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DETERMINANTS OF DIVERSIFICATION STRATEGY IMPLEMENTATION AMONG CONSUMER GOODS AT UNILEVER KENYA LIMITED COMPANY

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ABSTRACT

The overall objective of this study was to examine the determinants of diversification strategy implementation among consumer goods companies in Kenya the focus being Unilever Kenya. The study reached out to 43 respondents thus department managers, management directors and Unilever Kenya Board of Directors. This study adopted a cross-sectional research design. The research focused on primary data that was collected from questionnaires distributed to the target groups. This study collected both qualitative and quantitative data. The qualitative data collected was subjected to content analysis. The researcher used descriptive and inferential statistics to analyse the quantitative data. The findings indicated that human resources capacity, financial resources, environmental monitoring and organizational culture have an influence on diversification strategy implementation. From the study findings it was concluded that the purpose of implementing diversification strategies is that managers and employees collaborate to perform formulated strategic planning, implementation of diversification success depends to motivating employees. Business owners need to undertake a comprehensive and clinical review of their present fiscal standing and future prospects before expanding a business into a new area. Firms are more innovative than are non-group firms, especially in industries that rely more on external funding and in groups with more diversified capital sources before of extensive environmental monitoring. Organizational culture leads to fundamental changes in many aspects of the organization, including organizational structure, human resource selection and deployment, job characteristics, performance measures and the reward system which might have an influence on diversification strategy implementation. The study recommended that it is necessary for companies to have regular training before embarking on strategy implementations and they need set aside enough capital to sustain diversification strategy implementation. Companies need to carry out environmental appraisal to assess the suitability of the environment to support diversification strategy implementation and companies need to have cultural traits that provide leeway to diversification strategy implementation resulting in organizational effectiveness.

Keyword: *Diversification Strategy, Human Resource Capacity, Financial Resources, Environmental Monitoring, Organizational Culture*

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INTRODUCTION

The goal of strategy is to result in nice situations inside which advantageous situations will occur. The idea behind having a strategy is to ensure that there is critical factor of handling the dynamics and complexity of the sector and enterprise surroundings have increased. The time period approach is used to provide an explanation for each the strategies as an example organizational restructuring and the consequences of selected long-time period directions. It may be both a conscious, deliberate interest and a sequence of events, which result in a. applicable goal. A strategy includes an assessment of the possibly of influences of each of the outside and inner organizational surroundings and the long-time period desires of the organization (Andreas, 2009). From the attitude of classical strategic control idea, strategy is taken into consideration and a planned making process, initiated via way of pinnacle control, primarily based on a tricky enterprise evaluation and geared toward designing a cohesive grand strategy for the corporation.

In recent years companies throughout the globe have sought to create extra organizational flexibility in responding to environmental turbulence via way of shifting from hierarchical systems to greater modular forms (Balogun and Johnson, 2004). Responsibility, sources and strength in companies has been the challenge of decentralization and delayering. Given an intensifying aggressive surroundings, it's often asserted that the vital determinant inside the fulfillment and, doubtlessly, the survival of the company is the successful implementation of advertising and marketing techniques (Chebat, 1999). The function and duties of these personnel charged with strategy implementation duties, the mid-stage managers, in those new restructured companies is below scrutiny. Globally, strategy implementation is slowly deliberating useful regions along with accounting, advertising and marketing, human control, or data control (Naranjo-Gil & Hartmann, 2006). The subsequent fashion is the persevering with emphasis at the well-established elements of strategy implementation along with shape, lifestyle or organizational strategies. For instance, Olson et al. (2005) reiterates the importance of organizational profile and approaches in strategy implementation. The third trend stated is of reporting research in particular socio-monetary contexts along with the ones in particular nations (Wu et al., 2004) or growing economies (Brines et al., 2007).

In growing nations like Kenya there are first-rate modifications taking the inner and outside environments of enterprises. These modifications carry with them a big selection of possibilities and therefore, organizations need to be innovative and innovate to stay competitive and aggressive. Tim Hindle (2009) states that, sometimes companies which can be in most cases in a single line end up approximately setting all their business eggs into one basket and their heads are become the portfolio idea of investment, wherein publicity to hazard is decreased through the possession of an extensive variety of shares. Kinicki (2008) argues that, the solution to the dangers of single-product approach is diversification and running numerous organizations with a view to unfold the dangers. Diversification is visible as a boom approach that refers to each the qualification of relatedness among a company's enterprise units, this is associated as opposed to unrelated and the mode wherein diversification is performed this is inner improvement as opposed to acquisition (Marlin, et al 2004).

Diversification strategy implementation can be followed as a hazard-discount approach or an possibility to faucet into new markets and merchandise on the way to generate greater sales simply in case the authentic markets and merchandise prevent developing or are hit by means of competition. First of all, a corporation can benefit from diversifying its techniques. However, companies miscalculate the profitability of an undertaking a venture as opposed to the cost of moving into it (Sussland, 2013). Diversification seeks to grow profitability through extra income acquired from new merchandise and new markets. It includes venturing out into new enterprise, new merchandise or new markets to grow profits. It is a shape of boom approach related to a tremendous growth inside the overall performance targets and beyond overall performance records (Andreas, 2009). Diversification permits a corporation to undertake new traces of enterprise which can be distinct from the prevailing operations. Companies hire distinct diversification techniques to increase companies' operations by means of including markets, merchandise, services, or ranges of manufacturing to the prevailing enterprise for higher results.

Motivation for Research

The tight competition amongst corporations in Kenya, is forcing companies to enlarge their commercial enterprise scope in addition to merchandise. These way corporations are going to all extremes to make sure they survive the turbulent times. The adoption of diversification strategy ought to be properly coordinated to suit into the organization's vision. Lack of clear information of commercial enterprise diversification strategy with the aid of using corporation managers will bring about wrong implementation. In some cases, the diversifying organization will frequently attempt to finish the deal too fast earlier than when different capacity shoppers start a bidding war resulting in managers focusing at the appealing functions of a candidate, whilst giving much less interest to the terrible functions of the transaction. Diversification into new markets and manufacturing regions may be a thrilling and worthwhile step for commercial enterprise owners (Doving & Gooderham, 2008).

Many empirical studies have been done on diversification however none has specific context and idea from what the current study examine. The strategy of product diversification of a corporation can be defined in phrases of branching-out from its present dominant key competences, and the software of those to the advertising and marketing of latest and progressed merchandise and services (Meyer & Utterback, 2003). Oluoch (2000) surveyed the connection among enterprise diversification, profitability of commercial banks in Nairobi and determined that the two relationships had a greater yield scale in an enterprise. Wambua (2004) studied elements influencing enforcing diversification in insurance corporations in Kenya and determined that incentives, assorted training and improvement, greater clients and attain popularity have been the outstanding elements. More recently, Kamanda (2012) did an examination on Kenya Commercial Bank with the goal of figuring out the elements that have an effect on its regional growth strategy. His examination, however, did cover the issues of strategy implementation. Situma (2013) covered the same corporation however centered on its turnaround strategy. Muguni (2007) studied the role of executive development in strategy positioning. The purpose of this study was to find out the determinants of diversification strategy implementation. The study focused on the broad objective of examining the determinants of diversification strategy implementation among consumer goods companies in Kenya the focus being Unilever Kenya.

LITERATURE REVIEW

Theoretical Review

The current study was guided through three theories namely stakeholder theory, systems theory and the Higgins's Eight (8) S Model. Stakeholder theory starts with the belief that value is always and explicitly part of doing business. It asks managers to articulate the shared experience of the value they devise and what brings its center stakeholders collectively. Systems Theory is the trans-disciplinary look at the summary agency of phenomena, unbiased in their substance, kind or spatial or temporal scale of existence. It investigates each of the standards not unusual places to all complicated entities and the fashions which may be used to explain them. The Higgins's Eight (8) S Model was recommended by Higgins on the perspectives that the executives should align the move practical organizational elements; structure, system and procedures, management style, body of workers, sources and shared values with the brand new method in order that the method opted can succeed.

Determinants of Diversification Strategy Implementation

Perhaps the maximum vital useful resource for imposing strategy is human capital. All of the skills referred to in advance require awesome human capital for them to be enacted successfully. Thus, the company should have interaction in powerful human resource control practices that attract, motivate, develop, and hold the best human expertise available. As a result, powerful body of workers control is crucial to a hit strategy implementation. Among the important things of workers troubles is for corporations in advanced economies unexpectedly ageing workers and the chronic underrepresentation of women in top-degree government positions. As human beings age, they enjoy numerous adjustments that could have associated implications (Wang, Choi, Wan, & Dong, 2016). Lawler and Mohrman (2000) declares that the Human Resource feature must be placed and designed as a strategic commercial enterprise accomplice that participates in each strategy components and implementation. In different words, the Human Resource feature must be placed as an accomplice that participates within the strategy components procedure and leads-or as a minimum in-the general implementation procedure.

Strategy operationalization through resource allocation (allocation of money, good enough employees and personnel involvement to put in force new techniques) and running procedures (personnel training, policies, guiding ideas to make certain compliance to corporation's strategy, procedures, ability of control, strategic steering of pinnacle control) have an effect on overall performance to various levels , Strategy institutionalization, through communication and praise machine (clear dreams and objectives, strategy direction, process virtually communicated, overall performance reputation system, attempt primarily based totally rewards and rewards system related to new strategy have an effect on overall performance differently (Kipkorir & Ronoh, 2017).

The general surroundings consist of things that may have dramatic consequences on organization approach. Typically, an organization has little ability to expect tendencies and occasions within the general surroundings or even much less ability to govern them (Dess, Lumpkin, and Eiser, 2008). According to Thomas, Peteraf, Gamble and Strickland (2012) each corporation operates in a massive surroundings that is going nicely past simply the enterprise wherein it operates; for this reason macro surroundings consists of seven important components: populace demographics; societal values and lifestyles; political, legal and regulatory elements; the natural surroundings and ecological elements, technological elements; preferred monetary situations; and international forces.

Organization culture is classified into three levels which might be the artefacts, prime values and the principal assumptions. There are direct and oblique mechanisms inside agencies. The organizational culture version is without delay inspired through direct mechanisms. This consists of exemplary behaviour, opinions, reputation and appointments. Indirect mechanisms no longer affect the organizational culture without delay but they may be determinative. This consists of the challenge of a business enterprise, formal guidelines, company identity, rituals and design. People must be conscious that cultural change is a metamorphosis procedure; behaviour need to be unlearned first earlier than new behaviour may be found out in its place. When a distinction arises among the preferred and the winning way of life, cultural

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interventions must take place. The obligation lies with senior control supported through an employee's department. This calls for a complete approach (Mullins, 2005).

Implementation of Diversification Strategy

According to Calori and Harvatopoulos (1988), there are dimensions of rationale for diversification. First, the diversification can be protective or offensive. Defensive motives can be spreading the hazard of marketplace contraction, or being compelled to amplify while modern-day product or modern-day marketplace orientation appears to offer no similarly possibilities for growth. Offensive motives can be conquering new positions, taking possibilities that promise more profitability than diversification possibilities, or the usage of retained coins that exceeds general diversification needs. The second size entails the predicted effects of diversification. Management may also assume exceptional financial value (growth, profitability) or first and principal exceptional coherence and complementarities with their current activities (exploitation of know-how, more efficient use of available resources and capacities). In addition, groups may discover diversification simply to get a precious evaluation among this strategy and diversification.

Diversification strategy implementation has mayor types: associated and unrelated diversification. Related diversification represents a strategy while company operates in more than one industries, or companies, that have a few linkages with the company's present enterprise. However, there are numerous motives while the implementation of associated diversification strategy may be problematic. First, the time and fee concerned in pinnacle control on the company stage who seeks to guarantee that the advantages of connectivity are created through the sharing or moving among enterprise units. Second, it's far hard to share sources with different enterprise units, or greater hard to regulate managers to company policies, specifically while they may be influenced and rewarded for impartial overall performance in their enterprise units (Johnson, Scholes & Whittington, 2005).

METHODOLOGY

This study adopted a cross-sectional research design which allows one to collect a lot of data within a particular point in time. The population for this study consisted of all 50 top employees in the following three categories: Department Managers 28, Management Directors 14 and Unilever Board of Directors 8. The research focused on primary data that was collected from questionnaires distributed to the target groups.

This study collected both qualitative and quantitative data. The qualitative data collected was subjected to content analysis. On the other hand, the researcher used descriptive and inferential statistics to analyse the quantitative data. The multiple linear regression was used to explain the relationship between the dependent variable diversification strategy implementation) and four independent variables (human resource capacity, financial resources, environmental monitoring and organizational culture). The correlation was performed to show whether and how strongly pairs of variables in this study were related.

RESULTS AND DISCUSSIONS

Correlation analysis was used in this study to measure the degree of influence that existed among the variables of the study. The use of correlation analysis enabled the researcher to know the direction and the relationship/influence of the degree between the study variables that were reviewed. This study results were as illustrated in Table 1.

Table 1: Correlation Analysis

		Diversification strategy implementation	Human resource capacity	Financial resources	Environmental monitoring	Organizational culture
Diversification strategy implementation	Pearson Correlation	1	.717**	.174	.830**	.718**
	Sig. (2-tailed)		.000	.264	.000	.000
	N	43	43	43	43	43
Human resource capacity	Pearson Correlation	.717**	1	.183	.777**	.661**
	Sig. (2-tailed)	.000		.240	.000	.000
	N	43	43	43	43	43
Financial resources	Pearson Correlation	.174	.183	1	.119	-.119
	Sig. (2-tailed)	.264	.240		.448	.447
	N	43	43	43	43	43
Environmental monitoring	Pearson Correlation	.830**	.777**	.119	1	.721**
	Sig. (2-tailed)	.000	.000	.448		.000
	N	43	43	43	43	43
Organizational culture	Pearson Correlation	.718**	.661**	-.119	.721**	1
	Sig. (2-tailed)	.000	.000	.447	.000	
	N	43	43	43	43	43

**. Correlation is significant at the 0.01 level (2-tailed).

As shown from the study results human resource capacity had a strong positive correlation of 0.717 with diversification strategy implementation. The study results show that financial resources had a weak positive correlation of 0.174 with diversification strategy implementation. Similarly the study results showed that environmental monitoring had a strong positive correlation of 0.830 with diversification strategy implementation. The study established that organization culture had a strong positive correlation of 0.718 with diversification strategy implementation. The study established that all the variables other than financial resources were significant at Sig. =0.000. The regression analysis model summary for this study was as illustrated in Table 2.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859[a]	.738	.711	.53211

a. Predictors: (Constant), Human resource capacity, Financial resources, Environmental monitoring, Organizational culture

The study results as shown in Table 2 indicated that the relation to the Coefficient of Multiple Determination R Square (R^2) was 0.738 the implication being that the regression line is of "*high goodness of fit*" which explains up to 73.8% of the variation in diversification strategy implementation at Unilever Kenya while 26.2% can be attributed to factors not covered in this paper.

In determining the effects of combined predictor variables on the dependent variable, this study applied the Analysis of Variance (ANOVA). The study results were as illustrated in Table 3.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.357	4	7.589	26.804	.000[b]
	Residual	10.759	38	.283		
	Total	41.116	42			

a. Dependent Variable: Diversification Strategy Implementation
b. Predictors: (Constant), Human resource capacity, Financial resources, Environmental monitoring, Organizational culture

The study results as indicated in Table 3 showed that the F static was 26.804 with a p-value of 0.000. The implication of the study results was that the combined influence on determinants of diversification strategy implementation significant owing to the fact that the p-value is less than the alpha value.

Table 4: Regression Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.510	.549		.930	.358
Human resource capacity	.068	.118	.080	.574	.569
Financial resources	.155	.108	.129	1.437	.159
Environmental monitoring	.459	.125	.544	3.683	.001
Organizational culture	.265	.121	.288	2.196	.034

a. Dependent Variable: Diversification Strategy Implementation

The following hypotheses were tested using simple regression model to satisfy the requirements of the study objectives. The overall F-statistic was 26.80 with p=0.569>0.05 suggesting that human resource capacity had no statistically significant influence on diversification strategy implementation at Unilever Kenya. The overall F-statistic was 26.80 with p=0.159>0.05 suggesting that financial resources had no statistically significant influence on diversification strategy implementation at Unilever Kenya. The overall F-statistic was 26.80 with p-value 0.001<0.05 suggesting that environmental monitoring had a statistically significant influence on diversification strategy implementation at Unilever Kenya. The overall F-statistic was 26.80 with p=0.034<0.05 suggesting that organizational culture had a statistically significant influence on diversification strategy implementation at Unilever Kenya. As indicated by the coefficients of the model in Table 4, the equation $Y = \beta_0 + \beta_1 HRC + \beta_2\ FIR + \beta_3 ENM + \ldots\ \beta_4 OC$

$Y = 0.510 + 0.068HRC + 0.155FIR + 0.459ENM + 0.265OC$

CONCLUSION AND RECOMMENDATIONS

From the study findings it was concluded that human resources capacity influences diversification strategy implementation. The purpose of implementing diversification strategies is that managers and employees collaborate to perform formulated strategic planning, implementation of diversification success depends to motivating employees which is the art of managers and that managers should notice to skilled employees as the most important strategic resources and the secret of organization's growth.Financial resources have an influence on diversification strategy implementation. Financial resources influence diversification strategy implementation in the company since diversification depends on financial health of a firm. Therefore, business owners need to undertake a comprehensive and clinical review of their present fiscal standing and future prospects before expanding a business into a new area.

It was concluded that environmental monitoring influences diversification strategy implementation. Environment monitoring is a core component in diversification strategy implementation since firms accumulating the capability of repeating entry into new businesses, which can be viewed as valuable, rare, and inimitable is challenging. Firms are more innovative than are non-group firms, especially in industries that rely more on external funding and in groups with more diversified capital sources before of extensive environmental monitoring. Organizational culture has an influence on diversification strategy implementation. It is the glue that holds the organization together and for others, the compass that provides direction and when implementing strategy it influences how management will grow the business, how it will build loyal clientele and out-compete its rivals. Organizational culture leads to fundamental changes in many aspects of the organization, including organizational structure, human resource selection and deployment, job characteristics, performance measures and the reward system which might have an influence on diversification strategy implementation.

As a result of the findings of this study the following recommendations are proposed to consumer goods companies in Kenya in relation to the determinants of diversification strategy. Companies need to have qualified employees to support diversification strategy implementation in the company and they need to be trained on the company trains employees in the adoption and implementation of diversification strategies. Therefore, it is necessary for companies to have regular training before embarking on strategy implementations. Diversification strategies require huge capital to implement therefore companies need to be well prepared financially before thinking on diversification strategy implementation. They need set aside enough capital to sustain diversification strategy implementation. Companies need to carry out environmental appraisal to assess the suitability of the environment to support diversification strategy implementation. Thus, it is not only necessary but important for companies to conduct competitive analysis to find out gaps to fill and frequent environmental scanning to assess viability of its products and services to consumers in regard to diversification strategy implementation. Organizational culture is a key element of strategy implementation process and that organizational culture is a key element of strategy implementation process. Therefore, it is recommended that companies need to have cultural traits that provide leeway to diversification strategy implementation resulting in organizational effectiveness.

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