

**FACTORS INFLUENCING THE PERFORMANCE OF THE 2020
ROUTE TO MARKET PROJECT: A CASE OF KIMFAY EAST
AFRICA LIMITED**

BRENDA WANGUI MWAURA

**A Research Project report Submitted in Partial Fulfillment of the Requirements
for the Award of the Degree of Master of Arts in Project Planning and
Management at the University of Nairobi**

2017

DECLARATION

This research project report is my original work and has not been submitted to any other university or institution for any academic award

Signature

Date.....

BRENDA WANGUI MWAURA

L50/82004/2015

This research project report has been submitted for examination with my approval as the University supervisor

Signature.....

Date.....

PROFESSOR CHRISTOPHER GAKUU
DIRECTOR
OPEN AND DISTANCE E-LEARNING
UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this work to my parents Mr. Simon Mwaura and Mrs. Alice Mwaura for their exceptional support and cheer during the whole master's period. I am exceptionally proud to be your daughter and to be able to finish the race.

To my brothers and sisters Boniface, Kate, Moses, Caroline, Cynthia who supported me emotionally, spiritually, financially and walked me through to conquering this journey.

To my nieces and nephews especially Eugene and Stephanie who are my motivation and strength with whom the journey has been a lesson and a joy.

May God bless them abundantly.

ACKNOWLEDGEMENT

My sincere appreciation goes to my supervisor Prof. Christopher Gakuu of University of Nairobi, Chairman of the Open and E-distance learning for his assistance and support during the proposal period.

I would also like to acknowledge the assistance accorded to me by Mr. Rajdeep Bains Managing Director Kim-Fay East Africa who gave me the environment to thrive as well as enable my dream come true by allowing me to take my leave during exam periods. He also allowed me to collect my research data from Kim-Fay East Africa Limited

My gratitude's also goes to the entire Kim-Fay East Africa Limited management staff, supervisors and all the other workers in the organization who enabled my dream come true for giving me support and holding the administration department fort while I was away in class. To my colleagues Alice, Andrew, Anne, Belinda Cecilia, Charles, Jane, Lonce, Maryanne and Reuben who have given me motivation to strive on and to work hard while helping relieve work duties, I am most grateful

My appreciation also goes to entire group of lecturers at the University of Nairobi; School of continuing and distance education for their assistance and support for the entire period. I cannot forget my class mates for their input, support, and camaraderie that we shared during the whole epoch. They were open to discussions and even community development activities that ensured that we got more than book knowledge and even helped out the community. May their dreams come true as they accomplish their dreams beyond the sky limit.

I thank God Almighty for giving me good health, knowledge, time and finances during the period of my study. This would have been in vain without his divine favor, May He receive all glory, honor and praise forever, Amen

TABLE OF CONTENTS

Declaration	ii
Dedication	iii
Acknowledgement	iv
List of Figures	viii
List of Tables	ix
Abbreviation & Acronyms.....	x
Abstract	xi
CHAPTER ONE:INTRODUCTION	1
1.1 Background to the Study.....	1
1.2 Statement of the problem	3
1.3 Purpose of the Study	3
1.4 Objectives of the study.....	4
1.5 Research Questions.....	4
1.6 Significance of the study.....	4
1.7 Delimitations of the study	5
1.8 Limitation of the study.....	5
1.9 Assumption of the study	5
1.10 Definition of terms:.....	5
CHAPTER TWO: LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Project performance	7
2.3. Availability of finances and performance of 2020 route to market project	8
2.4. Management skills and performance of 2020 route to market project.....	11
2.5. Employee skills and performance of 2020 route to market project	13
2.6. Political environment and performance of 2020 route to market project	15
2.7. Theoretical framework	16
2.7.1 Ansoff growth Matrix	16
2.7.2 Route to market modeling theory	22
2.8. Conceptual Framework	24
2.9. Explanation of relationship of variables in the conceptual framework.....	25

2.10.	Gaps in literature reviewed.....	25
2.11.	Summary of literature review	26
CHAPTER 3: RESEARCH METHODOLOGY		27_Toc500257140
3.1	Introduction	27
3.2	Research Design.....	27
3.3	Target Population	27
3.4	Sample size and sampling procedure	28
3.5	Collection Instrument.....	29
3.5.1	Pilot testing of the instruments	30
3.5.2	Validity of the instrument	30
3.5.3	Reliability of the instrument	30
3.6	Data collection procedures.....	31
3.7	Data analysis technique.....	31
3.8	Ethical Consideration.....	31
3.9	Operational definitions of the variables	32
CHAPTER 4: DATA ANALYSIS, PRESENTATION AND INTERPRETATION		34
4.1	Introduction.....	34
4.2	Reliability results	34
4.3	Demographic information	35
4.3.1	Gender.....	35
4.3.2	Age.....	35
4.3.4	Level of Education.....	36
4.3.5	Duration of stay at work place	36
4.4	Availability of finances and performance of 2020 route to market project	37
4.4.1	The extent to which availability of finances affects performance of 2020 route to market project	38
4.5	Management Skills and performance of 2020 route to market project.....	38
4.5.1	The extent to which management skills affect the performance of 2020 route to market project	39
4.6	Employee skills and performance of 2020 route to market project	40
4.6.1	The extent of employee skills influence on performance of 2020 route to market project	40

4.7 Political environment and performance of 2020 route to market project	41
4.7.1 Extent to which political environment influence 2020 route to market project performance	42
4.8 Success of 2020 route to market project	43
CHAPTER 5:SUMMARY, CONCLUSION AND RECOMMENDATION	45
5.1 Introduction.....	45
5.2 Summary of the findings.....	45
5.2.1 Availability of finances and performance of 2020 route to market project	46
5.2.2 Management skills and performance of 2020 route to market project.....	46
5.2.3 Employee skills and performance of 2020 route to market project	47
5.2.4 Political Environment and 2020 route to market project performance	48
5.3 Conclusion	48
5.4 Recommendations.....	50
i. Availability of finances and 2020 route to market project performance.....	50
ii. Management skills and 2020 route to market project performance	50
iii. Employee skills and 2020 route to market project performance.....	50
iv. Political environment and 2020 route to market project performance.....	50
5.5 Recommendation for Future Studies.....	51
Appendix I: Research Permit	59
Appendix II: UON Authorisation letter	60
Appendix III: Questionnaire for General Staff	64
Appendix IV: Questionnaire for LineManagers	68
Appendix V: Questionnaire for Senior Managers	Error! Bookmark not defined.

LIST OF FIGURES

FIG 2.1 ANSOFF GROWTH MATRIX.....	17
FIG 3.2 CONCEPTUAL FRAMEWORK.....	24

LIST OF TABLES

Table 3.1 Target Population.....	28
Table 3.2: Sampling Frame.....	29
Table 3.3 Operationalization of variables.....	32
Table 4.1: Reliability results.....	34
Table 4.2 :Gender summary.....	35
Table 4.3 :Age bracket.....	35
Table 4.4: Level of Education 1.....	36
Table 4.5: Duration of stay at work.....	37
Table 4.6: Influence of availability of finance on project performance.....	37
Table 4.7: Extent to which availability of finance affect 2020 route to market project.....	38
Table 4.8: Management skills on project performance.....	39
Table 4.9: Extent to which management skills influence project performance.....	39
Table 4.10:Employee skills and project performance.....	40
Table 4.11 Extent to which employee skills influence project performance.....	41
Table 4.12:Political environment and project performance.....	42
Table 4.13: Extent to which political environment influence project performance.....	42
Table 4.14: Performance of 2020 route to market project.....	43

ABBREVIATION & ACRONYMS

APM UK: Association for Project Management in United Kingdom

CPG: Consumer Produced goods

DOSH: Directorate OF Occupational Safety and Health Services

FAO: Food and Agriculture Organization of the United Nations

FMCG: Fast Moving Consumer goods

IFC: International Finance Corporation

KF: Kim-Fay

LTD: Limited

MBA: Masters of Business Administration

NGO: Non-Governmental Organization

OSHA: Occupational Safety and Health Act

PMBOK: Project Management Body Of Knowledge

PMI: Project Management Institute

RTM: Route to Market

SPSS: Statistical Packages for Social Sciences

WHO: World Health Organization

KRA: Kenya Revenue Authority

UNCTAD: United Nations Conference on Trade and Development

ABSTRACT

The purpose of this study is to establish the factors that influence the performance of the 2020 route to market project at Kim-Fay East Africa Limited. The particular objectives will be to determine the influence of availability of finances on performance of route to market project at Kim-Fay East Africa, to establish the influence of management support skills on the performance of the 2020 RTM project at Kim-Fay East Africa Limited, to assess how employee skills influence the performance of the 2020 RTM project at Kim-Fay East Africa Limited and examine how political environment influence the performance of RTM project at Kim-Fay East Africa limited. Literature review will be conducted through interaction with works from other researchers on route to market strategies and review the finding of these researchers. The researcher will adopted the theoretical frame work from Ansoff's growth Matrix and Route to Market modeling theory. The researcher will formulate a conceptual frame work including availability of finances, management skills, employee skills, political environment and performance of Kim-Fay route to market project. The conceptual frame work also incorporates one moderating variable technological factors. The research will adopt a descriptive survey design. A target population of 101 sales staff members from Kim Fay East Africa Limited was selected. Using Slovin's formulae and a sample size of 81 sales staff members determined. The study will adopt stratified random sampling technique. Questionnaires will be selected as research instruments to collect data. The collected data will be sorted and coded with the help of Statistical Packages for Social Sciences (SPSS Version 21).The qualitative data will be analyzed through descriptive statistical technique and presented in percentages, mean and standard deviation. Inferential analysis through correlation and regression was applied to qualitative date to determine the relationship between RTM performance and different factors at 95% significance level.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Kim-Fay East Africa Ltd, being a Fast Moving Commodity Goods specializes in sales and marketing of leading personal care, hygiene, and health & nutrition brands across East Africa. Kim-Fay is currently licensed to manufacture and distribute products for Kimberly-Clark Corporation, the world's No.1 producer of tissues and personal care brands Kleenex, Kotex & Huggies (About us:Kim-Fay East Africa Limited, 2017).The Organization also has distribution partnerships with other leading global corporations & brands such as: Lucky Star one of the brands of Oceania Group that is one of Africa's leading Food brands and Union Swiss the manufacturers of Bio-Oil, a world leading skin care product, which has won over 223 skincare awards since its global launch in 2002 (Products:Accolades:Bio-Oil, 2002).Being the flagship bearers of these brands would mean that they hold on their shoulders the customer expectation and satisfaction quotas that come with the brand.

Route to Market is a strategy to bring these products (consumer goods) to the customers while maintaining the standards acclaimed by the international brands (Coughlan & Jap, 2016). Route to Market is therefore the pipeline in which FMCG use to supply goods to their consumer which determines ability to serve customers in an effective way while ensuring cost saving. RTM also involves locking in of scanty trade space in competitive environments as well as supply to accounts varying from key accounts to small scale accounts (Carter,1997).Historically, the RTM strategic role was to distribute a product through different channels the most ancient one being direct sales according to .The scope has however changed drastically due to globalization, the dynamic nature and transformation of markets and specifically consumers. Therefore, in this new era RTM lies on distribution focus and market strategy.

Coughlan (2016) classifies distribution into two; that is numeric and weighted. In numeric distribution product is available in all the outlets that trading in a certain region or geography irrespective of channel or sector. This is usually difficult to achieve as many of these outlets maybe irrelevant to the nature of product being sold or traded in. Weighted distribution is having your

product available in all the outlets that are relevant to your product. This would be all outlets that sell brands that are direct competitors to your products. According to (Capon & Go, 2017) best practice RTM unifies the needs and competencies of sales, marketing and distribution areas in an organization, both internal and outsourced, where the relation is based on partnership and sell-out. The distributor role and responsibility is clearly defined and communicated, the goals are known and pursued, and the requirements for an effective RTM platform are met.

Because of the development of an increasingly integrated global economy market with very different distribution channels (traditional trade, modern trade, wholesales, on-line trade, etc.), Holloway (2008) observes that RTM operations have become the key factor to deliver the right goods, to the right point of sales in the right form, quantity and time. According to (Dent, 2011) RTM controls access: in the case of Coca-Cola being a multi-national that works globally elaborate route to market strategies have been placed to ensure that their product reach to the customer as well ensuring safety is maintained throughout the distribution chain. Adobe systems is another globally acclaimed company that embraced the RTM modeling and boosts of increase of sales growth to a whopping 179% over 6 years of implementation (Peter Raulerson, 2009). According to (Massawe, 2014) Seven-Up Bottling Company (SBC) in Daresaalam Tanzania took up RTM for purposes of ensuring that profits are gained, losses are minimized and an increase in sales is realized.

Companies need to be aware of the triggers that help decide when to review their Route-to-Market. Having the right RTM strategy would help consumer-facing businesses gain market share at an optimal cost (Holloway, 2008). Route-to-Market (RTM) for a typical FMCG organization in Kenya could comprise a mix of the organization-distributor-retailer model in urban markets, the organization-distributor-order picker-retailer model in upcountry markets and the direct-to-retail model for organized retailers (Friedman, 2016). The 2020 route to market project will run from November 2016-December 2017. The name 2020 emanates from the consultancy that was charged with guiding the project implementation. The main focus will be on the products that belong to the Kimberly Clark Company which are: Huggies, Kotex and Kleenex which are only distributed by Kim-Fay East Africa in East and Central Africa.

1.2 Statement of the problem

Characteristically half of the amount paid out by the customer for a service or product is absorbed in the activities geared towards taking the product to the customer and attracting the customer to the product (Dent, 2011) with this in mind, RTM needs to be worth it and effective in getting products on shelf and into households. For these route to market strategies to be successfully adopted there is a need for inclusion and training in regards to the needs and targets that the company is aiming towards. Distribution partnership with staff of the FMCG should be compact and also target market oriented.

Most manufacturing companies take the Pareto 80-20 rule where the market is distributed in regards to the universe. Emphasis is taken up for the area or accounts that take 80% of revenue which is usually 20% of the outlets volume distribution universe standing at 13,636 for Diapers in Kenya according to Consumer Research firm AC Nielsen (2015) meaning to be able to acquire 80% weighted volume distribution there needs to be presence of product in 10909 outlets. The Kim-Fay route to market project at Kim-Fay East Africa limited is geared towards reaching these 10,909 outlets. These outlets are mostly located in low income and high population density areas and the main aim is how to be able to tap this market and gain a larger market share. This being the 20% that contributes to 80% of volume of distribution.

1.3 Purpose of the Study

The purpose of this study is to investigate the influence of availability of finances, management skills, employee skills and political environment on the performance of RTM strategies on distribution of Kim-Fay products basing the study on Kim-Fay East Africa Limited

1.4 Objectives of the study

- a. To determine how availability of finances influence performance of the 2020 route to market project at Kim-Fay East Africa Limited.
- b. To establish the influence of management support skills on the performance of the 2020 route to market project at Kim-Fay East Africa Limited.
- c. To assess how employee skills influenced the performance of the 2020 route to market project at Kim-Fay East Africa Limited.
- d. To examine how political environment influence the performance of 2020 route to market project at Kim-Fay East Africa Limited.

1.5 Research Questions.

- a. In what ways does availability of finances influence performance of the 2020RTM project at Kim-Fay East Africa Limited.
- b. How does management skills influence the performance of the 2020 project at Kim-Fay East Africa Limited.
- c. To what extent does employee skills influence the performance of the 2020 RTM project at Kim-Fay East Africa limited.
- d. How does the political environment influence the performance of the 2020 RTM project at Kim-Fay East Africa Limited.

1.6 Significance of the study

There is inadequate information on the influence of RTM strategies in FMCG and the significant influence that these strategies have on distribution capacity of manufacturing companies in Kenya. Very limited research was done on RTM in Kenya's manufacturing companies and this study would like to address this hiatus. The study will look into the factors that influence RTM and the distribution of products especially consumer packaged goods in Kenya. It is hoped that the research finding and recommendation may provide a basis of adoption of relevant and market niche-oriented RTM strategies that will give the Kenyan manufacturing industry the boost it deserves to make it a competing force in the global market.

1.7 Delimitations of the study

The study was based on Kim-Fay East Africa Limited, located in Nairobi County, Kenya. The study was only based in one manufacturing company as it is too broad and unrealistic to study the whole county or even the country. Each company has its own RTM strategies that are usually based on client and customer targets and therefore concentration was taken up on Kim-Fay East Africa Limited. Only four factors affecting RTM strategy implementation were taken into consideration as is quite an extensive concept to be studied in one research.

1.8 Limitation of the study

The primary limitation for this study may be the understanding of RTM strategies among general workers. The other limitation would be the unwillingness of respondents to utilize their working time to respond to the research. I will be able to explain the significance of RTM strategies on the overall performance of the Organization and how it would help improve distribution of a brand that they help to set up. I will also seek for the assistance and permission from management in regards to time and information resources availed by staff.

1.9 Assumption of the study

The principal assumption is that the factors being studied will have an influence on the performance of the Kim-Fay RTM project. In addition that I will be granted the permission to conduct the research at Kim-Fay East Africa Limited. The other assumption is that the respondents will be willing to give information as per the standards set by data collection tools. The final assumption is that all respondents will answer truthfully and within the realm of their ability ensuring credible data collected.

1.10 Definition of terms:

Availability of finances- This is capital that is usually given or set aside by a company for project implementation.

Employee skills-Set of learned attributes that staff possess which are utilized in daily work routine.

Management Skills-The actions geared towards leading a project and the team towards positive project completion.

Political environment- This is the state in which the government of a country runs the country and impacts a company or an organization.

Training –An activity that is geared towards improving knowledge base of a trainee in a specified field or subject.

CHAPTER TWO:

LITERATURE REVIEW

2.1. Introduction

This chapter constitutes of survey, synthesis, critical analysis and presentation of documentation that contains information concomitant to the academic problem being researched. (Fink, 2005). It takes review of different scholars work across the globe on the influence of availability of finances, management skills and employee skills on the performance of 2020 RTM project.

2.2. Project performance

Projects are very diverse and take different shapes especially in companies because they usually molded towards solving a different problem and meet specific objective according to the company's needs. In most cases positive outcomes of project performance is key to ensure the continuity of the project. Project performance is measured in a myriad of ways. According to (Cheung & K.K.W.Cheung, 2004) the indicators range from cost, time and quality effectiveness, customer satisfaction, business objectivity, product brand growth and availability in the market.

Project performance however does not end in the results but extends to the sustainability of the project and what impacts the projects have to the community or the company staff. According to (Packer, 2000) project performance measures can be classified into financial, customer oriented, learning and growth opportunities and process indicators.

In reference to financial indicators we look at return on investment, percentage of sales growth, productivity and savings of cost. Customer oriented measures include: customer retention, profitability, increase in market share, customer acquisition and customer satisfaction. Learning and growth opportunities are employee satisfaction, employee empowerment, employee motivation, training period and employee productivity. Process indicators are process errors, defects, scope changes, risks of the projects among other indicators. (Packer, 2000)

2.3. Availability of finances and performance of 2020 route to market project

For any project to steer up and lead to implementation and actualization finances need to be taken into consideration. Project financials represent the forecast of the project cash flow for each year of the life of the project (Crundwell, 2008) .These factors are geared towards what the organization input in regards to expenditure, cost, fees and funds paid out to individuals and firms to ensure project success. Financial factors are considered the back bone of the project and very key in planning of any project.

Financial factors need to be mentioned in tandem with stakeholders. (Cleland, 1986) describes stakeholders as individuals, institutions and organizations that are affected in any way by the proceedings of the project from planning to termination stage. These shareholders matter and companies that have increased shareholder values have high charts of productivity and an increased number of employees as compared to companies that do not take shareholder value into consideration. In essence these stakeholders specifically the financiers also affect the implementation of financial planning whether through their involvement in the financial planning and well as influence through conditionalities which is more often than not seen in NGO and other organizations.

Financial feasibility takes into account the potential of growth that is availed by the project. This specifically points towards brand or sales growth and profitability with reference to tax benefits. Financial feasibility of the project is determined by qualitative and quantitative means. Financial factors are not considered in isolation but are considered with non –financial factors so as to make concrete and sound decision when it comes to project viability and success (Niehuss, 2015)

These are resources that are provided by an organization usually in monetary form for the process of successful use for a requirement, need and/or a project. According to (management, 2017) funding is the process by which capital that is required for a project is acquired and made available for use. The funding is used to acquire assets that will be used as a tool of trade in the process of route to market. The funding can be sourced from both internal and external channels. According to (Lang, 1993) sources of funding can either emanate from owners or creditors. The funding from owners depends on the operation of the Organization and as well as the inclination to provide paid in capital in-case of need. This is usually self –funding where capital for the project budget and

subsequent implementation stem from the Organization itself. In the case of creditors there are different paths that the Organization can take for example government funding and crowd funding.

For any project, funding is not availed by lenders until they are convinced that the project is viable and that the risks are mitigated. Risks involved in project are quite diverse, general and most lenders require being sheltered from basic business and technological risks (Finnerty, 2007). Risks include policy and commercial risk. Commercial risk is project-specific related to the planning and implementation of the project, finding a market for products, asset maintenance and monitoring. Commercial risk also covers economic environment such as inflation, increase in interest rates, currency exchange rates, raw material international prices, usually factors that are beyond the project sponsor's control. Policy risk on the other hand is also project specific but in reference to government policy, contractual agreements and political risk which arises from events such as war, coup d'état and civil unrest (Ahmed, 1999)

Financial plans that stem from the funding requires that risk is mitigated first by identifying a project sponsor that might aptly handle a risk, then allocate the risk via contractual agreements and then having a contingency reserve which is usually a percentage of the estimate cost (Institute, 2008) which varies as per project and as per the risks involved. Due to the high competitive nature of the business world one of the main primary initiative is to reach customers effectively (Guirdham, 1972). This will mean ensuring that the marketing strategies are technologically conversant as well as up to speed with the current market. This will be through sales promotion, digital advertising and above the line advertising.

Human resource can be described as the personnel in an organization that works towards organizational goals. According to (Institute, 2008) while making the staff management plan some of the key things to consider include: acquisition of staff, needs for training, rewards and recognitions for the staff, compliance to the legislative and contractual regulations, safety of the staff, release of staff benefits and staff themselves at the end of the project. The above processes cost need to be taken into consideration so as to be clear, concise and smooth transitions this mitigating any human resource risk. Recruitment begins from identifying a need for human resource in a business or a project. Wickramasinghe (2007) posits that the process is geared towards recruitment of a work force that will give the organization a competitive advantage in a given industry. Recruitment costs according to (Cornelius, 2001) covers the obvious cost of

recruitment and selection as well as the not so obvious of training and to make the person work better and more capably. (Samson & L.Daft, 2012) identified a few cost factors that are taken into consideration in the recruitment process including: Indirect communication cost that are usually centered around partnership with organizations such as colleges and universities for recruitment of entry level staff; staff structural cost of recruiting department which takes into consideration the training of the recruiting manager, in-house software for sifting through curriculum vitae, staff cost as they are sitting through the interview process. Costs that vary related to the attraction of candidates these includes advertising, outsourcing cost related to external recruitment agencies, career pages as well as employer branding activities such as career fairs and webinars. Examination of candidates costs which include related to assessments which include assessment centers, tests, time spent by managers in interviews. Cost of induction which is utilized after the candidate has been selected and has agreed to enter into a contractual agreement with the organization. These costs are put into consideration to ensure a smooth and efficient recruitment process. Ineffective recruitment and selection methods results in increased cost and low commercial viability (M & M, 1998)

Training cost is another key facet that needs to be considered in this perspective. Pratten & Curtis (2003) describes training as the systematic process by which employee's behavior and knowledge are changed to reflect the objective of the organization. Training is viewed as a discipline or regimen and experience where people acquire new skills attitudes knowledge and behavior (Altaranaweh, 2009). Training costs include: direct and indirect cost of training. Direct cost of training involves training provider fees, training materials, accommodation, food and transport as well as training venue in case it is not provided for in the fees. Indirect fees include the trainees wages including but not limited to superannuation and workers compensation, temporary staff replacement fees for the time when the trainee is away from work area, management time spent arranging for the training as well as administrative cost including utilities that are training based.

Safety and health cost are quite fundamental. Safety and health at the workplace is described as policies and procedures that are put in place at the work place to ensure that the safety and health of the staff is maintained. These costs are also split into direct and indirect cost. Direct cost refers to safety training, safety related wages for safety personnel, hazard identification and audit, Kaizen implementation, legal fees, DOSH certification fees, OSHA non-compliance fees, audit

recommendation implementation and personal protective equipment cost. Indirect cost employee sick off due to illness and injury, demotivation and low morale after accident and employee recruitment and new hires (Schneid, 2014)

Another cost factor to be considered would be the benefits that employees gain from working in an organization. There are some that are statutory while other is not. They include sick days, retirement sendoff packages, pension, healthcare, motor vehicle insurance, fully maintained Organization vehicle and leave days among other costs. We can also factor in rewards schemes such as bonuses.

Outsourcing is the transfer of control for a process or project to an outside supplier and this supplier focuses on this project and has better equipment and technology. The outsourced components are usually non-core activities of the organization. (Kerkhoff, 2005) Outsourcing is taken as a very important and vital strategy used by management. Outsourcing avails a number of advantages key among them being cost saving, experience of outside expertise, improvement of services, experience of technological advancement and opportunity to focus on key competencies (Schniederjans & Schniederjans, 2005) .Outsourcing costs can be classified as direct and indirect. Direct costs include training, consultation fees, activities fees, accommodation and food costs, audit costs. Indirect cost includes cost of unplanned logistics activities, cost of management and coordination of outsourced personnel, cost of warranties and allowances.

2.4. Management skills and performance of 2020 route to market project

Management is getting work done through and with people in a formal setting (Koontz, 2017). Reeves (1962) also describe management as the utilization of both physical and human resources through co-operative effort. Management support is the process of planning, organizing, staffing, coordinating and controlling resources both physical and human so as to achieve agreed upon objectives in an efficient and effective manner. According to (Drucker, 2011) management is the element that gives life to any organization and without it resources retains their form and never really become production. This means there is a crucial significance when it comes to management support and the outcome of the goals and objective and in this case project success. It is noted that top management support and initial asset input in any corporate venture increases the performance of the venture significantly (Robert P. Garrett, 2016)

The leadership Obstacle Model (C.Orstein & Hunkins, 2016) clearly shows that when management supports an activity the rest of the human capital will equally support the activity and it will be successful. Top Management or executive directors provide good will and space for making decision. By opening up this channel and delegating the work and powers of decision making it gives a sense of ownership to the product, process and ultimately to the project itself and therefore genuine concern on the levels of its success (Taylor, 2012)

Management skills also stretches towards availability of the directors in giving directions as well as in ensuring that work is going on well. According to (Richman, 2012)coordination is the amalgamation of efforts to ensure that they are carried out within the context project success and conflict minimization. This in essence means giving constructive criticism. The executive should also show physical presence during project activities. Director's presence during activities such as weekly review meeting and audit presentation not only shows commitment to the project but confirms their involvement in the success of the project.

Management is synonymous with motivation in any organization. Motivation is the action individuals take to satisfy unmet needs. It is the willingness to be involved in activities that reduces the tension associated with this need (J.Huston, 2017) Motivation can be both intrinsic and extrinsic to mean either a person is motivated by work itself or what the work results to after completion such as a salary or bonus. Leadership comes in by identification of employee goals and encouraging its attainment. There are multiple strategies for motivation which includes rewards and also formal ways such as promotions. The discouraged worker/ workers should also be considered by the executive. (Davidhizar, 2006)posit that managers should not avoid their subordinates during turmoil but should have a positive attitude and foster an environment of positivity. This environment in turn leads to a charged up and cheerful attitude among workers. Through encouraging the team by making the project interesting, thrilling and having incentive when targets are surpassed; the sales personnel is motivated to take up the project and really work towards its success.

Top management is given the mandate to create and translate policy. It is the mandate of the leadership to ensure that the policy made in the organization lead to successful outcomes (Janis, 1989).The management should take it upon themselves to be ambassadors of the policy they create by adherence, pioneering and custodianship of the same. They should also be able to assert the

policies. That means being the protector of the policy and in case of the contravention of the same enforcing the penalties as per the stipulations in the policy. Being stewards of the policy breeds unity and organization in procedures and activities.

2.5. Employee skills and performance of 2020 route to market project

The work place can be equated to a society; a society is made of a group of people with a common geographical territory, culture and beliefs (Wysong, 2002) Most people spend the most of their time awake in their work places and therefore in summary spend a lot of time with work mates, adapting to each other, sharing an organizational culture that manifests itself whenever there is interaction with an outsider. They also share a geographical territory in regards to the office environment, the building and also the departmental bonds staff members have. The working environment might be different because each department has unique problems and cases that they tend to deal with.

In the inception stage of any project, there tends to be a lot of changes that take place in an organization and specifically in a department. Change is an eluctable process and especially in the business world, how the change is handled either by eradication or mitigation of consequences is what keeps organizations afloat in the competitive world. (Balogun & Hailey, 2008) these may include; need for realignment of duties, sharing of work load, promotion of staff, recruitment and even change of department. There is need for change management due to the dynamics associated with the office environment and adaptation of projects. Hardy (1993) describes change management as realignment of policy, procedure and staff so as to realize a goal or objective during strategic implementation.

Kurt Lewin (1951) presents a theory that aptly explores change and how to manage change so that strategy implementation becomes successful. In his theory he presented a three stage model for management of change. The first stage was called the unfreeze stage. This stage is made up of distortion of old patterns and behavior that give unproductive results. it is usually a break away from group an individual conformity in regards to behavior, attitudes and belief that have a negative impact on the organization .It is mainly creating an awareness on the negative impact that these factors have on the organization as a whole. It is the communication of the eminent change about to happen. Second stage is the change stage where the transition done. This segment consists

of staff members becoming proactive in the change process. This is where communication is intensified so that people are able to adapt to the change. It is marked with fear and uncertainty especially where the change becomes tangible (Zieglar, 2005). The third and final stage is called refreezing where the norms and new way of life is reinforced and practiced. This is by structuring the new behavior, attitude and habits to be the norms of the organization. It is the movement and transitional level. It is the final stage to ensure that the change is accommodated and adapted and becomes the standard operating procedure (W. Warner Burke, 2009)

A team is individual with different skills, experience and backgrounds' taking a collective pursuit for the benefit of the whole (Lencioni, 2002). Team work is what emanates from a team working together to fulfill a common goal. The difference in team members essentially bring in the complementary option of the team. As the famous adage goes "two heads are better than one". By working towards the same objective effectiveness and efficiency will be a result as long as people work together and have the feeling of joint effort. For any team to work in the way it ought to then there is need for a team leader; this is an individual who directs the rest towards the ultimate goal or strategy. He or she also shares the vision of the organization with the team and is able to break this vision into segments that are applicable to each person's special view. For any team to be functional and effective, there should be consensus on the work to be done, team members should be comfortable working with each other and feel that each person is pulling his weight towards ensuring that the objective is accomplished. There also has to be set standard that each person needs to adhere to and a policy that dictates discipline and applicable to each person.

Teamwork also includes attendance and participation in review meetings. During this meeting the team members are able to share their opinions and experience as well as input on the project progress. Since this meeting is open it ensures that all ideas tabled work towards the betterment and actual realization of the objective. During these meetings an opportunity is availed for involvement in decision making (Quick, 1992). This means that decisions should take the bottom up approach. This approach mainly means that the input of team members are taken into consideration before any major decision is made. The work escalates from the lower level and steadily goes up the organization hierarchy to the top most person who eventually make the decision but usually with realistic timelines and less surprises along the way.

Communication is the process of sending and receiving information. Communication is essentially conveyance of information by mostly trying to speak, have a balanced perspective and also interact with shared entity of a subject or topic in question (sell, 2000) By communication one opens themselves to mental readjustment and change which may result into major or minor shift in decision making and mental work adjustment. Any change warrants need for communication to enable the aforementioned mental readjustment. Communication should be open in such a way that information is flowing top down and bottom up and laterally through our the organization. This will reduce duplication as well as miscommunication. The bottom up approach is between the employees and management and in most times reflects the realistic situation on the ground and essentially should be used as a basis for decision making and should be fostered (Hargie, Dickson, & Tourish, 2004). The top down approach is basically for communication of decisions and policy made. Lateral communication on the other hand is between colleagues of the same level. This fosters team work and avoids duplication of work. Political environment and performance of kim-fay route to market project

2.6. Political environment and performance of 2020 route to market project

Political environment is basically how the current government or state affects a company or an organization through legislation, regulations and policies (Carter N. , 2007). Politics can be divided into two, internal and external political environment. According to (Lester, 2007) External politics cannot be controlled neither by the project manager or the stakeholder. It may include among other things changes in export and import policy in the middle of a project. In cases where the project has regional or international reach the current government might decide to introduce legislation and ultimately cancelation of contracts based on the relationship the host country has with the other countries.

Political instability and unrest has a negative impact on project performance. According to (Polachek, 2012) notes that there is resources depletion during times of war, conflict and instability has an adverse effect on economic growth of a country. According to this report interstate decreases economic growth by .18 to 2.77 percentage point while intrastate conflict decrease the economic growth by .01 to .13. During unrest the market forces are unstable and since most of not all companies rely on market availability to be able to rack in profits and even stay afloat then there is definitely a negative effect on the performance of any project that is targeted towards

improvement of distribution. Political instability also causes a faltering in property rights to mean that during conflict and war these lines and rights become blurred and people take advantage of the chaos to gain power and authority over land and property that is not theirs. This state discourages investments as most investors would not want to invest in places that are not stable. The citizens are also not keen on saving and saving incentives during turmoil and therefore making long term economic planning of the country stay in jeopardy. (Polachek, 2012). (Lisa, 2003) points out that while political unrest attracts international aid, social unrest however reduces the allocation and the independence of decisions made by the county undergoing the unrest.

Tax policies and regulations are the laws that govern rates of taxation in a country and change from time and country to country. Tax incentives are any processes or legislations that reduces the weight of taxes so as to induce investments (UNCTAD, 2000) .The relief include tax relief, tax holidays, reduced tariff on components, raw materials, higher tariff so as to safeguard the local market, legislation that permits accelerated depreciation. KRA defines processes that deviate from normal tax implication that can be enjoyed by companies, organizations or individuals

Government legislation are laws that have been enacted by the state usually members of parliament or legislators((Craig Forcese, 2011).These legislators make laws as well as ensure that commissions and authorities mandated to work within the constitution do their work diligently and within the privy of the law. Introduction of different acts into law has an impact on the business being conducted for example the plastic ban if 2017 under the gazette notice number 2334 of 14th March 2017.Due to the illegal nature of import or use of plastic bags made some companies shut down and projects terminate.

2.7. Theoretical framework

The theoretical framework is used to clarify, unify and justify researchers work while guiding on principles and concepts that were earlier on presented by scholars (J.L, 1991).Two theories will be used in this review and that is: Ansoff's growth matrix and route to market modeling theory.

2.7.1 Ansoff growth Matrix

The Ansoff growth matrix also known as product market growth matrix was created by Russian-American Engineer in 1965 and presented it in his book Corporate strategy: an analytic approach

to business policy for growth and expansion (Furrer, 2010).The product growth market matrix is a 2x2 grid that takes into consideration the new innovative and intensive ways of penetrating the competitive marketing segment and thus generating growth opportunities (Beamish & Ashford, 2007).The matrix allows managers to take into consideration growth opportunities by considering existing current and or new products in conjunction with existing and or new markets.

(Bachmeier, 2008)posits that Ansoff’s matrix represents a scheme that can be used for decision making and forecasting and suggest that several strategies can be used simultaneously to make decisions Wood J.C & Wood M.C p.54).There has been a development by many writers on the matrix for example Johnson and Scholes 1999) extended the matrix. In their extension they posit that the options available to an organization depend on the competence in reference to changes that will come up as currently strategies are revised or switched. Organization performance should also be taken into consideration (Partridge, 2005).There are four directive strategies are named as follow are market penetration, product development, market development and diversification (V.S.Ramaswamy & Namakumari, 2013)

		Market	
Product		Existing Market	Mew Market
Existing Product		Market Penetration	Market Development
New Product		Product Development	Diversification

Fig 2.1 Ansoff Growth Matrix

Source: V.S.Ramaswamy & S Namakumari,2013

Market penetration strategy is one of the preferred strategies that are used by most Organization. It has the least risk and easiest to apply since it leverages on existing resources and responsibilities (Bachmeier, 2008).Its main focus is on the current customers that is existing customers that buy product, customers that are buying from competitors and customers who are in need of your product but do not buy your product regardless of need. Market penetration strategy is mainly

geared towards maintaining expansion of market share in current market and even abroad. Some of the strategies applied are competitive pricing, promotions in store, increase of advertisements efficiency and expenditure and investment of sales revenue (Bachmeier, 2008)

According to (Partridge, 2005) this segment also has the option of withdrawal and consolidation. Withdrawal means that the organization does not see any prospects of achievements of goal and therefore would cease trading in the case that the organization has one product and one market. Withdrawal may stem from the main reasons which are continuous decline of product with no prospects of improving on the product or its life cycle. Secondly the product is in a long list of other products that may require a lot of resources leading to the organization spreading itself too thin to operate them all leading to a need of prioritization. Thirdly there may be other opportunities that the organization is following upon that could benefit from the withdrawal s in the case of release of funds.

In the case of consolidation the main focus is in maintenance of current market share. Maintenance of high market share is directly linked to customer satisfaction through superior profitability. High profitability will increase market share and tip economies of scale leading to lower costs, higher prices than the competitor advised by customer perception of superior quality product. Lower marketing cost due to good reputation and customer loyalty that translates into repeated and reliable purchases. Maintenance of customer base is not static as the FMCG industry is quite competitive and therefore need for strategies that give competitive edge (Ngonga, 2011) Maintenance of the customer base can be through the following strategies: Primarily by improvement of product quality, Closer relationship with customers to build loyalty and in-depth information on their needs in respect to the product and increase of entry barrier to new entrants.

Market Development this works when an existing product is introduced to a new market. It involves primarily seeking out new segments of the market, new territories and new purposes for existing products. For market development to work there need is need to fully understand some facets that relate to the customer. These are customer needs, customer needs that are not being met, how to successfully satisfy the new markets and how to customize product to suit the needs of the customer. In the creation of a new segment, this basically entails considering areas that have not been targeted before either by advertisement, promotions or sales campaigns. Creation of a new segment may prove to be a double edged sword due to its consequences. While trying to target the

new segment there would be a need to change and adopt a few changes so as to become more appealing while this might garner new customers it might result in the loss of existing ones due to the change. The other edge of the sword would be the innovation due to exploration of routes and strategies that were not employed before (Kumar&N.Meenakshi, 2011)New use for a product would stem for changes and innovation in the industry of a particular product. Adaptation of the change, innovation and widening of the environment usually brings new use into perspective. Example of the declining use of bicycles in the Europe due to the affordability and growing monetary power of the citizens in European countries. There has been a lot of emphasis on health and exercising as a way to be healthy and to live a long and fulfilling life. It has also been noted on the alternative mode of transport bicycles avail which leads to decongestion and reduction of fumes release into the environment. Due to this emphasis cycling has been taken up by a large number of people and policies and infrastructure put in place to encourage the use of bicycles and thus having a huge turn around to a market that was about to collapse (Parkin, 2012).

New territories refer to change or addition of market penetration to new geographical sites. This can be done by either setting up new offices in different regions or by exporting the goods. According to (Ohmae, 1999)the reach should stretch internationally due to the diversity of the market, economies of scale as well as exposure to different markets which could lead to and cheaper supply solutions which in turn saves on operation cost and contributes to high profitability for the organization. Regardless of the desire to expand to these territories there is a lot that need to be accomplishes that he expansion plan is a success and does not end up stretching the organization to the extent of closure. A different option other than physical change of location would be change on distribution channels like to internet which is catching up quite a bit this can be seen by the growing need of digital marketing in organization as the social media which holds a community of different people e has proven to be a great market place for sale and distribution of goods.

Product development refers to creation of a new product or service for an existing market .this might stem from two basic reasons, the product life cycle has reached its peak and there is need to create or innovate something so as to ensure its longevity in the market as well as keeping at purr with the innovation in an ever changing sphere .Intense competition will also lead to product development as the higher competition is the more difficult and expensive it is to acquire market

share. Leslie Partridge (2005) posits that in FMCG where goods can be copied cheaply there is need to innovate more frequently so as to maintain profitability.

(Simister, 2011) businesses use this strategy to better understand their customers' needs as well as new customers who would find the new product appealing. Application of this project can be in the following scenarios: Firstly replacement of an existing product with a new and better one, secondly introducing a product that is required in the chain of usage with an existing product for example wet wipes and diapers. This is to mean introducing a product that is used before, during or after the existing product is purchased. finally having products introduced to cater to the whole process of a purchase or usage of a product a kindly of one stop shop scenario like the introduction of bakeries, butcheries and hardware sections in a supermarket such as Tuskys. Kristien Bachmeier (2008) says that for product development to be efficient and less expensive the n there is need for customer loyalty, goodwill trust and positive relationship. That way whenever the new product is launched it doesn't take much convincing and persuasion for the existing customers to purchase the product.

Product development provides a great opportunity for acquisition of new customers, retention of old ones and upsurge of new opportunities. Beamish & Ashford(2007) a classic example of product development would be the mobile phone market. This industry is characterized by minor and major aesthetics and parts changes that are geared towards ensuring customers develop loyalty traits by buying the refined models. iPhone for example boosts of a high market share iPhone 7 that was released recently is an upgraded version of the iPhone 6.

The major risk associated with this strategy is investment that is poured into research and development of the new product. Financial analysis needs to be taken into consideration before the product development commences so that the product will be profitable and not a source of loss (Partridge, 2005)another risk would be introduction of new competitors into the market who traditionally sell the new product. This means increase in level of competition from coexistence to active competition on you whole portfolio (Simister, 2011).For product development to be successful then the organization needs to consider the brand name, provide good quality product, high levels of customer service and matching promotional and pricing strategies (Beamish & Ashford, 2007).

Diversification is the final strategy and unlike the rest it is associated with the biggest risk. It basically means moving from the core business and acquiring a new market a new product. According to (Grundwald, 2014) this is called the suicide cell as the risks of the combination of product development and product development accumulate into one, the Organization is said to be away from its original/home plan in market that it has little or no experience in. Some of the risk associated with this is barriers made to block new entrants, lack economies of scale, difficulty in acquisition of distributors and applicable distribution channels, requirement of high expenditure. The main focus of diversification is acquisition of business that have potential of being profitable or acquiring those that will add to the existing portfolio of the Organization and this mergers and acquisitions with the latter being much more preferred as it boosts the spread of risk (Partridge, 2005).

Diversification happens through vertical horizontal and lateral integration as explained below: Horizontal diversification occurs when a firm moves to an area or industry that is closely related to its business. Usually a competitor and mostly done in the banking arena and the telecom markets as well. Vertical diversification is when an organization extends to make other organizations in the value chain. The acquisition of a supplier is backward integration while acquisition of a customer is a forward integration (Partridge, 2005). Lateral integration is when an organization ventures into new markets which has no relation whatsoever to the core of the business. This requires new resources and capabilities; though is much less than the related diversification mentioned above (Grundwald, 2014)

Due to the risky nature of the diversification process (Constantinos, 1997) puts forward six questions that managers require to ask themselves before making the decision on which diversification to apply. Though a risky venture diversification offers advantages such as in the case of success the risk of outside factors such as climate are significantly reduced. In addition assist the organization move away from highly competitive and unattractive industries while it may also create a less seasonal organization since it is able to cater to a wide range of products (Simister, 2011)

2.7.2 Route to market modeling theory

A route is the resources required to take a customer from the beginning to the end of the sales chain, route to market therefore is the process by which the pipeline through which good flowing one direction from the supplier to the customer and the revenue from the transactions flow in the opposite direction (Kohlmann, 2014).Route to market determines how to much demand needs to be generated and how to work with the prospective buyers so as to generate profitability, revenue and market share. (Peter Raulerson, 2009).The RTM methodology enables different department to develop go to market plans that are geared towards spelling out each department duty and cost that will be aligned to achieve overall organization objective. The presence of this plans make it easy for everyone to subscribe to a common goal ensure that teams are cost effective, pro-active in taking risks and more productive as there is a clear distinction of the work to be done and the segmentation thereof. The success of RTM can be connected to more than 400 companies and multinationals such as IBM and Adobe. According to adobe financials they can boost of net profits off 23% per year for 6 years even going above technological giants and competitors such as Microsoft (Peter Raulerson, 2009)

Route to market has a life cycle which guides on the channel of distribution for products and how to ensure successful penetration to the market. It is divided into four phases introduction, solution, distribution and commodity. Introduction which is the primary stage as the name suggest is introductory with respect to the product. It is characterized by intensive and product specific marketing geared towards a segment customer base (Enthusiasts and Visionaries).According to (M.Rodgers & Shoemaker, 1971)the enthusiasts or innovators are the ones who are more open to technological shifts and new inventions. Following closely behind are the visionaries who would like to be the ahead of the curve or pack. To be able to get the goodies associated with the product before anyone else does. It should be noted that these visionaries rely on the enthusiasts to be able to identify products that are worth making a fuss over.

The second stage is named the solution stage. We look at the pragmatics who are the main leaders in this stage. They are a little bit shy especially in adaption of new products though they are willing to try it out. They however have influence and also the purchasing power. They stick with the crowd so as not to undergo loss or somehow spread the risk. The third stage is called the distribution stage where the product is exposed or rather taken to the pragmatists and the

conservatives. These are individuals who are loyal to a brand .They insist that only a mature product should be taken to the market. They are a bit hard to convince and require special elements for persuasion such as discount and sales such as Christmas sales. Final stage is made up of the commodity stage that contains conservatives and skeptics who do not believe in the goodness of a product until they see its result and hear from the users of the product. They basically say no to the product and require a huge number of persuasions and segment intensive activities for them to accept and adopt the innovation.

2.8. Conceptual Framework

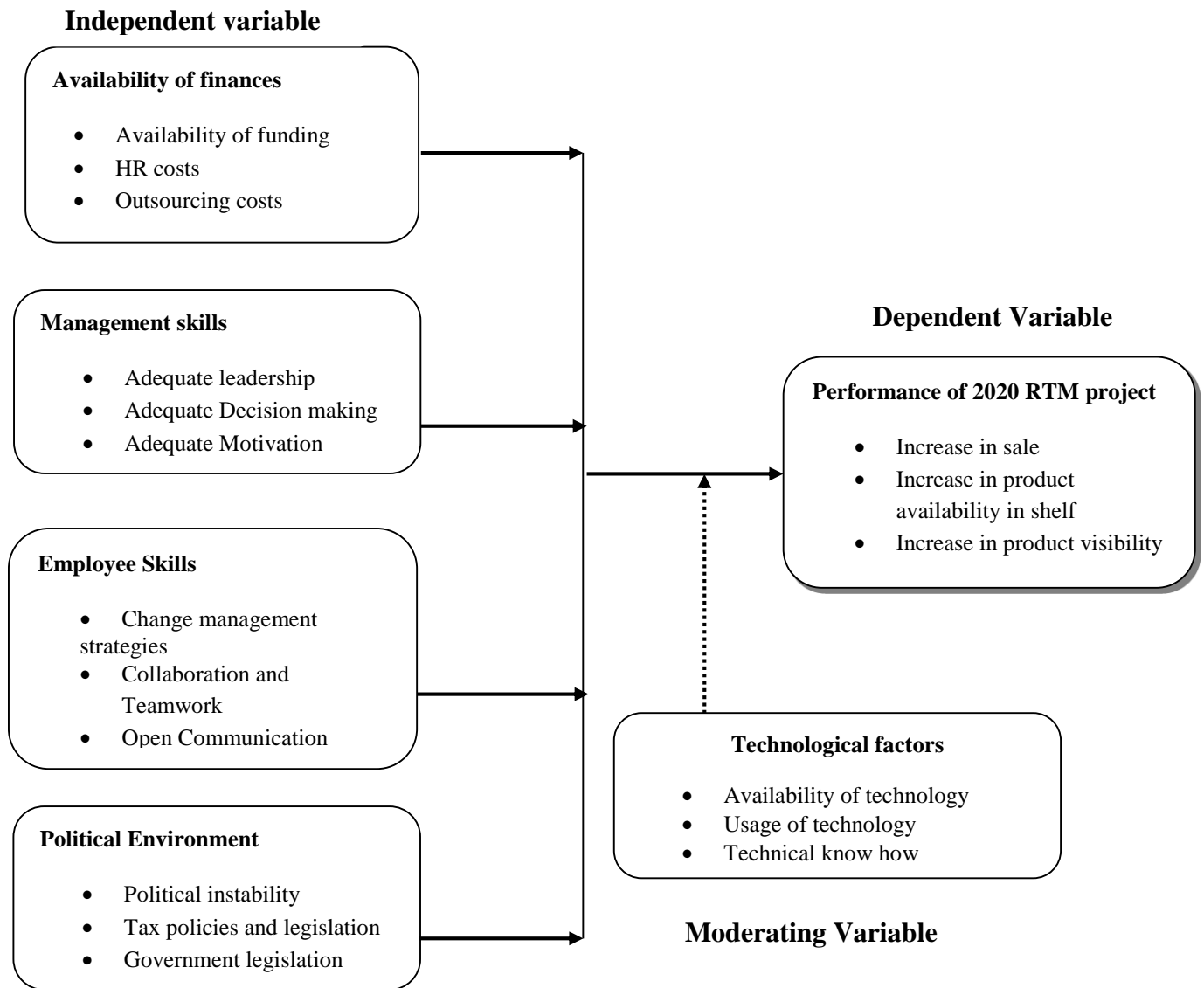


Fig 3.2 Conceptual Framework

Source: Author, 2017

2.9. Explanation of relationship of variables in the conceptual framework

In this segment the researcher will expound on the relationship between the variable and how they relate to each other. Availability of finances influence the performance of RTM positively meaning that when all financial factors are checked and present the performance of the RTM project is successful but if the same is not applied effectively the RTM project will fail. Management skills relates with performance of RTM project positively in that presence of management support ensures that the project team feels dedicated, motivated and up to the task. Absence of management support on the other hand means chaos, demotivation and lack of direction leading to low performance of the RTM project. Employee skills also have a positive relationship in regards to the performance of the project. If social factors are taken into consideration and handled efficiently and effectively the project will flourish but in case the relationship and even general comfort of the project team is not assured then the project will be headed to a fail. Political environment such as war, political instability will also affect the performance of the project. In the case of civil arrest, unrealistic bans and legislative regulations the project will stall, delay and most likely end up being a liability as more resources will be required to mitigate the risks. In case of positive political environment however the project will flourish and end up saving on time and resources such as in the case of tax relief.

Technological factors relates with the performance of RTM project positively. The more the input on technology the better so that there is continuity of work and the project is done on time. With a high technological presence there is efficiency, effectiveness and ways of ensuring that the project is completed on time and within scope.

2.10. Gaps in literature reviewed

Route to market is a very keen strategy that is used to give a competitive edge to companies by its implementation. From the literature reviewed there is no extensive research on the strategy and what influences them such as the social factors, management support and cost are quite limited. It should also be noted that in depth RTM research is only done by a few writers but most mention it as a key strategy but do not go into extensive information building. This research hopes to add onto the knowledge base on route to market.

2.11. Summary of literature review

The literature review chapter was divided into nine distinct segments. The primary segment introduced the concept of literature review and what it entails along with its importance to the researcher as well as the research work. Segment two, three and four featured the main literature review in view of the questions and objective set out by the author. The fifth segment comprises of the theoretical review which contains a comprehensive look at two theories which help to shape the research. Segment six is the conceptual framework that gives a diagrammatic summary of the variables being studied. Segment seven is the explanation of relationship of the variables in section six. The eighth segment is a summary of the gaps in the literature reviewed by the researcher and final segment nine is current section which is a brief synopsis of the whole chapter.

CHAPTER 3:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter takes into consideration research methodology described as a systematic and scientific way of solving research problems (Bhattacharyya, 2006). It constitutes of the research design, target population, sample size and sampling procedure. Data collection instruments are also taken into consideration here with pilot testing, validity and reliability of chosen instruments identified and explained. This chapter involves data collection procedures, data analysis technics as well as ethical consideration. A table with operational definition of the variables is also presented in this chapter.

3.2 Research Design

The research design adopted for this study will be descriptive research design. According to (Y.K.Singh, 2007) descriptive design sometimes referred to as non –experimental or correlational design takes into account the relationship between variables and testing of hypothesis. It also involves development of generalization and principles that have universal validity. In descriptive research design there is no manipulation of the variables. It involves the observation and description of subject behavior without influencing it. It may also involve events that have already taken place and relatable to a present situation. Descriptive research is relevant to this study as it gives comprehensive ways for collection of large amounts of data within a short frame of time and therefore giving credible results (Singleton and Strait, 2005)

3.3 Target Population

A population is a set of elements that are drawn from the general population that have similar characteristics. Target population consists of elements that are relevant to the research project; they are said to be relevant as they contain the information that the project is to collect (Joseph Hair, 2015). The target is very specific. In this study we take into consideration sales department who were involved in the RTM project. The target population is composed of 6 senior manager

13 line managers and 82 general staff to make a total of 101 respondents for the study (Kim-Fay East Africa, 2017).The target population is distributed as per the table below.

Table 3.1 Target Population

Level	Number	Percentage
Senior Manager	6	5.9
Line managers	13	12.9
General staff	82	81.2
Total	101	100

Source: Kim-Fay East Africa, 2017

3.4 Sample size and sampling procedure

Sample size has a great impact on validity of the research due to this factor the sample size was calculated using Slovin’s formulae which is expressed as

$$n = N / (1+Ne^2).$$

n = Sample Size

N = Total Population

e = Margin of Error

The study will be done at a confidence level of 95% therefore the margin of error will be 5% or 0.05. The sample size is therefore given as:

$$n = 101 / [1 + 101(0.05^2)] = 80.6$$

Since we can not be able to do the study on a fraction of a person it is rounded off to 81.

The study will adopt the sample size of 81 to be chosen through stratified random sampling. This number constitutes 80% of the sample proportion of the study population. Stratified sampling is where the population is divided into non-overlapping elements called strata. Then a random sample from each strata is chosen (Black, 2013). Its main advantage is that it has a high level of statistical precision and reduced sampling error due population representation of this method.

Stratified sampling is ideal for this study as it takes into consideration of the differences in the management levels of the organization concerned with the project. The sample proportion for the study is 80% from which the sampling frame below emanates.

Table 3.2: Sampling Frame

Level	Respondents	Proportion	Sample size
Senior Manager	6	0.8	5
Line managers	13	0.8	10
General staff	82	0.8	66
Total	101		81

3.5 Collection Instrument

Data collection is the process of collating data on a research topic (C.R.Kothari, 2004). There are two types of data primary and secondary data. In this study we will utilize both. Primary data will be sourced for using questionnaires which is a simple, easy and cost effective way of getting the required information on the research topic. Secondary data also involves reports, compilations of organization documents that are relevant to the research.

The questionnaire was compiled in tandem with the objectives of the study. It is comprised of both close and open ended question. The questionnaire was divided into two sections. The first section is the general section which constitute question on gender, age, level of education and

duration in the Organization. The second section seeks information on financial factors, management support and social factors.

3.5.1 Pilot testing of the instruments

According to (C.R.Kothari, 2004) it is prudent to conduct a pilot testing of the instruments that is equaled to rehearsal of the usage of the same instrument .The main advantage of pilot testing is to be able to identify weaknesses in the instrument as well as the research design. These include sentence construction, overlapping answers to questions and possibility of mismatch between the answer and the question. (Mugenda & Mugenda, 2004)the pre-test sample is should fall in between 1% and 10% to enable an accurate testing to be done. 6 respondents were chosen randomly for the pretest using a questionnaire.

3.5.2 Validity of the instrument

Validity is the extent to which an instrument measures what it intended to measure (Terhaar, 2014)It takes into account what the instruments purports to measure and how accurately the data represents a variable. Content and construct validity were adhered by verifying the construction and contents of the questionnaire with the professional expert who was my supervisor. Construction of the questions in line with objectives minimized the bias level of the instrument.

3.5.3 Reliability of the instrument

Reliability is the extent to which an instrument gives the same information over a given period of time (Cover, 2007). The main implication of reliability is consistency to mean that the instrument should yield the same results when administered at different times. Internal consistency means that the data when measured through the correlation coefficient. The estimation of reliability was measured using Cronbach's alpha. According to (Nunnally J.C & .H.Berstein, 1994) a reliability coefficient of 0.7 is acceptable and the higher the number increases the more favorable the result. The Cronbach's alpha resulted in a score of 0.75 which means that the instrument chosen was appropriate to be used in this study .This gave the researcher confidence in the instrument for reliability.

3.6 Data collection procedures

Primary data was collected from the respondents directly. The researcher personally administered the questionnaires. The main advantage of self-administered questionnaires is that the researcher has the opportunity of explaining the question and the respondent has the opportunity of asking in case they do not understand.

3.7 Data analysis technique

The data emanating from the survey was verified for conciseness and consistency before coding was applied. Coding was done and the Statistical Packages for Social Sciences (SPSS Version 21) applied. Presence of both quantitative and qualitative data meant that there were different ways of ensuring that both sectors were analyzed to ensure that data is holistic and representative. For quantitative data both descriptive and inferential analysis was done. Descriptive statistical techniques were used to summarize data and translated them through percentages, mean and standard deviation. According to (Leedy & Omrod, 2015) descriptive statistics involves display of tables, charts, graphs to show the nature of respondents, their experience in regards to RTM knowledge and application. Inferential analysis through correlation and regression was done to determine the relationship between RTM performance and different factors. The regression result was done at confidence of 95% significance level which is the degree of relation of one variable to another.

3.8 Ethical Consideration

Ethics are those rules that govern individuals to know what is right and wrong behavior and how to behave when in a specific context (Knowles, Hawkins, Hughes, & Stone, 2012). Ethical consideration in research are issues that the researcher encounters while going through research due to the introduction of private information to the public domain. These considerations include but are not limited to research boundaries, interpretation of data, informed consent and respondent participation among others (Mauthner, Birch, Jessop, & Miller, 2002)

The researcher noted that the study involved sensitive issues involving employer and employee relationship as well as other business information. The following ethical considerations were

coherently followed: Informed consent, letter for request, acknowledgement of sources cited, confirmation of reports, and confidentiality and anonymity assurance for respondents. Through the expunging of names from the data collection tools and assurance of anonymity the respondents were assured that their responses were secure and the information was to be used for academic purposes only.

3.9 Operational definitions of the variables

The operational definition of the variables is by a tabular presentation that takes into account the objectives, the variables both dependent and independent, data collection methods and data analysis techniques.

Table 3.3 Operationalization of variables

Objectives	Variables	Indicators	Measurement scale	Tools of data collection	Tools of analysis
Performance of 2020 route to market project	Project performance	Increase in sale Increase in product availability Increase in product visibility	Ordinal	Questionnaire	Percentages, Mean, frequency
To determine how availability of finances affect performance of the 2020 RTM project at Kim-Fay East Africa limited.	Availability of finances	<ul style="list-style-type: none"> • Remuneration • Timely delivery • Presence of stock in stock points • Audit reports presented • Field visit reports 	Ordinal	Questionnaire	Percentages, Mean, frequency
To establish the influence of management skills factors on the performance of the 2020 RTM project at Kim-Fay East Africa limited.	Management Skills	<ul style="list-style-type: none"> • Presence of policies • Presence in meeting • Provision of leadership • Motivation of workers 	Nominal	Questionnaire	Percentages, Mean, frequency

To assess how employee skill influenced the performance of the 2020 RTM project at Kim-Fay East Africa limited.	Employee skills	<ul style="list-style-type: none"> • Change acceptance level • Team work • Provision of collaborated decision making • Provision of communication channel 	Nominal	Questionnaire	Percentages, Mean, frequency

Source: Author 2017

CHAPTER 4:

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter constitutes data analysis, presentation and interpretation of the data emanating from the study factors influencing performance of the 2020 route to market project: A case of Kim-Fay East Africa Limited. The respondents were sales staff members from Kim-Fay East Africa Limited. The total number questionnaires distributed were 81 and a total of 68 were filled and returned. This is inclusive of two questionnaires that were submitted by clients who were present during the research period and requested to be included. This represents a response rate of 83.9%. Mugenda and Mugenda(2003) posits that a 50% response rate is requisite and a response rate of 70% and above is excellent for analysis and interpretation. In reference to the above basis the response rate off 83.9% is sufficient for the study.

4.2 Reliability results

The reliability of the questionnaire was pilot tested on 6 staff members, 2 from each cadre. The Cronbach's alpha coefficient for availability of finances factor was 0.72 the coefficient for management skills was 0.70, the Cronbach's coefficient for employee skills was 0.73 and the coefficient for political environment was 0.87.

Table 4.1: Reliability results

Variable	Cronbach's	No of Item
Availability of finances	0.7213	3
Management Skills	0.7014	3
Employee Skills	0.7296	3
Political environment	0.8716	3

4.3 Demographic information

The study took into consideration the gender and age of respondents, the highest level of education and how long the staff member had worked at Kim-Fay East Africa.

4.3.1 Gender

The respondents were requested to declare their gender and the responses were table as per the below

Table 4.2 :Gender summary

Cadre of staff	Frequency	Male	Female
Senior Manager	5	1	4
Line Manager	10	4	6
General Staff	53	17	36
Total	68	22	46

According to the above table male constitute 32.3 % of the staff while female constitute 67.6%.This meant that the sales staff involved in this project was mostly comprised of females. The project was therefore compliant with the constitution of Kenya, 2010 which provides for two thirds gender representation. The inclusion of women in this ensured the sales staffs were able to aptly represent the products sold which majorly focused on the feminine needs.

4.3.2 Age

The respondents were required to choose their age based on a range provided for choosing. The below figure represents the staff as identified by the different age set.

Table 4.3 :Age bracket

Age bracket	Frequency	Percentage
20-30 years	34	50
31-40 years	26	38
41-50 years	8	12
51 and above	0	0.
Total	68	100

According to the figure above staff members within the brackets of 20-30years constituted 50% of the respondent which a huge majoritty.Respondents between 31-40 consituted 38.24% while repondents ranging between 41-50 years consituted 11.76%. This meant that majorityof the staff involved in the project were the youth. The youth are known to be energetic and have stamina of work.Because of the passion possessed by the youth coupled with the aforementioned traits they are able to cover a larger area in regards distribution of products and ensuring that product visibility expands.

4.3.4 Level of Education

The respondents were also required to indicate the highest education qualifications that they had attained. Their responses were summarized in the below figure:

Table 4.4: Level of Education 1

Level of Education	Frequency	Percentage
Primary	0	0
Secondary	7	10
Undergraduate	55	81
Postgraduate	6	9
Total	68	100

The above figure shows that 80.88% of the respondents had attained a Bachelor’s degree while 10.29% of the respondents had reached the secondary level of education.8.824% of the respondents had postgraduate qualification and there was no one who had primary school certification as their highest academic qualification. This meant that the respondents are individuals who are well educated and therefore suitable in regards to understanding of the question as well as giving applicable answers.

4.3.5 Duration of stay at work place

The respondents were also requested to indicate the number of years they had spent working at Kim-Fay East Africa limited. The figure below represents their responses

Table 4.5: Duration of stay at work

Level of Education	Frequency	Percentage
Less than 1 year	37	54
1-3 years	19	28
4-7years	12	18
8-10years	0	0
Total	68	100

The table above indicates that 54.41% of the respondents have worked at Kim-Fay for 1-3 years while 27.94% have worked for Kim-Fay for less than an year and 17.65% have worked for Kim-Fay for between 4-7 years and there none of the respondents have worked at Kim-Fay for more than seven years. A majority of the respondents have worked for a period of more than a year and are able to aptly answer any questions about the organization and culture as they have been assimilated into the organization within the year. This means that the respondents are suitable in giving responses about the organization and the RTM project as a whole.

4.4 Availability of finances and performance of 2020 route to market project

The respondents were queried on the whether availability of finances influences the performance of 2020 route to market. The responses are represented below:

Table 4.6: Influence of availability of finance on project performance

Employee skills influence	Frequency	Percentage
Yes	61	90
No	7	10
Total	68	100

From the above finding 89.71% of the respondents agreed that availability of finances influence project performance while 10.29% indicated that availability finances do not affect project performance. It is evident that availability of finances influence performance of the 2020 route to market project.

4.4.1 The extent to which availability of finances affects performance of 2020 route to market project

The respondents were asked to show the extent by which the availability of finances affected the performance of 2020 route to market project.

Table 4.7: Extent to which availability of finance affect 2020 route to market project

Statements	Mean	Std. Deviation
Timely provision of funds by organization	3.63	0.79
Organization takes into consideration risks in project	3.62	0.713
Organization provides funds for training	3.21	0.802
Organization provides timely remuneration and bonus	3.06	0.879
Periodic evaluation on return on investment by stakeholders	3.46	0.905
Outsourced resources are utilized efficiently	3.82	0.992
Information and activities from outsourced stations are relevant to the project	4.06	0.71

From the finding the majority of the respondents indicate that availability of finances affect the project and the output of the project. The organization would disburse the finances in a timely manner for most of the time. The organization also took a keen consideration on risks involved in the project which is shown by mean of 3.63 and 3.62 respectively with a standard deviation of 0.79 and 0.71. Though there was provision of funds for the project the funds meant for training were not disbursed and remuneration and bonuses were not paid on time in most occasions as seen by mean of 3.06 and 3.21 with standard deviation of 0.80 and 0.90. The resources from consultancy firm were both relevant and applicable when it came to project planning , implementation and overall performance. This can be seen by the mean of 3.82 and 4.06 with standard deviation of 0.99 and 0.71 respectively. This indicates that performance of 2020 route to market project would be affected by availability of finance to an extent and absence of the said finance led to low performance of the project.

4.5 Management Skills and performance of 2020 route to market project

The respondents were requested to indicate if management skills influenced the performance of route to market project. The summary of the finding are represented in the table below

Table 4.8: Management skills on project performance

Management skills influence	Frequency	Percentage
Yes	53	78
No	15	22
Total	68	100

From the above tabulation 77.9% indicated that management skills influenced the performance of the 2020 route to market project while 22.1% indicated the contrary. This means that the management plays a key role in positive performance of the 2020 route to market.

4.5.1 The extent to which management skills affect the performance of 2020 route to market project

The study wanted to interrogate the influence of management skills on performance of 2020 project and the results were presented as below

Table 4.9: Extent to which management skills influence project performance

Statements	Mean	Std. Deviation
Provision of adequate guidance and leadership	4.02	0.64
Motivation of team members	3.68	0.23
Free flow of communication	3.45	0.11
Formulation of relevant and adequate policies and guidelines	4.13	0.86
They ensure they attend all meetings	4.13	0.9

In tandem with the above results it is clear that management skills influence the performance of 2020 route to market project. There is adequate leadership given to staff by management so as execute their duties as seen by the mean of 4.06 and standard deviation 0.64. There was a bit of laxity in regards to motivation of staff members which was represented by a mean of 3.68 and a standard deviation of 0.23. The project team members did not feel like there was adequate free

flow of communication as seen from the 3.45 mean with standard deviation of 0.11. The management had however excelled in both the formulation of policies and procedures as well as attendance of meetings which gave them the inspiration to go on as there was personal involvement of management on performance of the project and the team. This is indicated by the mean of 4.13 with standard deviation of 0.86 and 0.90 respectively.

4.6 Employee skills and performance of 2020 route to market project

The study also sought to establish the influence of employee skills on performance of 2020 route to market project. The respondents were asked to indicate whether employee skill had any impact on the performance of the project. The results were as below:

Table 4.10: Employee skills and project performance

Employee skills influence	Frequency	Percentage
Yes	66	97
No	2	3
Total	68	100

The results above indicate that 97.06% of respondents agree that employee skills affect performance of the project while 2.94% are of the opinion that employee skills do not affect project performance. The above information shows that when people work together, collaborate and employ their skills towards a common goal and do work for the benefit of another. The above is supported by (Lencioni, 2002) who emphasized on work being done for the benefit of the whole group and in this case the project and organization as a whole.

4.6.1 The extent of employee skills influence on performance of 2020 route to market project

The respondents were then given statements that would be able to establish the extent to which employee skills influence project performance. The outcome is presented below.

Table 4.11 Extent to which employee skills influence project performance

Statement	Mean	Std. Deviation
Project implementation without supervision	3.79	0.78
Team members working together	4.16	0.77
Team members have regular meetings	4.29	0.81
Open communication channels to everyone	4.01	0.54
Change management strategies aptly applied	3.97	0.86
Culture shock managed	3.73	0.7

It is evident that employee skills and employee socialization has an influence on the on the 2020 route to market project. Meeting with team members encourages sharing of ideas and brainstorming which has a mean of 4.29 and standard deviation of 0.81. Team work is an integral part of being in a team and working together usually spells positive outcome for projects. In this case it takes a mean of 4.16 and a standard deviation of 0.77. Being able to communicate freely is also very important skill required in any projects and open channels give way to the express themselves this quite evident in the project as it has mean of 4.01 and a standard deviation of 0.54. According to(Kurt Lewin,1951) change strategies should applied aptly to ensure change is accepted and works for the good of the project. He also emphasizes on dealing with change reaction such as culture shock very carefully and professionally to ensure that the changes are assimilated into the organization. This was successfully executed according to the mean if 3.97 and 3.73 with a standard deviation of 0.86 and 0.70. Meaning that the culture shock was handled which usually dissipates after 2 weeks (AC Neilsen, 2015)

4.7 Political environment and performance of 2020 route to market project

The study establish whether the political environment influence the performance of 2020 route to market project. The variable included political instability, conflict, taxation as well as government instruments. The outcome is presented in the below chart

Employee skills influence	Frequency	Percentage
Yes	64	94
No	4	6
Total	68	100

Table 4.12: Political environment and project performance

94.12% of respondents confirmed that the political environment does indeed influence project performance. 5.882% do not believe that political environment has an influence on project performance. This indicates that to a large extent the political environment does influence project performance

4.7.1 Extent to which political environment influence 2020 route to market project performance

The respondents were exposed to a number of statements that they were to show to what extent the political environment influences project performance. The results are shown as below.

Table 4.13: Extent to which political environment influence project performance

Statement	Mean	Std. Deviation
Political Instability	4.04	0.7
Conflict	3.04	0.52
Instruments of Government	3.93	0.98
Security	4.24	0.92
Government Legislation	3.42	0.89
Taxation	4.03	1.12

The findings above confirm that political environment has a great influence on project performance. Security has a mean of 4.24 with a deviation of 0.92. Political instability also influence performance project which is geared towards distribution and with some counties locked down due to unrest then distribution is not done and therefore loss in sales. The mean being 4.04 with a standard of 0.70. The instruments of government and legislation also influence distribution and therefore have a mean of 3.90 and 3.40 with standard deviation of 0.98 and

0.89. Taxation has an impact of the project performance as the exemptions and rewards encourages importation as well as sale of products.

4.8 Success of 2020 route to market project

The respondents were given different variables that would be a confirmation of the performance of the 2020 route to market project. The results were presented as per the below table:

Table 4.14: Performance of 2020 route to market project

Statements	Mean	Std. Deviation
Product knowledge increase	4.41	0.65
Increase in sales	4.42	0.65
Availability of product in shelf	4.95	0.54
Increase in market share	4.47	0.64
Credit note numbers	2.64	0.89
Distributor conditionalities	3.82	0.84
Customer satisfaction index	4.10	0.7

The statements above show that route to market performance can be arrived at by the factors mentioned above. The key among them being availability of products on the shelf which is at a mean of 4.95 followed by increase in market share which was at a mean of 4.47 and standard deviation of 0.64. Product knowledge leads to increase in sale as and this is represented by mean of 4.41 and 4.40 with standard deviation of 0.65 for the two variables. Distributors conditionalities are also taken into consideration in the case they give steep conditions that cannot be met then distribution of products become difficult to reach the market. This is represented by a mean of 3.8 and standard deviation of 0.84. The customer is important and feedback in reference to goods returned by customers and number of credit notes generated is also another indicator of successful route to market. This is represented by 4.0 and 2.6 respectively.

4.14 Discussion of findings

The findings above show that there is a strong a positive correlation between availability of funds and performance of 2020 route to market project. The study also depicts a positive

relationship between performance of 2020 route to market project at kimfay East Africa and availability of funds as shown by $r=0.796$, $P V=0.000<0.05$.The result is supported by (Crundwell, 2008) who emphasizes the benefits of timely financial availability and forecasting to ensure all that is required is availed. This ensures project success. Availability of funds for the project, availability of funds for training, ensuring that risks are taken into account and mitigated. Outsourced funds and activities should be able to be relevant and beneficial to the project.

The findings above show that there exist a moderate and positive correlation with management skills and the performance of 2020 route to market. This is analyzed by $r=0.561$, $PV=0.0002$ shows that managerial skills positively influence the performance of 2020 route to market project.in the case where employees are motivated and are guided towards the correct path then there is bound to be an improved outcome on targets. This is also supported by (Huston,2017) who emphasizes in the importance of management skills in positive outcome of project.

The finding also shows a positive correlation between employee skills and performance of 2020 route to market project. This is illustrated by the expression $r=0.536$, $PV=0.0001$ significant correlation at 0.05 which shows a moderate, positive correlation. This essentially means that employee who work together to reach common goal will lead to the project being completed faster and in time. Open communication vertically and horizontally ensures timely and cost saving decision making.

The findings also illustrates that there is positive correlation between political environment and performance of 2020 route to market project. This demonstrates political instability would positively influence achievement market share, increase in sales, increase in customer satisfaction and increase in knowledge level. The result was consistence with (Polachek, 2012) who indicated that political instability and unrest has a negative impact on project performance while conducive environment contribute positively to achievement of project success.

CHAPTER 5:

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study was geared towards examining the influence of availability of finances, management skills, employee skills and political environment on 2020 route to market project. This chapter provides the summary, conclusion from the research and recommendations emanating from the data collected and analyzed.

5.2 Summary of the findings

The primary intent of this study was to investigate the factors that influence the performance of 2020 route to market project. The particular objectives of the study were to determine the influence of availability of finances on performance of route to market project at Kim-Fay East Africa, to establish the influence of management support skills on the performance of the 2020 RTM project at Kim-Fay East Africa Limited, to assess how employee skills influence the performance of the 2020 RTM project at Kim-Fay East Africa Limited and examine how political environment influence the performance of RTM project at Kim-Fay East Africa limited. The research questions of the study were 1. In what ways does availability of finances influence performance of the 2020RTM project at Kim-Fay East Africa Limited? How does management skills influence the performance of the 2020 project at Kim-Fay East Africa Limited? To what extent does employee skills influence the performance of the 2020 RTM project at Kim-Fay East Africa limited? How does the political environment influence the performance of the 2020 RTM project at Kim-Fay East Africa Limited. The research design employed was descriptive research design. A target population of 101 sales staff members from Kim Fay East Africa Limited was selected. Using Slovin's formulae and a sample size of 81 sales staff members determined. The study will adopt stratified random sampling technique. Questionnaires will be selected as research instruments to collect data. The collected data will be sorted and coded with the help of Statistical Packages for Social Sciences (SPSS Version 21).The qualitative data will be analyzed through descriptive statistical technique and presented in percentages, mean and standard

deviation. Inferential analysis through correlation and regression was applied to qualitative data to determine the relationship between RTM performance and different factors at 95% significance level. The study established that there existed a significant positive relationship between availability of finances, management skills, employee skills and political environment.

5.2.1 Availability of finances and performance of 2020 route to market project

The results indicate that there is a strong and positive relationship between availability of finances and performance of route to market. The regression analysis also reveals a significant and positive relationship between availability of finances and the performance of route to market project at Kim-Fay East Africa Limited. The study also shows that the availing of finances in time is quite important as it influences on scope, quality and even performance such as increase in sales. The provision of timely remuneration and bonuses is key as it is a motivation factor in regard to the output of the project and the general morale held by the project team. Training provision is a means of growth and continuous improvement. Arming staff members with skills and competencies ensures that project tasks are delivered professionally and within scope and time. Provision of funds that cater for eventuality of risks is quite important so that project does not veer away from objectives as well as ensure that any eventuality and risk is taken care of before affecting any aspect of the project. Periodic assessment of return on investment is also quite important as; it gives the picture of project status and where there is need to uplift or completely change processes and procedures. Finances provided for outsourcing give the project a different spin and perspective that is given by outsiders through exposure, better technologies and knowledge scope. The activities usually associated with outsourced services are usually relevant and beneficial to the improved performance of the project.

5.2.2 Management skills and performance of 2020 route to market project

The study showed that there is a positive and significant relationship between management skills and performance of 2020 route to market project. The study shows that the employee felt the presence of the managers and their influence in regards to participation in the project was significant and important. The management provided adequate guidance and leadership to team members. They sustained an open door policy that allowed people to be open especially when facing problems during the project. The managers were also able to provide solutions and

involve themselves in the implementation of the project making the staff learn as well as appreciate their managerial skills. There were aspects of both intrinsic and extrinsic motivation to project team. This varied from congratulatory comments, bonuses, rewards and even recognition from the international partners on target surpassed as well as global recognition. Policies and procedures were created to ensure that guidelines have been set to ensure projects are completed with positive outcomes. Meetings provide a leeway for brainstorming, presentation of any glitches, problems faced, risks raising as well as recognition and awarding of achievers.

5.2.3 Employee skills and performance of 2020 route to market project

The study displays that there is a positive and significant relationship between employee skills and performance of 2020 route to market project. The study found that employee skills are important especially in the performance of the project. Employees spend most of their days interacting with their colleagues and therefore the interaction that they have is quite significant in the way the project runs and the execution. Staff members noted that being given the leeway to present ideas and implementation without constant supervision gives them the confidence in project implementation. It gives them the confidence to present the essence of the project and objectives to customers and ensure increase in product knowledge and increase in sales. It was also noted team work among staff members was very key and it had been adapted among this people such that work does not suffer just because a person is absent due to leave or in case of attending to an emergency. The openness of communication channels was evident both on the vertical and horizontal planes of communication. Through this there was avoidance of duplication, wrong activities or misunderstanding. Presence of social media also enhanced the channels through which members could communicate. There was initial culture shock during the initiation of the project from the staff as well as the customer. On the customer side as the procedure of buying as well as supply had changed and called for conformity. On the side of the staff changeover of staff as well as promotion and reshuffling so as to accommodate the project was seen. Change strategies were applied on the company so as to be able to accommodate the project. This was done from all quarters from accounts, customer care, HR and admin and even IT. The change strategies were aptly managed such that by the end of the second week after project amendment all departments were aligned.

5.2.4 Political Environment and 2020 route to market project performance

There was a positive relationship between the political environment and project performance. The more favorable and calm the country was the positive the performance of the 2020 route to market project. Political instability affected the performance especially during the election period. Low sales volumes were experienced in some regions as people were not buying and even distributors were not willing to take up stocks for fear of instability and slow movement of products. Intrastate and interstate conflict had a significant impact on sales especially due to blocking of borders and pipelines for distribution of products which leads to stock outs and loss of sales. Government legislation also had an implication on the performance for example the plastic ban which also affected packaging of products and distribution was halted for a period so as to conform and avoid penalties. Taxation incentives imposed on imported items have encouraged importation of goods as most of the products involved in this project were import items. The relief and regulation that make it easier to import the items make it such that the product is always on shelf and available in the market. The study noted that security had an impact on the performance of route to market because in areas where security was low getting the goods to such was a huge and even getting the distribution personnel to work was difficult and ended up with loss of sales, low sales volumes and total shelf depletion.

5.3 Conclusion

From the research conducted there following are the conclusions drawn in tandem with the objectives. The study concluded that there is a positive relationship between availability of finances and performance and the 2020 route to market project performance. Finances are an integral part of any project and specifically timely provision of the finances; to ensure that the project runs smoothly and all things required are provided for. Timely payment of remuneration and bonus is also important as it motivates. Members also confirmed that finances for risk should be availed to ensure that projects do not go into overruns and unintended stoppages. The presence of outsourced staff and advice also contributed to the positive outcome of the project. This is a positive factor to performance of route to market project at Kim-Fay East Africa limited.

The study also concluded that there was a positive relationship between management skills and performance of 2020 route to market project. Staff members especially commended on the leadership and motivational skills of managers. There was a general expression of satisfaction on this as well as how they were motivated to work more and ensure that the project was a success. The ever present guidance ensured that most if not all problems were solved promptly before any losses were discovered. Through the constant presence during meetings and formulation of favorable procedures and policies staff were more inspired towards the positive outcome of the project. Free flow between managers and subordinates ensured that the right information flowed from one quarter to another and thus activities were done in tandem with laid down procedures.

In regards to the influence of employee skills on performance of 2020 route to market project the study concluded that there was a strong and positive relationship. The team members are the backbone of any project. The presence of members who are willing to work together to realize the objectives of the project together then there is bound to be positive outcome .Though there was culture shock among all stakeholders present the management of change was taken up aptly and therefore did not have a significant negative influence on project.

In reference to political environment influence on performance of 2020 route to market the study has concluded that there is a positive influence. This is to mean in the case there is positive political environment then the route to market project will thrive. In the prevailing political tension there is fear spread across the route to market pipeline from the producer, supplier, distributor and customer. This situation ends up with non-delivery, empty shelves and loss of sales and therefore low performance of route to market project. The same applies to security in areas of low security there is low sales and non-delivery. With favorable taxation policies, guidelines and incentives there is increase in imports so as to satisfy demand therefore having a positive impact on performance of 2020 route to market.

5.4 Recommendations

Based on the research the below are recommendations based on the objectives of the study

i. Availability of finances and 2020 route to market project performance

The primary recommendation is that there should be schedule for disbursement of finances to ensure that the finances required are done in a timely manner .This will allow for all quarters to deliver on their targets without delay. There should also be prior communication in case of expected delay so that staff and managers are able to plan accordingly to avoid setbacks and additional costs.

ii. Management skills and 2020 route to market project performance

The study recommends that the current quota of leadership and motivation should be maintained and even improved and not lowered. There should be a mentoring and coaching session for staff so that they are able to learn and grow. In cases where the manager is not present the project will run without hitches.

iii. Employee skills and 2020 route to market project performance

The study suggests that Kim-Fay East Africa and other manufacturing companies that there should take personalized care of the employees. Introduction of saving schemes and group activities that enhances the unity of members. The activities will also avail a platform where the organization can express the status and the core values can be absorbed and internalized in a different setting.

iv. Political environment and 2020 route to market project performance

The study recommends that Kim-Fay and other FMCG companies should keep abreast with the changes introduced by the government in regards to legislation, taxation policies and acts. In regards of political instability and insecurity ensure that training on safety and how to take care of oneself when in such situation should be done regularly. There should also be insurance cover taken for personnel, vehicles and goods to cover for any eventuality.

5.5 Recommendation for Future Studies

The study was based on factors that influence 2020 route to market project at Kim-Fay East Africa Limited. Route to market information is also scanty and therefore there is need to more authors who contribute to the topic.

More studies need to be done on the performance of route to market in other FMCGs in Nairobi. Studies on factors affecting performance of route to market should also be done in Kenya. The study could also apply to other manufacturing companies and multinationals.

REFERENCES

- Products:Accolades:Bio-Oil*. (2002). Retrieved September 4, 2017, from Bio-Oil Website:
<https://www.bio-oil.com>
- About us:Kim-Fay East Africa Limited*. (2017). Retrieved September 1, 2017, from Kim-Fay East Africa Limited: <http://www.kimfay.com>
- Altaranaweh, I. (2009). Training and development evaluation in Jordanian banking organizations. *Research and practice in Human Reseource Management*, 1-23.
- Bachmeier, K. (2008). *Analysis of Marketing Strategies Used by PepsiCo Based on Ansoff's Theory*. Neuss: Unpublished .
- Balogun, J., & Hailey, V. H. (2008). *Exploring strategic change*. FT Prentice Hall Financial Times.
- Beamish, K., & Ashford, R. (2007). *Marketing Planning 2007-2008*. Routledge .
- Bernard C. Beins, M. A. (2013). *Research Methods and Statistics*. Cambridge University Press.
- Bhattacharyya, D. (2006). *Research Methodology* . New Delhi: Excel Books India.
- Black, K. (2013). *Business Statistics: For Contemporary Decision Making*. Wiley Global Education.
- C.Orstein, A., & Hunkins, F. P. (2016). *Curriculum: Foundations, Principles, and Issues*. Pearson Education.
- C.R.Kothari. (2004). *Research Methodology: Methods and Techniques*. New Delhi : New Age International Publishing .
- Capon, N., & Go, F. (2017). *Frameworks for Market Strategy: European Edition*. New York: Routledge.
- Carter, N. (2007). *The Politics of the Environment: Ideas, Activism, Policy*. Cambridge University Press.
- Carter, S. (1997). *Global Agricultural Marketing Management*. Rome: Food and Agriculture Organization of the United Nation.
- Cheung, S., & K.K.W.Cheung, S. (2004, May 3). PPMS:a web-bases construction project performance monitoring system . *Automatic construction*, pp. 361-366.

- Cleland, D. I. (1986). Project stakeholder management. *Project Management Journal* , 36-44.
- Constantinos, M. C. (1997). *To Diversify Or Not to Diversify*. Harvard Business Review.
- Cornelius, N. (2001). *Human Resource Management: A Managerial Perspective*. London: Thomson Learning .
- Coughlan, D. A., & Jap, D. S. (2016). *A Field Guide to Channel Strategy: Building Routes to Market*. Illinois.
- Cover, D. L. (2007). *Designing and Constructing Instruments for Social Research and Evaluation*. John Wiley & Sons.
- Craig Forcese, A. F. (2011). *The Laws of Government: The Legal Foundations of Canadian Democracy*. Irwin Law.
- Crundwell, F. (2008). *Finance for Engineers: Evaluation and Funding of Capital Projects*. London: Springer-Verlag London Limited.
- Dancey, C., & Reidy, J. (2011). *Statistics Without Maths for Psychology*. Prentice Hall.
- Davidhizar, R. a. (2006). Are you born happy or do you make it happen . *The healthcare Manager*, 64-69.
- Dent, J. (2011). *Distribution Channels: Understanding and Managing Channels to Market*. London: Kogan Page Publishers.
- Drucker, P. (2011). *Managing the future* . New York: Routledge .
- Fink, A. (2005). *Conducting research literature reviews*. Los Angeles: Sage Publications.
- Finnerty, J. D. (2007). *Project Financing: Asset-Based Financial Engineering*. New York: John Wiley & Sons.
- Furrer, O. (2010). *Corporate Level Strategy: Theory and Applications*. Taylor & Francis.
- Grundwald, T. (2014). *Business Development*.
- Guirdham, M. (1972). *Marketing: The Management of Distribution Channels*. Michigan: Pergamon Press.
- Hargie, O., Dickson, D., & Tourish, D. (2004). *Communication Skills for Effective Management*. New York: Palgarve Macmillan .
- Holloway, S. (2008). *Straight and Level: Practical Airline Economics*. Hampshire : Ashgate Publishing Limited.

- Institute, P. M. (2008). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Pennsylvania: Project Management Institute.
- J.Huston, B. L. (2017). *Leadership Roles and Management Functions in Nursing: Theory and Application*. Lippincott Williams & Wilkins.
- J.L, H. (1991). Seeking an understanding of school culture . In J. N. Vincent A. Anpara, *Theoretical Frameworks in Qualitative Researc*. New york : State of University Press.
- Janis, I. L. (1989). *Crucial Decisions: Leadership in Policymaking and Crisis Management*. New York: The Free Press.
- Joseph Hair, J. . (2015). *Essentials of Business Research Methods*. New York: M.E Sharpe.
- Kerkhoff, G. (2005). *Zukunftschance Global Sourcing: China, Indien, Osteuropa -*.
- Knowles, G., Hawkins, S., Hughes, C., & Stone, G. (2012). *Thinking Through Ethics and Values in Primary Education (Thinking Through Education Series)*. Learning Matters.
- Kohlmann, H. (2014). *Route to Market Presentation, American Craft Distillers Association*. Retrieved September 4, 2017, from Park Street Services: <http://www.parkstreet.com/publications/>
- Koontz, H. (2017). *Essentials of Management. An International, Innovation and Leadership Perspective*. McGraw-Hill Education.
- Kumar&N.Meenakshi, A. (2011). *Marketing Management*. New Delhi : Vikash Publishing house .
- Lang, H. J. (1993). *The selection rocess for capital projects*. New york: J.Wiley & Sons.
- Leedy, P., & Omrod, J. E. (2015). *Practical Research: Planning and Design*. London: Pearson Education.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: John Wiley and Sons .
- Lester, A. (2007). *Project management planning and control*. Elsevier Publisher .
- Lisa, C. (2003). Socio-Political instability and the allocation of interntional aid by donors . *European journal of political economy* , 33-59.
- M, H., & M, M. (1998). In serach of a good fit:Policy and practice in recruitment and selection in Ireland. *Journal of management development* , 662-668.

- M.Rodgers, E., & Shoemaker, F. (1971). *Communication of innovations: a cross-cultural approach*. Free press.
- management, A. f. (2017). *APM*. Retrieved September 4, 2017, from Association for project management : <https://www.apm.org.uk>
- Massawe, M. E. (2014). *The effectiveness of distribution of carbonated soft drink companies: case of SBC Tanzania Limited*. Daresalaam.
- Mauthner, M. L., Birch, M., Jessop, J., & Miller, T. (2002). *Ethics in Qualitative Research*. London: SAGE Publication Limited.
- Mugenda, A., & Mugenda, O. (2004). *A practical guide to behavioral research: tools and techniques*. New York: Oxford University Press.
- Ngonga, L. (2011). *Strategic response of Nestle Kenya Limited to the changing environment of food industry in Kenya*. Nairobi: Unpublished MBA project, School of Business ;University of Nairobi.
- Niehuss, J. (2015). *International project finance in a nutshell*. West Academic Publishing.
- Nunnally J.C, & .H.Berstein, I. (1994). Psychometric Theory. *Journal of Psychoeducational Assessment*, 275-280.
- Ohmae, K. (1999). *The Borderless World: Power and Strategy in the Interlinked Economy*. Harper Collins.
- Packer, J. S. (2000). *Measures of project management performance and value*. Center for Business Practices, PM Solutions.
- Parkin, J. (2012). *Cycling and Sustainability*. Emerald Group Publishing .
- Partridge, L. (2005). *Strategic Management* . Select Knowledge Limited.
- Peter Raulerson, J.-C. M. (2009). *Building Routes to Customers: Proven Strategies for Profitable Growth*. New York: Springer science and business media .
- Polachek, S. W. (2012). Does Conflict Disrupt Growth? Evidence of political instability and national economic performance . *Journal of international trade and economic development* , 361-388.
- Pratten, J., & Curtis, S. (2003). A comparison of training provision in large and small organizations: the case of public houses. *Journal of European Industrial Training*, 454-460.
- Priscilla Anita Ahmed, X. F. (1999). *Project Finance in Developing Countries*. IFC.

- Quick, T. L. (1992). *Successful team building*. AMACOM Div American Mgmt Assn.
- Richman, L. (2012). *Improving Your Project Management Skills*. New York: American Management Association(AMACOM).
- Robert P. Garrett, J. a. (2016). *Top management support and initial asset strategy:A dependency model for internal corporate venture performance* .
- Samson, D., & L.Daft, R. (2012). *Fundamentals of Management*. Cengage Learning.
- Schneid, T. D. (2014). *Workplace Safety and Health: Assessing Current Practices and Promoting change in the profession*. CRC Press.
- Schniederjans, M. J., & Schniederjans, A. M. (2005). *Outsourcing and Insourcing in an International Context*. Routledge .
- sell, R. D. (2000). *Literature as Communication: The Foundations of Mediating Criticism*. Amsterdam: John Benjamin Publishing Company .
- Simister, P. (2011). *Differentiate your business*. Retrieved September 4, 2017, from Differentiate your business: <http://www.differentiateyourbusiness.co.uk/>
- Singleton, R., & Strait, B. C. (2005). *Approaches to Social Research*. Oxford: Oxford University Press.
- Taylor, F. (2012). *The Principles of Scientific Management*. The floating press.
- Terhaar, M. L. (2014). *Clinical analytics and data management for DNP*. Springer Publishing Company.
- UNCTAD. (2000). *Tax Incentives and foreign investments*. United Nations Publication.
- V.S.Ramaswamy, & Namakumari, S. (2013). *Marketing Management;Global perspective Indian context* . New Delhi : McGraw Hill Education (India) Private limited.
- W. Warner Burke, D. G. (2009). *Organization Change: A Comprehensive Reader*. San-Francisco : John Wiley & Sons.
- Wickramasinghe, V. (2007). Staffing practices in the private sector in Sri Lanka. *Career development International*, 108-128.
- Wysong, R. P. (2002). *The New Class Society: Goodbye American Dream*. Rowman & Littlefield Publishers.
- Y.K.Singh. (2007). *Research Methodology*. New Delhi : APH Publishing .

Ziegler, S. M. (2005). *Theory-Directed Nursing Practice*. New York: Springer Publishing Company .

APPENDICES

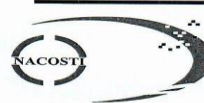
APPENDIX I

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No.A 16753

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MISS. BRENDA WANGUI MWAURA
of UNIVERSITY OF NAIROBI , 0-515
Nairobi, has been permitted to conduct
research in *Nairobi County*

on the topic: **FACTORS INFLUENCING
THE PERFORMANCE OF THE 2020 ROUTE
TO MARKET PROJECT: A CASE OF
KIM-FAY EAST AFRICA LIMITED**

for the period ending:
4th December, 2018

Permit No : NACOSTI/P/17/90706/20127
Date Of Issue : 4th December, 2017
Fee Received : Ksh 1000



J.P. Kalerwa

Director General
National Commission for Science,
Technology & Innovation

M. Wangui Mwaure
Applicant's
Signature

APPENDIX II: INTRODUCTION LETTER

Brenda Mwaura
P.O Box 481-00515
Nairobi
15th March 2017

Alice Mworira
HR & Admin Manager
Kim-Fay East Africa Limited
P.O. Box 31437-00600.

Dear Sir,

REF: REQUEST TO CONDUCT RESEARCH

In pursuant to my master of arts in project planning and management; I am required to submit a project as in fulfillment with the laid down structure of study. I will base my study on distribution of Kim-Fay products through the RTM model which was done in the 2020 project under the topic “**Factors influencing the performance of the 2020 route to market project: A case of Kim-Fay East Africa Limited.** This will also include questionnaire distribution to staff for purposes of data collection.

I would like to request for permission in regards to data collection for the above topic. The responses will be treated in strict confidence and will only be utilized for academic purposes. Should the organization require a summary of the same, please do not hesitate to make the request.

Looking forward to a positive response from you.

Yours Faithfully,

Brenda Mwaura

APPENDIX III: QUESTIONNAIRE FOR GENERAL STAFF

Dear Respondent,

This questionnaire aims at collecting data which will assist on assessing the performance of the Kim-Fay route-to-market project at Kim-Fay East Africa Limited. The information you will provide in this questionnaire is for academic purpose only and will assist in acquiring my Masters Degree in Project Planning and Management. Under no circumstances shall the information be disclosed to other parties without your consent. Your co-operation is highly appreciated.

Section A: Demographic

1. Please indicate your gender

Male []

Female []

2. Please indicate your age

20-30 yrs. []

31-40yrs []

41-50yrs []

51 and above []

3. Please indicate the highest level of education

Primary []

Secondary []

Undergraduate []

Postgraduate []

4. How long have you worked with Kim-Fay East Africa Limited

Less than 1 yr. []

1-3 yrs []

4-7yrs []

8-10yrs []

Section B: Factors determining project performance

A. Availability of finances

5. Is there provision of enough financial support at Kim-fay East Africa?

Yes [] No []

6. For each of the below statements please confirm the extent to which financial factors affect project performance

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
The organization ensures that there is timely provision of funds					
The organization takes into consideration risks in the project					
The organization provides funds for training					
The organization provides timely remuneration and bonus					
Evaluation of stakeholders and return on investment is done periodically					
The outsourced resources are utilized efficiently					
Information and activities from outsourced activities is relevant to the project					

B. Management Skills on RTM project performance

7. Is there provision of management support in the RTM project?

Yes [] No []

8. If there is please give your opinion as per the below table in regards management support with the RTM project performance

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
They provide adequate guidance and leadership to team members.					
They motivate team members.					
There is free flow of communication.					
They formulate adequate and relevant policies and guidelines					
They ensure that they attend all meetings.					

C. Employee skills on RTM project performance

9. Is there sufficient social support in the RTM project?

Yes ()

No ()

10. If there is sufficient social support please express your opinions in regards to the below social factors

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
Are communication channels open to everyone					
Team members working together					
Team members have regular meetings					
Lee way for project implementation					
Adaptation of change strategies was sufficient					

D. Political Environment on RTM project performance

11. Does the political environment have an influence on the route to market project

Yes ()

No ()

12. If there is significant influence of political environment; please express your opinions in regards to the extent to which the below affects route to market

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Political instability					
Interstate and intrastate conflict					
Instruments of government					
Security					

13. Which of the below factors are indicative of the successful performance of RTM project

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Product brand knowledge increase					
Increase in sales					
Availability of product on shelf					

Thank You

APPENDIX IV: QUESTIONNAIRE FOR LINE MANAGERS

Dear Respondent,

This questionnaire aims at collecting data which will assist on assessing the performance of the Kim-Fay route-to-market project at Kim-Fay East Africa Limited. The information you will provide in this questionnaire is for academic purpose only and will assist in acquiring my Masters Degree in Project Planning and Management. Under no circumstances shall the information be disclosed to other parties without your consent. Your co-operation is highly appreciated.

Section A: Demographic

1. Please indicate your gender

Male []

Female []

2. Please indicate your age

20-30 yrs. []

31-40yrs []

41-50yrs []

51 and above []

3. Please indicate the highest level of education

Primary []

Secondary []

Undergraduate []

Postgraduate []

4. How long have you worked with Kim-Fay East Africa Limited

Less than 1 yr. []

1-3 yrs []

4-7yrs []

8-10yrs []

Section B: Factors determining project performance

A. Availability of finances

5. Is there provision of enough financial support at Kim-fay East Africa?

Yes [] No []

6. For each of the below statements please confirm the extent to which financial factors affect project performance

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
The organization ensures that there is timely provision of funds					
The organization takes into consideration risks in the project					
The organization provides funds for training					
The organization provides timely remuneration and bonus					
Evaluation of stakeholders and return on investment is done periodically					
The outsourced resources are utilized efficiently					
Information and activities from outsourced activities is relevant to the project					

B. Management Skills on RTM project performance

7. Is there provision of management support in the RTM project?

Yes [] No []

8. If there is please give your opinion as per the below table in regards management support with the RTM project performance

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
They provide adequate guidance and leadership to team members.					
They motivate and team members.					
There is free flow of communication.					
They formulate adequate and relevant policies and guidelines					
They ensure that they attend all meetings.					

C. Employee skills on RTM project performance

9. Is there sufficient social support in the RTM project?

Yes

No

10. If there is sufficient social support please express your opinions in regards to the below social factors

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
Project implementation without supervision					
Team members working together					
Team members have regular meetings					
Are communication channels open to everyone					
Culture shock among employees handled aptly					
Change management strategies applied to strengthen team					

D. Political Environment on RTM project performance

14. Does the political environment have an influence on the route to market project

Yes { }

No { }

15. If there is significant influence of political environment; please express your opinions in regards to the extent to which the below affects route to market

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Political instability					
Interstate and intrastate conflict					
Instruments of government					
Security					

16. How important is the performance of RTM project to the organization

Very Important

Important { }

Average { }

Not important { }

Least important { }

17. Which of the below factors are indicative of the successful performance of RTM project

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Product brand knowledge increase					
Increase in market share					
Increase in sales					
Availability of product on shelf					

Thank you

APPENDIX V: QUESTIONNAIRE FOR SENIOR MANAGERS

Dear Respondent,

This questionnaire aims at collecting data which will assist on assessing the performance of the Kim-Fay route-to-market project at Kim-Fay East Africa Limited. The information you will provide in this questionnaire is for academic purpose only and will assist in acquiring my Masters Degree in Project Planning and Management. Under no circumstances shall the information be disclosed to other parties without your consent. Your co-operation is highly appreciated.

Section A: Demographic

1. Please indicate your gender

Male ()

Female ()

2. Please indicate your age

20-30 yrs. ()

31-40yrs ()

41-50yrs ()

51 and above ()

3. Please indicate the highest level of education

Primary ()

Secondary ()

Undergraduate ()

Postgraduate ()

4. How long have you worked with Kim-Fay East Africa Limited

Less than 1 yr. ()

1-3 yrs ()

4-7yrs ()

8-10yrs ()

Section B: Factors determining project performance

A. Availability of finances

5. Is there provision of enough financial support at Kim-fay East Africa?

Yes [] No []

6. For each of the below statements please confirm the extent to which financial factors affect project performance

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
The organization ensures that there is timely provision of funds					
The organization takes into consideration risks in the project					
The organization provides funds for training					
The organization provides timely remuneration and bonus					
Evaluation of stakeholders and return on investment is done periodically					
The outsourced resources are utilized efficiently					
Information and activities from outsourced activities is relevant to the project					

B. Management Skills on RTM project performance

7. Is there provision of management support in the RTM project?

Yes [] No []

8. If there is please give your opinion as per the below table in regards management support with the RTM project performance

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
They provide adequate guidance and leadership to team members.					
They motivate and team members.					
There is free flow of communication.					
They formulate adequate and relevant policies and guidelines					
They ensure that they attend all meetings.					

C. Employee skills on RTM project performance

9. Is there sufficient social support in the RTM project?

Yes

No

10. If there is sufficient social support please express your opinions in regards to the below social factors

5-Strongly agree 4-Agree 3-Neutral 2-Disagree 1-Strongly disagree

Statement	1	2	3	4	5
Project implementation without supervision					
Team members working together					
Team members have regular meetings					
Are communication channels open to everyone					
Culture shock among employees handled aptly					
Change management strategies applied to strengthen team					

D. Political Environment on RTM project performance

11. Does the political environment have an influence on the route to market project

Yes { } No { }

12. If there is significant influence of political environment; please express your opinions in regards to the extent to which the below affects route to market

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Political instability					
Interstate and intrastate conflict					
Government legislation					
Instruments of government					
Taxation					
Security					

13. How important is the performance of RTM project to the organization

Very Important { }
 Important { }
 Average { }
 Not important { }
 Least important { }

14. Which of the below factors are indicative of the successful performance of RTM project

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Product knowledge increase					
Increase in market share					
Increase in sales					
Availability of product on shelf					
Credit note numbers					
Distributor conditionalities					
Customer satisfaction Index					

Thank you