International Journal of Economics, Commerce and Management
United Kingdom Vol. III, Issue 6, June 2015
http://ijecm.co.uk/ ISSN 2348 0386

INFLUENCE OF CHANGE MANAGEMENT STRATEGIES ORIENTATION ON THE PERFORMANCE OF THE BOTTLING INDUSTRY IN KENYA

A CASE STUDY OF KISII BOTTLERS, KISII COUNTY, KENYA

Linet Bosibori Moruri

Jomo Kenyatta University of Agriculture and Technology, Kenya

linda86ke@yahoo.com

Walter Okibo

Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract

Change management strategies encompass the myriad activities that entail the frequent and uncertain changes, and the greater competition among firms. The purpose of the study was to evaluate the influence of change management strategies orientation on the performance of Kisii bottlers, Kisii County, Kenya. The objectives of the study were: to determine the effect of aggressive strategies on performance of Kisii bottlers limited, to investigate the effect of expansion strategies on the performance of Kisii bottlers limited, to establish the effect of conservative strategies on the performance of Kisii bottlers limited. The study was guided by the following theories: BCG growth theory, Kurt Lewin's three step model, and the eight stage process model. This builds on the variables of this study. The study adopted descriptive case study. The target population was 121 respondents who are employees of Kisii bottlers limited. A census study was conducted. The findings of this study were important to stakeholders in the bottling industry on matters relating to change management strategy orientation and for the government with regard to policy making on change management.

Keywords: Aggressive Strategies, Expansion Strategies, Conservative Strategies, Corporate Performance, Bottling industry

INTRODUCTION

Change management strategies from a global point of view encompasses the myriad activities that entails the internationalization of economy, the frequent and uncertain changes, and the greater competition among firms, the need for continuous innovations, and the growing use of information technologies force companies to face the challenge of improving their competitiveness. These difficulties are greater for beverages companies because their economies of scale and their resources are less than those of large firms. However, what compensates for these weaknesses is the fact that Kisii bottlers limited, Kenya may enjoy greater flexibility because of the simplicity of their internal organization, being faster at adapting and responding to change management. This new situation reveals the need to suggest or find more efficient management processes so that Kisii bottlers limited can apply strategies that allow them to achieve a better performance.

Barney 2003 has persistently insisted on the relevance of internal resources especially those of intangible nature as determining factors of business competitiveness (Hall 2006). To a certain extent, this simply reflects that, with increasing intensity, competence among firms is settled on grounds other than the industry structure (Rumelt 2002). Several works show the clear preponderance of the firm effect over the industry effect when accounting for the firm's competitiveness (Powell 2006). This finding provides a solid empirical backing to the resource-based theory as a reference framework for the study of the differences of success among firms and leads us to find out more about the most adopted management techniques depending on the strategy followed by Kisii bottlers limited. There are an increasing number of studies focusing on the main competitive factors of Kisii bottlers' limited pertaining orientation of change management strategies on its performance. The literature on this field shows that intangible factors (Grant 2001), such as structure and organizational change (Feigenbaum and Karnani 2001), human resource management (Bacon et al. 2006), innovation, and technological resources (Hitt, Hoskisson, and Ireland 2000), among others, are elements that clearly contribute to the Kisii bottlers limited' competitiveness and success. However, there are still doubts regarding the competitiveness of Kisii bottlers limited. The strategic orientation of the firm may be considered a key element with important implications for the management and efficiency of Kisii bottlers limited (Snow and Hrebiniak 2000). Depending on the strategic orientation adopted, the firm may emphasize more or less aspects such as technological position, innovation, organizational design, and personnel management (Conant, Mokwa, and Varadarajan 2002). These aspects of management can largely determine firm performance and business efficiency (Slater and Narver 2003).Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Orientation of change management strategies is a powerful predictor of business efficiency; even more than previous papers had found for example, Hambrick (2003). Considering this point, it might be interesting to analyze to what extent the strategic orientation of Kisii bottlers limited can determine their performance. Efficiency analysis of the different strategic types in Miles and Snow's model has been the subject of numerous studies (Wright et al. 2008) with generally inconclusive results. Miles and Snow (1978) propose that defenders, prospectors, and analyzers have the chance to be equally successful in developing their activities and that; in any case, these three strategic types will perform better than reactors. Wright et al. (2001) and Mokwa, and Varadarajan (2001) empirically supported this theory and argued that the three strategic archetypes achieve a similar performance, which is always better than reactors concludes that the support concerning the existence of similar performance between defenders, prospectors, and analyzers has been mixed. There are even works that contradict the theory, such as that of Snow and Hrebiniak (2002), which found that reactors outperform prospectors and defenders in the air industry.

In short, literature on this subject can be summarized in the statement made by Segev (2005) on average, the performance level of defenders, prospectors, and analyzers is similar; however, a higher performance or efficiency level requires a greater degree of alignment by organizations with their environment. In the context of Kisii bottlers limited, there are a few references on this line of research. On the one hand, Smith, Guthrie, and Chen (1986) maintained that the efficiency of the strategic categories is contingent on size: defenders outperform analyzers and prospectors in the case of the firm's performance.

Statement of the Problem

Today, teams and organizations face rapid change like never before. Globalization has increased the markets and opportunities for more growth and revenue. However, increasingly diverse markets have a wide variety of needs and expectations that must be understood if they are to become strong customers and collaborators. Concurrently, scrutiny of stakeholders has increased as some executives have been convicted of illegal actions in their companies, and the compensation of executives seems to be increasing while wages of others seems to be decreasing or leveling off. Thus, the ability to manage change, while continuing to meet the needs of stakeholders, is a very important skill required by today's leaders and managers. Carter McNama 2013.

Significant organizational change occurs, for example, Almasi Beverages Limited (ABL) is an unlisted public holding company of three Coca-Cola beverages bottling operations in Kenya. ABL, founded in 2013, came in to being as a consequence of a merger between three formerly independent Coca-Cola bottling plants namely; Mount Kenya Bottlers Limited, Rift Valley Bottlers Limited and Kisii Bottlers Limited**.** When an organization changes its overall strategy for success, adds or removes a major section or practice, and/or wants to change the very nature by which it operates. It also occurs when an organization evolves through various life cycles, just like people must successfully evolve through life cycles. For organizations to develop, they often must undergo significant change at various points in their development. That's why the topic of organizational change and development has become widespread in communications about business, organizations, leadership and management**.** In the past the three bottling companies were challenged by the dynamic economic environment. The ABL oriented its strategies on joint investments, additional capacities and new products, territorial coverage whose aim was have adequate product penetration in pursuing the firm’s growth. It is not clear the extent to which change management strategies and their orientation do influence the performance of Kisii bottlers limited. This study is intended to assess the influence of change management strategies orientation on the performance of KBL.

The specific objectives of the study were:

1. To establish the effect of aggressive strategies on performance of Kisii bottlers limited
2. To find out the effect of expansion strategies on the performance of Kisii bottlers limited
3. To establish the effect of conservative strategies on the performance of Kisii bottlers limited.

THEORETICAL REVIEW

The BCG Growth Theory

The BCG Growth-Share Matrix is a portfolio planning model developed by Bruce Henderson of the Boston Consulting Group in the early 1970's. It is based on the observation that a company's business units can be classified into four categories based on combinations of market growth and market share relative to the largest competitor, hence the name "growth-share". Market growth serves as a proxy for industry attractiveness, and relative market share serves as a proxy for competitive advantage. The growth-share matrix thus maps the business unit positions within these two important determinants of profitability. This theory assumes that an increase in relative market share will result in an increase in the generation of cash. This assumption often is true because of the experience curve; increased relative market share implies that the firm is moving forward on the experience curve relative to its competitors, thus developing a cost advantage. A second assumption is that a growing market requires investment in assets to increase capacity and therefore results in the consumption of cash. Henderson reasoned that the cash required by rapidly growing business units could be obtained from the firm's other business units that were at a more mature stage and generating significant cash. By investing to become the market share leader in a rapidly growing market, the business unit could move along the experience curve and develop a cost advantage (Burnes 2004). From this reasoning, the BCG Growth-Share Matrix was born. Dogs have low market share and a low growth rate and thus neither generate nor consume a large amount of cash. However, dogs are cash traps because of the money tied up in a business that has little potential. Such businesses are candidates for divestiture. Question marks are growing rapidly and thus consume large amounts of cash, but because they have low market shares they do not generate much cash. Question marks must be analyzed carefully in order to determine whether they are worth the investment required to grow market share. Stars generate large amounts of cash because of their strong relative market share, but also consume large amounts of cash because of their high growth rate; therefore the cash in each direction approximately nets out. If a star can maintain its large market share, it will become a cash cow when the market growth rate declines. The portfolio of a diversified company always should have stars that will become the next cash cows and ensure future cash generation. Cash cows provide the cash required to turn question marks into market leaders, to cover the administrative costs of the company, to fund research and development, to service the corporate debt, and to pay dividends to shareholders. Because the cash cow generates a relatively stable cash flow, its value can be determined with reasonable accuracy by calculating the present value of its cash stream using a discounted cash flow analysis thus Kisii bottlers limited should take track of the market so as to remain competitive.

Kurt Lewin's Three Step Model

Kurt Lewin from his work on change management comes up with some models of which the key one being the action research model. The action research model; this model is based on the emphasis that change requires action and also the recognition that successful action is based on analyzing the situation, identifying possible alternative solutions and choosing the one most appropriate to the situation at hand. An agent gathers data and solves the problem jointly with the client (Barnes, 2008).This model proposes going through the steps of unfreezing, moving/change and re-freezing. Unfreezing involves removing those forces, maintaining the organization behavior at its present level. Lewin's view was that a successful change process should involve three steps — Unfreezing, Change and Refreezing. The present level involves reducing the forces that maintain the organization behavior at its present level with change triggered by creating urgency and readiness to acquire or learn new behavior. Moving involves acting on the results of unfreezing; that is take action to move to the desirable state of affairs. Refreezing seek to stabilize the organization at the new set of equilibrium (Richardson, 2002).

If the theory is properly applied will enable us to track the performance of the new change of management and how things are run at Kisii bottlers limited

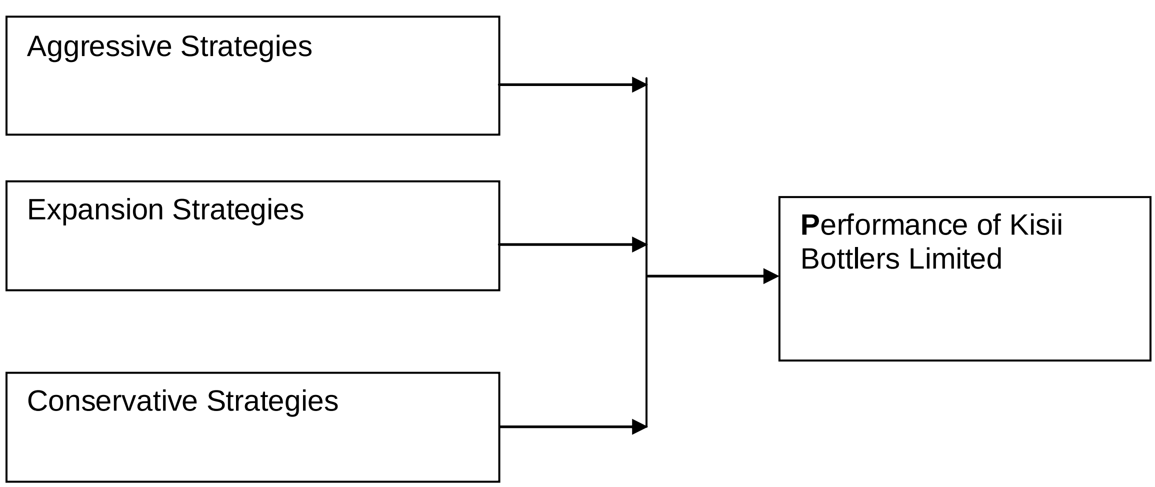
The Eight Stage Process Model

Atypical model to follow is the eight stage process as proposed by John Kotter 2000. This practice in change management consists of the following stages; establishing sense of urgency: establishing a sense of urgency is crucial to gaining needed cooperation. With low urgency, it is difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision. Examining the market and competitive realities, identifying and discussing crisis, potential crisis or major opportunities may establish urgency. Creating the guiding coalition: no one individual even the chief executive officer, is ever able to develop the right vision, communicate it to larger number of people, eliminate key obstacles and get the change going pertaining how the Coca Cola products are handled. A strong guiding coalition is always needed one with the right composition, level of trust, and shared objective. The group should be put together with enough power to lead the change and it should also work together like a team. Position, power, expertise and credibility and leadership should be key characteristics to be considered when putting together this team. Developing a vision and strategy without power of kings and queens behind it, authoritarianism is unlikely to break through all the forces of resistance (Barnes, 2008).

In order to implement change successfully, it is necessary to create a clear vision to help direct the change effort. An effective vision should be imaginable, desirable, feasible, focused, flexible and communicable. In addition the firm should develop strategies for achieving the vision. The vision should be grounded in clear and rational understanding of the organization, its market environment and competitive trends. Strategy provides the logical and a first level of detail of how the vision can be accomplished. Communicating the change vision; Use every vehicle possible to communicate the new vision and strategies. Such could include employee bulletins, employee meetings, memos and newspapers, formal or informal interaction. In addition have the guiding coalition role model the behavior expected of employees. Nothing undermines the communication of a change vision more than behavior or the part of key players that seems inconsistent with the vision. Careful monitoring of senior management is a good idea so that you can identify and address between inconsistencies. Empowering employees for broad based action: Empowering involves getting rid of obstacles, changing systems or structures that undermine the change vision and encouraging risk taking and nontraditional ideas, activities, and actions.

In order to fully empower the people, the following can be done: Communicating a sensible vision, Make structures compatible with vision, Provide the training employees need, Align information and personal systems to the vision, Confront supervisors who undercut needed change (Barnes, 2008). Generating short-term wins: Running a transformation without the organization attention to short term wins is extremely risky. One should plan for visible improvements in performance or wins and also create those wins. In addition capacities and new product, better territorial coverage and product penetration, aggressively pursuing growth, revenue synergies, cost savings, better engagement and alignment with the key stakeholders of the company including The Coca-Cola Company who are the franchise owners and leveraging on shared administrative and managerial capacities resulting to better performance of Kisii bottlers limited through new change management orientation strategies.

Figure 1: Conceptual Framework



Research Gap

Locally, Kiptugen (2013) did a study at Almasi Beverages Limited which includes coca cola companies and explored the change practices that have been adopted by the organization in the implementation of the changes within the company at the head office, Nairobi, with limited concentration on the regions and little exploration of specific departments including sales and marketing section. This study sought to establish the influence of change management orientation on the performance of Kisii bottlers Kisii County, Kenya

RESEARCH METHODOLOGY

This study adopted a descriptive case study research design. According to Cooper and Schindler (2003), a descriptive case study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to all the enterprises. The study's target population was 121 respondents who were employees of Kisii bottlers limited.

Under a census design, 121 respondents from the human resource, supply chain, sales and production departments were selected. This study used a structured questionnaire to collect primary data

The study carried out a pilot study to pretest and validates the questionnaire. Cronbach's alpha methodology, which is based on internal consistency was determined and checked against the standard 0.7.if the calculated Cronbach alpha is greater than 0.7 then the instrument is more reliable but if it is less than 0.7 then it would be unreliable. The study selected a pilot group of 10 individuals from the target population to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to the level of management, level of education, and the number of years worked.

Quantitative data collected was analyzed using of descriptive statistics and presented through percentages, means, standard deviations and frequencies. SPSS was used to analyze the findings.

ANALYSIS AND FINDINGS

The study targeted a sample size of 121 respondents from which 116 filled in and returned the questionnaires making a response rate of 95.9%, this response rate was satisfactory to make conclusions for the study as Cooper and Schindler (2003), states that a response rate of between 30 to 80% of the total sample size can be used to represent the opinion of the entire population.

Aggressive Strategies

Table 1: Statements on effects of aggressive strategies on performance

Statement	Strongly agree	Agree	Moderate	Disagree	Strongly disagree	Mean	standard deviation
Aggressive strategies is vital for effective orientation of change management	85	20	8	3	0	1.91	0.25
Aggressive strategies are positively significant to influence change management strategies	30	62	24	0	0	1.71	0.28
Although the aggressive strategies differ and may be complex in different beverages organizations, the principles of these strategies and change management strategies are applicable to both	28	70	12	6	0	1.86	0.32

The study sought to determine the extent to which respondents agreed with the above statements relating to effects of aggressive strategies on performance, from the finding majority of the respondents agreed that Aggressive strategies are positively significant to influence change management strategies as shown by a mean of 1.71 and a standard deviation of 0.28, although the aggressive strategies differ and may be complex in different beverages organizations, the principles of these strategies and change management strategies are applicable to both as shown by mean of 1.86 and a standard deviation of 0.32,. Aggressive strategies are vital for effective performance of the organization during change management as shown by mean of 1.91 and a standard deviation of 0.25.

The above findings concurs with study findings by Barnes (2008) he asserts that an active manager is required to add enough value for beating the cost disadvantage, reducing uncertainty of decision errors by making investments, however through active management, the pressure of achieving the returns that beats the market, may lead to the extra risk for making the wrong investments.

Expansion Strategies

Table 2: Statements on effects of expansion strategies on performance

Statement	Strongly agree	Agree	Moderate	disagree	Strongly disagree	mean	Standard deviation
Effective expansion strategies requires a reporting and review structure to ensure that change management strategies are effectively identified and assessed and that appropriate controls and responses are in place	18	46	4	1	1	1.86	0.29
Expansion strategies is the last step in the corporate risk management process	22	44	4	0	0	1.73	0.27
Expansion strategies can be used to make sure that change management practices are in line and proper expansion strategies also helps the management to be in a position to make future plans	18	46	5	1	0	1.85	0.28

The study sought to determine the extent to which respondents agreed with the above statements relating to expansion strategy, from the finding majority of the respondents strongly agreed that; Expansion strategies is the last step in the corporate risk management process as shown by mean of 1.73 and a standard deviation of 0.27, Expansion strategies can be used to make sure that change management practices are in line and proper expansion strategies also helps the management to be in a position to make future plans as shown by mean of 1.85 and a standard deviation of 0.28 in each case , Effective expansion strategies requires a reporting and review structure to ensure that change management strategies are effectively identified and assessed and that appropriate controls and responses are in place as show by mean of 1.86 and a standard deviation of 0.29, the above findings concurs with the study finding by Stewart (2003). Stewart asserts that expansion strategy provides a blueprint for business enterprises to achieve their long term growth objectives. It allows them to maintain their competitive advantage even in the advanced stages of product and market evolution. Growth offers economies of scale and scope to an organization, which reduce operating costs and improve earnings.

Conservative Strategies

Table 3: Extent of conservative strategies on performance

Extent	Frequency	Percentage
Very great extent	12	10.2
Great extent	92	79.0
Moderate extent	7	6.0
Little extent	4	3.1
No extent	2	1.7
Total	**116**	**100**

The study sought to determine the extent to which conservative strategies influence performance in the bottling industry, from the findings, most of the respondents as shown by 79.0% indicated to a great extent, 10.2% of the respondents indicated to a very great extent 6.0% of the respondents indicated to moderate extent, 3.1% of the respondents indicated to a little extent whereas 1.7% of the respondents indicated to no extent. This is an indication that conservative change management strategies orientation influence performance in the bottling industry to a great extent.

Performance

Table 4: Effects of sales volume on performance

Extent	Frequency	Percentage
Very great extent	22	19.0
Great extent	77	66.4
Moderate extent	14	12.1
Little extent	3	2.5
Total	**116**	**100**

The study sought to determine the extent to which sales volume affect performance in the bottling industry, from the findings, most of the respondents as shown by 66.4% indicated to a great extent, 19.0% of the respondents indicated to a very great extent 12.1% of the respondents indicated to moderate extent whereas 2.5% of the respondents indicated to a little extent. This is an indication that performance in the bottling industry is affected to a great extent by sales volume concurring with Olson (2005) that performance involves assigning responsibility of specific tasks or processes to specific individuals or groups.

CONCLUSIONS

From the findings the study established that that although the aggressive strategies differ and may be complex in different beverages organizations, the principles of these strategies and change management strategies should be applicable in the organization to ensure effective performance of the organization during change management.

The study also established that expansion strategy should be well adopted to accelerate the rate of growth of sales, profits and market share faster by entering new markets, acquiring new resources, developing new technologies and creating new managerial capabilities hence change orientation strategies in the industry will be well managed

The study revealed that conservative strategy involves minimal expectation input, and instead relies on diversification to match the performance of some market index, conservative strategies assumes that the marketplace will reflect all available information in the price paid for securities thus affecting organizational performance

RECOMMENDATIONS

Based on the findings, the study recommends that the management should embrace collective investment schemes that utilize aggressive investment strategies for tracking the performance of a stock market index. Exchange-traded funds track commodity indices and a specific market.

The study also recommends that it is very crucial that the organization puts effective expansion strategies in place through a reporting and review structure to ensure that change management strategies are effectively identified and assessed and that appropriate controls and responses are in place to ensure performance.

The study recommends that the management keeps on adopting new strategy measurement approaches is particularly critical for Kisii bottlers because of the role they play in relation to conservative strategies in place..

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ANNEXURE

Annexure 1: Questionnaire

Aggressive Strategies

Indicate your level of agreement with the following statements relating to aggressive strategies (Scale 1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree.)

Statement	1	2	3	4	5
aggressive strategies is vital for effective orientation of change management					
Aggressive strategies are positively significant to influence change management strategies					
Although the aggressive strategies differ and may be complex in different beverages organizations, the principles of these strategies and change management strategies are applicable to both					

Expansion Strategies

Indicate your level of agreement with the following statements relating to expansion strategies (Scale 1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree.)

Statement	1	2	3	4	5
Effective expansion strategies requires a reporting and review structure to ensure that change management strategies are effectively identified and assessed and that appropriate controls and responses are in place					
Expansion strategies is the last step in the corporate risk management process					
Expansion strategies can be used to make sure that change management practices are in line and proper expansion strategies also helps the management to be in a position to make future plans					

Conservative Strategies

In relation to conservative strategies to what extent does they influence Performance t of Kisii Bottlers Limited?

Very great extent [ ]
Great extent [ ]
Moderate extent [ ]
Little extent [ ]
No extent [ ]

Performance

To what extent do sales volumes affect performance in the bottling industry?

Very great extent [ ]
Great extent [ ]
Moderate extent [ ]
Little extent [ ]
No extent [ ]