

**INFLUENCE OF NATIONAL CULTURE ON OPERATIONAL
EFFICIENCY BY MULTINATIONAL FOOD AND BEVERAGE
MANUFACTURERS IN KENYA**

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.


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

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DEDICATION

To my family, I love you very much. I hope to make you proud. You are the main reason for all the sacrifices we make and the reason we work hard.

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ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
GLOBE	Globe Leadership and Organizational Behavior Effectiveness
IBM	International Business Machines Corporation
IT	Information Technology
KAM	Kenya Association of Manufacturers
MNC	Multinational Corporation
SD	Standard Deviation
USA	United States of America
WESP	World Economic Situation and Prospects

ABSTRACT

Management practitioners and academics continue to pay attention to research on national culture independent of the organization, region, or nation in which it is performed. In current era, the major issue within multinational food and beverage manufacturers is acquiring the most effective national culture practices that will be responsible for measuring the overall operation efficiency. The objective of the study was to find the influence of national culture on operation efficiency by multinational food and beverage manufacturers in Kenya. This study was based on two theories, Hofstede's culture theory and Trompenaars' cultural theory. A cross-sectional descriptive approach was used for this study. This research aimed to survey 14 of Kenya's largest food and drink conglomerates. The target respondents were senior managers of the firms. An analysis was conducted using descriptive analysis. It was established that collectivism vs individualism influences national culture at great extent. Masculinity/femininity and uncertainty avoidance influence national culture to a moderate extent while power distance influences national culture to a small extent. The study established a positive relationship between national culture and operation efficiency. It was concluded that national culture is of incredible significance to operation efficiency of an organization. The operational efficiency of multinational food and beverage manufacturers in Kenya are influenced by national culture to a great extent in terms of flexibility of operations, product and service quality and finally speed of delivery. Research found that multinational food and beverage companies in Kenya might get insight into the impact of culture on company operations via cross-cultural training and awareness initiatives. It's recommended that organizations adopt policies and practices that boost employee engagement because national culture has become such a significant influence for the firm's operations in terms of cost, flexibility, product/service quality, and speed of delivery, the study also suggests that all multinational food and beverage manufacturers put more effort into adopting national cultural analysis.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Management practitioners and academics continue to pay attention to research on national culture independent of the organization, region, or nation in which it is performed (Cameron & Quinn, 2011). Organizations in today's highly competitive global market have started devoting a lot of resources to problems with cultural norms and the delivery of services. Every facet of a firm is affected by its culture, but internal business practices are especially sensitive to cultural factors (Fernandes, 2018). The culture of any given organization does not have an effect on the operations of the company by ensuring that it is in tune with the requirements of the employees; rather, the culture exerts its influence through the principles and standards that it upholds (Anali, 2018). When several organizational elements are put to the test at once, it may have a significant effect on how the business is run (Byles, 2009).

The study was guided by Hofstede's culture theory and the Trompenaars' cultural theory. Hofstede developed the first version of his model after applying factor analysis to the analysis of data from an IBM-conducted global survey of employee values in the 1960s and 1970s. By defining a set of seven cultural aspects, Trompenaars and Hampden (1997) laid the groundwork for Trompenaars' cultural theory, which they dubbed "The Seven Dimensions of Culture."

The fact that individuals are now working and talking with each other worldwide is a reality that occurs each day, because of the developing trend of multinational firms attaining more powerful positions in the international economy. In essence, our customers, suppliers and even business partners are located all over the world, and it is important to find ways of maximizing this reality. It is possible that the likelihood of success for many multinational corporations may be multiplied by increasing their sensitivity to national differences as well as their ability to promote national variances in business practices and in various regions of the globe (Ashton, 1984).

1.1.1 National culture

National culture is a unique collection of norms, behaviors and attitudes, beliefs, conventions, values, and assumptions that are held in common by the populace of a sovereign country (Schein, 2009). Pearce (2003), on the other hand, said that national culture is like a double-edged sword since it intrinsically has both strengths and possible drawbacks for every given country. According to Hofstede and Bond (1998), it is crucial for businesses to have an understanding of the numerous cultural elements that are present in the world, and then to develop strategies that will improve employee collaboration and teamwork in order to achieve corporate objectives.

Hofstede (2014) developed five dimensions of national culture which firms can consider when developing their organizational operation strategies. The five aspects are as follows: power distance, masculinity versus femininity, uncertainty avoidance, collectivism versus individuality, and orientation in the long term versus the short term. The degree or extent to which equality and inequality exists among a population is referred to as power distance. The allocation of money, knowledge, and resources, as well as the interaction between top

management and subordinates, all fall within the purview of power and influence. When power distance is low, there is a feeling of equality and inclusion among peers.

Masculine societies appreciate accomplishments, receiving material rewards and heroism (Tossi & Greckhamer, 2004). Feminine cultures, on the other hand, place a premium on group effort, individual happiness, and the common good. The degree to which people in a community strive to foresee and adapt to the occurrence of surprising, unplanned, and otherwise unknown events is referred to as "uncertainty avoidance." People in communities where there is a great emphasis on avoiding uncertainty are risk-averse and need a significant amount of preparation before making judgments (Brislin, 1993). Whether or not members of a society place equal weight on their individuality and their participation in broader social groups is a measure of the degree to which that society is collectively or individually oriented. The collectivism societies take care of each other and have a closely knit framework. In individualistic societies, individual performance and interests are promoted.

1.1.2 Operational efficiency

Operational efficiency involves delivery of high-quality goods and services at low prices as defined by (Saghafian et al. 2015). Operational efficiency is a company's capacity to create the goods or services it supplies to consumers in the most cost-effective way possible (Kuosmanen & Johnson, 2017). The level of efficiency obtained indicates whether or not the available resources were used to their full potential (Mozaffari, Gerami, & Jablonsky, 2014). When the amount of output produced per unit is more than the amount of input required, this is referred to as "operational efficiency." When a company is running well, it may provide its wares and services to consumers at the most affordable prices possible

without lowering quality. One common method for making businesses more adaptable to the ever-shifting demands of the market is to streamline their core operations (Rigby, 2015).

According to the findings of a research on operational efficiency that was carried out in Australia by Hejna and Hosking (2004), businesses can attain operational efficiency if they are able to successfully create, integrate, plan, and carry out effective change management strategies. The execution of the aforementioned policies (planning, implementing, and change management) calls for a strategy that is both highly effective and highly qualified, since it requires a highly competent and qualified staff. In addition, Kortmann et al. (2014) suggested that corporations are able to realize operational efficiency by reorganizing and restructuring the core processes of their businesses in a manner that is consistent with the ever-changing business world while observing cost-effectiveness. This would allow corporations to realize greater levels of operational effectiveness. Achieving operational efficiency may be accomplished in part by minimizing unnecessary expenditures and activities, as well as making optimal use of available organizational resources. These resources might include things like business procedures, technological advancements, and human labor.

Flexibility in operations, speed of delivery, and the quality of products and services are all indicators of operational efficiency. To be operationally flexible is to be able to adapt to uncertainty in either a proactive or reactive manner across all domains (Stevenson and Spring, 2007). According to Day (2015) Speed of service is a measurement of the amount of time it takes for a restaurant to serve its customers. Operational efficiency is all about a company's performance and capabilities, which means that in order for a company to

realize operational efficiency, it must utilize the resources it has available in ways that are both cost-effective and geared toward providing its customers with high-quality goods and services. A corporation may improve its operational efficiency by eliminating wasteful practices, focusing on vital resources, and optimizing its human resources, technological infrastructure, and internal procedures.

1.1.3 Multinational food and beverage manufacturers in Kenya

Multinational corporations in the food and beverage industry sector account for 65% Kenya's GDP, while the remaining 30% is contributed by the building, construction, mining, and quarrying industries (Kennedy & Brian, 2009). Manufacturing is one of the main productive sectors of the economy designated under vision 2030 that has the potential to boost development in Kenya (Kirungu, 2012). Kenya has acknowledged that the manufacturing sector is essential to the country's long-term economic success. Kenya's domestic consumption of agro-processed products has steadily risen for the last three decades laterally to the growth in disposable income. This inclination is projected to continue as the country develops towards becoming a middle-income nation (KIPPRA, 2014). Factories and suppliers in this market also have ongoing exports to international marketplaces in Europe, Asia and Africa to acquire economies of scale, escalate their market stake and eventual competitive advantage.

Indeed, the growth targets established by the government in its Vision 2030 statement for multinational food and beverage firms were aggressive and needed fast growing investment levels, ultimately reaching levels that were above 30% of GDP (GoK, 2013). The increased levels of poverty, in conjunction with the overall slowing of the economy, had continued to impede growth in the demand for locally created products. At the same time, effective demand

had continued to tilt further in favor of comparatively cheaper imported manufactured commodities. According to data provided by the World Bank (2013), the sector of multinational food and beverage producers is directly responsible for contributing 10% of Kenya's GDP.

The industry is made up of 3,500 different manufacturing units, directly employs 300,000 people, and is indirectly responsible for the employment of over 500,000 more; this gives it a share of 13% of Kenya's labor force in the formal sector. The international food and beverage industry has a significant amount of unrealized potential to contribute to the expansion of jobs and the GDP. According to Witjaksono (2012), the industry has great development possibilities in comparison to the agricultural sector since it is not restricted to land size in the same way that agriculture is. It has been observed that its contribution to GDP has been unchanged at around 10%, but at the same time its contribution to wage employment has been on a trend toward decline (Smith, 2011). An abysmal 0.02% is Kenya's percentage of manufacturing exports to the international market. This is among the lowest in the world. When this is compared to South Africa where the percentage is 0.3%, this number is rather low.

1.2 Research problem

Scholars and academics have discussed the impact of different cultures on the business practices of global food and beverage corporations. Some people say that the significance of culture to a company's success is overstated, while others say that multinationals can't succeed without taking cultural diversity into account. Still others claim that national cultural differences have either a positive or negative impact on the operations of multinationals. Regardless of perspective, however, an examination of cultural diversity reveals an effect on the performance of multinationals (Tega, 2012).

There have been both positive and negative outcomes associated with industrial investments in Kenya. On the one hand, new multinational food and beverage manufacturers have entered the Kenyan market, while on the other hand, existing manufacturers have moved their operations to other regional markets. This is mostly due to the very competitive climate that has been established on the domestic front, which has been supplemented by programs aimed at regional integration (Kenya Economic Report, 2017). Despite efforts of multinational food and beverage manufacturers to improve performance, issues of competition, technology and globalization are inevitable (Kirika, 2013). Due to turbulence of the business environment, multinational food and beverage manufacturers in Kenya are restructuring and rethinking of forming mergers in order to be competitive locally and globally (Ade et al. 2019).

There have been several studies conducted on the topic of national culture, both globally and locally. Research by Reddy (2017) published in the Canadian Journal of Business Strategy examined how organizational culture influenced the successful implementation of strategic initiatives. There was a significant correlation between the two on five of the cultural dimensions of organizations which include openness to new ideas, group collectivism, power distance, being humane, future and achievement orientations. Cultural traits are described as a critical factor in the operational efficiency scale by Australian researchers (Sidorova and Isik, 2010). These characteristics are discussed in relation to Australia. According to the findings, each of the interviewees places a significant amount of importance on a variety of organizational-cultural factors, such as the interactions and engagement of shareholders, in addition to a significant amount of employee opposition to the introduction of new operational efficiency within the organization. Kuany (2016)

conducted research on a regional scale to investigate how the culture of an organization affects employee performance. The research was done for Catholic Relief Services in South Sudan. Using an exploratory research methodology, he investigated the relationship that existed between the two primary variables. The researcher gathered primary data by conducting interviews with 21 members of the workforce. The study's results suggest a positive relationship between Catholic Relief Services' culture in South Sudan and the organization's efficiency. In Uganda, Saga (2009) examined the effect of national culture on operational efficiency among commercial banks in Uganda. He found out that national culture has weak relationship with operational efficiency.

Koech (2013) looked at the effects of Kenyan culture on the efficiency of commercial bank employees. The managers of Kenya's 44 commercial banks were asked to fill out questionnaires for a planned descriptive study. Research found a positive correlation between national culture and factors like low employee turnover and high levels of dedication at work. Muthoni (2012) investigated how Kenyan national culture influences the effectiveness of business operations in Kenya's commercial banks. A cross-sectional approach was used for this study. The studies did not uncover a significant correlation between national culture and operational efficiency. Onyango (2015) investigated how culture influences the competitive advantage of commercial banks. Information sharing, case point in group collectivism, power distance, and humane, future, and achievement orientations were the five organizational culture traits shown to have a negative connection.

Even though these studies have made significant contributions to our comprehension of the role that national culture plays, they do not address the topic of the role of national culture in connection to MNCs in the food and beverage manufacturing sector. Consequently, the

purpose of this research is to provide a response to the following question: how does national culture impact the operational efficiency of multinational food and beverage manufacturers in Kenya?

1.3 Research objective

The objective of this study is to establish the influence of national culture on operation efficiency by multinational food and beverage manufacturers in Kenya.

1.4 Value of the study

This study will confirm the application of the Hofstede culture theory and the Trompenaars' cultural theory in the subject area on the present business environment and scenario, which will result in an increase in the value of both of those cultural theories. This research will bring new evidence to notions that have previously been shown to be accurate in the academic world. The two hypotheses on the effects of national culture and operational efficiency will be put to the test through this study.

Second, the results of the research will be employed by lawmakers in order to establish laws that can be used to enforce norms and standards that will ensure that practitioners are ethical in their day-to-day work. The government will use the study to learn about advancing industrial sector trends in the future.

Thirdly, the findings of the research will be beneficial to managers in the manufacturing industry since they will have a better comprehension of the significance of national culture in the context of their sectors. When breaking into a foreign market, it's important to keep cultural norms in mind. National cultures need to be reimagined considering organizational goals that improve service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains an overview of the relevant literature and various perspectives on the subject. Because of this, the researcher was able to build on the findings of prior studies and produce more robust results.

2.2 Theoretical foundation

This section discussed the theories that the study is anchored on. They include Hofstede culture theory and Trompenaars' cultural theory.

2.2.1 Hofstede culture theory

Factor analysis was used by Hofstede to look at the results of a worldwide survey of IBM employees' values taken in the 1960s and 1970s, which ultimately led to the creation of Hofstede's first model. The original idea proposed four dimensions along which cultural values may be measured: individualism vs. collectivism; uncertainty avoidance vs. power distance; and masculinity vs. femininity. In 1991, a fifth component known as long-term orientation was included in the model as a result of research carried out by Michael Bond, who also oversaw the completion of an extra study.

The accomplishment, bravery, assertiveness, and monetary gain that come along with success are valued more highly in male-dominated societies, which is reflected in the masculinity component. Femininity, which is defined by a propensity for cooperation, humility, compassion for the weak, and quality of life, is the polar opposite of this feature. The

masculinity-femininity component of a culture refers to the extent to which ideals associated with stereotypical representations of masculinity and femininity are stressed in that society (Hofstede 1980, 2001). Second, the individualism-collectivism debate centers on the question of whether or not individual activity or collective action is the most effective approach to address problems.

People in societies that place a strong emphasis on individuality have a propensity to prioritize their own requirements, concerns, and interests above those of their group or organization (Tossi & Greckhamer, 2004). The converse is true in nations that place a strong emphasis on collectivism, in which it is standard practice for individuals to engage in social interaction with other members of their respective groups (Brislin, 1993). Williamson (2007) argues that the degree to which a society's members feel uneasy in the face of ambiguity and uncertainty may be quantified along the uncertainty avoidance dimension. The most important question that has to be answered is how a culture can adapt to the reality that the future can never be predicted. Countries that have a strong tendency to avoid uncertainty tend to retain beliefs and behaviors that adhere to strict norms. They have a zero-tolerance policy on unorthodox ways of behaving and thinking, in contrast to the more lenient attitudes of the weaker cultures, which hold that practice is more important than ideals. Lastly, but certainly not least, one interpretation of the long-term orientation dimension is that it is concerned with the pursuit of morality in society (Chui & Kwok, 2008). The pursuit of what can be unwaveringly trusted as the truth is highly valued in present-day civilizations. Cultures with a long-term orientation are focused on the opposite of these traits; they are normative in their thinking and show a high respect for traditions, but they are less likely to save for the future and are more concerned with achieving current objectives.

2.2.2 Trompenaars' cultural theory

Trompenaars and Hampden (1997) proposed what they called "The seven dimensions of culture" in their study. According to their findings, the seven dimensions are as follows: universalism vs. particularism; individualism vs. communitarianism; granularity vs. generality; emotionality vs. apathy; attribution vs. accomplishment; sequential time vs. synchronicity; inward vs. outward focus; and directionality vs. lateral focus. Distinctive features of societies can be identified by examining their ascriptions of status and authority, their neutrality in the expression of emotion, their specificity in the manner in which individuals interact with their coworkers in various contexts, and their outer direction, which characterizes the extent to which individuals within the society can exert influence over the environment (Gutterman, 2011).

Trompenaars developed the cultural theory of cultural dimensions, a framework based on component analysis, to investigate how a society's culture impacts its members' values and how those values connect to behavior. Over 1,100 citations to Hofstede's work were documented over the decade that spanned 1987–1997, making his cultural framework unquestionably the most significant one ever devised (Sivakumar & Nakata, 2001). The idea has been extensively used as a model for study in a variety of domains, most notably in the fields of international management, cross-cultural communication, and cross-cultural psychology.

A reading of cultural aspects that lacks critical analysis may easily lead to erroneous inferences, and it is evident that any cultural model has to be handled with a great deal of care. The way in which Trompenaars' cultural theory conceptualizes culture has been subjected to a little bit of criticism. Despite this, he continues to be one of the most well-known and often referenced authorities in the field. His investigations have remained consistent over the course of many

decades, and the methodology of the scientific school he founded is still being developed and used today.

2.3 Empirical studies and knowledge gaps

This section examines the empirical studies and knowledge gaps done globally and locally. Culture is defined as an integral part of the operational efficiency scale by Australian researchers (Sidorova and Isik, 2010). The results show that all respondents put a high value on several organizational-cultural variables, including relationships and involvement with shareholders as well as a high degree of employee resistance to the introduction of new operational efficiency inside the company.

Rajasekar (2014) while studying factors affecting effective strategy implementation in a service industry, identified national culture as a vital element of strategy implementation process. The survey of five electrical companies in Oman and a response rate of 83 percent study addressed in depth roles of both internal and external corporate communication, management, structure of the firm and controls. The findings showed that there exists a strong relationship between all traits of national culture and strategy implementation.

Isk and Sidorova (2013) conducted research in India to investigate the impact that a country's culture has on individuals' levels of achievement. It was discovered that the scale of performance has a major component consisting of a description of the national culture. According to the results, the participants in the interviews placed a high value on the participation and interaction of shareholders, as well as other characteristics of national culture. Findings also showed that respondents were strongly opposed to implementing the organization's new operational and performance management structures.

The impact of a country's culture on global commerce has a significant bearing on the basic operations of a company's human resource management, its corporate strategies and direction on matters of business ethics, its marketing and finance departments, and the culture of the organization as a whole. Achieving success in today's competitive economic environment requires, according to Chui and Kwok (2008), an understanding of and receptiveness to the beliefs, attitudes, values, and patterns of behavior that characterize a given country. National cultures affect managerial functions of multinational corporations like communication, motivation and reward systems, organizational design and work design. Many national institutions, such as those governing employment, education, and industry, also have an impact on corporate policy. Trust in others and the ability to work together effectively are only two of the many reasons why a country's cultural norms are so important.

Conducting business in different cultural environments requires one to adapt to the set value systems and norms of that culture (Hill & Jain, 2005). To be able to adjust to these varied cultural value systems, one has to accept the various components of an international company's operations that are carried out in a certain nation. The process of negotiating deals, setting up of payment structures for employees, developing a product name, the manner in which a product is promoted in the market, the type of relationship that exists between the management and its labor force, the work design and even the organizational structure are all influenced by national culture.

Mahbub (2017) carried a research on multinational corporations that are active in the business sectors of developing nations. The major purpose of this research was to evaluate how Bangladeshi national culture affected the corporate cultures of Multinational

enterprises operating in the country. The primary objective of this study was to make a significant contribution to the expanding body of knowledge in the field of business by investigating and providing solutions to issues that are associated with national and organizational culture in the context of a developing nation like Bangladesh. As a standard for measurement, the researcher relied on Hofstede's five factors of cultural dimensions. His research was carried out at a particular multinational corporation known as "Grameen phone" via the use of qualitative analysis of primary and secondary data.

Kuany (2016) conducted research in South Sudan to investigate how the culture of an organization affects the organization's effectiveness. The study was commissioned by Catholic Relief Service. He looked at the connection between the two main factors using an exploratory research approach. His interviews with 21 different employees were the main data he used. Using a content-analysis method, he analyzed the qualitative primary data. According to the findings of the research, there is a favorable connection between the culture of Catholic Relief Service in South Sudan and their performance.

In Uganda, Saga (2009) examined the effect of national culture on operational efficiency among commercial banks in Uganda. National culture has an impact on operational efficiency of commercial banks in Uganda. Substantially, it is essential in managing and motivating staff to alter their conduct and operational efficiency in a way that relates to the fresh course of the firm. Some cultures are stronger in some organizations and weaker in others. They each bring their own impact in the organization such as increased coordination and suitable methods of operational efficiency at a team level.

It was opined that organizational culture and strategy implementation are intangible resources that matter on performance of Zimbabwe banks, predominantly for great and

moderate performing banks by (Goromonzi, 2016). He examined organizational culture, strategy implementation and performance of commercial banks of Zimbabwe.

According to Munjua (2013), Dutch enterprises in Kenya are impacted by both Dutch and Kenyan cultural norms, which affect how they do business. According to the research, the success of Dutch businesses may be attributed in large part to elements of both the Dutch and Kenyan cultures. The study further revealed that both cultures strongly influenced the mode of communication used by the companies, the type of products availed into the Kenyan market along with the promotion strategies used, interpersonal and societal relationships, negotiation tactics, acceptable working hours and the dress code adopted in the organizations.

National culture was adopted as a source of operational efficiency by 2,600 people in 311 sub-units of organizations in manufacturing firms, according to (Klein, 2011). The firm's operational efficiency comes from national culture, according to the assessment. The measures consisted of two different data collecting instruments, one of which was a survey instrument that was both valid and reliable. The interview guide was used in the course of conducting interviews with the executive managers. The findings indicated that a national culture that encouraged technically helpful behaviors had a beneficial association with operational efficiency.

The research that Olaka, Lewa, and Kiriri (2017) conducted for their dissertation focused on national culture as well as the execution of operational efficiency in Kenyan commercial banks. With the use of questionnaires, researchers were able to collect information from 436 senior commercial bank officials. These results demonstrate a causal link between national culture and organizational effectiveness.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a summary of the investigation's approach for better understanding. Its major concentration is on the concept of the study, followed by approaches to data analysis, and, ultimately, the strategies for data collection and presentation that were implemented as part of this research.

3.2 Research design

This investigation was conducted using a descriptive cross-sectional study design. In research, a descriptive approach is used to better explain a topic by outlining its key features via a profile of relevant concepts, people, and events. This is accomplished by collecting data, tabulating the requirements of variables, or integrating the results of these processes (Rahi, 2017). One technique to use a descriptive cross-sectional research design is to provide a picture of the market climate regarding the elements of issue at a critical time. The who, when, and where of an event may be studied using this method, as well as the degree of variance among the pertinent variables.

3.3 Population of the study

Zikmund et al. (2010) define a population as the sum of the families and people who call a certain area their home. Interviews with a sample of families, students, or voters may help provide light on a study subject. In other words, a population is a collection of people who live in a city or state. The multinational corporations (MNCs) operating in Kenya's food

and beverage production industry are the focus of this particular research endeavor. There are a total of 14 companies that are included in Appendix III, which is based on information provided by the Kenya association of manufacturers (KAM). A census-like method was used for this research, with each of the 14 companies being taken into consideration.

3.4 Data collection

First-hand reports and historical records were used to compile the study's data. In order to gather primary information, we used a questionnaire with set questions. The questionnaire had both closed-ended and open-ended questions. The first part focused on the organizational attributes of multinational corporations, the second on their respective national culture, and the third on their operation efficiency. For this study, we had to meet strict health guidelines about social isolation due to coronavirus illness, we had to utilize Google forms to send out surveys (COVID-19). This poll was directed for upper-level managers as its target group.

3.5 Data analysis

Once all the data had been gathered, the questionnaires were edited to ensure that they are consistent. The responses were edited, tabulated, and coded. This was done to resolve the anomalies discovered. Precise numerical values were added to the responses for further analysis. Descriptive statistics was used for analysis which included mean as a measure of central tendency and the standard deviation (variances and standard deviation). Graphs and tables were used to present the findings.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

In this chapter, both the outcomes and the analysis of the data that was gathered will be covered. In addition, a discussion of the findings in relation to the literature that was reviewed in the chapters prior, is also given in this portion of the report. The purpose of the research was to assess how much of an impact Kenya's national culture had on operational efficiency of international food and beverage producers there.

4.2 Response rate

The total number of survey questionnaires distributed was 14, and a response rate of 92.9% was achieved via the collection and submission of 13 completed forms. The data provided credence to the argument made by Mugenda and Mugenda (2013) that rates greater than fifty percent are permissible in analysis. According to Babbie (2010), a return rate of sixty percent is seen as good, however a return rate of seventy percent is regarded as exceptional. The researcher was able to progress with data analysis since they received a satisfactory number of responses to their survey.

4.3 Organizational characteristics

This part is devoted to the fundamental information on the company. Having access to this information made it easier to grasp the history of the companies that were being taken into consideration. The section asked for information on the number of workers, the number of years the business had been operating, and the mode or manner of operations.

4.3.1 Period of operation

Respondents provided the information in Table 4.1 on the lengths of time that various multinational food and beverage producers had been active in Kenya.

Table 4.1: Period of operation

Years	Frequency	Percent
1-5years	0	0
6-10 years	1	7.7
11-15years	3	23.1
Over 15years	9	69.2
Total	13	100.0

Source: Field data (2021)

According to Table 4.1, 69.2% of the food and beverage manufacturing companies in Kenya have been in business for more than 15 years, 23.1% for 11-15 years, and 7.7% for 6-10 years. As a consequence, it seems that most international food and drink producers have a solid foothold in the Kenyan market.

4.3.2 Number of employees

The purpose of the study was to determine the total number of employees that are employed in Kenya by MNCs that produce food and beverages. The responses from the participants are summarized in Table 4.2.

Table 4.2: Number of employees

Employees	Frequency	Percentage
Less than 400	5	38.5
401 - 800	7	53.8
Above 800	1	7.7
Total	13	100.0

Source: Field data (2021)

In Table 4.2, we see that 53.8% of MNCs producing food and drink in Kenya have between 401 and 800 workers, while 38.5% have fewer than 400, and only 7.7% have more than 800. As a result, it's safe to assume that most of Kenya's multi-national food and beverage producers employ a sizable workforce.

4.3.3 Mode of operation

The study's objective was to learn how Kenya's multi-national food and drink producers run their businesses. Responses from participants are shown in Table 4.3.

Table 4.3: Mode of operation

Mode of operation	Frequency	Percentage
Wholly owned foreign subsidiary	6	46.2
Contract manufacturing	3	23.1
Foreign direct investment	2	15.4
Licensing	1	7.7
Franchising	1	7.7
Total	13	100.0

Table 4.3 indicates that most of the companies reached were wholly owned subsidiaries at 46.2%, followed by contract manufacturing companies at 23.1%, foreign direct investment at 15.4% and finally licensing and franchising with 7.7% respectively.

4.4 National culture

In this study, the country culture served as the independent variable. It was vital to ascertain the responses of the respondents in regards to their own country culture. The participants were given statements on the culture of the country, and they were asked to rate how much they agreed or disagreed with each statement using a scale that went from one to five. "Not at all," "small extent "moderate extent " great extent," and "very great extent". The answer that was found to be the most positive was granted 5 points for each question, followed by the responses that were deemed to be 4, 3, 2, and 1 points, respectively, for the responses that were deemed to be the least favourable. According to the findings of this research, the average value ranged from 4.0 to 5.0 for big, 3.0 to 4.0 for medium, 2.0 to 3.0 for small, and 1.0 to 2.0 for did not agree. The evaluation of the nation's culture included a total of twenty assertions.

4.4.1 Power distance

After reading five statements on power distance, participants were asked to rate their degree of agreement. This is seen in Table 4.4.

Table 4. 4: Power distance

Statement	N	Mean	SD
Decisions at the executive level should be made with little input from lower-level employees.	13	3.23	0.54
Executives should not ask the opinions of their juniors too frequently.	13	2.45	0.56
Promotions should only be for people in higher positions	13	2.06	0.41
Managers should not mix socially with those who report to them.	13	3.04	0.52
It is inappropriate for those in more junior positions to disagree with the choices made by their bosses.	13	3.24	0.58
Composite statistics	13	2.80	0.52

Source: Field data (2021)

According to what is shown in Table 4.4, those in subordinate positions should never dispute with the choices made by their superiors with (Average 3.24, SD 0.58). The vast majority of decisions should be made by those in leadership positions without discussing their subordinates with a (Average 3.23, SD 0.58). Managers should avoid socializing with people in lower positions with a (Average 3.04, SD 0.52). Executives should not ask the opinions of their juniors too frequently with a (Average 2.45, SD 0.56). Promotions should only be for people in higher positions with a (Average 2.06, SD 0.41). The overall average was 2.80 implies that power distance is characterized at a little extent in these firms.

4.4.2 Uncertainty avoidance

Five different statements on uncertainty avoidance in respect to national culture were provided to the participants. They were prompted to indicate the degree to which they agreed with the statement. The results are shown in Table 4.5.

Table 4.5: Uncertainty avoidance

Statement	N	Mean	SD
In this business, the company's needs and directions are explained in great detail with the purpose of ensuring that workers are aware of what is expected of them.	13	4.04	0.45
The value of standardized processes cannot be overstated.	13	4.10	0.89
It is of the utmost importance to carefully adhere to all directions and procedures.	13	4.11	1.10
You are open to the possibility of working for a different company in a different capacity.	13	3.70	1.08
It is essential to adhere strictly to the rules and guidelines laid forth in order to prevent needless disagreements.	13	3.90	0.92
Composite statistics	13	3.97	0.88

Source: Field data (2021)

From Table 4.5, following instructions and procedures closely is very important with a (Average 4.11, SD 1.10). Standardized work procedures are important with a (Average 4.10, SD 0.89). In addition, the needs and directions of the organization are outlined in detail so that workers are aware of what they are required to do with a certain situation (Average 4.04, SD 0.45). It is essential to adhere strictly to both the processes and the directions in order to prevent getting into unneeded fights with a (Average 3.90, SD 0.92).

Last but not least, working for a different company in an entirely different capacity with a (Average 3.70, SD 1.08). Given that the total average was 3.97, it can be deduced that most of the multinational food and beverage producers in Kenya adopted uncertainty avoidance to a moderate intensity.

4.4.3 Collectivism vs individualism

The participants were given five statements on collectivism vs individualism and they were asked to indicate their level of agreement. Table 4.6 depicts the outcome.

Table 4.6: Collectivism vs Individualism

Statement	N	Mean	SD
It is essential for individuals to put the needs of the group ahead of their own interests.	13	3.90	0.56
Relationships in the workplace prevail over task	13	4.26	0.61
In this company individual accomplishments are more emphasized	13	4.11	0.35
It is more vital to reward the wellbeing of a group than it is to reward individuals.	13	4.34	0.35
Work harmony should always be maintained	13	4.23	0.79
Composite Statistics	13	4.17	0.53

Source: Field data (2021)

From Table 4.6, rewarding a group welfare is more important than individual reward with a (Average 4.34, SD 0.35). Relationships in the workplace prevail over task with a (Average 4.26, SD 0.61), while work harmony should always be maintained with a (Average 4.23, SD 0.79). In this company individual accomplishments are more emphasized with a (Average 4.11, SD 0.35). Sacrificing individual self-interest for the

group is important with a (Average 3.90, SD 0.56). The overall average was 4.17 implies collectivism vs individualism influence national culture at great extent.

4.4.4 Masculinity/femininity

The participants were provided with five statements relating to masculinity and femininity, and they were asked to indicate the degree to which they agreed with each statement. The results are shown in Table 4.7.

Table 4. 7: Masculinity/Femininity

Statement	N	Mean	SD
There are more men in senior roles	13	4.24	0.54
The employees who are more assertive with 'no-nonsense 'attitude are more likely to be promoted	13	3.35	0.61
In this company people are generally concerned and are sensitive towards others.	13	3.80	0.56
There are distinct psychological and social roles that are assigned to each gender.	13	3.59	0.41
Problems are often solved by males using logical analysis, whereas women rely more on their intuition to do so.	13	3.36	0.56
Composite Statistics	13	3.67	0.53

Source: Field data (2021)

Table 4.7 indicates that there are more men in senior roles with a (Average 4.24, SD 0.54). In this company people are generally concerned and are sensitive towards others with a (Average 3.80, SD 0.56). In addition, there are distinct emotional and social roles that are assigned to each gender, which results in a (Average 3.59, SD 0.41). Traditionally, males solve issues by rational analysis, whereas traditionally, women solve problems through

intuition with the help of a (Average 3.36, SD 0.56). Lastly, the employees who are more assertive with ‘no-nonsense ’attitude are more likely to be promoted with a (Average 3.35, SD 0.61). The overall average was 3.67 implies masculinity/femininity influence national culture at moderate measure.

4.5 Operational efficiency of multinational food and beverage manufacturers

In this section, the study sought to establish the extent to which national culture has influenced operational efficiency of these multinational food and beverage manufacturers in terms of their flexibility, product and service quality and speed of delivery. In order to differentiate the level of impact, the following analysis has been applied: There was a significant degree of agreement with the average value of 4.0<5.0, a moderate degree of agreement with the range 3.0<4.0, a minor degree of agreement regarding the range 2.0<3.0 and did not agree with the range 1.0<2.0. To measure the operational efficiency of Kenya's multinational food and beverage producers, the researcher employed 9 different statements.

4.5.1 Flexibility of operations

It was requested of the participants that they indicate how much they agree with each of the three assertions about the adaptability of their operations. The conclusive findings are shown in Table 4.8.

Table 4.8 Flexibility of operations

Flexibility	N	Mean	SD
There is a broadening of the range of available products and services.	13	4.53	0.48
There has been a volume growth in both the products and the services.	13	4.40	0.49

There is increase in interaction with clients	13	4.30	0.49
Mean	13	4.41	0.49

Source: Field data (2021)

From table 4.8, there is increase in variety of goods and services at an average of 4.53, S.D 0.48, there is increase in volume of goods and service at an average of 4.40, S.D 0.49. Lastly, there is increase in interaction with clients at an average of 4.30, S.D 0.49. The overall average was 4.41 which implies that flexibility of operations has been influenced at a very great extent.

4.5.2 Product and service quality

It was requested of the participants that they rate the degree to which they agreed with each of the three statements about the quality of the product or service. Table 4.9 indicates the ultimate outcome.

Table 4. 9 Product and service quality

Product and service quality		Mean	SD
There has been a rise in total income from sales.	13	4.20	0.55
There has been a rise in the total number of parties involved.	13	4.16	0.53
There has been an improvement in the durability of brand value.	13	4.06	0.55
Mean	13	4.14	0.55

Source: Field data (2021)

From Table 4.9, there is increase in sales revenue at an average score of 4.20, S.D 0.55, followed by there is increase in the number of stakeholders at an average score of 4.16, S. D 0.53. There is increase in the strength of brand value at an average of 4.06, S. D 0. 55.

The overall average was 4.14 which imply that product and service quality of operations is influenced at a great extent.

4.5.3 Speed of delivery

It was requested of the participants that they indicate the level of agreement that they had with each of the three statements about the pace of delivery that were presented in Table 4.10.

Table 4.10 Speed of delivery

Speed of delivery		Mean	SD
There is increase in online marketing	13	4.50	0.53
There is increase in speed of communication flow	13	4.41	0.63
There is increase in the speed of response to client needs and queue	13	4.44	0.58
Mean	13	4.50	0.58

Source: Field data (2021)

There is increase in online marketing at average of 4.50, S.D 0.53, followed by there is increase in the speed of response to client needs and queue at average of 4.44, S.D 0.58, there is increase in speed of communication flow at average of 4.41, S.D 0.63. Given that the total average was 4.50, this indicates that the rate of delivery may be modified to a significant degree. The overall average was 4.53, which indicates that the timeliness of delivery of multinational food and beverage firms are well effective to a significant degree.

4.6 Discussion of findings

It was discovered that power distance had some impact on the national culture in Kenya, although to a limited degree. This was supported by the following statements: individuals in executive positions should make the majority of decisions without consulting their juniors, and managers should avoid associating with those in lower ranks. To write their dissertation, Olaka, Lewa, and Kiriri (2017) performed research that centred on the national culture in Kenya and the implementation of operational efficiency in commercial banks in that country. According to the results, there is a favourable association between the culture of a country and the operational effectiveness of its businesses. The findings disagree with, Isik and Sidorova (2013) who asserted that powerlessness avoidance estimation, impacts how people from an overall population feel uneasy with weakness and ambiguity.

The study established that uncertainty avoidance influences national culture in Kenya to a moderate extent. On the other hand, the following statements in this area were judged to have a significant amount of relevance: it is extremely necessary to adhere attentively to instructions and procedures, and standardized work practices are essential. The criteria and directions of the company are outlined in great detail in order to ensure that personnel are aware of what is expected of them. The findings agree with to (Klein, 2011). The firm's operational efficiency comes from national culture, according to the assessment. The findings indicated that a national culture that encouraged technically helpful behaviors had a beneficial association with operational efficiency.

Collectivism, as opposed to individualism, has been shown to have a substantial influence on Kenyan national culture. This is supported by the findings of a number of studies. The assertion was supported by the statements that are listed below: In the workplace,

interpersonal connections are prioritized above the completion of duties, and one of the most important values is to put one's own needs second to those of the team. Individuals should prioritize the welfare of the group above their own. The findings agree with Kuany (2016) that collectivism societies take care of each other and have a closely knit framework. In individualistic societies, individual performance and interests are promoted.

It was established that masculinity/femininity influences national culture in Kenya at moderate extent. This was backed by the following statements; there are more men in senior roles, in this company people are generally concerned and are sensitive towards others and there is emotional and social role differentiation between genders. The findings agree with Tossi and Greckhamer (2004) that feminine societies appreciate the wellbeing of the people, cooperation and they focus on the quality of life. These findings are consistent with those of Reddy (2017), who identified a strong correlation between information sharing, case point in group collectivism, power distance, compassion, future, and achievement orientations in organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

An overview of the results, conclusions, recommendations, limitations of the study, as well as proposals for additional research suggested by the researchers, are presented in this chapter. This is done so as to fulfil the requirements of the goal of the research.

5.2 Summary of the findings

The purpose of this study was to determine whether national culture has an effect on efficiency of multinational food and beverage producers in Kenya in their day-to-day operations. Most of the main international food and drink producers have been present in the Kenyan market for over fifteen years, employing well over four hundred employees, and are therefore a key economic driver. Most multinational food and beverage manufacturers are wholly owned subsidiaries and embrace contract manufacturing as their mode of operation.

In this study, we found that masculinity/femininity and the need to avoid uncertainty somewhat shape Kenya's national culture. The following claims provided support for this, "more males than women hold executive positions," "people here tend to be kind and considerate." "Strict adherence to instructions and the use of well-established, consistent practices in the workplace are of the utmost importance."

It was determined that there is a little but discernible impact of power distance on Kenyan national culture. The comments "executives should make most decisions without

consulting their juniors" and "managers should avoid mingling with persons in lower ranks" lend credence to this idea. It was determined that differences between collectivism and individualism had significant effects on national culture. Statements like "rewarding a collective welfare is more essential than individual reward" provided support for this idea, "relationship in the workplace prevail over task" and "work harmony should always be maintained."

It was also established that national culture influences operations efficiency of these multinational food and beverage manufacturers at a great extent. This was depicted by the outcome of the analysis. Flexibility of operations, product and service quality as well as speed of delivery had an aggregate Average of 4.53. This implies that the operations of these firms have been improving and are effective to a great extent.

5.3 Conclusion of the study

This research set out to determine how cultural norms in the Kenyan society affect the operational efficiency of multinational food and beverage corporations. The research indicated that these food and beverage producers were influenced by national culture.

The study concludes that national cultural dimensions of masculinity/femininity and uncertainty avoidance impact national culture to a moderate intensity while power distance influences on a small extent. However, statements attributed to collectivism versus individualism influence national culture at a great extent. This implies that these firms take care of group welfare, group interest and group performances more than individual interests.

The national culture of a company's employees, clients, and investors has a significant impact on every aspect of the business. It was established that national culture influences flexibility of operations, product and service quality as well as speed of delivery to a great extent. Kenya's national culture impacts the businesses of multinational food and beverage producers not because of how well it fits with workers' preferences but because of the values and conventions it upholds.

The study identified other firm operational efficiency areas that are influenced by national culture. For instance, national culture is reflected in the company code of conduct, it dictates the products to avail to the market, it directs the promotion and advertising process and finally, it guides how labor and equipment are organized.

The survey also found out the descent of the majority of employees in these multinational firms. All the responses received indicated that the majority of employees in the target companies were Kenyans. This indicates that the multinational food and beverage manufacturers in Kenya employ more locals to do the work compared to expatriates. Multinational food and beverage producers in Kenya face a number of difficulties and possibilities stemming from the country's pervasive national cultural distinctions. Firms that take note of national cultural differences are able to make the most appropriate strategies concerning the operations efficiency of the firm and foreign cultures.

5.4 Recommendations of the study

The study indicated that little effort has been put on cross-cultural training activities in these firms. However, local nationals have been employed in the host country to take care of the national cultural differences. Multinational food and beverage producers in Kenya

should implement cross-cultural training and awareness efforts to better grasp the effects of the culture's values and norms on daily business. The company should have policies and practices that promote employee participation.

National culture has become such a significant influence for the firm's operations in terms of cost, flexibility, product/service quality, and speed of delivery, the study suggests that all multinational food and beverage manufacturers should devote more resources to the adoption of national cultural analysis. Leaders should strive toward creating a productive and encouraging environment where no one feels threatened, allowing everyone to thrive and reach their full potential in the company.

Arising from the study, the policy formulators should seek to understand the role of national culture in multinational firms so that they propagate the development of strong and widely shared values, beliefs and norms appropriate for competitiveness in different dynamic markets. During review of existing literature, the researcher established that few studies have been conducted within the Kenyan context on the study topic. This study will act as a basis for related studies to be conducted within the Kenyan context and act as a repository for future references.

5.5 Limitations of the study

The fact that the research's target respondents were middle-management workers was a significant obstacle. Many respondents did not have time to fill out the survey when the researcher delivered it to them because they were too preoccupied with other obligations. It took far more time than I had planned to collect all of the feedback.

The start of Covid 19, which required individuals to work from home and maintain social distance, severely restricted the researcher's ability to contact with the respondents. Telephonic or online follow-ups, such as Zoom conferences, were required. These limitations made it much more difficult to validate some of the remarks in a suitable way, as would have been the case during in-person meetings. Another disadvantage of the study is that it just examines how national culture affects operational efficiency. Nevertheless, other aspects play an extremely important part in giving a company's operations a competitive edge.

5.6 Suggestions for further research

This study employs a quantitative cross-sectional approach to its methodology. The only data collected were the participants' own words. The researcher opted to conduct the investigation using a quantitative approach and a cross-sectional design since we had a limited amount of time and money to work with. This proved to be the most effective method for solving the challenges we were facing. Owing to this, it is essential to do comparative research making use of qualitative approaches such as interviews.

In addition, this research was limited to looking at international companies that produce food and beverage in Kenya. This leaves a void in the influence that national culture has on multinational corporations operating in many sectors, such as the construction and mining, metals sectors amongst others. In the future, study should be conducted to determine the impact that a country's culture has on the effectiveness of operations in a variety of different fields and businesses.

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APPENDICES

Appendix I: Introduction letter

2021

Masters Student- MBA

University of Nairobi

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi where I am undertaking a degree in Masters of Business Administration. For my course work evaluation, I'm expected to write a research paper on the topic of **“NATIONAL CULTURE ON OPERATIONS BY MULTINATIONAL FOOD AND BEVERAGE MANUFACTURERS IN KENYA”**.

In order to accomplish this goal, your organization has been selected to provide the essential data for this investigation. This information is not included in the report under your name and is just used for scholarly applications. You will get access to the results of the study if you make a request in that regard.

Your involvement in this and any assistance you can provide would be very much appreciated.

Thank you so much in advance.

Gloria Wangare Gakuo

Masters student – researcher

University of Nairobi

Appendix II: Questionnaire

It is required that you respond to all of the questions included in this form. The purpose of this research is to determine whether or not national culture has an effect on the business practices of multinational businesses operating in the food and beverage manufacturing sector in Kenya. All of the replies will be kept strictly secret and will be used just for the purpose of conducting this research and for academic reasons only.

SECTION A: Organization characteristics

1. What is the company's country of origin?

2. How long has the company operated in Kenya? (Tick one as appropriate)

1-5years [] 6-10years [] 11-15years [] Over 15years []

4. What is the number of employees in company? (Tick one as appropriate)

Less than 400[] 401 - 800 [] Above 800[]

5. Which is your company's current mode of operation?

- i. Wholly owned foreign subsidiary []
- ii. Contract Manufacturing []
- iii. Foreign direct investment []
- iv. Licensing []
- iv. Franchising []

SECTION B: National culture

To what extent do you agree with the following statements regarding dimensions of national culture in your firm? Use the following scale: 1=no extent, 2=little extent, 3=moderate extent, 4=great extent,5=very great extent

Power Distance	1	2	3	4	5
The majority of choices need to be made by those in executive positions, without them consulting their subordinates.					
Executives should not ask the opinions of their juniors too frequently.					
Only those in higher-ranking jobs ought to be eligible for promotions.					
Socializing with those who hold lesser positions is not something that managers should do.					
It is inappropriate for those in more junior positions to disagree with the choices made by their bosses.					
Uncertainty avoidance	1	2	3	4	5

The organization makes sure that all of its needs and instructions are communicated to workers in a clear and concise manner, so that they are aware of what is expected of them.					
Standardized work procedures are important					
It is of the utmost importance to carefully adhere to all directions and procedures.					
You are open to the possibility of working for a different company in a different capacity.					
It is essential to adhere strictly to the rules and guidelines laid forth in order to prevent needless disagreements.					
Collectivism vs individualism	1	2	3	4	5
It is essential for individuals to put the needs of the group ahead of their own interests.					
It is more vital to reward the wellbeing of a group than it is to reward individuals.					
In this company individual accomplishments are more emphasized					
Relationships in the workplace prevail over task					
Work harmony should always be maintained					

Masculinity/femininity	1	2	3	4	5
There are more men in senior roles					
The employees who are more assertive with 'no-nonsense' attitude are more likely to be promoted					
In this company people are generally concerned and are sensitive towards others.					
There are distinct psychological and social roles that are assigned to each gender.					
Difficulties are often solved by males by logical analysis, whereas women typically solve problems through intuition.					

SECTION C: Operations of multinational food and beverage manufacturers

To what extent do you agree with the following statements regarding national culture and its influence on operations in your firm? Use the following scale: 1- strongly disagree, 2- disagree, 3-neutral, 4-agree, 5- strongly agree.

Operations	1	2	3	4	5
Flexibility of operations					
There has been a volume growth in both the products and the services.					
There is a rise in the amount of engagement with customers.					
There is increase response to client feedback and demands					
Product and service quality	1	2	3	4	5
There has been a rise in total income from sales.					
There has been a rise in the total number of parties involved.					
There has been an improvement in the durability of brand value.					
Speed of delivery	1	2	3	4	5

There is increase in online marketing					
There is increase in speed of communication flow					
There is increase in the speed of response to client needs and queue					

Thank you

Appendix III: List of MNC's within the food and Beverage Manufacturing industry

NO	NAME OF FIRM	SUB SECTOR
1	East African Breweries Limited	Alcoholic Beverages and Spirits
2	Heineken	Alcoholic Beverages and Spirits
3	Danone	Dairy Products
4	Coca-Cola	Juices, Waters and Carbonated soft drinks
5	Delmonte	Juices, Waters and Carbonated soft drinks
6	Pepsi (SBC Kenya Limited)	Juices, Waters and Carbonated soft drinks
7	Unga group	Bakers and Millers
8	Weetabix	Bakers and Millers
9	Proctor & Gamble	Bakers and Millers
10	Mars Wrigley Confectionery	Cocoa, Chocolate and Sugar confectionery
11	Nestle' Kenya Limited	Cocoa, Chocolate and Sugar confectionery
12	British American Tobacco plc	Tobacco
13	Bidco Africa Limited	Vegetable oils
14	Unilever Kenya Limited	Vegetable oils