

**INFLUENCE OF ORGANIZATIONAL CULTURE ON KEY ACCOUNT
MANAGEMENT PRACTICES OF ALCOHOLIC BEVERAGE
MANUFACTURERS IN KENYA**

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DECLARATION

I hereby declare that the submitted research project is my original work and has not been submitted in any other university for the award of degree. Therefore, any references by any other person, institute or any material retrieved from a range of sources have been cited and referenced adequately.

I hence submit this research project in partial fulfillment of the requirements for the Master of Science in Marketing, School of Business University of Nairobi.

Sign 

Date 26th November 2020

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

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DEDICATION

I dedicate this research project to my mother Peninah, and my brothers; Theophillus, Gerald and Amos. Thank you for believing in me, and for your unconditional cooperation and love. Most importantly I am grateful to the Almighty God for the blessing of Wisdom, Knowledge and Understanding.

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LIST OF ABBREVIATIONS

- KEBS** – Kenya Bureau of Standards
- EABL** – East African Breweries Limited
- KWAL** – Kenya Wine Agencies Limited
- KBL** – Kenya Breweries Limited
- KAM** – Key Accounts Management
- RTDs** - Ready to Drink.
- SPSS** - Statistical Package for the Social Sciences
- UDV** - United Distillers and Vintners

ABSTRACT

Organizational culture is an important factor that influences key account management practices even to date. The choice of the key account management practices directly impacts on the future resolutions and performance of an organization in a competitive market. Different organizations adopt different key account management practices for different reasons depending of the organizational culture. The study adopted a descriptive survey in which 120 marketing managers from the registered alcoholic beverage manufacturers in Kenya were examined through both open and closed-ended questionnaires. Data was collected, inspected and checked for comprehensiveness and clarity, coded and logged into the computer and analyzed using SPSS. Tables of means, standard deviation, standard error, regression and correlation with varying percentages were used to show the results. Results were evaluated critically and each response analyzed using thematic explanation according to the main objectives of the study and afterwards presented in descriptive quotations within the information. The research proved that organizational culture played a major role in key account management practices that organizations adopt hence high revenue generation. Most respondents had the idea of marketing managers involving employees in decision making whereas others disagreeing with the fact that some may feel superior and want to take over the managers' positions. However, it recommended that in order to maintain long term relationships with key clients, marketing managers must organize frequent training for employees on key account management practices and also maintain special attention to key accounts.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational culture has a tremendous influence on all elements of an organization, especially key account management practices (Susca, 2019). Organizational culture impacts key account executives positively, particularly from societies of cultures of result-oriented and control (Ali, 2019). The culture of any organization does not impact key account management by harmonizing with employee needs but through the content of its values and norms (Anali, 2018). Simultaneous testing of various organizational variables has significant influence on key account management practices (Al-Musadieq & Muhammad, 1982). Organizations proactively start exercises with key accounts and do these exercises more seriously by guaranteeing that key accounts administrators approach distinct advantages inside the organization, and ought to include top directors of the firm (Workman, Homburg & Jensen, 2003). Key account management practices present a new structure for building up the comprehension of key account connections by consolidating a complete manual for the account management practices, and arrangements of the possible future difficulties of key account management practices (Cranfield School of management, 2019).

This study is grounded by relationship marketing theory and the dynamic capabilities theory. According to Gronroos (1996), relationship marketing theory suggests that an organization needs to recognize and develop, keep up and improve relations with clients and various collaborators at a benefit, so the aims of all social incidents included are encountered through exchanging and contentment of guarantees. It further argues that

entertainers lacking fundamental assets try to set up associations with others so as to get required assets, Selznick (1949). According to Teece, Pisano & Shuen (2005), dynamic capacities theory contends that an organization ought to be able to adapt, incorporate, form and reconfigure internal resources to suit the rapidly changing external environment.

Alcoholic beverage manufacturers in Kenya are a fast-growing market where a big percentage of both men and women expend liquor as per world well-being association. Depending on the category, the market is characterized into lager, refined spirits, wines and others. The estimating of these refreshments is dictated by the expense of creation and the obligations collected from those expenses. The rising number of home-grown sporting and social events has led to increased number of people indulge in consumption of alcohol. The leading alcoholic beverage manufacturers in Kenya are Kenya breweries ltd (KBL) and Keroche Breweries, with Kenya Breweries Limited controlling a bigger portion of the Kenyan beer market and remains to surge into the rest of East Africa. Keroche Breweries, another notable local producer also has expansion tactics of its own as it seeks to contend with competitors in the market.

The growth of alcoholic beverage manufacturers in Kenya is determined by rise in young adult demographic, flow in disposable income, and rise in customer demand for alcoholic beverages. Alcoholic beverage manufacturers in Kenya have contributed to a strong domestic demand for alcohol, despite the fact that the developing working class has additionally urged global brands to enter the nation. A report shared in 2017 states that SAB miller shut down its plants in Kenya in 2002 and exited the country leaving East Africa Breweries Limited (EABL) and Keroche breweries. Late advancements in nectar

inferred items give off an impression of being suitable choice to deliver creative mixed beverages for the buyers and to initiate the future development of this market. The market for alcoholic beverage manufacturers in Kenya is based on type, distribution channels and region. Relying on distribution channels, the market is segmented into convenient rations, appointed distributors, stockists, and supermarkets who might be viewed as the key accounts of these alcoholic beverage manufacturers.

1.1.1 Organizational Culture

Organizational culture is an organization's expectations, experiences, philosophy and values that hold it together, and is communicated in its rational self-view, inner activities, connections with the external world and future needs. Cameron & Quinn (2006) point out that thoughtfulness regarding the idea of organizational culture started earnestly in the 1980's. It is the arrangement of basic standards and qualities shared by individuals in an organization (Deshpande & Webster, 1989). Juneja (2010) defines strong organizational culture as one whereby employees amend well, respect the organization's guidelines and follow to the guidelines. The arguments in this study clearly demonstrate that for organizational culture to effectively contribute to key account management practices, there have to be giant productivity, performance, and guidelines on customer care service.

According to Ahmed & Wijk (2013), many organizations have gotten into the trap of relying on measuring performance to determine accomplishment, ignoring the reputation of coming up with a culture that supports key account management practices. Strong organizational culture is measured by creation of significant level of understanding

among workers about what is esteemed and an elevated level of force about these qualities (Chatman & Cha, 2003). Rileys (1983) argued that the cooperation of social structures and social frameworks give a more extravagant perspective on how procedures, for example, preparing ordered inside associations may fortify those underestimated concepts, qualities, and understandings that guide activity. The overall subject going through most organizational culture is the awareness of controlling and adjusting a culture to line up with key established tactics that will positively affect key accounts management practices (Smircich, 1983). The argument that key account management practices are involvedly tangled to certain organizational cultures has been the focus of the interest of many researchers and practitioners (Schein, 2004).

1.1.2 Key Account Management Practices

Key account management practices refer to the key account management programs that the firm has put in place to achieve objectives (Davies, 2014). Ndambuki, Munyoki, Kibera, & Magutu (2018), characterize key accounts management practices as a client arranged co-appointment unit inside the organization in which exercises related with significant clients are solidified and executed for mutual benefit to the supplier and buyer. Millman & Wilson (1995) pointed out that due to more noteworthy challenge and mechanical change; organizations are progressively endeavoring to increase an upper hand by framing vital unions and closer enduring associations with their key clients. Leigh & Marshall (2001) calls attention to that creating and dealing with these long-term connections is viewed as a key part of key record supervisor's achievement in the advanced association where relational contacts can change broadly. As indicated by Raymond (2016), while making associations with customers as a key account supervisor,

one should adopt an all-encompassing strategy, attempting to comprehend manners by which explicit connections, capacities and business needs cooperate to characterize the key account relationship all in all. Making a key account technique driven by an association's corporate methodology and building a serious development system that characterizes development sources and key record included worth is one of the significant goals for key account the executives rehearses, Management Centre Europe (MCE).

Paying attention on the customers that matter the most is one of the most key account management practices (Demand Farm report, 2017). These are the customers who pay the most, and are usually with greatest potential to purchase new and extra items or administrations later on and are likewise steady and loyal. This specific consideration is regularly showed by the foundation of key account plans (Kempeners & Hart 1999), with a general goal of involving a commercial center situation for upper hand. Continually monitoring and measuring performance of each account by an organization to ensure delivery at the end and track how well the key account fulfills its obligations to the organization is a key account management best practice (Lucidchart content team, 2018). According to Gotzmann (2018), sales people of any organization adopt a shared account strategy, based on mutual benefit and hence the organization trains and encourages them to implement a more theoretical tactic where they listen to problems or objectives and sell resolutions instead of pushing products on key accounts. Viegas (2019) argues that managers contact key clients' top supervisors to keep an eye on the progressions required or to convince them to change prerequisites, acknowledge a more significant expense or divert an ugly request to contenders. Millman & Rogers (2010) propose that an organization should have good grasp of competitor knowledge and at the same time look

at deficiencies in existing solutions by having understanding of metrics that represent value to the customer.

1.1.3 Alcoholic Beverage Manufacturers in Kenya

Alcoholic beverage manufacturers in Kenya are one of the major boosters of the economy of this nation where 22.8 percent of men and 9.6 percent of ladies expend liquor. In only 2015, Euromonitor reports, players in the lager class effectively occupied with promoting efforts and volumes came to 466M litters, although this growth wasn't easily achieved. Alcoholic beverage manufacturers in Kenya have prioritized manufacturing in their big four agenda and are committed to support the sector's growth in an efficient and sustainable manner as well as increase its contribution to 15 percent GDP, therefore leading to job creation and social economic growth (Statistical report, 2003).

East African Breweries leads in spirits with a volume share of 27% while UDV Kenya Ltd follows with 14% volume share. London Distillers takes the third position with 11% volume share while KWAL takes the fourth position with 8% total volume share. In Kenya, beer leads with the biggest category in alcoholic drinks. East African Breweries has maintained its lead in all alcoholic drinks in terms of volume. The organization's wide portfolio includes a wide variety of brands that target different consumer segments in beer, spirits, cider and RTDs, the rising social space, urbanization and increasing number of young adults has led to alcoholic beverage manufacturers in Kenya to have a rise in total volume and current value growth. These manufacturers have continued to

expand their production capacity by investing in new production lines that lead to increase in demand for alcoholic drinks, (country report for beer in Kenya, 2019)

1.2 Research Problem

Managers will in the near future need a structured domain of knowledge on how organizational culture might affect key account management practices they adopt. Dispensing this kind of knowledge is the big question at hand because of high competition which is brought up by environmental factors like technology, economic factors, political and legal factors and social change. This culture is an institutionalized phenomenon that binds time and space through ongoing processes of social interaction and it is through these social interactions that lead to effective key account management practices in alcoholic beverage manufacturers in Kenya (Schein, 2010).

Alcoholic beverage manufactures in Kenya face stiff competition from international organizations, and also amongst each other. Due to this competition, they have been forced to come up with a culture that will allow them grow in the market. They have continued to carry out very effect key account management practices in the region, by hiring and training managers that have an uncompromising attitude towards integrity and results which enable them engage in trade- related opportunities within a corporate setting and building amazing relationships with like-minded networks for proper key accounts management practices. To improve on the relationships, they have with their key accounts, alcoholic beverage manufactures in Kenya have come up with strategies like meeting bar owners in order to keep in touch with their customers and also be members of bar owners' association so that they are aware of opportunities in line with

this group of people, and also assisting barley farmers get financing so that they may be assured of consistent barley for brewing.

Ryals (2012) points out that key account program ought not to be static after some time, and that it ought to be invigorated by introducing accounts that re new into the program, and moving previous key accounts out in the event that they never again coordinate. In order to successfully manage key accounts, this is one of the most important practices that organizations should adopt. This competition has steered up organizations to come up with better relationships especially with prominent customers to enhance proper key accounts management practices. Palo & Ryals (2014) argue that key account management practices involve both target proportions of progress and abstract valuation for business relationship improvement. They also argued that implementation of key account management practices entails changes in processes, structures, and mindsets.

Woodburn (2015) points out that an organization will not have the same level of relationship with all of its key accounts, and that everything depends on what each key account is looking for and opportunities for growth and therefore marketing managers have to know how committed they need to be, and which resources to dedicate to which account. McLaughlin (2014) in his study argued that durable organizational culture guides all members of an organization along a similar path to reach the collective objectives of an organization, especially key account management practices. Such traditions signify the store of common organizational knowledge, which is an appropriate method to act, reason, and feel in relation to prominent key accounts. Organizational culture itself structures and co-ordinates the organizational responses to external factors that largely contribute to proper key accounts management practices. The intensity of a

firm's involvement in the activities identified as key account management practices determines the performance of that firm (Ndambuki, 2018). Kithinji (2017) argues that organizations should adopt key account management practices which are additional relationship-driven if they pursue superior performance and enjoy the benefits of key account management relationships.

Both organizational culture and key account management practices have been researched many times, although candid studies ones have not been fully exhausted. Using a longitudinal case study, Dent (1991) explored the way in which key account management practices are implicated in the reproduction of dominant organizational culture. Geertz' (1983) argues that social processes are an action through which interaction endow key account management practices with implication and dynamically shape the leading meanings given to the organizational life. organizational culture, being most of the time the tool that drives the organization, has solutions of maintaining key accounts and by so doing, the organization prospers and achieves its targets all the time.

Previous studies focus majorly on the consumer; however, this research aims to focus on creating strong long-term relationships with key accounts for effective key account management practices, hence the study pursues to answer this question; what is the influence of organizational culture on key account management practices?

1.3 Objectives of the Study

The objective of this study is to find out the effect of organizational culture on key account management practices in alcoholic beverage manufacturers in Kenya.

1.4 Value of the Study

Key account managers may benefit from this study as its results may provide relevant information that helps them understand the various ways in which organizational culture influences key accounts management practices. It will also improve the understanding of how organizational culture influences key account management practices.

Future researchers and scholars may benefit from this study as it will be an important source of reference for the ones who might be interested in carrying out research on a similar topic. The study will seek to promote academic knowledge regarding the effect of the culture of any organization on key account management practices.

The findings in the study may benefit the government as it will point out issues in organizations that help it in policy formulation. The study is expected to influence the government and regulatory authorities when developing institutions for organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section outlines an evaluation of the obtainable research evidence about organizational culture and how it influences key account management practices in alcoholic beverage manufacturers in Kenya. It covers organizational culture and key account management practices, key account management practices, performance and organizational culture and performance

2.2 Theoretical Literature Review

In this study, the theories which clarify key account management practices are relationship marketing theory and dynamic capabilities theory.

2.2.1 Relationship Marketing Theory

Relationship marketing theory proposes that as an organization delivers value to customers, quality of its association with the client will improve and build the client maintenance. Shoppers go into social trades with firms when they accept that the advantages gotten from such social trades surpass the cost (Hunt & Arnnnet, 2006). According to Sheth & Parvatiya (1995), customers in social market accomplish more prominent effectiveness in their basic leadership, to reduce the assignment of data formulating, to achieve gradually intellectual steadiness in their choices, and to reduce the outward risks linked with future decisions. A typical comprehension between all the players about their job and their obligation through relationship promoting helps in long term incentive for the client (Junenja, 2008). The essential basic of relationship showcasing hypothesis is that, to earn an added advantage and in this way unrivaled money related implementation, firms ought to differentiate, create and sustain a relationship portfolio (Gummesson, 2002). A report by Macneil, (1980) states that relationship marketing hypothesis concerning social components and their impact on relationship promoting put together system achievement works with respect to social trade hypothesis and social contracting. Connections described by viable correspondence, shared qualities, and keeping guarantees create firm trust, which advances collaboration (Gronroos, Morgan, Sarkar et al, 2001). Marketers create and sustain the attributes of

connections that are related with fruitful social trade, that is, trust, commitment, communication, keeping guarantees, shared qualities and participation (Madhok & Tallman, 1998).

2.2.2 Dynamic Capabilities Theory

Dynamic capabilities theory states that the capacity of a firm to respond satisfactorily and conveniently to outer changes requires a mix of various abilities. Teece & Pisano (1994) have argued that a dynamic capability is the ability to attain competitive advantage through increased flexibility and pace in handling the dynamic market environment. Dynamic capabilities theory seeks to explain the relationship between an organization's exploration of its capabilities and performance. The basic parts of dynamic capacities are the capacity of the firm to distinguish the changing business sector condition, to detect the chance and afterward to hold onto it. The capacity of an association to detect the need and opportunity and afterward achieve the vital data, is the substance of dynamic ability, and makes huge incentive to the firm (Amit & Schoemaker, 1983). In the dynamic capabilities; learning in the firm is an intrinsically authoritative procedure. Schedules, which are examples of cooperation speaking to effective answers for explicit issues, are profoundly adapted by the association's history, and not promptly changed or created (Teece, 2007). The past and current activities of the firm intensely impact development ways accessible to it, in that leaps forward in related regions are promptly recognizable and exploitable to the firm (Dosi, 1982).

2.3 Empirical Review.

There is an accord that an organization putting forth the attempt to present a culture which empowers key accounts rehearses among their individuals and awakens

representatives to address central convictions that accomplish a good working environment (Lopez et al, 2004). The inescapable a firm's way of business operations demands that administration observe hidden mechanisms (Lund, 2003). Maas (2008) argued that a perceptible impact of an amazing society clears up regarding the matter of key accounts that the board practices. Lee (1984) and Krishnan (2000) propose that fruitful associations evidently have solid hierarchical societies. Consequently, while administrators ought to be mindful so as to create proper key accounts, they ought to relegate huge segment of their consideration and assets to exercises and undertakings which are identified with key accounts that the organization practices.

Delong & Fahey (2000) argue that organizational culture influences key account management practices from numerous points of view. As indicated by Myerson & Martin (1987), there exists a bound together social unit which is considered as unit or an amazing standard which makes the structure of an organization rational, and can join and arrange possibly contrasting pieces of an organization, henceforth successful key account management practices. Solid convictions about impacts of organizational culture on key account that the executives practice contemplate outcomes about standards which fortify key accounts that the executives rehearse in organizations (Huber, 2001). Carmen & Felipe (2017) contend that authoritative culture focuses on the minimization of levels of uncertainty and focuses more on the advancement of serious feeling of security, certainty, predictability, effectiveness, stability and institutionalization for control of key accounts that the organizations practices.

Organizational culture encourages the administration of key account connections in its totality, which empowers the common translation of information among representatives

(Slater & Narver, 1995), and along these lines brings about a higher level of key record of management practices. Goh (2002) pointed out that organizational culture in the present organizations is viewed as a basic achievement factor and as a device to build the progression of key account practices. It has been argued that organizational culture enables a more efficient integration of key account management practices (Katzenbach & Smith, 2005). Tichy (1983) emphasizes that the capacity to manage key account management practices is a central element to the effectiveness of an organization's culture. The fundamental concept is that organizational culture helps in achieving effective key account management practices through internalized values that rely on overt guidelines and principles (Pascale, 1985) and (Weick, 1987).

Kagaari et al (2010) use the apparatus of management practices to measure performance rather than performance as an output. Deal & Kennedy (1982) and Peters & Waterman (1982) have proposed that organizational culture embed significant impact in organizations, especially in zones, for example, execution and responsibility. Study by Narayandas & Rangan (2004) shows that although long-term relationships lead to higher incomes and quicker development rates even where power uneven are significant, there is still absence of a way from perspective on how organizations practice key account management practices and their presentation. Given the expanded significance of overseeing conspicuous clients with most extreme commitment, there is requirement for additional assessment of key accounts that the organizations practice and their impact on execution of any association (Homburg & Jensen 2003). Sharma (2006) points out that key accounts' achievement experiences change contingent upon the phase of relationship and performance.

Worker et al (2003) recommend that future investigations should study the effect of mediators between key accounts, the board execution and its results. In their examination, Mossholder, Niebuhr & Norris (1990) find that the more drawn out a customer keeps consistency with the same organization, the higher the influence the customer has on the organization's performance. KAM performance is proposed to have a favorable positive impact on organizations that put into consideration key account management practices (Homans, 1958). Ribeiro & Monteiro (2011) argued that satisfaction, trust and commitment are key relational outcomes mediating the effect of key account management practices on organizational performance. Xiaoming & Juncheng (2012) and Wang (2012) weigh growth from key account management practices perception by means of both monetary and non-monetary pointers.

The comprehension of organizational culture assists directors with accomplishing successful usage of management practices from an all-encompassing point of view of both quality administration and culture (Fredendall, 2010). Organizational culture is a key element for the organizational management practices (Lee & Chen, 2005).

Research by Sonja & Phillips (2004) shows that managers in many organizations today face cultural differences which hinder with management practices. According to Jarvenpaa & Stapples (2001), one way in which organizational culture influences management practices is the job of culture in making a reason for social connection. Reflection of such a job is seen in issues, for example, standard techniques about an objective, wealth and time term for gatherings. The rationale behind KAM practices and organizational culture is that, assumed explicit estimations of an organization can bring about ideal just as negative conduct coming about to the board handling (King & Marks,

2008). Orientation of organizational culture enhances management practices and provides new ideas from the market (Kimberly & Evanisko 1981).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part introduces a system utilized to do the investigation. It portrays the proposed research design, target population, information assortment tools and the procedures of information examination.

3.2 Research Design

It is the general arrangement for responding to the exploration question. Creswell & John (2014) characterize research design as the procedure of systems and methodology used in

gathering and separating proportions of the factors indicated in the research. This study applied cross sectional structure type of research design. Cross-sectional investigations make stimulations about probable connections to assemble fundamental data to help further research and research (Cherry, 2019).

Descriptive design gives quantitative information from cross segment of the picked population. Gans (2019) notes that cross sectional technique encourages specialists to more likely comprehend connections that exist among factors and grow further examinations that investigate these conditions in more noteworthy profundity. This methodology was utilized to decide the effect of organizational culture on key account management practices for alcoholic beverage manufacturers in Kenya.

3.3 Target Population

Population of this study consisted of all the alcoholic beverage manufacturers in Kenya. According to Yin (2003), population is a huge group of person, activities or objects having mutual traits that can be noted and weighed. In Kenya there are one hundred and twenty registered alcoholic beverage manufacturers according to KEBS

Sampling Design

3.4 Data Collection

Primary data collection method was used in this study. The investigation utilized essential information assortment which was gathered through self-controlled questionnaires comprising both open and closed-ended questionnaires. A questionnaire is modest, and frequently has established answers that make it easy to cumulate information

(Bird, 2009). The respondents included marketing managers in every organization. The questionnaires were appropriated through 'drop and pick' strategy. To guarantee convenience, the surveys were gathered on schedule and those respondents experiencing issues in finishing the questionnaires got help. Follow-up calls were made to guarantee that the surveys were slowly filled inside a sensible time frame. This guaranteed that the data accumulated was substantial, dependable and appropriate for this examination.

3.5 Data Analysis

Bimel (2014) characterizes data analysis as the way towards investigating, purifying, altering and exhibiting data with the aim of finding helpful data, advising end and supporting basic leadership. The information gathered in the questionnaires was to be checked for fulfillment and consistency. Information was cleaned to take out discrepancies and from that point ordered based on nature and afterward organized. Descriptive analysis was adopted to show the manifestation of the variables. Simple regression analysis was utilized to find out the influence of organizational culture on key account management practices, while (SPSS) statistical package for the social sciences was used as a tool to aid in analyzing data. The multiple linear regression established was as shown below;

$$Y=b_0+b_1x_1+b_2x_2+E \text{ where;}$$

Y symbolizes the predicted value of the dependent variable

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter provides discussions on the results obtained from the sampled industries. The results will be presented in percentages, frequencies, means and standard deviation.

4.2 Response Rate

Table 4.1. Response Matrix

This matrix shows the tabulated response rate and results are displayed in the following table exhibit.

Category	Frequency	Percentage
Response	80	66.67%
Not returned	40	33.33%
Total	120	100%

As shown in Table 4.1 a total of 120 questionnaires were distributed, targeting all the marketing managers of alcoholic beverage manufacturers in Kenya. A total of 80 questionnaires were given back whereas while 40 were not, yielding a 66% and 33% response rate respectively. This was in accordance to the findings of Fincham (2008) who postulated that a reliable response rate to be 50%-60%

4.3 Demographic Profile

Data with regard to the number of years resulted in years of operation the organization has been in, number of employees that the organization has an annual turnover of the organization.

4.3.1 Years of operation

Results about the number of years that the organization has been in business are outlined in Table 4.2

Table 4.2. Years of Operation

Years	Frequency	Percent
< 3years	16	20
3-6 years	23	29
6-9 years	22	28
above 9 years	19	23
Total	80	100

Table 4.2 shows that majority of the respondents indicate that respondents (29%) who were the majority disclosed that the organization was in operation between 3-6 years,(28%) of the respondents indicated that the organization was in operation between 6-9 years,(23%) of the respondents revealed that the organization was in operation for over 9 years, while (20%) which included the least representation of respondents specified that the organization had been operating for less than 3 years.

4.3.2 Number of employees

Data with regards to the number of employees in the researched organizations was as evidenced in the figure 4.3 below.

Table 4.3. Number of employees

No of employees	Frequency	Percent
< 200	38	47.5
200-400	26	32.5
400-600	10	12.5
above 600	6	7.5
Total	80	100

Most employees (47.5%) were exemplified in the category of less than 200 employees in the organization, (32.5%) of the respondents appeared in the 200-400 employees, while 12.5% represented 400-600 employees and (7.5%) represented above 600 employees. The findings showed that majority of employees in alcoholic beverage manufacturers in Kenya are exemplified in the less than 200 range estimates, resulting to a pleasant annual turnover of the organizations because not a lot of funds will go to wage bill

4.3.3 Annual turnover

The figure 4.4 below demonstrates the findings of the data that was attained in regard to the organization's annual turnover.

Table 4.4. Annual turnover

Annual turnover	Frequency	Percent
below 200m	49	61.3
200-400m	11	13.8
400-800m	13	16.3
above 800m	7	8.8
Total	80	100

Figure 4.4 above states that most alcoholic beverage manufacturers in Kenya generate below 200M annually, which counts up to 61.3% of the respondents. 200M -400M annually represent 13.8 %, 400M-800M annual turnover represent 16.3% while above 800M annual turnover represents 8.8%. This implies that most alcoholic beverage manufacturers in Kenya generate below 200M annually.

4.4 Descriptive Analysis

This segment contains descriptive analysis of the outcomes of state source as well as its outcome in organization's entry mode. Specific descriptive that were reported comprised of mean, standard error and standard deviation.

4.4.1 Organizational Culture

The respondents were requested to specify to what extent they agree to the reports concerning the organization's culture. Descriptive statistics are displayed in table 4.4 below in the form of mean, standard error and standard deviation.

Table 4.5. Descriptive statistics for Organizational culture

Statements	Mean	Std. Error	Std. Deviation
Employees have a deep understanding of the organizations mission and vision	3.650	0.126	1.126
We frequently track progress against stated objectives	4.160	0.107	0.961
Employees are always involved in decision making	2.590	0.097	0.867
The organization has set up of fair rules	4.050	0.102	0.913
The organization values train of employees	3.710	0.101	0.903
The organization rewards good performers	3.590	0.111	0.990
The employee is highly devoted to their work	3.400	0.092	0.821
Working towards the set targets has helped the organization improve on revenue	3.950	0.0890	0.794
Teamwork is highly emphasized in the organization	4.080	0.0750	0.671
All the employees are very observant of the rules and regulations the govern the organization	3.400	0.061	0.542

Attributing to the findings in table 4.4.1 above, the respondents temperately agreed that the organization rewards good performers (mean 3.59), and they also severely agreed that teamwork is highly emphasized in the organization (4.08). On the other hand, the respondents had a lower reservation that employees are always involved in decision making (mean 2.59). This may outcome may have been inclined by the fact that it can be hard for employees to share ideas or be involved in decision making without trying to take the positions and responsibilities reserved for managers. The respondents also agree with the statement that the organization usually track progress against stated objectives mean (4.16). These findings show low levels of employees' involvement in decision making. Based on the finding William M (2000), teamwork influences to a large extent the culture of the organization.

4.4.2 Key accounts management practices

Respondents were enquired to indicate to what degree they agree to the reports regarding the key account management practices. Descriptive statistics are displayed in table 4.4 below in the form of mean, standard error and standard deviation.

Table 4.6. Descriptive statistics for Key Accounts Management Practices

Statements	Mean	Std. Error	Std. Deviation
The organization operates of key account criteria	3.710	0.084	0.750
The organization clearly distinguishes key accounts from normal customers	4.300	0.093	0.833
All the employees have been trained and clearly understand KAM practices	4.470	0.073	0.656
The organization has appointed experienced personnel to tackles key account issues	4.300	0.074	0.664
the organization receives candid feedback from key accounts	3.790	0.085	0.758
the organization rewards the most loyal key accounts	3.990	0.092	0.819
key account managers are fully trained	4.260	0.083	0.742
The organization clearly note the relation of key accounts with our competitors	4.140	0.092	0.823
the organization has come up with policies for handling key customers	4.100	0.111	0.989
There is a very good relationship between key account managers and key customers	4.540	0.083	0.745
The organization has distinguished services for key account from those of other customers	4.160	0.093	0.834
The organization has key specific targets of key accounts	4.440	0.066	0.592
our key accounts offer spear learning platforms for other clients	3.240	0.082	0.733
the organization can predict the lifetime value of its key accounts	4.450	0.066	0.593
the organization has key accounts plans that are different from those of other customers	2.940	0.091	0.817
the organization monitors the degree to which key accounts needs are met	4.790	0.049	0.441
the organization measures the level of satisfaction for key accounts	4.100	0.077	0.686
the organization gives special attention to key accounts	4.580	0.073	0.652
the organizations top management helps employees in managing key accounts	4.020	0.122	1.091

Table table 4.9 above indicated that most of the respondents agreed that the organization monitors the degree to which key accounts needs are met (mean 4.79).The findings also showed that the organization gives special attention to key accounts granting a response

totaling to a mean of 4.58. Further, there is a very good relationship between key account managers and key customers as demonstrated by the mean of 4.54. Therefore, the results show that many alcoholic beverage manufacturers in Kenya give more attention to important customers who are the key accounts.

4.5 Regression Analysis

Multiple regression analysis was carried out to show the effect of the independent variable on the dependent variable. A model of fitness was shown in the table 4.6 below.

Table 4.7. Regression model summary of the effect of the independent variable on the dependent variable

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.815a	0.664	0.435	0.603	0.664	2.902	32	47	0.000	2.087

On the above model, the R^2 value is .851, which showed a significant rate of variance shared by independent variable (Organizational Culture) and dependent variable (Key Accounts Management Practices). The R square value .664 indicate that 66.4% of the variable organizational culture is explained owing to key account management practices in model.

4.6 ANOVA (Analysis of variance)

The aim of this was to test the effect of independent variables on the dependent variable.

Table 4.8. Analysis of Variance

ANOVA					
Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.72841844	33	1.05401308	2.90182	.000 ^b
Residual	17.07158156	47	0.36322514		
Total	50.8	79			

The regression model had a margin error of $p = .000$. This is an indication that there is a statistically significant relationship between culture of an organization and its key account management practices. This is supported by the independent variable (organizational culture) that allows for its utilization to predict the dependent variable (key accounts management practices) as referenced by 2.90182 which is the F value and significance level of .000. In addition, this means organizational culture possesses a significant impact on key account management practices.

Table 4.9. Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	7.7420	3.6550		2.1180	0.0390
Organizational culture	0.0739	0.1325	0.0587	0.4117	0.5527
Key account management practices	0.1013	0.1557	0.1019	0.6989	0.3453

The multiple linear regression equation established here in as follows:

$$Y = 7.742 + 0.0739X_1 + 0.1013X_2 + \epsilon$$

Where;

7.742 indicates that good organization culture and management practices will influence the success of the Key accounts by 7.742

X₁=0.0739 demonstrates that a unit change in organization culture will influence the success of key accounts management practices in a unit increase of 0.0739.

X₂= 0.1013 indicates that a unit change in organization culture will influence the success of key accounts management practices in a unit increase of 0.1013

Looking into the above regression, taking organizational culture at zero, the dependent variable which is key accounts management practices is at 7.7420. This is an indication that organizational culture is a key feature that affects the key accounts management

practices adopted by organizations. Hence an incremental unit in organizational culture results into a corresponding increase in the level of the level of choice of key accounts management practices adopted by organizations.

Additionally, analyzing t statistic for the variable organizational culture, results to a significant value of 0.4117 indicating that organization culture will influence the success of key accounts management practices in a unit increase of 0.0739, hence the more an organization depends on organizational culture as a factor to determine the kind of management practices to adopt, the more it's key account management practices become appropriate.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the summary of the findings, conclusions and recommendations as per the study objectives. The study purpose was to establish the impact that organizational culture has on key account management practices for alcoholic beverage manufacturers in Kenya. Precisely, the study pursued to answer the questions; what is the relationship between organizational culture and key account management practices of alcoholic beverage manufactures in Kenya? How does organizational culture influence key account management practices? Centered on the conclusions arrived at, the study recommendations are drawn specific to alcoholic beverage manufactures in Kenya.

5.2 Summary of Findings

Research scrutinized the impact that organizational culture has on key account management practices of alcoholic beverage manufacturers in Kenya. Descriptive statistics was used to analyze the independent variable with 3.4 as the average mean and 0.5 as the standard deviation. The research used cross sectional descriptive survey while SPSS computer software version 25.0 was used as aid for analyzing the results.

Correlation of the study analysis conducted between the two variables showed a positive correlation between organizational culture and key account management practices. Correlation coefficient 0.435 pointed out a significant linear relationship between organizational culture and key account management practices. This oblique that the independent variable had a considerable effect on the key account management practices that the organizations adopt.

In addition, respective model indicates a goodness of fit as demonstrated by the coefficient of determination r providing 0.664 value indicating that the independent variable explains both 66.4% of the variation and as a result of the choice of key account management practiced adopted by the organizations.33.6% variations are revealed by alternative apparatuses not apprehended in the objective.

Furthermore, the regression equation established organizational culture constant at 0.039, the dependent variable (key account management practices) is at 7.7420, implied organizational culture as key element that influences key account management practices adopted by the firm. Additionally, analyzed results also indicate that a unit increase in organizational culture gives corresponding increase of the choice of the key account management practices that the firm adopts. This therefore dejected the way in which the independent (organizational culture) features statistically necessary for the choice of key account management practices used in the firm.

5.3 Conclusion

Organizational culture is the key element that influences key account management practices. Thus, it may be possible to conclude from the analysis of the evaluations that organizational culture shows statistically significant association with the key account management practices that the firm adopts.

Findings also show that organizations cannot ignore organizational culture variable as long as they want to venture in business with key accounts. It is therefore important for every employee of the organization to be trained .

Marketing managers have an important role of deciding the kind of key account management practices to use. While the process of selecting these practices may be complex, the study established a satisfactory process of coming up with these practices. Greater transparency in selection of decision makers is thus needed

5.4 Limitations of the study

Numerous challenges were experienced in the course of this study. Some marketing managers of various organizations were hesitant to fill in the questionnaires as requested, reason being they didn't want to disclose information of their organization that they termed as private and confidential. Other respondents were unavailable and so never filled in the questionnaires at all.

This research study was limited only to the registered alcoholic beverage manufacturers, as it could also have covered all the alcoholic beverage manufacturers including even the unregistered. This research was limited only to beer industry since this research could also have extended to other business industries like tourism, agriculture, mining, and farming among other sectors in Kenya.

Outcomes of the study might be subject to researcher's prejudice. The principle used was that: the alcoholic manufacturers needed to have been listed in the Kenya Bureau of

Standards (KEBS), hence not capturing many alcoholic beverage manufacturers that are not registered under KEBS.

5.5 Recommendations of the study

Taking in to account the findings drawn from the study, the following recommendations were made:

Alcoholic beverage manufacturers in Kenya should consider organizational culture as a major tool when making a decision on the key account management practices to adopt. This will support firm managers and give them insights on how to give special attention to key customers.

The study findings revealed that failure to involve employees in decision making is inappropriate since they too can table ideas that can contribute in building up the right management practices to be adopted by an organization. Hence the study recommends highly that organizations should involve employees in decision making especially when deciding on the key account management practices to be adopted since this will lead to swift growth of the organization.

Lastly, the study further recommends that alcoholic beverage manufacturers in Kenya should conduct research on foreign firms that have invested in the country and get to know the strategies they use in order to maintain existing key customers and also add new ones in the program. They should also carry a research to find out the possible customers that qualify to be key accounts and engage them in the business.

5.6 Suggestions for more study

This study was limited to organizational culture influencing key account management practices. Further research can be conducted to assess the impact organizational culture has on performance.

The study also recommends that further research can be carried out on different business sectors apart from alcoholic beverage manufacturers which could perhaps reveal more results as different organizations may respond differently on the influence that organizational culture has on key account management practices.

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APPENDICES

APPENDIX 1: LIST OF REGISTERED ALCOHOLIC BEVERAGE MANUFACTURERS IN KENYA

- 1) Kenya breweries limited
- 2) Keroche Breweries
- 3) KWAL
- 4) London Distillers Ltd
- 5) Linton Park PLC
- 6) Timwood Products Ltd
- 7) Vintage Liquor & General Supplies
- 8) Africa Spirits Ltd
- 9) Mpaka Wines
- 10) East African Breweries Ltd (EABL)
- 11) West Liquors
- 12) Jovet (K) Limited
- 13) Mohan's Oysterbay Drinks (K) Ltd
- 14) Spectre International Ltd
- 15) The Big Five Breweries Ltd
- 16) Samuja Quality Wines & Spirits Ltd
- 17) Heineken East Africa
- 18) Moonwalk Investments Ltd
- 19) Wines and Spirits (K0 Ltd
- 20) Macoffee

- 21) Venus Tea Brokers Ltd
- 22) Cocacola-Cola Central East & West Afica Ltd
- 23) Highlands Mineral Water co.Ltd
- 24) James Finlay (K) Ltd
- 25) J F McCloy LTD
- 26) Gold Brown Beverages (K) Ltd
- 27) East African Maltings Ltd
- 28) Kevian Kenya Ltd
- 29) Snack Attack Kenya
- 30) Wines Of The World
- 31) UDV Kenya
- 32) Patialla Distillers
- 33) Abadares beverages Limited
- 34) Advance Limited
- 35) Afrikaane Brewing company
- 36) Afro Prime Industries Limited
- 37) Ambukas Wineries Limited
- 38) Buddy Distillers
- 39) Cannate Breweies Limited
- 40) Castle Rock Industries
- 41) Chania Primemart Limited
- 42) Classic Distillers
- 43) Continenetal Beverages Limited

- 44) Crystal World Agencies
- 45) Daylight Wines and Spirits
- 46) Gallant Beverages Limited
- 47) Graela Distillers E.A Limited
- 48) Grand Beverages Limited
- 49) Henken Wine Agency Limited
- 50) Honey Well Industries
- 51) Jjasm Mini Distillery
- 52) Jomaka Distillers (K) Limited
- 53) Kambu Distillers Limited
- 54) Kefima Suppliers
- 55) Kenfine Distillers Limited
- 56) Kenlab Supplies
- 57) Kennka (E.A) Limited
- 58) Kenya Wine Agencies Limited
- 59) Keystone Distillers Limited
- 60) Lakers East Africa Limited
- 61) Liz Distillers Investments
- 62) Lyniber Supplies Limited
- 63) Marchi East Africa Limited
- 64) Mashwa Breweries Limited
- 65) Matamu Suppliers
- 66) Max Beverages Company Limited

- 67) Medolis Distillers Limited
- 68) Merchant Pinewood Limited
- 69) Miti Brewers and Distillers Limited
- 70) Mitigon Holdins Limited
- 71) Monwalk Investment Limited
- 72) Muteeri Brewers Limited
- 73) Mwicariria Light Industries
- 74) Nihonshu East Africa Limited
- 75) Nyakonga Enterprises Limited
- 76) Oasis Products
- 77) Patiala Distillers (K) Limited
- 78) Platinum Distillers (K) Limited
- 79) Populace Wine Agency
- 80) Premier Distillers Limited
- 81) Promise Beverages
- 82) Rajuca Distributors
- 83) Ravogue Concepts Limited
- 84) Rejoice Distillers Limited
- 85) Rhinno Beverages Limited
- 86) Rift Valley Brewing Company
- 87) Royal Bridge Investments Limited
- 88) Royal Foods and Beverages
- 89) Sangila Wine Manufacturers

- 90) Sherehe Industries Limited
- 91) Tana Breweries
- 92) Tembo Industries Limited
- 93) Two cousins Distillers
- 94) Tylex East Africa Breweries Limited
- 95) Ufirst Distillers Limited
- 96) Unified Vintage Distillers Kenya Limited
- 97) Wayne Industries
- 98) Wholesome Beverages Limited
- 99) Zheng Hong Kenya Limited
- 100) Vmoon Enterprises
- 101) Crywan enterprises T/A SAME Limited
- 102) Lumat company limited
- 103) Lyniber Supplies Limited
- 104) Metro Distillers E.A Limited
- 105) Sherehe Investments Limited
- 106) Tana Investments Limited
- 107) Zhegh Hong Kenya limited
- 108) Biscept Liited
- 109) Tihan Limited
- 110) Jovin K. Limited
- 111) Julijo Investment
- 112) Lumat Company Limited

- 113) Tihan Limited
- 114) Kenlab Supplies Limited
- 115) Kedsta Investments
- 116) Continental Beverages Limited
- 117) Advance Limited
- 118) Fai Amarillo Limited
- 119) Telleny Beverages Limited
- 120) Grand Breweries Limited

APPENDIX 2: QUESTIONNAIRE

Kindly help in the completion of this study by filling in the gaps in the attached questionnaire.

PART A: Demographic Information

1. Years of operation

Less than 3 years []

3-6 years []

6-9 years []

Above 9 years []

2. Number of employees

Less than 200 []

200-400 []

400-600 []

Above 600 []

3. Annual Turnover

Below 200M []

200M-400M []

400M-800M []

Above 800M []

Part B: Organizational Culture

4. The table below captures various affirmations of different organizational cultural traits. Kindly tick where appropriate depending on your degree of agreement with each of these statements. The effect ranges from strongly agree to strongly disagree, where 1=strongly disagree,2=disagree,3=moderate agree,4=agree,5=strongly agree.

Statement	1	2	3	4	5
Employees have a deep understanding of the organization’s mission and vision.					
We frequently track progress against stated objectives					
Employees are always involved in decision making					
The organization has set up practical and fair rules					
The organization values training of employees					
The organization rewards good performers					
Most of the employees are highly devoted to their work. Recruitment for new positions is done internally					
Working towards set targets has helped the organization improve on revenue generation					
Team work is emphasized in the organization.					
All employees are very observant of the rules and regulations that govern this organization					

Part C: Key Account Management Practices

5. Kindly indicate the degree to which the following statements describe the organization’s Key account Management Practices. The effect ranges from strongly agree to strongly disagree, where; 1=strongly disagree, 2=disagree, 3=moderate agree, 4=agree, 5=strongly agree.

KAM Practices	1	2	3	4	5
The organization operates of Key Accounts selection criteria					
The organization clearly distinguishes Key Accounts from normal customers.					
All the employees have been trained and clearly understand KAM Practices.					
The organization has appointed experienced personnel to tackle Key Accounts issues					
The organization receives candid feedback from Key Accounts.					
The organization annually rewards the most loyal Key Accounts					
Key Account managers are fully trained					
The organization clearly notes the relations of Key Accounts with our competitors.					
The organization has come up with policies for handling Key customers					
There is a very good relationship between Key Account managers					

and Key Customers.					
The organization has distinguished services for Key Account from those of other customers.					
The organization has specific targets of Key Accounts.					
Our Key Accounts offer spear learning platforms for other clients					
The organization can predict the lifetime value of its Key Accounts					
The organization has Key Accounts plans that are different from those of other customers.					
The organization monitors the degree to which Key Account needs are met					
The organization measures the level of satisfaction for Key Accounts					
The organization gives special attention to Key Accounts					
The organization's top management helps employees in managing Key Accounts.					