ADOPTION OF DIVERSIFICATION AND INNOVATION STRATEGIES BY TOTAL KENYA LIMTED

BY

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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SUPERVISOR'S APPROVAL

This project has been submitted for examination with my approval as a university supervisor.

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DEDICATION

I dedicate this project to my husband Abraham Mudasia and my lovely son Michael Sami Mudasia.

ABSTRACT

Due to intense competition and demand for better products and services that meet the changing customers' needs, organizations need to diversify as well as remain innovative through systems and processes, generation of new ideas, products and also expand internally and externally. Diversification and innovation strategies are useful tools in ensuring organizations survive the turbulent and competitive environment in today's business arena. Oil industry in Kenya and all over the world has no option and hence this research was conducted to establish how Total Kenya Limited has adopted diversification and innovation strategies to ensure survival and remain competitive in this changing environment as well as grow revenues and market share in order to retain its number one position in the oil industry in Kenya. The research objectives were to determine the diversification and innovation strategies adopted by Total Kenya Limited as well as establish the drivers of diversification and innovation strategies adopted by the organization. The research was conducted through a case study and data was analyzed through content analysis. The data was collected from interviewees drawn from top management and supervisory levels and cutting across various departments within the organization. The findings of the research observed that Total Kenya Limited had embraced the diversification and innovation strategies and these strategies were incorporated within the objectives, mission and vision of the organization which has contributed to the growth of the company making it the biggest oil company in Kenya. The organization has continued to grow its product lines and services as well as expanding its reach in the region through its network of service stations and commercial customers. The research also observed that Total Kenya Limited has clear drivers of diversification and innovation strategies which are outlined by the policies entrenched in the organization. The research recommends that the organization require to continue venturing in diversification as well as innovative projects that will increase organization revenues, expand market share of the company and add value to all stakeholders since this is the only way that Total Kenya Limited can sustain its lead in the oil industry in the country as well as serve its customers with relevant products and services while enlarging shareholders wealth. The research cautions the management of the organization against adopting projects that are half baked thereby contributing unwarranted costs and exposing the company to risks that may deter achievement of the organization vision.

ABBREVIATIONS

TKL	Total Kenya Limited
ERC	Energy Regulatory Commission
MD	Managing Director
R&D	Research and Development
IPO	Initial Public Offer
LPG	Liquified Petroleum Gas
NSE	Nairobi Securities Exchange
ATMs	Automated Teller Machines
KG	Kilogram
KFC	Kentunky Fried Chicken

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Corporate history has encountered an unprecedented period of diversification, innovation, restructuring, and renewal activities as firms strive to adapt their strategies and corporate capabilities to rapidly changing global markets and technological realities. Diversification and innovation has often been viewed as an essential vehicle for growth and improved performance from a strategic perspective (Nachum, 2004). Product diversification is often considered for companies looking to grow whilst geographic diversification would be for companies looking to stabilize earnings. According to Rushin (2006), diversification is a key strategic decision used as part of an organization's corporate strategy to pursue different markets in anticipation of creating returns and ultimately greater profits.

Retail business in the oil and gas industry has become very competitive in recent years because of the changing landscapes of both the retail industry as well as the oil and gas sector. Cost of supply, consumer behavior, increased competition, weakened boundaries between different sectors, business customer demand for cost-effective solutions and transaction costs have all affected the surrounding business climate. Volatile oil prices and competition have been eroding the profitable growth of the oil and gas business at the expense of shareholders. The ups and downs in oil prices present businesses with a high risk and leave them open to squeezed margins and potential losses. To minimize exposure and to differentiate themselves from their competition, oil and gas companies need to seek alternative revenue sources.

Energy Regulation Commission's pricing formula has been unfavorable to oil companies because it does not include operations costs and the increasing expenses of operating a business because of the rising cost of doing business. Previously, the marketers would simply total their costs and take care of such market realities by segmenting their market. Due to these reasons Oil Marketers are limited to specified pump price to be charged. The economic conditions surrounding the oil and gas retail business have seriously affected margins at Oil Marketing Companies. Unpredictable fluctuations of oil prices put profits at risk. Because of this, the company which is operating in a highly regulated market is exposed to potential losses. The major problem of low profit margins that the industry faces has led to some dealers playing with quality and quantity through alteration and short supply to improve the margins, offering an option of improving profit margins through non-fuel activities eliminates the problem.

Total Kenya Limited has responded to the customer needs by redesigning products into brands that fit top technology segment stressing on better gains hence ensuring value for money which in return improves revenues by diversifying the business with what compliments the core business activities and having an innovation team where MD attends the meeting with an aim of encouraging innovative ideas from staff. The company has adapted to diversification and innovation strategies in order to balance its revenues through the sales of non-oil related products and services

Retail outlets in major urban towns are being upgraded to meet wider customer needs to encourage more frequent visits thus increase footfall by offering the following facilities and services: Solar products, ATM services, Shops and restaurants, Carwash, service bay and wheel care centre services, Partnering with Big brands like KFC, Java, Renting space to third parties like Chemist, fast food cafeteria, outdoor communication, Trained staff to render efficient service through courtesy and warmth. These services and facilities make customer refueling more pleasant and worthwhile adding non-fuel revenue to the company.

1.1.1 Concept of the Strategy

Johnson and Sholes (Exploring Corporate Strategy) defines strategy as the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a challenging environment to meet the needs of markets and to fulfill stakeholders expectations while Mintzberg defined strategy as a pattern in a stream of decisions “to contrast with a view of strategy of planning.

Max McKeown (2011) argues that “strategy is about shaping the future and is the human attempt to get to desirable ends with available means. Thompson and Strickland (1987) indicate that strategy contains four components which include product and market scope, growth vector, synergy and competitive advantage. The product- market component indicates the specific sectors to which the organization confines and its market share position of its products and how the organization competes for patronage.

1.1.2 Diversification Strategy

Diversification Strategies can include internal development of new products and markets, acquisition of a firm, alliance with a complimentary company, licensing of new technologies and distributing and importing product lines manufactured by another firm.

The indicated mixture is influenced by the function of availability of resources of the company. Organizations depend on diversification strategy to accelerate revenues from new markets and new products.

Ansoff (1999) stated that a diversification strategy stands apart from the other growth strategies. The other business strategies for growth are pursued with same financial, merchandising and technical resources used for the original product line, while diversification requires acquisition of facilities, knowledge and techniques. Diversification concept relies on the judgment of new market or new product which should show the opinions of the consumer instead of the managers. Products and services tend to develop and spark markets which are new and in return encourage promote product innovation.

1.1.3 Innovation Strategy

Competition in the market space is ever heating up. Spoilt for choice, the Kenyan consumer now has the leeway to demand value for money and time spend. Companies have no option but to introduce innovative strategies to attract consumers, for these companies to survive and have sustainable market, focus on enlarging existing business will be required. The organizations will also be required to come up with ideas which are innovative and customized markets per locations.

Constantinos Markides (2000) of the London Business School, writes, ‘Strategic innovation is fundamental re-conceptualization of what the business is all about that, in turn, leads to a dramatically different way of playing the game in an existing business.

Adoption of innovation strategies is a holistic, systematic approach focused on generating beyond- incremental, breakthrough or discontinuous innovation.

1.1.4 Oil Industry in Kenya

Oil industry consists of Petroleum fuels which are the major source of commercial and industrial energy in Kenya. Kenya imports petroleum products and licensed more than 50 oil-marketing companies. Out of the licensed oil companies only six control 86 percent of the market. These companies include Total, Vivo, KenolKobil, OiLibya, National Oil, and Gapco. Total Kenya Limited is the largest international firms with a foothold in the Kenyan market and has continued to expand its downstream marketing presence. The company increased its service station network after the merger with Chevron's Kenyan operation in 2009; TKL reduced some of its service stations to National Oil to decrease market dominance as required by the Oil Industry regulation.

The Kenya oil industry is regulated by the Energy Regulation Commission. ERC regulates importing, exporting, transporting, refining, storage and selling of petroleum products. ERC is responsible of issuing licenses to importers, exporters, transporters, refiners and marketers of petroleum products. ERC is also mandated to issue Construction Permit. Dealers of petroleum products are required to adhere to laid Kenya standards. (www.erc,kenya.com)

Oil industry has changed from a few players who single sourced their entire product from Kenya Petroleum Refineries Limited, to many players who source oil from overseas markets. This was necessitated by the growth of the economies in the region that brought huge demand for the petroleum products. These changes have been accompanied by changes in government policies, from deregulation back to regulation of oil prices, standardization of LPG cylinder valves, improvement in infrastructure, introduction of upfront payment of taxes to curb damping of transit product in the industry, increase of industry players and hence increased competition and exit of major oil companies, among other changes. These have necessitated a shift in the way the oil companies run their business by formulating and implementing strategies that would ensure not only their survival but also their ability to beat competition.

Non-oil business development is a paramount diversification strategy at Total Kenya Limited. Fuel products remain the core business of the organization. However, the importance of non-fuel business like convenience shops, medical shops, carwashes, restaurants, tyre centres, service bays, renting of space to third parties and leisure areas has grown tremendously and contributes significant percentage of the organization revenues. Building strategic tie-ups with other players like fast food joints, commercial banks and courier companies in an effort to enhance non-fuel revenues show the trend towards offering an increasing range of services.

1.1.5 Total Kenya Limited

TKL is an affiliate of Total Group which has its global head office in Paris, France. Total Group is the fourth largest publicly traded integrated international petroleum Company in the world with its existence in 100 countries and more. TKL has been operating in Kenya since 1955. It was first registered as OZO East Africa Limited and begun its actual operations in the country in 1959. The company name changed from OZO East Africa Limited to Total Oil Products East Africa Limited in 1963 which held its first Initial

Public Offering (IPO) in 1988. This made the company to be the first multinational oil company to be quoted on the Nairobi Securities Exchange. The name changed to Total Kenya Limited (TKL) in 1991 and still in operation up to date. Total Kenya Limited acquired Elf Oil Limited in the year 2000 and Caltex brand of Chevron Kenya Limited in 2009 largest oil marketer in Kenya in terms network of service stations and share of the market. Today, TKL has more than 180 service stations which make the company to be number one in terms of market share and revenues. The company has five exclusively owned fuel depots, three joint ownership depots, two Liquefied Petroleum Gas filling facilities, one Lubricant blending facility and five aviation depots.

Products and services offered by the Company range from lubricants which include Quartz for petrol engines and Rubia for diesel engines. TKL is big in the area of industrial lubricants and has a laboratory facility for testing the lubricants. This facility is the only one of its kind in East Africa. Total Kenya offers the widest range of LPG products to the consumer which includes Baby Meko, Meko, 6kg, 13kg, 22.5kg and 50 kg mostly used for industrial purposes. In addition the organization also distributes bulk LPG to institutional customers. TKL has also Service Bays, the Bonjour shops, Tyre Centres, Total wash and restaurants. The company is actively involved in aviation fuels and supplies bitumen mostly used for road construction and industrial purposes. TKL has been a consistent leader in technological innovation, service and product quality and community project initiatives. The company is one of the biggest employers in the country which is Kenya with more than 500 direct staff and 4000 indirect staff (www.totalkenya.com)

Total Kenya Service Stations today offer not only fuel products but also non-fuel services and products which includes Bonjour shops, ATMs, restaurants Courier Services among others. The company aims at building strong brands around customer experience; value added fuels and non-fuel products and services. Total Kenya's innovative strategy includes using free space in the service station outlets for campaigns and renting the space for non fuel activities.

1.2 Research Problem

Need for adoption of modern diversification and innovation strategies by organizations is key to survival and growth. In the past, however, many organizations have been able to survive even with limited amounts of diversification and innovation. Organizations focus on providing quality products and simply update them to a level that maintains their competitiveness in the market (Dodge, 2003). Organizations need innovative processes and diversification management that can drive the amount of diversification and innovation in the market.

Modern consumers are more informed and need products and services that will make their life easier and have more options in terms of what they buy and who they buy it from. Essentially, customers will not accept mediocrity because they know they can always go somewhere else hence the need to realize that innovation is important as it is one of the primary ways to differentiate products from the competition (Muthuki, 2013). If an organization cannot compete on price, managers will need diversification and innovative products and ideas to make the business stand out from the crowd (Gitonga, 2003).

Energy Regulation Commission's pricing formula has been unfavorable to oil companies because it does not include operations costs and the increasing expenses of operating a business because of the rising cost of doing business. Previously, the marketers would simply total their costs and take care of such market realities by segmenting their market. Due to these reasons Oil Marketers are limited to specified pump price to be charged. The economic conditions surrounding the oil and gas retail business have tremendously affected margins at Oil Marketing Companies. Inflation of oil prices put profits at risk. Because of this, the company which is operating in a highly regulated market is exposed to potential losses. The major problem of low profit margins that the industry faces has led to some dealers playing with quality and quantity through alteration and short supply to improve the margins, offering an option of improving profit margins through non-fuel activities eliminates the problem.

It is for these reasons that TKL has strong focus on the innovation and diversification that seeks to generate new products and the same time enhance the existing processes. In order to maintain this lead, the company must embrace new ways of doing things in order to align its strategy with its vision to become the energy company.

In Kenya, few studies have been done on diversification and innovation strategies. For example, Gitonga (2003) conducted a research on innovation processes and the perceived role of the CEO in the banking industry, Kihumba (2008) conducted a survey on the determinants of financial innovation and its effects on the banks performance in Kenya, Odhiambo (2008) carried out a research on the innovation strategies at the Standard Charterted Bank, Muthuki (2013) did a study on adoption of diversification and innovation strategies by the Nation Media Group. None of these studies have been done in the oil industry and hence the motivation to carry out this study in order to identify diversification and innovation strategies adopted in oil industry to enable survival and growth. The study will seek to answer the question; what are the diversification and innovation strategies adopted by Total Kenya Limited?

1.3 Research Objectives

The Objectives of the research were:

i. To determine the diversification and innovation strategies adopted by Total Kenya Limited.

ii. To establish the drivers of diversification and innovation strategies adopted by Total Kenya Limited.

1.4 Value of the Study

This research would be valuable to the Total Kenya Limited targeted company managers and other oil companies in the region for it will make them realize how well they can effect on the management approaches towards the better performance of the organizations. In this case, they may be able to evaluate the diversification strategies in place and come up with new innovation and diversification strategies that drive company success.

This study would also be valuable to the future researchers and academicians who would be pursuing research on the same area of diversification and innovation strategies. In this case, this research would add knowledge while the same time lay a foundation of more study in a similar sector.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the diversification and innovation strategies adopted by organizations. The main areas presented here were the theoretical review on diversification and innovation strategies, diversification and innovation strategies adopted by organizations, and the drivers of diversification and innovation strategies in organizations.

2.2 Theoretical Foundation

According to Strategic theoretical perspectives, diversification promotes innovativeness by enabling opportunities for sharing and exploiting innovative (Nelson, 1959). According to resource-based view perspective (Barney, 1991) demonstrates how diversification empowers organization to gain competitive advantage by creating resources and empowerment via interaction on diversified business units (Barringer and Harrison, 2000; Eng, 2005). Internalization theory indicates that diversified organizations can develop internalized funds and labour markets through which companies enjoy perfection in resource allocation (Nickerson and Zenger, 2008). Diversified organizations receive the benefit of exploiting organizations-particular gains in the acquisition of knowledge, products and services by internally designing business events (Buckley and Casson, 1976).

As indicated in the Agency theory, diversification decreases organizational risk of investment hence motivating a decision of taking more risk to encourage innovativeness (Garcia- Vega, 2006). Additionally, diversification can be a red flag of an agency problem, where management passes up individual risk by diversifying the organizational activities. Hence, diversified organizations might be not willing to absorb innovation risk (Holthausen, 1995).

This study would be valuable to the Total Kenya Limited targeted company managers and other oil companies in the region for it will make them realize how well they can effect on the management approaches towards the better performance of the organizations. In this case, they may be able to evaluate the diversification strategies in place and come up with new innovation and diversification strategies that drive company success.

Chandler (1990) explained that diversification is one of the most visible features of Contemporary Corporation. Rumelt (1974) related types of diversification to economic achievement. Strategy studies have been focused toward establishing the forms of diversification that result to above-normal outputs. As demonstrated by Empirical work related diversification is linked with above-normal profits, whereas unrelated diversification mostly results to subnormal performance (Hoskisson & Hitt, 1990).

2.3 Diversification Strategies Adopted by Organizations

Different kinds of diversification strategies depend on the bearing of organization diversification (Gallini and Scotchmer, 2002): Horizontal diversification refers to acquiring or developing new products or offering new services that could appeal to the company's current customer groups. In this case the company relies on sales and technological relations to the existing product lines. Related or concentric diversification refers to growth into new non-competing product/market which is related to the firm's technological and marketing skills base. Diversification strategy which is concentric brings financial efficiency because the business gains from some synergies in this model of diversification. The strategy enhances some resources related to advancing existing process. Small manufactures of consumer goods uses concentric diversification.

Heterogeneous (conglomerate) diversification refers to growth into a new product/market which is unrelated to the firm's present technological or marketing skills base but which may appeal to new groups of customers. The major motive behind this diversification type is the high return on investments in the new industry. The decision to go for this kind of diversification can lead to additional opportunities indirectly related to further developing the main company business. Corporate diversification involves production of unrelated but definitely profitable goods. This type of diversification is often tied to large investments where there may also be high returns. Each of these strategies of diversification has its own reservations, advantages and shortcomings.

Diversification has been defined as "the entry of a firm or business unit into new lines of activity" (Ramanujan & Varadarajan, 1989) defined Diversification as the entry of organization or business activities into new sectors, since organization diversification into several products or business units directly impacts firm performance, portfolio configuration has proved to be paramount in strategic interest (Bettis, 1981)

2.4 Drivers of Diversification Strategies Adopted by Organizations

The environments in which Business firms operate in are increasingly unpredictable. A lot of dynamism, uncertainty, complexity and competition are encountered. These environmental changes are bewildering and agile; these environments are also in a constant flux state. These forces are increasing by the day and hence need for organizations to redesign and restructure business operations in order to gain relevance in today's dispensation which is unfolding.

There are several drivers behind diversification strategies (Jung, 2003): Synergistic Driver The first driver is presented in situation where synergy exists when particular elements are arranged as a single organization. Synergy exists when the sub total of all business units together adds up to more than the total separately (Hitt, Ireland, and Hoskisson, 2001). Amit and Livnat (1998) states that diversification into similar businesses may expound the market ability of the diversified firms which assists the companies enrich its long-term strategic position.

Financial Driver is derived on the basic premise of portfolio theory that states that one should not put all resources and efforts in a single section. In addition it can be stated that an organization should diversify and not hinge on a single operation. As demonstrated in finance theory, when the cash flows of particular units are not organized, the total risk, as calculated by imbalance of conglomerated cash flows. Market Power Driver demonstrates how Diversified organizations have consolidated power that makes them prosper on their diversity (Hill, 1985).

2.5 Innovation Strategies Adopted by Organizations

There are three types of innovation which includes process, product and service strategy. These types vary from incremental to basic and from preserving to discontinuous. There are considerable relations in these types of innovation. For example, a strategy innovation may call for process or product innovations.

Incremental product and service strategy of innovation is directed towards improving the characteristics and performance of existing products and services. Radical product and service innovation is focused toward developing new products and services. Product life cycles, in particular, have become shorter causing business survival to hinge on new product creation and, increasingly, on the speed of innovation in order to create and bring new products and services to market sooner than the competition (Jonash and Sommerlatte 1999).

It is possible to continuously improve one’s business strategy. Hamel (2000) argues that radical business concept innovation is now very important. He states that the current environment is aggressive to industry incumbents and beneficial to industry revolutionaries. The fortifications that secured the industrial oligarchy which have collapsed under the weight of deregulation, technological upheaval, globalization, and social change. What is now needed is to ensure organizational progress to continually revolutionize the essential organizational strategy, which progressively requires radically reconceiving products and services, not just creating new products and services, redeeming market space and redrafting industry boundaries.

2.6 Drivers of Innovation Strategies Adopted by Organizations

Innovation has financial pressures to lower costs and enhance efficiency in order to do much with less rivalry, short product life cycles, migration of value, harsh guidelines, and community as well as firms requirements in order to maintain their growth. Responsibility requirements, social expectations and care for community which includes doing good and giving back to the society among others.

A major driver for innovation has been cost reduction although, recently, Regulatory drivers have become very paramount. Organizations acknowledge that they must upgrade their image and this has developed to be a key driver of environmental and sustainable development innovations. A good image can help in enhancing customer loyalty and growth of company's strategy.

The existence of innovation drivers and the need to innovate will not automatically result in innovation. Innovation is complex, especially radical or discontinuous innovation. Organizations have re-engineered their fundamental business processes for efficiency. They now require reinventing their fundamental business processes for innovation in order to increase the production and pay-off of radical concepts.

Great focus is now being directed toward growing the organization's innovation input capacity, the capability of an organization to continuously digest, accumulate, and develop the new knowledge needed to activate new ideas. This has been ascribed to as the "organization as sponge explanation" the organization must inject more inputs in order to squash out more outputs (Fiol 1996). It has also been attributed to as the organization's absorptive capacity (Cohen and Levinthal 1990). Absorption refers to scanning of the surrounding to identify new concepts that may be of promising, promoting idea generation among the staff, as well as adopting promising relevant externally created innovations. It has clearly been established that smaller and less hierarchical companies are up to speed in innovations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter set out various phrases that were followed in completing the research. The chapter has been organized into research design, data collection procedures and data analysis techniques that were deployed. The section contains an overall scheme, structure and plan designed to assist the researcher in answering the raised research questions.

3.2 Research Design

The research was conducted through a case study since it involved one organization which is Total Kenya Limited. Mugenda and Mugenda, (2003) defines a case study as an in-depth investigation of an individual, institution or phenomenon

A case study key intention is to find out aspects that have resulted in the behavior under research. The researcher was able to get an in-depth investigation that considers underlying issues. The research sought to collect in-depth information regarding the diversification and innovation strategies adopted by Total Kenya Limited.

3.3 Data Collection

Interview guide was used in this research to collect data from the targeted interviewees who were management employees currently employed at Total Kenya Limited head office in Nairobi. The interview schedule structures were based on the research objectives stated.

The interviewees were 12 of the top managers and functional heads in charge of marketing, network, business development, health, safety, environment and quality department, corporate affairs, communication section, human resources, innovation team, finance, operations, projects and maintenance section and legal section.

The researcher sought to utilize interviewees' knowledge because they are more conversant with strategic objectives and issues for they are part of the team that formulate and supervise/oversee the implementation of strategic decisions and have experience in that specific area.

3.4 Data Analysis

Data obtained from the interview guide was analyzed using Content analysis. Most of the data collected was qualitative. Mugenda and Mugenda, (2003) explains how the statements are made generally on qualitative data analysis on how relationship of themes and categories of data. Content analysis was used in this case study. Content analysis is a method for summarizing any form of content by counting various aspects of the content (Muthuki, 2013).

Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 2003). It involves observation and detailed description of objects, items or things that comprise the object of the study (Cooper and Schindler, 2003).

The variables that were used in the analysis were broadly classified into two; diversification and innovation strategies adopted by Total Kenya Limited as well as the drivers of diversification and innovation in Total Kenya Limited.

CHAPTER FOUR: DATA ANALYSIS RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, interpretation and presentation of the findings and discussion obtained from the field on diversification and innovation strategies adopted by Total Kenya Limited. The analyzed data from the interviewees is based on the various aspects that were determined on diversification and innovation strategies at Total Kenya Limited. A total of ten interviewees were interviewed by the researcher relative to the study specific aspects in the interview guide.

4.2 General Information of the Interviewees

Interviewees were required by the study to state their positions in the organization which in this case is Total Kenya Limited, the interviewees indicated that they are Marketing Manager, Network Sales Manager, Business Development Manager, HSSEQ Manager, Corporate Affairs Manager, Communication Manager, Human Resources Manager, Innovation Coordinator, Finance Manager, Operations Manager, Projects and Maintenance Manager and Legal Manager. Most of the interviewees were from top level management.

The study required the interviewees to indicate the name of the department they were serving in, according to the responses obtained , the research found out that the interviewees were from the marketing department, health, safety, environment and quality department, corporate affairs department, human resources department, finance department and operations. All interviewees are based at the head office.

The interviewees were required by the research to state the period they had served in the organization. The answers obtained in regard of this question found out that most of the interviewees sampled and reached by the study had served at Total Kenya Limited for a period of 5 to 25 years.

The fact that interviewees were drawn from various departments of the organization and the fact that they hold significant positions in the organization and the fact that most of them had served for long period would mean that they are experienced enough and hence understand the diversification and innovation strategies adopted by TKL as well as the dynamics surrounding them.

4.3 Adoption of Diversification and Innovation Strategies

The research objectives were to determine the diversification and innovation strategies adopted by Total Kenya Limited as well as establishing the drivers of diversification and innovation strategies. The research targeted 12 interviewees out of which 10 gave feedback through interview sessions guided by the interview guide. The interviewees were drawn from supervisory and management levels of diverse departments within TKL who were conversant with company strategies.

4.3.1 Awareness of Diversification Strategies in Total Kenya Limited

The research required the interviewees to state whether they were aware of any diversification strategies and if yes to indicate the strategies. According to the answers obtained, the research revealed that the interviewees were aware of various diversification strategies adopted by TKL. Most of the strategies indicated by the interviewees were unrelated to the main business segment of petroleum products, this was because the business required an alternative revenue stream due to decline of revenue streams from fuel business caused by shrinking profit margins and increased competition.

Diversification Strategies named by the interviewees ranged from creation of services like Carwashes, Lube bays, Service centres, Bonjour shops, restaurants, partnership with big brands like Goodlife and Michelin, leasing of space to service providers such as restaurants, ATMs, pharmacies, mobile money transfer services, agency banking services, AutoXpress, DT Dobie, Kingsway, KFC, Network masts, outdoor communication among other services. Partnership with Safaricom to provide Mpesa and Lipa na Mpesa services in its network of service stations in order to compliment the main business which is selling of fuel and petroleum products to attract more traffic, create one stop shopping and in return increase revenues.

4.3.2 Awareness of Innovation Strategies in TKL

Interviewees were required by the research to indicate whether they were aware of any innovation strategies in the organization and if yes to indicate the strategies. Dependent on the responses the research found out that there were various innovation strategies within Total Kenya Limited. Most of interviewees indicated Rollover carwash installation in one of the service station as a pilot and ground for testing and gauging impact and customer experience. The Rollover Carwash is automated carwash which cleans vehicle by just clicking a button. The interviewees also mention Jet wash Carwash installed in two service stations. This Jet wash cleans vehicle with warm water, has several nozzles with different options where the options are selected by click of buttons after inserting a kind of a coin to activate the wash. The interviewees also mentioned renewable of water system especially water used at the Carwash.

Other innovation strategies mentioned by the interviewees include Total Bon voyage card instant remote loading which can be done via Mpesa, Lipa na Mpesa or via request to the card team after which one can use the card to purchase products at Total service stations. Creation of E-ordering whereby dealers or operators of Total service stations orders online, this eliminates paperwork, saves time and ensures on time product availability at service stations. It also creates real time tracking of orders.

The interviewees also indicated that innovation of online sales tool especially used by field staff which ensures real time sharing of information not only at TKL and with also other Total affiliates. This tool also tracks the current status of the service stations and is designed to recognize every service station and the current management of the service stations.

Other notable innovations as mentioned by the interviewees were distribution and installation of LPG containers dubbed Total Maskani concept which aims at bringing TKL products to the organization's customers in the residential areas. Interviewees also mentioned innovation of solar lanterns the latest being Awango solar lantern whereby the customers are allowed to pay the lantern in installments of Ksh. 50 every day via Mpesa, if a customer fails to pay, the lantern is disconnected and hence not able to provide lighting until the payment is done.

The interviewees also said that the organization had embarked on sale of TKL branded items like umbrellas t-shirts, Car sit covers, caps, pens, mugs, water bottles, sweaters, Jackets, Key holders among other items. The items are sold to the staff and TKL customers at the head office and through TKL network of service stations.

The interviewees mentioned involvement of the organization in community development programs through application of creativity and constant training and development by use of focused programs that ensures the best resource capacity. The organization has created a platform where staff can share their innovative ideas and are implemented after being analyzed and proved to be feasible.

4.3.3 Importance of Diversification and Innovation Strategies

The interviewees were required to indicate their views on the influence of the diversification strategies adopted by Total Kenya Limited. Majority of the interviewees on this question said that the organization has been acquiring and creating new services and products that are attractive to the firm's current and potential consumer groups. Most of the interviewees stated that the influence of the said diversification strategies has been targeting to increase revenues, market shares, shareholders' value and customer experience.

Interviewees also indicated that organization has grown tremendously in the region having managed to have over 180 service stations across the country and TKL products and services are sold. The company has products like solar lanterns which has attracted clientele in different regions especially where electricity is a challenge.

The study established that due to diversification in acquisition of other companies like Chevron which had a network of Caltex service stations and planned acquisition of Gapco service stations, synergy has since been created and the interviewees indicated that this has led to the growth of the company making it the biggest in the oil industry in Kenya.

The study sought to establish from the interviewees their views on how the innovation strategies adopted have served the organization. Most of the interviewees on this question stated that the focus of the innovation strategies adopted by Total Kenya Limited was to improve the organization's performance which has been mainly on both financial and non financial measures such as profitability, Market share, Customer satisfaction, corporate social responsibility, customer satisfaction and new products development among others. Due to innovation, the study established from most of the interviewees that the organization has continued to launch new products and services that position it to take advantage of the new oil industry trends which has also led to increased market share of TKL.

In general, most of the interviewees argued that the adoption of the diversification and innovation strategies have made TKL to achieve high levels of efficiency and effectiveness and also gain and sustain competitive advantage. Interviewees argued that the adoption of diversification and innovation strategies by the organization has also led to increased revenue sources, increased market share, impressive financial performance, creation of employment and customer satisfaction.

4.3.4 The Management Support on Adoption of Diversification and Innovation Strategies

The study sought to determine how the management had embraced the diversification and innovation strategies to enhance the performance of Total Kenya Limited. According to the results obtained and analyzed, the study established that the management has incorporated the strategies into the mission and objectives of the organization and that the organization possesses unique underlying characteristics which are evident in the structure and leadership of the organization.

Most of the interviewees said that the company has continued to support and encourage entrepreneurial and corporate leadership in partnership with other organizations through its support and partnership with like-minded companies in the programs that promote innovation. According to the interviewees, the management has provided the necessary resources and expatriate that encourages diversification and innovation and hence fully embraces the two strategies.

4.3.5 Challenges in adopting Diversification and Innovation Strategies

Interviewees were required to indicate the various challenges in the adoption of diversification and innovation strategies in the organization. Dependent on the answers received on this question, the study found out that the adoption of the diversification and innovation strategies has not been without challenges which included resistance to change, lack of technical knowhow among the staff and customer like service station operators, restrictive government policies and regulations, political instability, technological deficiencies, cultural problems and slow growth of innovated products.

The study also found out that the challenges faced in the adoption of diversification and innovation strategies at Total Kenya Limited included stiff and unfair competition from rival companies, lack of trained staff, lack of partners taking up diversified business functions and high cost involved in adoption of diversification and innovation strategies and their implementation as well as use of poor performance measures on new products and created services. Other challenges mentioned included competition contributed by turbulent business environment in Kenya and specifically oil industry, poor follow up and monitoring mechanism, lack of adequate planning, hurried assessment of results and poor approaches to performance measures.

4.3.6 Measures taken to ensure success in the adopted Strategies

Interviewees in this research were requested to indicate the measures the management had put in place to ensure that the diversification and innovation strategies adopted by TKL work. From the findings, the interviewees stated that the measures adopted by the organization to ensure its diversification and innovation strategies work were but not limited to rewarding staff for innovative ideas, partnering with authorities and communities through CSR activities, continuous appraisal of the projects and staff performance, staff sensitization on matters related to company growth, application and use of bench marking and effective team of management. Other measures mentioned by the interviewees included effective recruitment and selection of right staff, effective placement of staff in right tasks, R&D, ensuring there is a harmonized culture, use of new technologies and human resource management as a key component of the organization's growth.

4.4 Drivers of Diversification and Innovation Strategies

This part of the research sought to establish the key drivers that TKL has that ensures its success in identifying and implementing the diversification and innovation strategies that the organization has put in place. The most important aspect on key drivers is to identify the key to the performance and success of the organization.

4.4.1 Drivers of Diversification and Innovation Strategies at Total Kenya Limited

Interviewees were requested to indicate some of the drivers of the diversification and innovation strategies adopted by TKL as well as their influence in the organization. On this, the study found out that some of the drivers of innovation and diversification were the use of Corporate Social Responsibility initiatives, allocation of the funds and resources specific to diversification and innovation, use of modern technologies, research and development, employees and partners training and development and availability of skilled personnel with specific expatriates.

Dependent on the answers received from the interviewees the research found out that management support, employees motivation, effective communication systems, coordination of activities and provision of required tools as important factors that drive organization growth. Employees reward system and bonus schemes were other aspects noted that encourage new ideas and better performance.

4.4.2 Factors Influencing Adoption of Diversification and Innovation Strategies

Interviewees were required by the researcher to explain how various factors influenced the adoption and innovation strategies at Total Kenya Limited. According to the data collected, most of the interviewees stated that through CSR initiatives, the organization has distinguished itself as a leader in community involvement with robust programmes in environment, funding children homes, education and sports. This has made TKL to be the biggest and popular in the region hence its good performance in terms of profitability and market share over the years.

Interviewees also indicated that availability of funds, tools and other resources that support the adoption of diversification and innovation strategies has continued to be a key determinant of the growth of the organization. The management has shown commitment in ensuring availability of funds for purposes of research and development, awareness creation, procurement and capacity building.

The interviewees also reported that the use of modern technology has helped Total Kenya Limited enhance innovation and create new items. Interviewees stated that TKL has been at the forefront in leveraging the use of the best and modern technology to drive performance, efficiency and effectiveness.

The study established that there have been vigorous research and development measures adopted by the organization which are key in improving the performance of Total Kenya Limited both financially and market share wise. At the same time, the availability of innovative through recruitment of qualified and experienced staff that possesses technical knowhow and innovative mind. Thorough employees training and development offered by the company was stated by the interviewees as having enabled the organization to be the biggest oil company in Kenya. Investment in talent search initiatives through partnering with universities and other learning institutions has contributed greatly in capacity building.

Some interviewees indicated that the top management support has been experienced in the organization, citing their role in providing and guiding staff in the activities of the organization, the company has innovation section which is chaired by the MD and whose mandate is to coordinates innovative ideas. The interviewees indicated that the management has managed to motivate employees through the provision of innovative competition where staff form teams and share their ideas; the best teams were awarded through innovation incentive scheme and granted bragging rights.

In the determination of adoption of innovation and diversification strategies discussed and presented previously, most of the interviewees said that this has led to the introduction of new products and services which have been successful in the market. Interviewees also added that it’s due to adoption of innovation and diversification strategies that has led the organization to become the top oil company in Kenya. Interviewees also noted the management’s effort in entrenching the corporate values as well as emphasizing greater performance and innovation from the staff.

The management has rolled out a rewards and recognition policy where deserving staff with viable innovation ideas are recognized and rewarded during innovation month every year. Some interviewees also added that the winning team receives bragging rights and certificates for their great innovation and contribution towards the performance of the organization.

CHAPTER FIVE: SUMMARY, CONCLUTIONS AND RECOMMENDATIONS

5.1 Introduction

Summary of the research findings of the study on adoption of diversification and innovation strategies by Total Kenya Limited will be contained in this chapter. The chapter will also present conclusions reached by the researcher, recommendations proposed upon the analysis of the findings and limitations of the study. The following chapter will also present suggestions for further studies. Content analysis was used to analyze the responses from interviewees based on the study objectives.

5.2 Summary

The particular objectives of this research were to determine the diversification and innovation strategies adopted by Total Kenya Limited as well as to establish the drivers of diversification and innovation strategies adopted by the organization. TKL must embrace diversification and innovation strategies in order to survive and secure its number one position in the current turbulent and competitive environment. Being the biggest oil company in Kenya, the organization was found ideal for this study because it has remained the market leader and continues to expand its network of service stations and generate products that appeal to the market. The research sought to answer two research questions; what are the diversification and innovation strategies adopted by Total Kenya Limited and the drivers of diversification and innovation strategies in the organization.

The study outlined that most of the interviewees were aware of the diversification strategies at TKL. The interviewees stated various diversification strategies including creation of Carwashes, Lube bays, Service centres, Bonjour shops, restaurants, partnership with big brands like Goodlife and Michelin, leasing of space to service providers such as restaurants, ATMs, pharmacies, mobile money transfer services, agency banking services, AutoXpress, DT Dobie, Kingsway, KFC, Network masts among other services. Partnership with Safaricom to provide Mpesa and Lipa na Mpesa services. The company is also dedicated to sale of solar lanterns especially through its network of service stations and at Maskani shops in order to improve the quality of life for Kenyans not connected to electricity and also to provide a handy companion during power outage.

The interviewees listed various innovation strategies adopted by the organization which included Rollover carwash installation in one of the service station as a pilot and ground for testing and gauging impact and customer experience. The Rollover Carwash is automated carwash which cleans vehicle by just clicking a button. The interviewees also mention Jet wash Carwash installed in two service stations. This Jet wash cleans vehicle with warm water, has several nozzles with different options where the options are selected by click of buttons after inserting a kind of a coin to activate the wash. The interviewees also mentioned renewable of water system especially water used at the Carwash.

Other innovation strategies mentioned by the interviewees include Total Bon voyage card instant remote loading which can be done via Mpesa, Lipa na Mpesa or via request to the card team after which one can use the card to purchase products at Total service stations.

Creation of E-ordering whereby dealers or operators of Total service stations orders online, this eliminates paperwork, saves time and ensures on time product availability at service stations. It also creates real time tracking of orders.

The interviewees also indicated that innovation of online sales tool especially used by field staff which ensures real time sharing of information not only at TKL and with also other Total affiliates. This tool also tracks the current status of the service stations and is designed to recognize every service station and the current management of the service stations.

Other notable innovations as mentioned by the interviewees are distribution and installation of LPG containers dubbed Total Maskani concept which aims at bringing TKL products to the organization's customers in the residential areas. Interviewees also mentioned innovation of solar lanterns the latest being Awango solar lantern whereby the customers are allowed to pay the lantern in installments of Ksh. 50 every day via Mpesa, if a customer fails to pay, the lantern is disconnected and hence not able to provide lighting until the payment is done.

The interviewees also noted that the organization has embarked on sale of TKL branded items like umbrellas t-shirts, Car sit covers, caps, pens, mugs, water bottles, sweaters, Jackets, Key holders among other items. The items are sold to the staff and TKL customers at the head office and through TKL network of service stations.

The interviewees mentioned involvement of the organization in community development programs through application of creativity and constant training and development by use of focused programs that ensures the best resource capacity. The organization has created a platform where staff can share their innovative ideas and are implemented after being analyzed and proved to be feasible. This implied that Total Kenya Limited has adopted to innovation strategies which the research sought to establish

The research found out that the organization has been acquiring and creating products and new services that attract to the firm's existing and potential consumer groups. The findings revealed that the organization depends on sales and technological relations to the existing and new product lines and that the influence of the said diversification strategies has been targeting to increase revenues, market shares, shareholders' value and customer experience.

From the findings, the Interviewees felt that the organization had grown tremendously in the region having managed to have over 180 service stations across the country and those TKL products and services are sold in the service stations. The results revealed that due to diversification in acquisition of other companies like Chevron which had a network of Caltex service stations, synergy has since been created and the interviewees felt that this has led to the growth of the company making it the biggest in the oil industry in Kenya.

The research found out that the adoption of the diversification and innovation strategies have made TKL to achieve high levels of efficiency and effectiveness and also gain and sustain competitive advantage. Results outlined that the adoption of diversification and innovation strategies by the organization has also led to increased revenue sources, increased market share, impressive financial performance, creation of employment and customer satisfaction.

The findings of the research indicated that the management had embraced the diversification and innovation strategies to enhance the performance of Total Kenya Limited. According to the results, the management has incorporated the strategies into the mission and objectives of the organization. Results also indicate that the company has continued to support and encourage entrepreneurial and corporate leadership in partnership with other organizations through its support and partnership with like-minded companies in the programs that promote innovation. Interviewees felt that the management has provided the necessary resources and expatriate that encourages diversification and innovation and hence fully embraces the two strategies.

The research found that adoption of diversification and innovation strategies in the organization encountered some challenges which included resistance to change, lack of technical knowhow among the staff and customer especially service station operators, restrictive government policies and regulations, political instability, technological deficiencies, cultural problems and slow growth of innovated products.

The research also found out that the challenges faced in the adoption of diversification and innovation strategies at Total Kenya Limited included stiff and unfair competition from rival companies, lack of trained staff, lack of partners taking up diversified business functions and high cost involved in adoption of diversification and innovation strategies and their implementation as well as use of poor performance measures on new products and created services. Some interviewees felt that competition contributed by turbulent business environment in Kenya and specifically oil industry, poor follow up and monitoring mechanism, lack of adequate planning, hurried assessment of results and poor approaches to performance measures were challenges in the adoption of diversification and innovation strategies.

From the findings, measures adopted by the organization to ensure its diversification and innovation strategies work were rewarding staff for innovative ideas, partnering with authorities and communities through CSR activities, continuous appraisal of the projects and staff performance, staff sensitization on matters related to company growth, application and use of bench marking and effective team of management, effective recruitment and selection of right staff, effective placement of staff in right tasks, R&D, ensuring there is a harmonized culture, use of new technologies and human resource management as a key component of the organization's growth.

The research found out that some of the drivers of innovation and diversification strategies were the use of Corporate Social Responsibility initiatives, allocation of the funds and resources specific to diversification and innovation, use of modern technologies, research and development, employees and partners training and development and availability of skilled personnel with specific expatriates, management support, employees motivation, effective communication systems, coordination of activities and provision of required tools as important factors that drive organization growth. Employees reward system and bonus schemes were other aspects that were found to encourage new ideas and better performance.

The research found out that through CSR initiatives, the organization has distinguished itself as a leader in community involvement with robust programmes in environment, funding children homes, education and sports. This was found to have made TKL to be the biggest and popular in the region hence its good performance in terms of profitability and market share over the years, availability of funds, tools and other resources that support the adoption of diversification and innovation strategies has continued to be a key determinant of the growth of the organization. Interviewees felt that the management has shown commitment in ensuring availability of funds for purposes of research and development, awareness creation, procurement and capacity building.

The interviewees also felt that Total Kenya Limited innovation and development of new services and products has been possible due to use of modern technology. The research found that the organization has been at the forefront in leveraging the use of the best and modern technology to drive performance, efficiency and effectiveness.

From the results, the research established that there have been vigorous research and development measures adopted by the organization which are key in improving the performance of Total Kenya Limited both financially and market share wise. At the same time, the availability of innovative through recruitment of qualified and experienced staff that possesses technical knowhow and innovative mind. Thorough employees training and development offered by the company was found to have enabled the organization to be the biggest oil company in Kenya. Investment in talent search initiatives through partnering with universities and other learning institutions has contributed greatly in capacity building.

Research also found that the top management support has been experienced in the organization. The results found that the company has innovation section which is chaired by the MD and whose mandate is to coordinates innovative ideas and that the management has managed to motivate employees through the provision of innovative competition where staff form teams and share their ideas, the best teams were awarded through innovation incentive scheme and granted bragging rights.

Besides, the research also found out that the management had rolled out a rewards and recognition policy where deserving staff with viable innovation ideas are recognized and rewarded during innovation month every year. Some interviewees also added that the winning team receives bragging rights and certificates for their great innovation and contribution towards the performance of the organization.

5.3 Conclusion

The research concludes that Total Kenya Limited has adopted diversification and innovation strategies and the strategies have contributed to its growth both financially and in terms of market share. Depending on the direction of the organization, unrelated products and services have been created which has led to growth of company revenues, customer loyalty, increase in market share and increasing stakeholders' benefit.

The research concludes that Total Kenya Limited has had immense growth in the region over the years following strategic acquisition of Chevron which has led the organization to benefit from synergy that has greatly reduced operations costs and production cost hence growing the bottom-line. Adoption of diversification and innovation strategies has made TKL to achieve high levels of efficiency and effectiveness, gain to growth of market share and sustain competitive advantage. The findings indicate that the company has incorporated the strategies into the mission and vision of the organization and the top management of the organization is fully committed in achieving these goals.

Oil industry is facing some challenges due to existence of illegal operators of fuel, illegal LPG refillers. ERC policies in regulating fuel prices is another challenge faced by oil companies, due to these regulations oil companies are not able to compete on price hence have to look for other avenues which appeals to customers. It is due to these reasons and competition from emerging oil companies that has led Total Kenya Limited to adopt into diversification and innovation strategies in order to win customer loyalty, increase offers by providing more products and services in order to maintain its number one position in the oil industry and earn more revenues.

This research concludes that diversification and innovation strategies has enabled the TKL to develop new products including solar lanterns, Maskani LPG shops, e-order platform that generate orders on line and enable real time tracking of orders, social media sites which has managed to reach wider customer coverage as well as creation of awareness of organization's product which has led to growth of sales

It can also be concluded that Total Kenya Limited has clear drivers of diversification and innovation strategies according to the research and this is outlined by the policies entrenched in the organization. The research also concludes that the organization has innovation section created for staff to share the ideas. This section organizes innovation events where staff presents their innovative ideas and the winning get prizes and also a chance to share dinner with the Managing director including other goodies. This has led to motivation of staff to share their innovative ideas and participate in the innovation competition. The organization funds implementation of the winning innovative ideas forms a special team to appraise and monitor the implemented ideas which in return demonstrates the commitment of Total Kenya Limited in adoption of innovation strategies.

5.4 Recommendations

The research findings indicate that Total Kenya Limited has adopted to diversification and innovation strategies and urges the management of the organization to continue to pursue strategies that promote diversification and innovation because oil industry immense regulations and thin profit margin which has led to some of the big players like Chevron, Shell among others to exit the market.

The study recommends that it is important for the company to embrace diversification and innovation strategies in order to ensure continued existence and survival. The study at the same time urges the management to be cautious on the strategies selected for implementation so as to reduce the exposure and risks which come with uncalculated expansion and change. Implementation of diversification and innovation strategies should be done through proper project appraisal, implementation and monitoring of the project performance.

The study also recommends that Total Kenya Limited should continue investing in staff training and development since employees are key resource in the organization as mentioned by the interviewees. This will help to bring the best out of them and encourage innovative culture in the organization.

The research urges the management of TKL to look into other strategies rather than diversification and innovation in order to help the organization continue increasing revenues, retain its number one position and expand the market share. The strategies should be incorporated to existing strategies and should lead to profitability.

The study recommends that the government should protect oil companies from unfair competition which come through damping of the product, illegal LPG refillers and quality alteration by unauthorized companies which in return such products end up damaging customer’s property, causes injury and even loss of lives.

The research urges Energy Regulation Commission to create awareness to the general public on the illegal trading of fuel products and inform the public to avoid buying fuel and fuel products from unauthorized dealers due to the dangers involved. The commission should also put more effort to eliminate illegal dealers of the petroleum products.

5.5 Limitation of the Study

The study was a case study limited to one oil company hence cannot generalize the research findings to other firms in the industry because the finding could have been different and diverse in other oil companies therefore enhancing the results of the study. The study was time limiting as it was conducted within short period of time and the data collected was from 10 interviewees and time taken may not have been sufficient to tackle all aspects of the research questions

The research was limited to one industry due to constraint in resources. The findings could have been more comprehensive if it incorporated other industries hence enhancing the results of the research. However, the resources were not available to conduct the research across several industries.

Availability of the interviewees proved to be a limiting factor in the study some of the interviewees were not available. The study intended to interview 12 interviewees but only managed to find 10 interviewees. The available interviewees allocated short time to the researcher which could avail the opportunity to collect enough information to produce such a concrete study.

5.6 Suggestions for Further Research

The research was conducted on one oil company which is Total Kenya Limited, the research suggests further study to be done in future on the same research problem but with the incorporation of more oil companies in Kenya in order to find out if the same results will be replicated.

The research was done on two strategies of diversification and innovation. The research recommends that in future a research should be conducted to establish the impact of other strategies that ensures survival and growth of the organization.

The research limited itself to one industry which is oil industry. The research recommends that besides the drivers of diversification and innovation established in this research, other future studies should seek to establish if the results and findings are shared across other industries.

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APPENDIX 1: INTERVIEW GUIDE

I am a student from the University of Nairobi pursuing a Masters Degree course in Business Administration (MBA). As part of the academic requirements, I am required to undertake a research study entitled 'adoption of diversification and innovation strategies by Total Kenya Limited'. It is my humble request for your contributions by answering some chosen questions here in.

Kindly answer all the questions;

1. What is your position in the organization?

2. What is the name of your department?

3. How many years have you served in the organization?

4. Are you aware of any diversification strategies in your organization?

4b. If yes, indicate the types of diversification in the organization.

5. Are you aware of any innovation strategies in your organization?

5b. If yes, mention the types of innovation in your organization.

6. In your view, how have the diversification and innovation strategies served the organization?

7. How have the management embraced the diversification and innovation strategies towards the performance of the organization?

8. What are the various challenges in the adoption of diversification and innovation strategies in place?

9. What measures have the management put in place to ensure that the diversification and innovation strategies adopted by the organization work?

10. What are the factors influencing the adoption of diversification and innovation strategies at Total Kenya Limited?

11. In your view how has each of the factors in 9 above affected the adoption of diversification and innovation strategies at Total Kenya Limited?

THANK YOU FOR YOUR CONTRIBUTION