

**STRATEGIES ADOPTED BY ALCOHOLIC BEVERAGES
MANUFACTURERS IN KENYA TO GAIN COMPETITIVE
ADVANTAGE**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION DEGREE, SCHOOL
OF BUSINESS, UNIVERSITY OF NAIROBI**

SEPTEMBER 2016

DECLARATION

I declare that this research is my original work and has not been presented to any other University or college for academic purposes.

Signed.

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

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Dedication

I dedicate this research project to my mother for her unwavering support, my friends who urged me on and my colleagues who may wish to conduct further studies on the subject.

Acknowledgement

This research project would not have been possible without the help of God. The cooperation and support from a number of people, whose contributions facilitated the completion of this project will always be appreciated.

Special thanks go to my Supervisor, for guiding me throughout this study. Her knowledge of the subject matter enabled me shape this research project. I also acknowledge the contribution of the rest of the University of Nairobi fraternity especially the MBA coordination office, library staff and my moderator to the success of this project.

I wish to thank my friends and family for their understanding and support during the research project period. Finally, I thank everyone else who in their own little way made this research project possible.

Abstract

The current operational set-up in Kenya's alcoholic beverages industry is a turbulent and highly competitive one. To ensure survival and sustainability in the market place the alcoholic beverages companies must adopt a competitive strategy. Alcoholic beverages companies following competitive strategies may realize a market sustainability advantage over competitors that pursue other generic strategy type or those that are stuck-in-the-middle. The alcoholic beverages industry in Kenya has seen an array of changes in the past one decade. The economic scenario, which emerged after globalization, privatization and liberalization, has thrown a new challenge before the alcoholic beverages sector. Currently it has to be more competitive in order to meet the needs and demands of its customers. These companies have to compete for limited resources, market share, and limited customers in order to achieve their mission or objectives.

To achieve sustainable growth and profitability, these companies have to strategize to change direction quickly and transform themselves while maintaining business momentum. The above setbacks resulted in the alcoholic beverages operators adopting survival strategies such as use of advertising, on-time delivery and good customer service. However, despite these strategies, the operators continued to record dismal performance in the recent years epitomized by globalization, liberalization and consolidation of the alcoholic beverages markets globally. Previous studies revealed that firms in different industries adopt different competitive strategies, which are unique in each context. Despite this background, limited research had been conducted to determine the competitive strategies in alcoholic beverages companies, which enabled them, survive in the highly competitive market. The study was motivated by the need to fill this gap in knowledge.

Table of Contents

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study	1
1.1.1 Concept of Strategy.....	2
1.1.2 Competitive Advantage	3
1.1.3 Strategy of Competitive Advantage.....	3
1.1.4 Alcoholic Beverage Industry in Kenya.....	4
1.1.5 Alcoholic Beverage Manufacturers	3
1.2 Research Problem	5
1.3 Research Objectives.....	7
1.4 Value of the Study	7

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction	9
2.2 Theoretical Foundation of the Study	9
2.2.1 Resource Based View Theory.....	9
2.2.2 Differentiation Competitive Strategies	10
2.3 Indicators of Competitive Advantage Introduction	13
2.2 Empirical Studies and Research Gaps	14

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction	5
3.2 Research design	5
3.3 Data collection	5

3.4 Data analysis	5
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CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction	17
4.2 Respondents' Profile.....	17
4.3 Causes of Low Competitive Capability	17
4.4 Strategic Responses	18
4.4.1 Market Segmentation Strategy.....	18
4.4.2 Product Strategy.....	19
4.4.3 Use of Research and Development Efficiently Strategy.....	20
4.4.4 Pricing Strategy.....	20
4.4.5 Thinking Small Strategy	21
4.4.6 Promotions Strategy.....	22
4.4.7 Pervasive Influence of CEO Strategy	23
4.5 Challenges of Application of Marketing Theories in Alcoholic Beverage Industry ...	24

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction	25
5.2 Summary of Findings.....	25
5.3 Discussion of Results	27
5.4 Conclusion	27
5.5 Recommendations	28
5.6 Limitations of the Study	29
5.7 Recommendations for Further Research	30
5.8 Implication of Policy and Practice.....	30

REFERENCES30

APPENDICES

Appendix 1: Interview Guide32

Appendix 2: Overview of Studies on Competitive Strategies in the Alcoholic
Beverage Industry and Related Industries36

Appendix 3: Alcoholic Beverage Manufacturers Licensed by KRA.....38

Abbreviations and Acronyms

KRA – Kenya Revenue Authority

NACADA – National Council Against Drug Abuse

EABL – East African Breweries Limited

List of Tables

Table 1.1 Alcoholic Beverage manufacturers Licensed By KRA by 2013

CHAPTER ONE: INTRODUCTION

1.0 Background of the study

The business environment is not the same as it was years ago; it is fundamentally changing as a consequence of major societal dynamics, for example, mechanical advances, globalization and deregulation. These new conditions and eventualities have made new practices mandatory and attaining competitive advantage difficult. Kotler (2000) contends that customers progressively expect top of the range decision making and creativity. They see less genuine item contrasts and show less brand faithfulness. They can get broad item data from the web and different sources, allowing them to shop all the more keenly. They are indicating more noteworthy value affectability in their ever alternating tastes and preferences. Innovators are confronted by serious rivalry from residential and outside brands, which is midwifing rising advancement expenses and contracting overall revenues. Fringe mixed refreshments are capitulating to the pressure of the developing force of the monster mixed drinks and the category killers.

Most organizations are stacked with upper hands when it comes to competing with their rivals in the markets, however they do not comprehend what they are. The surest approach to build deals, curve a niche of the market, and increase net revenues is to reveal an organization's upper hand in the market and to make them the champions of its innovations through promoting correspondence from its consumers. Industry pioneers set themselves apart with high investments in R&D that engages them to drive unrivaled budgetary execution through creation of impact of new products in the market and

maintaining bust cycles. They concentrate on building long haul key points of interest as opposed to contributing forcefully when the market is solid and summarily cutting projects when the economy and evaluating situations debilitate. The key is to distinguish high-esteem methodologies and applications for tomorrow's mass market in view of industry experiences and demonstrated innovation developments being used by today's initial adopters.

1.2 Concept of Strategy

Strategy is the unifying theme that accords lucidness and direction to the choices of an organization. Hart (2009) characterizes strategy as "the craft of the work of battle as a way to accrue the spoils of war". Clausewitz (2011) later concluded that strategy is the practical adjustment of the accessories put at a manager's disposal to the accomplishment of the objectives. Technique is what best the organization does that is of extraordinary significance, setting it apart from its competitors. It is the steps an organization takes to achieve it's mission. Mintzberg (1994) contends that procedure develops after some time as expectations intended to suit an evolving reality. He includes that methodology is an arrangement, a "how," a method for getting from here to there. It is an example in activities after some time; for instance, an organization that frequently showcases extremely costly items in utilizing a "top of the line" system. Key Management comprises of the examination, choices, and activities that an organization embraces with a specific end goal to make and support upper hands. Strategic management process is the full set

of commitments, decisions, and actions required for a firm to create value and earn above-average returns. (Hitt, Hoskinson, & Ireland, 2004).

1.0.1 Competitive Advantage

The term competitive advantage has generally been portrayed as far as the traits and assets of an association that permit it to beat others in a similar industry or item showcase (Barney, 2009). The new worldview of global intensity is a dynamic one, in view of advancement. Intensity at the business level emerges from prevalent profitability; either as far as lower expenses than opponents or the capacity to offer items with unrivaled (esteem including) that legitimizes a premium value (Foster and Kaplan, 2001).

Itemized contextual analyses of several businesses, situated in many nations, uncover that universally focused organizations are not those with the least expensive information sources or the biggest scale, however those with the ability to enhance and develop ceaselessly. Upper hand, then, lays not on static productivity or on streamlining inside settled imperatives, yet on the limit with respect to development and change that move the requirements (Foster and Kaplan, 2001).

Detailed case studies of hundreds of industries, based in dozens of countries, reveal that internationally competitive companies are not those with the cheapest inputs or the largest scale, but those with the capacity to improve and innovate continually. Competitive advantage, then, rests not on static efficiency or on optimizing within fixed constraints, but on the capacity for innovation and improvement that shift the constraints (Pearce and Robinson, 2003)

As indicated by Porter (1996), competitive edge is an essential element of key administration. It characterizes the uniqueness of an organization versus its rivals. Focused technique of the entity is the guide towards increasing upper hand. The system by which the competitive edge is picked up is known as business level technique of the entity. Wellsprings of competitive edge incorporate superb items, predominant client benefit and accomplishing lower costs than its adversaries (Barney, 2009).

The urge to completely tie down competitive advantage has been the predominant subject in the strategy realm for a long time (Porter, 1996). Competitive edge is a trip and not a goal; it is enshrined in tomorrow which is inevitable however it never arrives. Competitive advantage just gets to be important when this excursion is experienced (Stutz and Warf, 2009). For most organizations, be that as it may, the issue is the way to distinguish where the possibility lies. In quick moving focused situations, the nature of the competitive technique itself continues changing in a capricious manner.

1.0.2 Strategy and Competitive Advantage

Competitive edge comprises of the considerable number of moves and methodologies a firm has taken and is taking to draw in purchasers, withstand focused weights, and enhance its market position. In plainer terms focused technique concerns what a firm is doing to attempt to take the breath away adversary organizations and increase upper hand. A company's procedure can be for the most part hostile or for the most part guarded, moving from one to alternate as economic situations warrant.

Leigh (2010) recalls that organizations are continually searching for a competitive edge, an approach to stand different from the competitors and to offer something that is simply a good fit for a particular niche. Competitive edge requires recognizing a particular target gathering of people with an unmistakably characterized need, creating and conveying a high caliber and suitably evaluated item or benefit and showing improvement over any other person or product.

1.1.2 Alcoholic Beverage Industry in Kenya

Lager industry in Kenya goes back to 1922 when two siblings from England, George and Charles Hurst, began blending brew in Kenya. The two formally consolidated their business as a privately owned business under the name of Kenya Breweries Ltd. In 1929 the initially malted grain lager was fermented and the primary bunch conveyed to New Stanley Hotel where it was opened with blended response. In 1930, the main ale lager was fermented and discharged into the market. By 1938 the organization was perceived for its lager after it won the principal preparing grant in a global rivalry. Packaged lager utilization was restrictive for whites in pre-frontier time until 1947 when Africans were permitted to drink formal area brew.

Kenya's premium lager division is penciled to extend by 2% in popularity throughout the following five years, yet general market volumes will ascend by 4%. The premium brands focus on the high-wage workers, who represent just 10% of the populace. Kenya has a prospering brew industry creating astounding lager perceived as the best universally. This has been conceivable because of elements, for example, great atmosphere for agro-creation, accessibility of grain, moderate work, neighborhood showcase (brew per capital utilization at 14 liters), access to the territorial markets like

COMESA and the East African Community. Kenya's key area in the East African drift gives availability toward the East and Central African markets by means of International seaport/air terminal.

1.1.3 Alcoholic Beverage Manufacturers in Kenya

Competitive edge is an organization's capacity to perform in at least one way that contenders can't or won't coordinate. Organizations endeavor to assemble manageable upper hands. Competitive edge is at the heart of an organization's execution in its selected markets. It is about how an organization puts the non specific methodologies into practice and it becomes in a general sense out of the esteem a firm can make for its purchasers (Porter 1990). It might take the types of costs lower than contenders for proportional advantages or the arrangement of interesting advantages that more than counterbalance a premium cost.

Thompson and Strickland (2002) contend that focused methodology comprises of every one of those moves and methodologies that a firm has and is taking to pull in purchasers, withstand aggressive assault on their market share, and enhance its market position. Having an upper hand in the market makes organizations think outside the box, sort out and perform discrete exercises.

Advertisers are in this manner changing their methods of insight, ideas and devices so as to be effective amid this aggressive era. From concentrating on exchanges to building long haul beneficial client connections, from making benefit from every deal to making benefits by overseeing client's product lifetime esteem, from a center of picking up piece of the overall industry to an emphasis on building client share i.e. by offering the best

firm to offering a similar offer similarly to individualizing, altering messages and offers. Organizations will have the capacity to plan their own item includes on the organization's online presence. From overwhelming dependence on one specialized device to, for example, publicizing or deals constrain mixing a few apparatuses to convey on a reliable brand picture to clients at each brand contact.

1.2 Research problem

Porter (1985) refers to having an upper hand in the market as a favorable position over contenders in the same environment by offering shoppers more noteworthy products, either by selling at lower costs or by giving more prominent advantages and administrations that legitimizes a higher cost. For the business to make due in the market that has a considerable measure of players, it needs to embrace immaculate vital oversight that will empower it to take on different rivals in the market. Firms plan procedure to fall back to after focused methodologies when they try to enhance or keep up their execution through liberal activities in a particular market or industry.

By deploying a convincing forceful framework, an entity finds its industry area of specialization and gets feedback concerning its clients. High creation costs and a national crusade against second era mixed beverages have not prevented the mixed drinks industry from prospering in Kenya. The alcoholic spirits and brew barrel showcase has relentlessly and unequivocally developed and this is predicated upon to proceed over the foreseeable coming years. In any case, this has not implied reliable gainfulness over every one of the organizations included or all business lines. Specifically, a hefty portion of the outside mixed drink delivering substances have neglected to make a benefit in this

market. Contrasted with multinational organizations from created nations few liquor delivering firms in Kenya have a high resilience of developing business sector dangers and low introduction to the instability of changing shopper inclinations in the wake of the expanding white collar class development in East and Central Africa Region. The business confronts some huge difficulties, one of which is the absence of research to realize mark development. Organizations need to manage an absence of customer dependability in the second era spirits showcase, the absence of impetuses to businesses, the mastery of the market by set up multinationals with money related muscle and relentless value rivalry.

Several studies on sustainable competitive advantage have been carried out in the past. Under the alcoholic beverage industry, Ouma (2008) observed that alcohol beverage firms use value chain analysis to develop competitive advantage over other competing firms thereby reporting better cost management and higher profits. Ouma (2008) recommended that research should focus on why some companies are able to achieve competitive advantage using principles of value chain better than other firms. Kilonzi (2007) observed that increased research and development investment in brand imaging was widely used by refreshment producing companies in various ways to help achieve competitive advantage. He proposed that the role of R&D in alcoholic beverage manufacturing should also be studied and documented.

A few studies on feasible competitive edge over rivals have been completed before. Under the mixed refreshment industry, Ouma (2008) contributes that liquor drink firms utilize value analysis to create an edge over other contending firms along these lines, reporting better cost administration and higher benefits. He prescribed that exploration

ought to concentrate on why a few organizations can accomplish having an edge over rivals by utilizing standards of significant worth chain superior to anything different from other firms. Kilonzi (2007) observed that expanded innovative work interest in brand imaging was broadly utilized by refreshment creating organizations as a part of different approaches to accomplish upper hand. He recommended that the part of R&D in mixed drink assembling ought to likewise be considered and reported.

Which strategies are alcoholic beverage firms deploying sustainable competitive advantage and what are the challenges faced in creating sustainable competitive advantage?

The research aimed to answer the following critical questions:

1. What is the effectiveness of the competitive strategies adopted by firms in the alcoholic beverages sector in Kenya?
2. Which factors influence the choice of the competitive strategies adopted by firms in the alcoholic beverages sector in Kenya?
3. How often are the competitive strategies reviewed by the firms in the alcoholic beverage industry?

1.3 Research Objectives

The study aimed to highlight the:

1. Effectiveness of the competitive strategies adopted by firms in the alcoholic beverages sector in Kenya.
2. Factors influencing the choice of the competitive strategies adopted by firms in the alcoholic beverages sector in Kenya
3. How often the competitive strategies are reviewed by the firms in the alcoholic beverage industry.

1.4 Value of the study

The study will add to the current literature by giving a comprehension of the way to gain an upper hand by mixed drink firms in Kenya. It will uncover the profundity of comprehension and routine of a focused system in the mixed refreshment industry. This will be essential for future reference and will add to the accessible assortment of information.

To players in the business, the study is additionally gives the proprietors and management of mixed drink firms a comprehension of the different value propositions and focused procedures that they could embrace keeping in mind the end goal to attain preference in the market. To the approach of producers, this exploration will empower them with detail arrangements that are tuned in to the business requests and thus enhance their execution. It will empower them settle on key choices that will advance the mixed refreshment industry.

This study provides a basis for critical decision-making regarding competitive strategies in the alcoholic beverage industry. The conclusions made by the researcher avails a platform for managers to rethink their approach to competitive strategy with regard to the unique challenges faced by their entities as they work to bring the firms they manage to success.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical review, empirical review, summary of literature and research gaps on the competitive strategies adopted by alcoholic beverage manufacturers in Kenya on which the study is based on.

2.2 Theoretical Foundation of the Study

Credible studies have been undertaken by analysts and researchers on the topic. The studies elucidate and dive into the speculations that researchers in the field have discovered steady with systems of the competitive advantage dynamics. Pertinent hypotheses have been discussed in the accompanying subsections.

2.2.1 Resource Based View Theory

Resource based hypothesis is of the view that major sources and drivers to an organization's prosperity and predominant execution are basically connected with qualities of their assets and abilities which are significant and expensive to duplicate (Newton, 2009). The utilization of unmistakable and elusive resources at the transfer of an association to achieve an edge over competitors is basic. The Resource based perspective of the firm (RBV) is a standout amongst the most broadly acknowledged hypothetical viewpoints in the key administration field. In this way, the RBV has turned into an overwhelming hypothesis whereupon contentions in scholastic diaries and course books alike have been organized upon. Furthermore, quite a bit of what we as procedure

researchers consider, expound on, and educate has been enormously affected by the central contentions of the view.

Kaplan (2010) contributes that to change a short-run edge over competitors to an economical advantage requires that these resources are heterogeneous in nature and not splendidly portable. The accentuation of this hypothesis is on learning of the organization's key deliverables and whether they can be the main thrust behind the element's enhanced execution. It highlights the entity's expectant resources, with an understanding that its supported advantage depends an incredible arrangement on both inward and outer components affecting its resources (Burton, 2012).

2.2.2. Differentiation Competitive Strategies

Differentiation focused strategies allude to comprehensive, long haul arrangements of delicate activities through which an entity strives to utilize substantial arrangements to accomplish its significant objectives (Pearce and Robinson, 1997). Key variables of this approach may incorporate market, item, or potentially authoritative advancement through procurement, divestiture, enhancement, joint endeavors, or vital unions. Terrific methodologies, regularly called ace or business systems give essential bearing to key activities and demonstrate the era over which long range destinations are to be accomplished. Firms required with various ventures, organizations, product offerings, or client assembles for the most part consolidate a few great systems. Joint wander have turned into an across the board marvel and numerous multinational enterprises have figured out how to increase noteworthy development through organizations together, for example, joint wandering.

Different organizations from various back grounds and societies meet up to work in joint effort so as to improve each other's different capabilities to attain an edge in the market. Once included in a joint venture, parties from either side need to share resources and proprietorship, pool abilities and information, blend workers and joint administration (Andrew, 2009).

Because of the rapid change in the worldwide market, the idea of global joint endeavors has been grasped entire heartedly by the business world and today it is considered as an apparatus for quick development and supportability in the market. As per Paley (2007) the procedure of joint wander has helped numerous organizations to enter difficult to reach markets, encouraged the advancement of new thoughts and has contributed towards changing the routine structure and strategies that won in the business. Key organizations together are picking up significance worldwide for different reasons which run from market access to decrease of hazard. Vital organizations together can be set on a continuum where legally binding understandings lie toward one side of the continuum, speaking to low control and low asset duty, though joint endeavors lie on the flip side of the continuum speaking to high control and high asset responsibility (Hill et al.2005). The choice to enter a key organization together ought to be considered important by administration since history has demonstrated that unions have a tendency to be precarious and inclined to disappointment (Berquist et al.2007).Firms that go into key collusions regularly concentrate on the advantages that the cooperation will give without considering costs required in the arrangement and upkeep of the partnership. Regardless of the unmistakable distinguishing proof of the potential advantages, the costs caused are regularly both significant and frequently hard to foresee (Morris and Hergert, 2002).

Ansoff (1985) views organizations coming together as a reaction to globalization and changes in a company's monetary exercises and innovation. This depends on the trust that organizations around the globe can't make do without making partnerships that will unite indispensable aptitudes, assets and abilities that generally will be time and exorbitant to acquire. Encourage they contend that creation and administration of key collusions are key to association's accomplishment in advanced times for long haul survival. Development is the creation and usage of new procedures, items, administrations and strategies for conveyance which result in noteworthy enhancements in results proficiency, adequacy and quality. For instance, in the field of half breed innovation, driving multinationals are starting to cooperate in the fight for market strength and more grounded aggressive position.

Enhancement makes and raises section obstructions to contenders. It is key to note that industry attributes may be abused deliberately to build an organization's execution capability in the market (Porter, 1980). Expansion is decidedly related with execution, it empowers a firm to produce openings in one business, or diminish chance in another by broadening its exercises and adjusting its venture chance (Ansoff, 1985). Permitting as an excellent procedure is an authoritative understanding between two business substances in which the licensor grants the licensee to utilize a brand name, patent, or other restrictive right, in return for an expense or sovereignty. As per Stern (1998), permitting empowers undistinguished items to emerge from their rivals, facilitate the licensor profits by the aptitudes and development capital. Authorizing is regularly utilized by makers to enter remote markets in which they have no skill.

As a consequence of globalization, today's business surroundings is experiencing a major change. Diversifying as a business organization for market entrance has turned into an recognized strategy for business development, work creation and monetary improvement (Kotler and Armstrong, 2001). It helps organizations venture into outside business sectors. It additionally helps organizations adjust distinctive societies and business directions in host nations. Diversifying has turned into the foundation of global development of organizations.

2.3 Indicators of Competitive Advantage

With expanding rivalry in the business environment, there is a developing enthusiasm for the aggressive methodology everywhere throughout the world. Organizations and analysts endeavor to create legitimate metrics that measure focused power. Structures that measure competitive edge advance once a day.

Most financial writings characterize rivalry as comprising of four key structures in particular; unadulterated or idealize rivalry, monopolistic or blemished rivalry, oligopolistic rivalry and restraining infrastructures (Reynolds, 2005). Immaculate rivalry and unadulterated imposing business model situations are the more extraordinary types of rivalry yet seldom happen in this present reality (Reynolds, 2005). An unadulterated imposing business model is described by a solitary merchant who controls the supply of a decent or benefit and keeps different organizations from entering the field (Reynolds, 2005). As per Case and Fair (2007), unadulterated rivalry exists when countless deliver a specific kind of item or administration that is somewhat separated. These dealers have low hindrances of section into the market and effectively enter or abandon it as they pick.

No endeavor is made in this study to further explain these outrageous types of rivalry as it is trusted that they show a speculative market structure (Reynolds, 2005). Thus, it is agreed mostly to the blemished types of rivalry, in particular; oligopolistic and monopolistic rivalry.

On the off chance that there are a couple of merchants in a specific industry, with an abnormal state of association between each other, offering items that are indistinguishable or marginally separated, then the business is considered to have oligopolistic rivalry (Grimm, 2006). Items can be separated in view of value, quality, picture, or some other element. An option advertise structure is the monopolistic aggressive environment where there are numerous makers and buyers in a market (Wikipedia, 2008). Shoppers in this market see there to be no value distinction among the contender's items with couple of boundaries of section for firms. Be that as it may, these organizations do have some level of control over cost.

2.4 Empirical Studies and Research Gaps

Almasi (2010) broke down the adequacy of focused methodologies by measuring development of agreements and the share of the overall industry as the pointer. The conclusion was that modernization showcasing abilities and esteem recommendations concurs with expanded deals according to the resource based view hypothesis. Regardless of the mind boggling discoveries, the improvement of the current frameworks 'unwavering quality and security to the ebb and flow ones is not secured in the examination. Makau (2010) assesses the client and advertising technique structure received by East Africa Breweries Limited and reasons that methodologies defined and

actualized advanced to concentrate on the client over the long haul. The study did not mirror the minimizing of client consistence costs and improving client benefit that has been as of late executed by the organization.

Yusuf (2012) watches key reactions by SAB Miller to the financial environment and changes to business environment in Kenya. The study highlights how the changing demographics provoke the realignment of association structures yet does not think about the rebuilding of SAB Miller along useful lines e.g. Executing Internal Marketing capacity realignment. Gordon (2012) contemplated the aggressive way of the Kenya mixed drink industry. The primary finding was that developing purchaser taste significantly directed the adjustments in piece of the pie. The fundamental hole in this study was rejection of the adjustments in shopper white collar class pay.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used in the study. The chapter has been structured to present the research design, data collection procedures and data analysis techniques that was used in the study.

3.2 Research design

Paley (2007) characterizes an exploration outline as "a diagram for leading a study with greatest control over elements that may meddle with the legitimacy of the discoveries". Smith (1992) advance depicts an examination outline as "an arrangement that portrays how, when and where information are to be gathered and investigated". He characterizes an examination outline, as "the specialist's general for noting the exploration question or testing the exploration theory

The study was done as a contextual analysis whose intention was to gather top to bottom data on the aggressive techniques embraced by mixed refreshment producers in Kenya. A contextual investigation gives an exceptionally profitable and centered knowledge into wonders that might be dubiously comprehended or appreciated. Ouma (2008) characterized a contextual analysis as a serious investigation of a solitary unit with a plan to sum up over a bigger arrangement of units. He promote elucidated that the contextual investigation technique is accurately comprehended as a specific method for defining cases, not a method for breaking down cases or a method for displaying causal relations.

It is an effective type of subjective examination that includes a cautious and finish perception of a social unit, which could be a man, a family, a foundation, a social gathering or even a group. It is a strategy for study that drills down instead of throws wide and is utilized to decide the relationship among the factors affecting the present conduct or status of the subject unit of study. It is a distributed report about a man, gathering, or circumstance that has been examined after some time. An assessment of how an individual, business or enterprise works in connection to different gatherings in a similar field of operation.

3.3 Data collection

The information gathered was subjective in nature, as thoughts and topics that are identified with learning administration. This permitted a top to bottom perspective of the aggressive procedures embraced by mixed drink producers in Kenya to achieve assess accumulation targets set by the national treasury. Essential and auxiliary information was utilized as a part of the exploration. Essential information was gathered through the meeting guide, where the respondents were the Heads of Strategy of five of the main mixed refreshment makers in Kenya. The guide served as the best apparatus for upgrading privacy and accuracy.

Auxiliary information was sourced from the organizations' data, for example, yearly departmental reports and key arrangements. Past reviews and insightful investigates on the aggressive methodologies in the mixed drink industry in Kenya likewise gave a solid wellspring of information that upgraded the stature and believability of the study. Benchmark vital reactions reports from review firms in the business gave an

unmistakable understanding on how the alcoholic firms keep up choke hang on their piece of the overall industry to upgrade upper hand.

3.4 Data analysis

Content analysis was utilized as a part of the contextual analysis. It is depicted as any procedure for making deductions methodically impartially recognizing particular attributes of messages. Every one of the three methodologies of substance examination: customary, mandate and summative were considered to get the importance from the substance of content information and consequently keep up adherence to the normal worldview of the exploration. Content examination supported for the situation concentrate on request as it adapts to the in fact particular circumstance in which there were numerous a greater number of factors of enthusiasm than information focuses. Thus, yield depended on different wellsprings of proof, with information expecting to unite in a triangulating style, and another outcome was advantages from the earlier improvement of hypothetical suggestions to guide information accumulation and investigation.

Sengupta (2007) states that substance investigation measures the semantic substance or the "what" part of the message. Its broadness makes it an adaptable and far reaching device that might be utilized as an approach or issue particular system. It makes preparations for specific view of the substance, accommodates the thorough utilization of unwavering quality and legitimacy criteria.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discussions on strategies adopted by alcoholic beverages manufacturers in Kenya to gain competitive advantage, respondent's profile, cause of low competitive capability and the role of the top management in the strategy implementation to enhance competitive advantage.

4.2 Respondents profile

Strategies intended for increasing competitive edge are corporate level plans. The respondents were sourced over the top level administration of five of the main mixed drink producers in Nairobi. They included the heads of strategy from Kenya Breweries Limited, African Spirit Company Limited, Bilflex Industries, Crywan Enterprise Limited and Elle Kenya Limited. They are all based at the head office and have more than five years of involvement in the business.

4.3 Cause of low competitiveness

The decrease in the market share of a firm in the alcoholic beverage manufacturing industry can be ascribed to both inner and outer elements. The absence of a reasonable corporate methodology and long haul situated objectives was a noteworthy reason for poor market infiltration, ineffectual client mindfulness activities on new brands in the different market sections bringing about moderate development of piece of the overall industry in existing and new fragments and at last, undesirable net revenues.

Failure to source intensely and get to client pools and later poor item positioning occasioned by a wasteful methodology execution structure exasperated the circumstance. Adequate exhibit of item brands to oblige the wide scope of clients with differing, rising tastes and inclinations was inexistent. This had a significant negative effect because of the many-sided quality of the area, exacerbated in the long haul by deficient conveyance outlets in the high populace thickness locales.

4.4 Strategic Responses

The aggressive environment in the alcoholic beverage manufacturing sector is amazingly unpredictable. Mixed drinks constitute a very separated, quickly developing industry that is a great oligopoly commanded by two organizations, not yet develop but rather profoundly divided. Alternate firms have low piece of the overall industry positions and hence need to supplement this with outstanding exhibitions keeping in mind the end goal to yield gainfulness.

Subsequently, the organizations in the business received different arrangements of methodologies to control the consumption of piece of the overall industry occasioned by expanded rivalry and look after benefit. The exploration discoveries show that a few firms left on watchful division of their business sectors, they utilized innovative work supports productively, they think little and their CEOs' impact is unavoidable.

4.4.1 Market segmentation strategy

The respondents recognized that to be successful, most organizations must contend in a predetermined number of segments inside the business. In context of scope of items offered and sort of clients served, showcase portions in the segment are directed in

interesting and innovative ways. For this situation, notwithstanding dividing on items and brands, markets are portioned as far as level of client administration, phase of creation, value execution attributes, dissemination courses of action with clients, acknowledge game plans for clients, area of plants, qualities of assembling gear, channels of dispersion and money related strategies.

Low share organizations contend in segments where its own qualities are most exceptionally esteemed and its expansive rivals are most far-fetched to contend. The quality is as a rule in the sort and scope of items offered, the technique by which the item is delivered and the cost and speed of circulation. In such cases, the credit or administration courses of action are unessential. The point of convergence of the top administration is in recognizable proof and abuse of one of kind portions instead of making wide ventures into whole businesses.

4.4.2 Product Strategy

Product is the core thing delivered by an organization to fulfil the necessities of their buyers. It is crucial to pull in and hold the customer by item productivity. Focus is on: perceived quality or image, as the market confronts rivalry, quality and unwavering quality of the item offerings pick up significance. Quality for this situation is seen as client's impression of the item. Visualised quality or picture must be made. Numerous items exist in the market; hence the key identifier that recognizes them is the elements. The 'first with the new element' has favourable position like the 'primary item' in the market. In the purchaser non-durables, mark augmentations have taken the line of included components. New items confront troubles of adequacy in the market. The

primary result of its kind has an edge over others and sets the guidelines for consequent ones. Effective item administration depends on a very much arranged and executed item procedure and item run system. Item procedure is generally affected by rivalry and client needs.

Buyers visit particular retail outlets for a wide range of reasons: it's a helpful area, well disposed work force, attractive costs, and charming shopping air. These are the common reasons all purchasers for going to a specific store, however is the desire of finding an item or an arrangement of items that will satisfy some present or future need. Satisfying client item desires is the thing that retail promoting about. Promoting is the way toward creating, securing, and dealing with the stock blend to meet the company's targets. The merchandise blend in this manner alludes to the alcoholic drinks adds up to offering, be it products or administrations or both. The three phases of a marketing blend are building up the stock blend (item and administration blend), securing the promoting blend and the dealing with the stock blend (arranging and controlling procedure). The aggregate item idea is the entirety of the item's practical, stylish, and benefit highlights in addition to the mental banquet the client anticipates from purchasing and utilizing the item. Mixed drinks organizations react to the progressions occurring in the commercial centre by utilizing the either the shotgun or a rifle way to deal with marketing. The shotgun, the merchandiser speaks to a mix of market sections by expanding its product offerings through either item – thing expansion or product offering mix. The Rifle merchandiser speaks to an objective market fragment by utilizing either a market situating methodology or multiplex circulation framework.

4.4.3 Use of research and development efficiently strategy

Albeit low market share organizations can enhance their execution by seeking after tight market fragments, their bigger opponents appear to have an enormous preferred standpoint, as a result of their size, in innovative work. Littler elements once in a while have many assets in R&D available to them. To make up for this, they channel their pitiful assets into ranges that are probably ones to create incredible advantages for them. For instance, at Elle Kenya Limited, R&D is centered on process enhancements went for bringing down creation costs. They comprehend that they have claim to fame in soul denaturation and color framing, consequently they can move to adjust to the clients' needs quicker than contenders.

Bigger firms in this industry which have the upside of procuring skill shape accomplices in more created markets in Europe and America and can subsequently stay aware of the dynamism and quick changes. They run an amazingly effective R&D operation, focusing on really imaginative items with space for trail and blunder in spite of the overwhelming expenses. Kenya Breweries Limited worked intimately with SA Miller from South Africa in the improvement of the drawn and pressed jars for its lager. Subsequently, the organization beat its nearby rivals in gear change for the presentation of new brands.

4.4.4 Pricing Strategy

Customers are turning out to be all the more progressively value delicate. Evaluating is a noteworthy aggressive apparatus. The financial matters of creation just sets the primary concern constrain and the organization then have an extensive variety of techniques to set the cost. The regularly utilized value methodologies are: "Picture" evaluating, the cost

here takes after the picture of the brand. Cost undermining, a few organizations have utilized this methodology effectively. For undermining to succeed, the organization brings to the table the base execution standard. Forceful or penetration valuing by organizations in this area wishing to offer an abnormal state of advantages at a normal cost yields formidable results.

This evaluating system regularly works in market zones where the provider can advise the client from the onset that if high volumes are moved, the firm can drop costs down as an after-effect of the economies of scale. Skimming value methodology includes the provider abusing the learning that clients will pay a higher than normal cost for merchandise which offer just a normal level of advantages. In early phases of item life cycle for another item, organizations skim the market by setting high cost, and afterward decrease the cost to a normal level as the item moves to later phases of development. Normal valuing is utilized by firms which benefit the necessities of the lion's share of clients looking for a normal scope of advantages from the item obtained. Deal estimating includes a lower cost than common cost by and large advantage merchandise. This procedure is utilized by firms which regularly need to hold client certainty over the advantage assert. It is normally when firms need to empower transient increment in deals. On account of numerous accommodation great buys, for instance, little value contrasts might be superfluous to the purchaser. Notwithstanding when it is vital, it might be however one of the numerous separating factors which are essential to the store.

Mixed refreshment organizations see costs as far as their capacity to create benefits, deals, and shopper activity, and additionally how they influence the stores picture. In setting retail costs, the mixed refreshment organization is guided by the esteem chains set by the organization, benefits, deals or aggressive destinations. Mixed refreshment firms utilize value modification as versatile components to suit changing economic situations and working prerequisites. Both upward and descending modification are required every once in a while to adjust to the dynamic retailing environment.

4.4.5 Thinking small strategy

Normal for effective low market share organizations is that they are satisfied to stay little. The vast majority of them underscore benefits instead of offers development or share of the overall industry, and specialization as opposed to broadening. The thought is to want to develop at a reasonable and moderate rate and put piece of the overall industry low on the rundown of goals while in the meantime keeping up a stranglehold available portions the firm represents considerable authority in.

In spite of their bigger partners in the business, best low market share organizations are not expanded. For instance, both East African Breweries Limited and Keroche Breweries have differentiated broadly, while Bilflex Industries and Crywan Enterprise Limited have kept on focusing on making spirits as it were. At the point when effective low piece of the pie organizations do differentiate, they have a tendency to enter firmly related zones.

4.4.6 Promotions Strategy

Advancement includes both giving the purchaser data with respect to the alcoholic refreshments' store and its item or administration offering and in addition affecting the shopper discernments, states of mind, and conduct towards the store and what it brings to the table. It is both an educational and convincing correspondence prepare. Organizations utilize news paper advertisements, blurbs, TV, web that stretch its great costs (enticing correspondence) and yet rather than simply posting the stock, the promotions explain to precisely why the maker finished off the merchandise. That way, clients would not presume that the items are unpredictable, harmed or fake (instructive correspondence). Limited time blend include various diverse components. Every component displays certain qualities and shortcomings.

The improvement of a successful limited time blend demands the watchful combination of each of the accompanying components; circumstance investigation, creating destinations, outlining messages, selecting channels, get ready spending plan, picking blend and assessing. In circumstance examination, organizations are evaluating the present position of client components, the aggressive circumstance and nature. While evaluating the intended interest group, organizations take a gander at the demographics and ways of life, life stages, use levels, comprehension and impression of administrations and the association and the purchasing procedure of the objectives. While outlining publicizing messages, producers utilize enthusiastic and moral offer, there is additionally utilization of sane messages and funniness, one peril is that a wrongly picked limited time procedure can bring an undesired reaction. Sponsorship adds to the working of the

brand/item and corporate picture. Direct marketing is an interactive system of marketing which use one or more advertising media to affect a measurable response and / or transactions at any location, Betts and York (1994), it aims to foster the relationship between the service provider and the customer, and offer potential benefits such as targeting precision, testing the market, providing new distribution channels and support existing ones, it also leads to cost effective advertising. Even the strongest brand must still carry out consumer promotions, a mainly tactical role that requires careful planning. The alcoholic beverage distributors must be involved but the manufacturers determine the budget.

Trade promotions at the same time need negotiations with customers, but again the decision must be designed by the manufacturers and have specific targets Randall (1991). Personal selling is the direct face-to-face communication between a retail sales person and a retail consumer. Displays on the other hand are impersonal.

4.4.7 Pervasive influence of the Chief Executive strategy

Pioneers of low market piece organizations in the business are progressive, intense people who consider impediments to be difficulties and appreciate contending in unconventional means. Contrasted with their littler firm partners, these officials of bigger organizations work with groups of other senior administrators and point of confinement their duties to a couple key territories. In effective low share organizations, the impact of the CEO regularly reaches out past figuring and conveying a keen methodology to really having a profound contribution in the everyday exercises of the business.

At Bilflex Kenya Industries, the CEO still holds duty regarding deals and promoting and in addition being profoundly required in both the advancement and advertising of new items. Nonetheless, the glaring insufficiency in the inescapable impact of the CEO in the low piece of the pie association is that administration progression is a to a great degree troublesome issue. Appointment from a few obligations and selection of a participatory style of authority is blocked because of the officials holding some key positions in sheets even after retirement.

4.5 Challenges of application of competitive advantage strategies in Alcoholic Beverage Industry

The respondents were requested to put down the difficulties they confronted while applying the upper hand methodologies in the business. They clarified them as: Lack of enough capital influences this industry because of the extensive pool of venture assets required. Henceforth, it has turned out to be a boundary to item development and section to little ventures. A few hindrances considered not unfavorable in the business included poor money related controls, inability to adapt to rivalry, absence of clear vision and objectives, inability to react to changes, absence of capacity and safeguarding offices, security, transportation and representatives needing higher pay. Challenges existent incorporate unpredicted changes in client inclinations, numerous substitute items, and absence of putting resources into new site.

The respondents additionally noticed that extensive and little mixed refreshment makers have shaped vital organizations with providers with the goal to convey the right item to the mixed drinks at the perfect time. These progressions are somewhat the advances in the data innovation and the moderately expanding force of vast mixed drinks.

Notwithstanding, not just should the mixed refreshment organizations and the provider concede to the cost and the measure of stock to be purchased or sold, yet the terms of offer and the terms of installment must be concurred on too. As a rule, the difficulties highlighted by the interviewees were solid rivalry from adversary organizations, absence of prepared staff, and high cost required in appropriation of these methodologies. Remarkable ranges that are fundamental for the effective execution of a relationship system are: the collaboration procedure as the center of relationship advertising, the arranged correspondence prepare supporting the advancement and upgrade of relationship and the esteem procedure as the yield of relationship showcasing.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section introduces the synopsis of key information discoveries, conclusion drawn from the findings highlighted and suggestion made there-to. The conclusions and proposals were drawn in quest of tending to the examination address or accomplishing at the exploration destinations which are what is the viability of the focused procedures embraced by firms in the mixed drinks segment in Kenya, which variables impact of the decision of the aggressive techniques received by firms in the alcoholic beverage segment in Kenya and how frequently are the focused methodologies looked into by the organizations in the alcoholic beverage industry.

5.2 Summary of Findings

The study found that the alcoholic beverage business environment was extremely powerful with particular item broadening, expanding need to contribute more assets on R&D, changing legitimate environment, for example, new extract laws representing tax assessment of mixed drinks, presentation of administration level contracts, presentation of mergers with outside firms and development of the Kenyan working class which has energized changes in tastes and inclinations of items to the extent mixed drinks are concerned.

On how the organizations in the business have reacted to the components, the study derived that there was expanded extension of creation lines to give space to more brands, mechanization of procedures, expanded interests in advertising activities, arrangement of

procedures to fit in with new administrative necessities, advancement of more extensive dispersion systems for the mixed refreshments, oversight obligations of CEOs, presentation of new still and mixing innovation in bottling works and the expanded importance of the lower class customers who have brands focusing on their buying power.

Returnable glass bottles customarily commanded brew bundling in Kenya for a considerable length of time attributable to on-premises drinking designs. Be that as it may, aluminum jars bundling has been developing in the market recently because of imported canned lager and sodas. This development has further been catalyzed by customer inclination of aluminum can bundle with view of being lightweight, imperviousness to breakage, taking care of preferred standpoint, brilliant illustrations, accommodation, compactness and great picture among purchasers.

In spite of the fact that liquor utilization is legitimate in Kenya, its openness and accessibility have an immediate adverse effect on the social-financial prosperity of the general population. The openness and accessibility of liquor and related items has expanded after some time. This is outstanding as far as the geological area that has prompted to expansion of liquor offering outlets in the neighborhoods, offering of liquor to minors or under age people, non-adherence to liquor offering hours by the liquor offering outlets, increment in street mischance related passings because of tipsy driving, and non-adherence to drinking hours as stipulated in the law. There is likewise rise and increment of negative drinking designs like episodic drinking among the young.

Advertisers are in this way changing their methods of insight, ideas and devices keeping in mind the end goal to make due amid this aggressive time. From concentrating on exchanges to building long haul beneficial client connections, from making benefit from every deal to making benefits by overseeing client lifetime esteem, from a center of picking up piece of the pie to an emphasis on building client share i.e. by offering the best firm to offering a similar offer similarly to individualizing, redoing messages and offers. Organizations will have the capacity to plan their own item includes on the organization's website page. From overwhelming dependence on one specialized device to, for example, promoting or deals constrain mixing a few apparatuses to convey on a reliable brand picture to clients at each brand contact. From regarding go-betweens as clients to regarding them as accomplices in conveying quality to definite clients. From suspecting that just showcasing does advertising, deals, and client bolster staff to perceiving that each representative must be client centered.

5.4 Conclusion

The study concludes that company had new products produced based on customers feedback, offering low priced products with higher quality, having brand/line extensions customized to satisfy the needs, having regional splits e.g. Nairobi and Nakuru sales regions, having rural and urban splits, advertisements put on the outside cover of products, continuous product innovation based on customer needs, participating in fairs and trade promotions while using strong distributors who have trucks who deliver to both rural and urban. The study further established that the delivery trucks have established routes.

The study further concludes that there were various strategies that had been adopted by East African Breweries Ltd. These were having done a retail consumer research, better packaging, improved brands and tastes and vigorous marketing. The study concludes that the adoption of these strategies had given the East African Breweries a competitive advantage. It had led to a clear product differentiation, strong capability in research, had reputation in product and service quality, strong marketing ability and had commanded a bigger market Share.

5.5 Recommendations

From the discussions and conclusions in this section, the study suggests that albeit most firms in the alcoholic beverage industry has been fruitful in cutting out a specialty in the different fragments in their business surroundings, the administration of the organizations ought to investigate environment and detail proactive procedures to protect their organizations from the steady ambushes on the predominant held pieces of the pie. The concentrate facilitate suggests that mixed refreshment firms ought to direct proper, influential and supported commercial, showcasing and battles on the significance of dependable utilization of their items in order to change the negative discernment on their belongings, increment mindfulness and learning capacity. Mixed refreshment firms ought to likewise be required in more corporate social obligation to offer back to the general public through their corporate social duty arrangement which is one method for enhancing the lives of Kenyans and along these lines upgrading client devotion in utilization.

The study additionally suggests that the mixed refreshment firms ought to select laborers who have the essential information and skills in its business to minimize on the enlistment and preparing costs. The staff ought to likewise be compensated decently and have better work condition and terms to avert staff poaching by different contenders. The concentrate additionally prescribes that there is requirement for campaigning inside the business to advance creation of wellbeing pocket cordial items and maintain a strategic distance from wounds/passings from ineffectively, hazardous items and also diminish the utilization of unlawful, shabby blends. Since predominant item conveyance is basic for such firms' aggressiveness, inside, the organizations' business sections ought to work firmly together in guaranteeing that there is an effective stage for excellent generation.

5.6 Limitations of the Study

Being this was a contextual analysis on five organizations, the information accumulated may vary from key reactions that different enterprises have embraced to coordinate the focused business environment. This is on the grounds that diverse establishments embrace distinctive procedures that separate them from their partners. The concentrate be that as it may, developed a viable research instrument that looked to inspire general and particular data on the key reactions that organizations receive to accomplish upper hand.

The study confronted both time and budgetary constraints. The term that the study was to be directed was constrained subsequently thorough and to a great degree far reaching examination couldn't be carried on key reactions to achieve upper hand. Because of restricted accounts the study couldn't be done on alternate towns where mixed drink

makers are based The concentrate, in any case, minimized these by directing the meeting at the central station of five of the biggest seven makers of mixed refreshments since it is the place systems are made and took off to different branches that work on the blue print.

The respondents drew nearer were hesitant in giving data expecting that the data looked for would be utilized to threaten them or print a negative picture about the mixed drink firms. The scientist took care of the issue via conveying with him a presentation letter from the University and guaranteed them that the data they gave would be dealt with privately and it was to be utilized only for scholarly purposes.

5.7 Recommendations for Further Research

The study prescribes that further research ought to be done on alternate firms in the business situated in different ranges of the nation in order to get far reaching data on how alternate players in the segment have reacted towards accomplishing upper hand in their dynamic business environment. More research should be done to figure out what impact the key reactions embraced by mixed refreshment firms to accomplish upper hand and enhance execution. The commitment of vital reactions to the general execution of firms in the mixed refreshment industry ought to be investigated.

5.8 Implication for Policy and Practice

These findings suggest that mixed drink industry in Kenya is confronted with different difficulties in accomplishing and keeping up their piece of the pie realized by the expanded rivalry in the area. The organizations ought to participate in a greater amount of the proactive techniques by thinking of new advancements so as to keep pace with the

changing flow in the business division and achieve upper hand over existing and new contestants.

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APPENDIX 1: Interview Guide

SECTION A: COMPANY DEMOGRAPHICS

1. Name of Organization (optional)
2. What is your highest level of academic qualification?
3. How long has your organization been in existence?
4. What is the legal business ownership of this firm?
5. How many employees work in this firm?
6. What is your organization's flagship brand?
7. What percentage of the market does your organization control?
8. How many brands does your organization produce?

SECTION B: SUSTAINABLE COMPETITIVE ADVANTAGE

Kindly tick the most appropriate response(s) concerning the competitive strategy adopted by your organization so as to attain competitive advantage

Use the ten point scale, where;

1= Not at all, 2= Very Little Extent, 3= Moderate Extent, 4= Large Extent, 5= Very Large Extent

	1	2	3	4	5
Product Development strategy					
We have achieved high growth by identifying new markets for our new but related products					
We have evolved from our main core activity into more complex businesses since we embarked on product development strategy					
Our product development strategy targets a specific group of people					
Market Penetration Strategy					
Our firm has penetrated deeper into the markets to capture a larger share of the market					

We have increased the firm's existing share of products and markets as a way of Market Penetration Strategy					
We have expanded our products to various market segments					
Market Development Strategy					
We have increased sales by selling present products in new markets					
Through Market development we remain competitive and grow in the market					
We have improved our products by branding, labeling and packaging so as to attract more customers and increase our sales					
Marketing Strategy					
Marketing is as important as production, financing, distribution and other profit determining factors in small and medium enterprises					
We aspire to engage customers, prospects and the competition in the market place for success					
We consider some general marketing principles and develop a marketing strategy					
Pricing Strategy					
We place favorable price to our customers as a way of retaining them as well as attracting other potential customers through networking basing on pricing					
We perceive that this is not a good strategy for growth since customers may have the perception that our product or service is of low standard					
We closely monitor competitors behaviors and consumer activity to					

ensure that the profit margin used in markup pricing is one that maximizes net gains and avoids arbitrary decision-making					
Quality Customer Service					
We have become increasingly conscious of the need to improve the quality of our service provision as result of increasing customer expectations, growing competition and government legislation					
We secure customer satisfaction and loyalty through high quality products and service thereby providing value for our money.					
To attract new customers and strengthen existing relationships we have introduced Relationship Management, Setting and Measuring of service Standards and customer retention programs across the board					

SECTION C: CHALLENGES FACED IN ADOPTION OF THE COMPETITIVE STRATEGIES

Kindly tick the most appropriate response(s) concerning the challenges faced by your organization when adopting a competitive strategy so as to attain competitive advantage

Use the ten point scale, where;

1= Not at all, 2= Very Little Extent, 3= Moderate Extent, 4= Large Extent, 5= Very Large Extent

	1	2	3	4	5
Our firm has experienced problems in accessing credit which can boost our performance as well as aid in implementation of strategies					
Financial institutions charge prohibitive interest rates on credit facilities hence hindering our commitment on strategy set on growth					
The credit processing costs and other charges are unrealistic					
We lack competent personnel in coming up with realistic strategies that are in line with the objective of our business					
Large companies offer stiff competition hence hindering the growth strategies that we have adopted					
Customers still have the perception that we offer low quality than big companies hence our dwindling in growth					
Big Banks and financial institutions lack appropriate structures for dealing with SMEs in financial support					

Appendix 2: Overview of studies on competitive strategies in the alcoholic beverage industry and related industries

Table 1.1 Overview of studies on revenue collection strategies

No.	Author (s)	Topic	Analysis	Context	Measures	Main Findings	Gaps/Focus	Theoretical base
1	Muganda (2007)	Competitive strategies adopted by Nation Media Group Limited	Descriptive statistics	Kenya	Newspaper sales growth Viewership rates	High levels of efficiency and effectiveness resulted in competitive advantage	Re-examination of current competitive strategies in light of increased competition from new entrants	Cost Leadership Strategy
2	Llovi (2008)	Competitive strategies employed by firms in the courier industry in Kenya	Content analysis	Kenya	Consignment of mails transported by the couriers	The strongest challenges were competitor reaction and change management	Technological competence and management support changes in the market	Porter's Generic Strategies
3	Gwendo (2010)	Competitive strategy implementation and its challenges in early childhood development education institutions Nairobi City County, Kenya	Content analysis	Kenya	Literacy rates in lower primary school	Differentiation strategy posed a challenge during the implementation process due to exorbitant implementation cost of strategy	Cost leadership strategies used in reassessing the focus of the institutions involved in early childhood education.	Porter's generic strategies

4	Wanyonyi (2011)	Competitive strategies adopted by Kenyan commercial banks to attract and retain customers.	Content analysis	Kenya	Number of new accounts opened by new customers and revenue growth	Competitive and adaptation strategies made a contribution to customer attraction and retention.	Responses that are used in the process of reexamining the updated competitive strategies	Porter's generic strategies
5	Cherutich (2007)	Competitive strategies of health management organizations (HMOs) in Kenya	Content analysis	Kenya	Subscription of insurance covers and visitation numbers at the center	HMOs raised their competitive advantage through industry analysis and competitive intelligence.	Change in market share due to continuous erosion by competitor moves	Porter's generic strategies

Appendix 3: Alcoholic Beverages Manufacturers Licensed By KRA by 2013

1. Kenya Breweries Ltd	Beer	Nairobi
2. Africa Spirit Co. Ltd	Spirit	Nairobi
3. Bilflex Industries	Spirit	Nairobi
4. Crywan Enterprises Ltd	Spirit	Nairobi
5. Elle Kenya Ltd	Spirit	Nairobi
6. FRM Packers(E.A) LTD	Spirit	Nairobi
7. Honeywell Industry	Spirit	Nairobi
8. Julijo Investment Ltd	Spirit	Nairobi
9. Kedstar Investment	Spirit	Nairobi
10. Kenya Gin Manufact. Ltd	Spirit	Nairobi
11. London Distillers (k) Ltd	Spirit	Nairobi
12. Lumat Company Ltd	Spirit	Nairobi
13. Lyniber Suppliers Ltd	Spirit	Nairobi
14. Mibbs Ventures	Spirit	Nairobi
15. Patialla Distillers(K) Ltd	Spirit	Nairobi
16. Sangilia Wine Manuf. LTD	Spirit	Nairobi
17. The Comrade Invest. Co.LTD	Spirit	Nairobi
18. UDV (K) Ltd	Spirit	Nairobi
19. Wholesome Beverages Ltd	Spirit	Nairobi
20. Zheng Hong (K) LTD	Spirit	Nairobi
21. Rhino Beverages LTD	Spirit & Beer	Nairobi
22. Kenya Wine Argencies Ltd	Spirit and Wines	Nairobi
23. Wayne Industries Ltd	Spirit	Naivasha

24. Mashwa Breweries	Spirit & Beer	Naivasha
25. Fai Amarillo Limited	Spirit & Wine	Naivasha
26. Keroche Breweries Ltd	Spirit and Beer	Naivasha
27. Biscept Limited	Spirit	Nakuru
28. Gish Holding Ltd	Spirit	Nakuru
29. MDI Limited	Spirit	Nakuru
30. Kefima Suppliers	Spirit	Tala
31. Pen Bon (K) LTD	Spirit	Tala
32. Grand Beverages Ltd	Spirit	Thika
33. Vine Pack Ltd	Spirit	Thika
34. Top Rank Ltd	Spirit & Beer	Thika