resource department agreed that the company used promotions to attract employees. Training was another human resource strategy used by Sony Sugar to respond to changes in the environment. Majority (40%) of the respondents agreed with the assertion that Sony Sugar used training to attract its employees. There was mixed opinions on the use of salary awards as a human resource strategy towards response to changes in environment. Equal percentage (30%) of respondents strongly agreed, agreed and disagreed with the assertion that the company used salary awards to attract employees. An analysis of the use of fridge benefits as a human resource strategy towards response to changes in environment indicated that majority (55%) of the employees agreed with the assertion that the company used fridge benefits to respond to changes in environment.

Results revealed that the company used variety of recruitment methods, local media advertisement was a commonly used recruitment method as revealed by 35% majority of the respondents. Majority (60%) of the respondents in human resource department said that Sony Sugar used a combination of employee evaluation, employee service, employee trainings as part of employee motivation techniques to respond to changes in environment. Majority (30%) of the respondents cited history of past company leadership as a cultural practice used by the organization towards response to environmental changes.
5.2.3: Production strategies used by Sony Sugar to respond to changes in environment

Out of 39 respondents targeted in the production department 27 responded to the questionnaire, representing a response rate of 69.2% in which 81.5% of the were male while 18.5% were female. Majority of the respondents interviewed in the production department were in management while minority (37%) were in union. 3.7% of the respondents interviewed did not indicate their category.

An analysis of respondents experience of work at Sony Sugar indicated that majority (40.7%) of the respondents in the production department had worked in the company for a period between 0-5 years and over 16 years. The production strategies used by Sony Sugar to respond to changes in the environment included: Employment of enough workers, for its operation provision of enough equipment, ensuring availability of enough land and research on new developments in the industry, quality of its products and technological innovations.

Majority of the respondents interviewed agreed with the assertion that Sony Sugar had enough and workers for its operation. The findings as revealed by majority (63%) of the respondents indicated that Sony Sugar had enough equipment for its operations. Majority (55.6%) of the respondents agreed with the assertion that the company had enough land and materials for it’s operations. Majority of the respondents agreed with the assertion that the company researched on product quality, developments in the industry and technological innovations.

5.2.4 IT strategies used by Sony Sugar to respond to changes in environment

The question of the IT strategies used by Sony Sugar to respond to changes in the environment was answered by respondents in the ICT department. 100% of the respondents sampled responded to the questionnaire. 50% of them were female while 50% were male. One of the respondents had worked in the organization for a period between 0-5 years while the other had work experience of over 16 years. Use of Management Information Systems as well as Data Managements Systems was mentioned by 100% of the respondents as the IT strategies that the company used to respond to changes in the environment. The extent of usage of these strategies was described as to a very great extent and to a great extent by 50% of the respondents respectively.
5.3 Conclusion

The study was carried out to examine the strategic responses used by sugar industry to respond to changes in the environment. The study sought to answer the following research questions:

What marketing, human resource, production and IT strategies did organizations in the sugar industry use to respond to changes in environment. After successful completion of the study the following conclusion was made based on the findings.

5.3.1 Marketing strategies used by Sony Sugar to respond to changes in environment

Among the marketing strategies used by Sony Sugar to respond to changes in environment included: market segmentation, road network communication, different packaging, and local media advertisement. It was evidently noticed that the company heavily relied on one type of communication i.e. road network. This could probably explain the reason why the company was not performing to its maximum capacity. Communication form a vital marketing strategy and hence improper utilization of all available means of communication may deter a company from reaching maximum productivity potential.

5.3.2 Human resource strategies used by Sony Sugar to respond to changes in environment

From the study findings, the company seemed to have enough workers and employed a number of motivational skills to improve on employee performance. Recruitment procedures seemed fair and based on merit as it was noted that the process was carried out through local media advertisement. The salary awarded to employee seemed to bring a significant level of dissatisfaction among them. While the company motivated its employees through promotions, trainings, career developments, fridge benefits and job evaluation, it was noted that it did not put into consideration salary disparities among its employees. This could lead to a negative attitude among some employees thus leading to poor response to environmental changes. Recruitment of employees through internal promotions may discourage influx of new knowledge and talent in an organization. The fact that the company commonly practiced internal promotions as method of recruitment may adversely affect it knowledge base and innovations if no meaningful training is carried out. Although cultural practices may help in solving of related problems in an organization, persistent use of the practice might lead to reduced innovativeness as issues are normally dealt with in the same way. This was a noticeable observation that was done at Sony Sugar.
5.3.3 Production strategy used by Sony Sugar to respond to change in environment

The study revealed that the company had enough workers, equipments materials and land for efficient production. The level of research on quality of products, new innovations and developments in the market was however found to be wanting. This could be a dangerous trend owing to the fact the sugar industry is increasingly becoming competitive and therefore research on quality, innovation and developments in the industry could give the company a competitive edge.

5.3.4 IT strategies used by Sony Sugar to respond to changes in environment

The study revealed that Sony Sugar highly relied on Management Information System and data Management Systems as IT strategies towards changes in the environment. This was an impressive implication of the company’s efficiency in the use of information technology. It could also explain why the company was doing fairly well in its performance.

5.4 Recommendations

After successful completion of the study “Strategic response to environmental changes in the sugar industry” the following recommendations were made.

There is over liability on one method of communication. This could leave out the possible benefits associated with the other communication modes. It is therefore important that organizations in the sugar industry use different modes of communication to reap maximum benefits in their marketing.

The salary disparity among employees in the sugar industry needs to be addressed. This will increase employee productivity through equal salary distribution. Organizations should not only emphasize on internal promotions for new employees but also source from outside the company to increase innovativeness and build on their talent pool. Judgment should not always be based on historical happening within the company; instead new ways of solving problems should be adopted so as to increase innovativeness and responsiveness to change within and without the organization.
Organizations in the sugar industry should emphasize on research and development geared towards increasing the quality of their products as well as realizing the developments in the industry. This will increase their competitiveness.

5.5 Suggestion for further research

Since the study adopted a case study design, it might be possible that the finding may not reflect the situation on strategic responses to environmental changes in other similar organizations. It is therefore important that a similar study be carried out on other organizations in the sugar industry to establish whether a similar scenario exists for them. Further study should also be carried out on: administrative strategic responses, financial management strategic responses and agricultural strategic responses which were not covered in this study.
REFERENCE


83


Quinn, J.B. (1980) Strategies for Change: Logical Incrementalism. Irwin Homewood,

Appendix A: Letter of Introduction to Respondents

Kenyatta University,
P. O. Box 43844,
Nairobi, Kenya.

To whom it may concern,

Dear sir/madam,

I am a post graduate student at Kenyatta University pursuing a Master of Business Administration degree in the School of Business. I am conducting a research on the strategic responses to the environmental changes in the sugar industry.

The findings of this study will provide pertinent information on the extent of the effectiveness of strategic responses used by Sugar Companies in order to be stable in the competitive sugar industry as well as their limitations, and give recommendations for improvement.

I am therefore, requesting for information and any other assistance that will facilitate the study. The information given will be used for this academic study only and will be treated with utmost confidentiality.

Thanks in advance for your corporation.

Yours faithfully,

Caleb O. Hongo
Appendix B: Questionnaire

Section A: Respondent’s Profile

Please, tick where appropriate

1. Which is your department?
   A) Marketing □
   B) Human Resource □
   C) Manufacturing □
   D) ICT □

2. What is your number of years of service at Sony Sugar Company?
   A) 0-5 □
   B) 6-10 □
   C) 11-15 □
   D) 16+ □

Section B: Strategic Response

Marketing Strategies

1. To what extent do you agree that the company is using the following market segments when marketing its products? Please circle where appropriate.

   KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure, (D) To a small extent, (E) Not at all.

   a. Low class
      A  B  C  D  E
   b. Middle class
      A  B  C  D  E
   c. High class
      A  B  C  D  E
   d. All the above
      A  B  C  D  E
   e. Not sure
      A  B  C  D  E
2. To what extent do you agree that the following market segment is used appropriately by the company to respond to environmental changes? Please circle where appropriate.

KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.

a. Low class  
   A B C D E
b. Middle class  
   A B C D E
c. High class  
   A B C D E
d. All the above  
   A B C D E
e. Not sure  
   A B C D E

3. Which of the following is the major mode of communication used by the company to deliver its goods and services to the customers? Tick where appropriate.

a. Road network services
b. Railway services
c. Air transport
d. Human portage
e. Water transport

4. To what extent do you think that the following modes of communication are used efficiently and effectively by the company to respond to the environmental changes affecting the company? Please circle where appropriate.

KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure, (D) To a small extent, (E) Not at all.

a. Road network services  
   A B C D E
b. Railway services  
   A B C D E
c. Air transport  
   A B C D E
d. Human portage  
   A B C D E
e. Water transport  
   A B C D E
5. Which of the following packaging is mainly used by the company? Tick where appropriate.
   a. 50 - 100 kilograms
   b. 10 - 25 kilograms
   c. 2 - 5 kilograms
   d. 1 kilogram
   e. 250-500 grams
   f. Below 250 grams

6. To what extent do you agree that the company is using the following packaging appropriately as a response to the environmental changes?
   KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.
   a. 50 - 100 kilograms
   b. 10 - 25 kilograms
   c. 2 - 5 kilograms
   d. 1 kilogram
   e. 250-500 grams
   f. Below 250 grams

7. Which of the following is the major advertisement method used by the company? Please tick where appropriate.
   a. Media advertisement
   b. Road shows
   c. Free samples
   d. All the above
   e. Not sure
8. To what extent do you think the company is using the following advertisements to respond to the environmental changes?

Please circle where appropriate.

KEY: (A) To a very great extent, (B) To a great extent, (C) Not sure, (D) To a small extent, (E) Not at all.

a. Media advertisement
b. Road shows
c. Free samples
d. All the above
e. Not sure

Thanks
Appendix B:

Questionnaire

Section A: Respondent’s Profile

Please, tick where appropriate

1. Which is your department?
   a) Marketing
   b) Human Resource
   c) Manufacturing
   d) ICT

2. What is your number of years of service at Sony Sugar Company?
   A) 0-5
   B) 6-10
   C) 11-15
   D) 16+

SECTION B. Strategic Responses

Human Resource and Organizational Culture Management

1. Do you agree that the company is using the following manpower techniques in its effort to attract employees?

   Please circle where appropriate.

   KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.

   a. Promotions  A  B  C  D  E
   b. Training     A  B  C  D  E
   c. Salary awards A  B  C  D  E
   d. Fringe benefits e.g. bonuses A  B  C  D  E
2. To what extent do you think a company is using the following manpower planning techniques to respond to the changes in the environment? Please circle where appropriate.

KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure, (D) To a small extent, (E) Not at all.

- Overstaffing
- Understaffing
- Employee efficiency
- Employment practices
- Staff training

3. Which one of the following recruitment and selection of employees do you think is commonly used in Sony Sugar Company? Please tick appropriately.

- Internal promotion
- Agencies for unemployed
- Career officers
- Board appointments
- Local media advertisement

4. To what extent do you think the company is using the following recruitment and selection of employees effectively as a response to the environmental changes? Please circle where appropriate.

KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure, (D) To a small extent, (E) Not at all.

- Internal promotion
- Agencies for unemployed
- Career officers
- Board appointments
- Local media advertisements
5. To what extent do you agree that the company is using the following employee motivation techniques to respond to the changes on the environment? Please circle appropriately.

KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.

a. Employee evaluation
   A   B   C   D   E
b. Industrial relations
   A   B   C   D   E
c. Employee service
   A   B   C   D   E
d. Employee training, education and development.
   A   B   C   D   E

6. To what extent do you agree that company is using the following cultural practices as a response to the changes in Sony Sugar Company?

Please circle appropriately.

KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.

a. History of the past company leadership
   A   B   C   D   E
b. Interaction with the environment
   A   B   C   D   E
c. Staffing process in the company
   A   B   C   D   E
d. Socialization among employees
   A   B   C   D   E
e. The day to day management practices
   A   B   C   D   E

Thanks
Appendix B:

Questionnaire

Section A: Respondent's Profile

Please, tick where appropriate

1. Which is your department?
   a) Marketing
   b) Human Resource
   c) Manufacturing
   d) ICT

2. What is your number of years of service at Sony Sugar Company?
   a) 0-5
   b) 6-10
   c) 11-15
   d) 16+

Section B: Strategic Responses

Production

1. Do you agree that the company is using the following production selection process in its manufacturing process? Please circle appropriately

   KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree (E) Not sure

   a. Decision on specific process
   b. Sequence of the process
   c. Equipment to be used

2. To what extent do you agree that Sony Sugar Company is using the following production selection process effectively to respond to the environmental changes in the industry? Please
circle appropriately.

KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree (E) Not sure

a. Decision on specific process  A  B  C  D  E
b. Sequence of the process  A  B  C  D  E
c. Equipment to be used  A  B  C  D  E

3. To what extent do you think the company is using the following facility layout as a response to the environmental changes? Please circle where appropriate.

KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure (D) To a small extent, (E) Not at all.

a. Operating equipment  A  B  C  D  E
b. Storage space  A  B  C  D  E
c. Raw material  A  B  C  D  E
d. Handling equipment  A  B  C  D  E
e. Customer service  A  B  C  D  E

4. Do you agree that the company has enough of the following operating services in place? Please circle appropriately.

KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree (E) Not sure

a. Workers  A  B  C  D  E
b. Managers  A  B  C  D  E
c. Equipment/ Facilities  A  B  C  D  E
d. Materials  A  B  C  D  E
e. Land  A  B  C  D  E
f. Information  A  B  C  D  E
5. To what extent do you think that the operating services below are used effectively to respond to the changes affecting Sony Sugar Company?
Please circle where appropriate.
KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure (D) To a small extent, (E) Not at all

<table>
<thead>
<tr>
<th>a. Workers</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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<tr>
<td>b. Managers</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
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<tr>
<td>c. Equipment/ Facilities</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>E</td>
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<tr>
<td>d. Materials</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>e. Land</td>
<td>A</td>
<td>B</td>
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<tr>
<td>f. Information</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>E</td>
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</table>

6. To what extent do you agree that the company is using the following research and development techniques to respond to the changes affecting Sony Sugar? Please circle appropriately.
KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree, (E) Not sure.

| a. New products       | A | B | C | D | E |
| b. New scientific and | A | B | C | D | E |
| technological invention |   |   |   |   |   |
| c. Improvement of product quality | A | B | C | D | E |

Thanks
Appendix B:

Questionnaire

Section A: Respondent’s Profile

Please, tick where appropriate

1. Which is your department?
   A) Marketing
   B) Human Resource
   C) Manufacturing
   D) ICT

2. What is your number of years of service at Sony Sugar Company?
   A) 0-5
   B) 6-10
   C) 11-15
   D) 16+

SECTION B: STRATEGIC RESPONSES

ICT Strategies

1. Do you agree that the company has the following ICT techniques in place? Please circle appropriately.

   KEY: (A) Strongly agree, (B) Agree, (C) Disagree, (D) Strongly disagree (E) Not sure.

   a. Management Information Systems
   b. Data Management

2. To what extent do you think Sony Sugar is using the following ICT techniques to respond to the changes in the company?

   Please circle where appropriate.

   KEY: (A) To a very great extent, (B) to a great extent, (C) Not sure (D) To a small extent, (E) Not at all.

   a. Management information technology
   b. Data management
Appendix C:
Research Budget

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Appendix D:
Time schedule for Proposal Activities

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