PROCESS INNOVATION PRACTICES AND PERFORMANCE OF SUGAR COMPANIES IN WESTERN KENYA

Patrick Waswa Kachisa & Prof. Wills Otuya, PhD

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com
Vol. 11, Iss.4, pp 1096 – 1107, November 14, 2024. www.strategicjournals.com, © Strategic Journals

PROCESS INNOVATION PRACTICES AND PERFORMANCE OF SUGAR COMPANIES IN WESTERN KENYA

Patrick Waswa Kachisa [1] & Prof. Wills Otuya, PhD [2]

[1] PhD Student, Masinde Muliro University of Science and Technology, Kenya
[2] Lecturer, Masinde Muliro University of Science and Technology, Kenya

Accepted: November 3, 2024

DOI: http://dx.doi.org/10.61426/sjbcm.v11i4.3144

ABSTRACT

Globally, most of the organizations rely on strategic adaptation and innovation to have a competitive advantage over others. The management of any current organizations strives to involve process innovation practices with an essence of improving on performance. Most of the studies have been done on strategic adaptation but not zeroing on process innovation and performance of sugar industry. Since process innovation is a key element of strategic adaptation, it is vital for the variable to be regressed with the organization's performance. The study's objective was to examine Process innovation's effect on the performance of sugar companies in Western Kenya. The study applied dynamic capabilities theory, resource based theory and capability based theory. This study employed descriptive survey design. The targeted population was based on six sugar companies in Western Kenya. The study applied purposive sampling Technique. The Questionnaire was used as an instrument of primary data collection. The study applied Descriptive statistics to determine the mean, standard deviations and frequencies of the data under study. Inferential statistics was applied to determine the correlation within the variables. The descriptive and inferential statistics were analyzed by use of Statistical Package for Social Sciences (SPSS) software. The regression model was determined and analyzed by use of similar software (SPSS). The overall results provided statistical evidence of a positive correlation of process innovation practices and performance of the sugar companies in Western Kenya. In terms of impact, process innovation had significant effect on performance of sugar companies. It was recommended that Sugar companies in Western Kenya need to enhance, foster and vary their dynamic capabilities with respect to process innovations since it leads to the improvement of performance. The study recommended for further research on the variables using other methods and companies of other sectors.

Key words: *Process Innovations, Strategic Adaptation, Performance*

CITATION: Kachisa, P. W., & Otuya, W. (2024). Process innovation practices and performance of sugar companies in western Kenya. *The Strategic Journal of Business & Change Management,* 11 (4), 1096 – 1107. http://dx.doi.org/10.61426/sjbcm.v11i4.3144

INTRODUCTION

Companies basically recognize the environmental changes depending on the management set up, however with managerial effects that includes risk analysis management, environmental changes have to be put into consideration. Chang, Memili, Chrisman and Welsh (2011) stipulate the management should recognize and find appropriate adaptation form, consider the configuration and apply within the functional effects of adaptation for improvement of organization performance. Moreover, some companies can influence their operating environmental functions actively (Mohsenzadeh & Madian, 2016). According to Jeff (2016), process innovation is a valuable determinant of companies' performance, respectively considering the study of fortune 500 companies, only 12% of the original companies remained in the industry from 1955 to 2014, while 88% fell from grace due to failure to adapt (Jeff, 2016). Penrose (1959) suggests that for firms to perform well in competitive environments, they must utilize their internal resources well, ranging from human, technology and physical capital. Barney (1991) proposes that companies' internal resources must be strategically structured to be rare, non-substitutable and imperfectly imitable for the firm to gain maximally in terms of performance. According to Shuen (1997), however, companies need to be up to date with changing external environments to formulate strategies for adapting effectively and performing well. Poser (2003) stresses the importance of assessing markets first and aligning strategies by combing internal resources properly to achieve competitive advantages.

The sugar production sector has been very competitive globally, with sugar companies doing their best to keep pace with the environment. The World Bank sugar production report (2018) ranked Brazil at the top as its sugar companies produced 37.3 million metric tons of sugar in the 2017/2018 period. The production accounted for 52% of the world's sugar production globally, while African companies had only 5% of world production. Out of the total sugar production in Africa, 30% came from East Africa. Locally, the sugar industry has far-reaching implications on Kenya's Economy. Failure to adapt strategically is rendering the local companies uncompetitive. KNBS economic survey report (2018) about the state of local sugar companies in Kenya showed that in May 2018, Muhoroni Sugar Company closed its doors due to failure in adaptation of the best strategies. Nzoia Sugar Company operates on diseconomies of scale while Mumias Sugar, having stopped crushing and now distilling ethanol on a low scale, has been placed under receivership with suspension Nairobi Security Exchange underway. In the researcher's view, strategic adaptation is inevitable for these companies to stay competitive because they are operating in an open system whose predictions are uncertain.

Statement of the Problem

Developing countries account for approximately three quarters of global manufacturing sugar consumption. They are expected to lead the future demand growth of the sugar manufacturing industry with increasing consumption of caloric sweeteners, processed products, sugar-rich confectionery and soft drinks (Scully, 2009). Over 70% of sugar production in over 100 countries in the world is consumed domestically and the remaining is traded on the world market. According to Batool (2012) research, he found a positive relationship between process innovation and organization performance. Zoubi (2012) found out that structural alignment had statistical significant impact on sugar industry performance. Employees are the backbone of any business success and therefore, they need to be motivated and maintained in the organization at all costs (Ongori, 2007). Despite the undertaking of the enlisted strategies by the GoK, the Kenyan sugar industry still performs poorly with Mumias currently under receivership and now distils ethanol as its only source of income. Nzoia no longer breaks even, showing evident signs of collapsing. It is against this

background that the researcher decides to carry out this study to solve the sugar industry problems. Scholars, among them; Imbambi (2017) focused on strategic capabilities and performance. Even regional studies like that by Ndlangamandla (2016) in Swaziland only focused on the country's and region's sugar sector's comparative performance. The study on process innovation on organization performance has been carried out by a few researchers and more so not zeroing on sugar industry especially in western Kenya. This research, therefore, sought to determine process innovation effect on the performance of sugar companies in western Kenya.

Specific objective

To establish the effect of Process innovation on the performance of sugar companies in Western Kenya

Research Hypothesis

H_{01}: Process innovation has no significant effect on the performance of sugar companies in western Kenya

LITERATURE REVIEW

Resource-Based Theory

The resource-based theory is founded on the works of Penrose (1959), who stated that organizations have resources that can enable them to achieve competitive advantage when effectively employed in productive opportunities. The internal resources, combined with the development of ideas, knowledge of management and experience, facilitate the introduction of innovations within the firm - an incentive to expand and a source of competitive advantage. Barney (1991) builds on the works of Penrose (1959) by stating that organizations have three main types of resources. The first category is physical capital which comprises technology, equipment, plant and property. The second is human capital consisting of knowledge, experience and intelligence of the workforce and the final category is organizational capital resources comprising of policies, control systems and intra-organizational relationships. The resources should be rare, valuable, imperfectly imitable and non-substitutable for the organization to gain maximally improved performance and sustainable competitive advantage.

The resource-based theory will be relevant in explaining the strategic adaptation and process innovation by organizations and how it impacts their performance. Through improved human resource education, investment in modern technology and engaging employees in creative processes, organizations can design quality process innovations to adapt to changing environments. This, according to Hartmann (2006), can help the firm achieve improved performance through renewed strategic position, improved market share, improved resource utilization and ability to speed up to time. The Company can similarly put to task its physical and human resources in Research of markets, customers and competitors, according to Porter (1990), to come up with effective competitor orientation strategies to survive in turbulent market environments. Understanding the market and defining a brand for the Company in line with the resource-based view theory can also help the firm adopt clear product differentiation strategies that increase customer loyalty for its products and help achieve competitive advantages (Schemmener, 2008). Still, effective structural alignment in organizations dramatically relies on how the organization utilizes its internal resources, ranging from management expertise, technology adopted, and staff experience. If organized in rare, non-imitable and value-adding processes, these internal resources result in the improved competitive edge of the firm over other firms in the industry (Nyangi *et al,* 2015).

However, the resource-based theory has been criticized for its inability to define the creation of future resources (Barney, 2001). It tends to limit its discussions on the current happenings in the market, a concept that may be misleading since businesses are meant to last into unforeseeable future periods. The theory has also been criticized for implicitly focusing on profits as the performance metric and overlooking other metrics such as

customer satisfaction, performance and environmental sustainability as attributes for supreme competitive advantages. The criticisms notwithstanding will be considered academic, and the resource-based view theory will help understand and define objectives one, two, three and four. This is because nearly all aspects of strategic adaptation in organizations are pegged on their physical, human, capital and internal financial resources.

Dynamic Capabilities Theory

The Dynamic capabilities theory is founded on Schumpeter's innovation-based competition where creative destruction of existing resources and planned recombination into new processes results in competitive advantage (Pavlou, 2011). According to Shuen (1997), the dynamic capabilities theory was developed as a reaction against the resource-based view theory's inability to address the development and redevelopment of resources in rapidly changing environments. The dynamic capabilities theory considers the impact of external environments changing significantly in the current and future periods in defining how companies should organize internal resources and operations to gain competitive advantages. According to Winter (2003), the dynamic capabilities theory addresses two types of capabilities: ordinary capabilities that help firms operate in their lines of business effectively and efficiently and dynamic capabilities that help firms create a new process in changing environments. For the above to be achieved, organizations need to recombine, renew, replicate, redeploy, retrench and retire resources (Peteraf, 2003).

The dynamic capabilities theory will be relevant in explaining product differentiation and process innovation and they are related impacts on the performance of these organizations. The adoption of strategies like Process innovation and product differentiation can be categorized under dynamic capabilities in line with winter's (2003) perspective of the dynamic capability's theory. These are processes that result in creating new products and provision of new services by organizations to cope with changing environments to improve performance (Cavaco & Crifo, 2014). Competitors' orientation and strategic alignment can be categorized into either ordinary capabilities or dynamic capabilities basing on the desired vision. When the goal is to redefine normal processes to gain competitive advantage, strategic alignment and the film's orientation follows a conservative approach. Whether ordinary or dynamic capabilities, organizations choosing to align the organizational structure with the external environment, differentiating products, undertaking process innovations and even orientating themselves in line with competitors' actions often follow the processes of redefining, recombining, renewing or retiring resources as proposed by (Helfat *et al*., 2003).

However, Zahra, Sapienza and Davidson (2006) argued that the adoption of dynamic capabilities in line with the theory does not necessarily result in improved performance of firms. Renewals changing directions in organizations may follow opposite directions to happenings in the external environment. Collier (2009) further stress that desired positive results of dynamic strategies can only be achieved when perceived dynamism is correctly matched with real dynamism in the external environment. Despite the criticisms, the dynamic capabilities theory remains best suited in explaining companies' performance in the sugar manufacturing industry, which is very dynamic. The theory will help explain and define strategic adaptation by the companies in the industry and how this helps in their performance.

The Capability-Based View

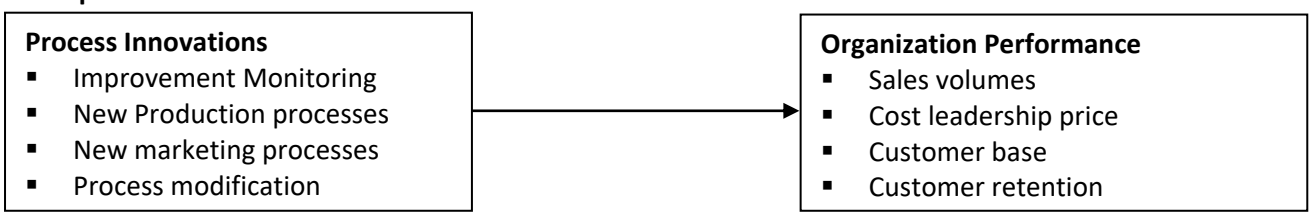
Grant (1991) argued that capabilities are the source of performance while resources are the source of capabilities. Shoemaker (1993) adopted a similar position and suggested that resources do not contribute to sustained performance for a firm, but its capabilities do. Hansen (2005), as well as Long and Vickers-Koch (1995), supported the importance of capabilities and suggest that a sugar company

can gain performance from its ability to apply its capabilities to perform important activities within the sugar industry. Shoemaker (1993,) defined capabilities in contrast to resources, as a firm's capacity to deploy resources, usually in combination using organizational processes, and affect the desired end. It is relevant to structural alignment through alignment of employee roles, departmental and team alignment. They are information-based, tangible or intangible processes that are firm-specific and developed over time through complex interactions among the firm's resources.

Teece *et al*. (1997) define dynamic capabilities as, 'the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Grant (1996) defines organizational capability as, a firm's ability to perform repeatedly a productive task which relates either directly or indirectly to a firm's capacity for creating value through effecting the transformation of inputs to outputs. Grant (1996) also divides capability into four categories: cross-functional capabilities, broad-functional capabilities, activity-related capabilities and specialized capabilities. Sirmon *et al*. (2003) stressed the importance of organizational learning. They suggest that capabilities and organizational learning implicitly and explicitly are a part of any strategy within a firm. It has been argued (Zack 1999) that the ability to learn and create new knowledge is essential for gaining the performance of a firm. Lee *et al*. (2001) discussed the influence of internal capabilities and external networks on firm performance.

The Company can similarly put to task its physical and human resources in Research of markets, customers and competitors, according to Porter (1990), to come up with effective competitor orientation strategies to survive in turbulent market environments. Understanding the market and defining a brand for the Company in line with the resource-based view theory can also help the firm adopt clear product differentiation strategies that increase customer loyalty for its products and help achieve competitive advantages (Hayes & Schemmener, 2008). Still, effective structural alignment in organizations dramatically relies on how the organization utilizes its internal resources, ranging from management expertise, technology adopted, and staff experience. If organized in rare, non-imitable and value-adding processes, these internal resources result in the improved competitive edge of the firm over other firms in the industry (Nyangi *et al*., 2015). However, the resource-based view theory has been criticized for its inability to define the creation of future resources (Barney, 2001). It tends to limit its discussions on the current happenings in the market, a concept that may be misleading since businesses are meant to last into unforeseeable future periods. The theory has also been criticized for implicitly focusing on profits as the performance metric and overlooking other metrics such as customer satisfaction, performance and environmental sustainability as attributes for supreme competitive advantages. The criticisms notwithstanding will be considered academic, and the resource-based theory will help understand and define objectives one, two, three and four. This is because nearly all aspects of strategic adaptation in organizations are pegged on their physical, human, capital and internal financial resources.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

METHODOLOGY

Research Design: Kothari (2007) defines a research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This study used descriptive survey design which involved collecting data of the answered questions about the respondents of the study. This design could be appropriate when the researcher wished to provide an accurate representation of persons, events or situations (Saunders et al., 2012).

Target Population: A target population usually has varying characteristics and it is also known as the theoretical population. This study explored each individual characteristic in the theoretical population within the universe. A population is the full universe of people or things from which the sample is selected (Greener, 2008). Target population consisted of Nzoia Sugar Company Limited employees who were directly linked to procurement and supply chain operations. Target population refers to total collection of elements about which the study wants to make some references (Mugenda & Mugenda 2003). Target population for the purpose of the study was Nzoia Sugar Company Limited and consisted of officers in the departments; Finance, Procurement, Warehousing, Audit and ICT.

Sampling and Sampling Techniques: The study adopted a stratified sampling technique to select six sugar companies which are almost ninety-nine per cent of the number of companies in western Kenya. This was so because most of the sugar companies within western Kenya have adopted the same techniques and mechanisms of strategic adaptation. The sample size of thirty six was representative and substantial to satisfy the objective of this study. According to a book on quantitative and qualitative approaches by Mugenda (2008), it recommended sample size of at least ten per cent of the targeted companies. The size gave the researcher enough data to complete my research. The information from the companies with more than one branch was taken from the head office branch, thus treating the multi-branch sugar company as a Single Business Unit (SBU). (Mwanyota, 2004) used a similar methodology for his study comprising all sugar companies in western Kenya as listed in the link fang of the Nation Business Direction, (NBD, 2021).

Data Collection Instruments: The study relied on both primary and secondary data collection instruments. Primary data was collected using structured questionnaires that were prepared based on the study's objectives and the conceptual framework. It had three sections. Section A was having the general information of the respondents. Section B on strategic adaptation practices enlisted as product differentiation, competitor orientation, structural alignment and process innovation. Section C was on performance. Section B and C was structured on a five-point Likert scale. Questionnaires were chosen because of their advantages of accessibility to large populations at low costs, proof of recorded evidence and chance to seek clarity. The questionnaires were distributed to senior-level managers or their equivalent in sugar companies in western Kenya.

Pilot Study: A sample of 10 respondents was used in rolling out the pilot test, which was 10% of the total expected number of respondents. The sample size was appropriate as was proposed by Baker (1994) that a sample of 10% is reliable for pilot testing. One of the companies I considered and visited was Busibwabo Sugar Company due to its strategic location next to my residential place. The company attained its commercial trade license in the year 2011. The pilot test for this study was within the recommendation. Convenience sampling used respondents who were voluntarily available (Leedy & Ormrod 2005) and therefore the method was found appropriate due to distance constraints considering the location of the companies. The result of Busibwabo was as a result of rich alluvial soils of the area, an ideal for the cultivation of sugar cane which is an important raw material to Busibwabo.

Data Processing and Analysis: The quantitative data collected was analyzed by Statistical Package for Social Sciences (SPSS 24) where descriptive statistics was computed to help in describing and interpreting data in line with study objectives. For variable relationships, correlation and regression analysis was also examined. Analyzed data was presented by use of tables and in prose form. The Analytical model for the study took form of: $\boldsymbol{Y = \alpha + \beta_1 X_1 + \varepsilon}$

Where;

Y= Organization Performance

α= Constant Term

β= Beta Coefficient –This measures how many standard deviations a dependent variable was change, per standard deviation increase in the independent variable.

X_1= Process Innovation.

ę = Error term

FINDINGS AND DISCUSSIONS

Response Rate

The pilot study targeted 4 respondents drawn from sugar companies in meeting the threshold for the target population but outside Western Kenya. The 4 respondents were surveyed using the questionnaire as it would be done in the actual study. Out of the 4 issued questionnaires, 3 were dully filled and returned for analysis. This represented a response rate of 75% which was considered adequate and sufficient for analysis.

Descriptive Statistics: Process Innovation on Organization Performance

The first specific objective of the research study was to establish the Influence of Process innovation on the performance of sugar companies in Western Kenya. For the purpose of establishing how well each process innovation practice in reference to strategic adaptation is implemented, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents No extent, 2-small extent, 3-Moderate extent 4 they to a large extent Agreed and 5 meant to a very large extent**.** For purpose of interpretation, a mean score of 0≤1.5 means that the respondents strongly disagreed, between 1.50 ≤ 2.50 means they disagreed, 2.50 ≤ 3.50 they were respondents were moderate on the extent of process innovation, 3.50 ≤ 4.50 means they agreed and above 4.50 means the respondents strongly agreed that to a large extent there is process innovation within the organization.

Table 1: Process innovation and Organization Performance

	Mean	Std.Dev.
Process Innovation		
The implementation of a new production method is continuously integrated in our organization's culture.	3.13	.915
Our firm employees' new methods of sugar production correspond with the changing industry requirements.	3.71	.671
There are quality teams that monitor areas for improvement in the organization.	3.48	.831
Our organization modifies its processes frequently to meet the needs of customers.	3.59	.430
Average	3.47	.637

Process innovation has helped sugar companies to improve their performance in the sugar sector with a standard deviation .637and a mean 3.47. This implies a slightly positive correlation between process innovation and performance in the sugar companies hence need to improve on the process innovation to ensure strategic adaptation. This is agreement with Ndirangu (2013) who argues that organizations must have the required capabilities to match their strategies to turbulent environment in order to optimize profitability. He further indicates that the relationship between environment and

strategy and in turn to performance cannot be underestimated. Organizations are left with little to do other than respond to environmental changes.

Inferential Statistics

Inferential results based on simple and multiple regression models are as shown in the subsections herein.

Process Innovation and Performance

The objective was to establish the influence of Process innovation on the performance of sugar companies in Western Kenya. From the findings the correlation coefficient (R) is 0.228 which is a positive, a significant relationship between process innovation and performance and the R-Square value of 0.052 shows that the model accounts for 4.7% of the variation or change in the performance of Sugar Companies in Western Kenya.

Table 2: Model summary for Process Innovation and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.228[a]	.052	.047	.47131	.000	.004	1	33	.949

a. Predictors: (Constant), X1

The results of the ANOVA test show a P-value of 0.004 is less than the set level of significance of 0.05 for a normally distributed data as shown in Table 3. The results further revealed that the model had an F-ratio of 8.104 which was significant at 5% level of significance. The findings show that the model is statistically significant in explaining the relationship between process innovation and the performance of Sugar Companies in Western Kenya.

Table 3: ANOVA for Process Innovation and Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.713	1	2.713	8.104	.0.004[b]
	Residual	31.766	35	.9076		
	Total	34.479	36			

- Predictors: (Constant), X1
- Dependent Variable: Y

Table 3 shows the coefficients of the influence of process innovation on performance of sugar companies in Western Kenya. The Beta coefficients was .314 at a p-value of 0.002 indicate the extent to which firm performance changes due to change in process innovation by 31.4%.

Table 4: Coefficients for Process Innovation and Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.67	0.256		14.34	.000
X1	0.314	0.067	0.345	4.687	0.002

a. Dependent Variable: Y

The Strategic Journal of Business & Change Management. ISSN 2312-9492 (Online) 2414-8970 (Print). ww.strategicjournals.com

The equation;

$Y= \beta_0+\beta_1X_1+\varepsilon$, holding all other factors constant, this becomes,

$Y_0=3.670+.314X_1$

The positive Beta coefficients imply that 31.40% increase in the process innovation results in increased firm performance.

Hypothesis Testing

Null Hypothesis (H01): Process innovation has no significant influence on the performance of sugar companies in western Kenya.

Alt. Hypothesis (Ha1): Process innovation has a significant influence on the performance of sugar companies in western Kenya.

Model summary results indicate that Process innovation has significant influence on performance of sugar companies in Western Kenya ($\beta_1 = 0.418$ at $p< 0.05$). Other factors remaining constant, process innovation, explains 41.8% of changes in performance of sugar companies in Western Kenya. The positive beta coefficient implies that a unit change in use of process innovation results in a rise in firm performance by 0.418 units. As such the null hypothesis was rejected.

CONCLUSIONS AND RECOMMENDATIONS

The objective was to establish Process innovation on the performance of sugar companies in Western Kenya. Results revealed that process innovation had positive influence on performance of sugar companies in Western Kenya.

The test for significance also showed that the influence was statistically significant and hence the alternate hypothesis was accepted. Most of the respondents agreed that through process innovation stewardship, their respective Sugar Companies were able to adapt to the external changes thus enhancing their performance. This can be attributed to the fact that process innovation, such as implementation of a new production methods, presence of quality team that monitors areas for improvement hence performance enhancement.

This study found a positive and significant influence of process innovation on the performance of the sugar companies in Western Kenya. It therefore, follows that management of Sugar companies in Western Kenya management need to enhance, foster and vary their capabilities in respect to the their strategies to suit the ever changing demands in their business environment. These changes should be well aligned with the changes taking place in the competitive and dynamic environment these firms find themselves in today. The organization should continuously redesign production methods, processes and technologies to meet changing market needs.

REFERENCES

Arshad, K. (2012). The impact of fairness in working conditions on organizational performance in Pakistan telecommunication company, limited, Pakistan. *International Journal of Economics and Management Sciences,* pp. 10- 19.

Barney, F. & Asmussen, M. (2011). *The alignment performance Link in Purchasing and Supply Chain Management*. Germany: Gabler Verlag

Banker, A. (2014). Does a differentiation strategy lead to more sustainable financial performance than a cost leadership strategy? 52(5), 872-896.

Batool, G. & Bula, R. (2012). Effects of employees training on the organizational competitive advantage: *Empirical study of Private Sector of Islamabad, Pakistan. Far East Journal of Psychology and Business, 6*(1), 59 – 72.

Baker, H. & Becker, K. (2013). Endogenous product verses product innovation. *Empire Economics* (44),

pp.329-354

Cavaco, H. (2014). CSR and financial performance: complementarity between environmental, social and business. *Applied Economics*, 46(27), pp. 3323- 3338.

Chang,M. (2011). What can drive successful entrepreneurial firms? An analysis of Inc. 500 companies. *J. Small Business Strategy*, 22(2), 27-49.

Chijoke,K. (2018). Influence of strategy formulation drivers on strategic performance. *drivers on Spektrum,* 12(2), 15-25.

Chen,H. (2014). The effects of human resource capability and internal customer satisfaction on organizational effectiveness. *International journal of distributed sensor networks*, Article ID 835194, 1 – 10.

Chiva, D. (2006). A measurement scale for product innovation performance. *European Journal of Innovation Management,* 9, 333-346.

Creswell,M. (2014). *Research Design*: Qualitative, *Quantitative and Mixed Methods Approaches (4th ed.)*. Thousand Oaks, CA: Sage

Greenberg, H. (2007). *Beverage Industry, A Cup half entire: Gulping the U.S. profits*, Deutsche Bank.

Haarla, F.(2003). Product differentiation: *Does it provide a competitive advantage for a printing company.* Oxford: Oxford University Press.

Hartmann, A. (2006). *The role of organizational culture in motivating innovative behaviour in construction firms*. Construction Innovation, 6(3), pp. 159-172.

Hass, K. (2006). A graphic tour of success and failure in corporate renewal, *Journal of Private Equity.*

Hayes,B. & Schmenner, H. (2008). How should you organize manufacturing? *Harvard Business Review,* 56(1), 105-118.

Helfat,H. & Peteraf, M. (2003). The Dynamic Resource-based View*: Capability Lifecycles, Strategic Management Journal*, 24, 997-1010.

Hansen, Y. &Vickers,K. (1995). Product Innovation on Organizational Performance

Hong,T. (2007). Comparison and Contrast of General Motors and Toyota, *General Motor and Toyota;* 1: 1-17.

Imbambi, H. (2017). *Influence of Strategic Capabilities on Competitive Advantage of Sugar Companies in Western Kenya*. Doctor of Philosophy project in Business Administration submitted to Jomo Kenyatta University of Agriculture and Technology, Kenya.

Frankel,K. & Rose, F. (2002). Regional trading bloc and common currency union and Geographic Proximity, *UN journal pg-23-40*

Jacobsen,H. & Johnsen, B. (2020). Alignment of strategy and structure in local government*, Public Money & Management*. Pages 276-284 | Published online: 22 Jan 2020.

Jeff,F. (2016). Staying Competitive requires adaptability. *Forbes Magazine* article.

Jouirou,H.& Kalika, W. (2004). Strategic alignment: a performance tool (An empirical study of SMEs). *Proceedings of the Tenth Americas Conference on Information Systems*.

Johnston, C. (2007). Knowledge management and involvement in innovations in MNC subsidiaries - *Journal*

of International Business Studies

Jowi,L. (2010). Factors affecting the performance of mummia's. *Strategic Alignment of Cost Leadership Journal.*

Blackburn, R.. Smallbone, D. & Dixon, S. (2009). Business Strategies and Performance During Difficult Economic Conditions. *Research paper, Kingston University*

Koskei,M. (2016). Strategic Alignment and Information Technology on the Performance of East African Portland Cement Company Ltd in Kenya. *Unpublished MBA, University of Nairobi-+*

Kothari, C. (2013). Research methodology: Methods and techniques. *New Age International publication.* ISSN 2277 3630 Vol.2 (2),

Kotler, P. (2002). A framework for marketing management. *New Jersey: Prentice-Hall Pearson Education International.*

Kowo,T. Akinbola, N. & Akinrinola, R. (2019). The Impact of Process Innovation on Organizational Performance. *Acta Universitatis Danubius publication* 15 (2); 115 – 132

Lopez,A. & Lee, G. (2005**).** Managing Knowledge: The Link between Culture and Organizational Learning. *Journal of Knowledge Management*, 8, 93 -104.

Lutta, H. Leedy, M. & Ormrod, J. (2005). Challenges of strategy implementation at Chemelili Sugar, *Journal of Hunger & Environmental Nutrition*

Mohsenzadeh,G. &Madian, B. (2016). The Mediating Role of Competitive Strategies. *Procedia Economics and Finance* 36 (2016) 456 – 466

Mwanyota,M. (2004). Effect of Firm Competencies and Export Performance.

Mugenda,M. (2008) Social science Research. *Nairobi, ACTS Press.*

Naidoo,V. (2011) Strategic alignment maturity of business and information technology at Volkswagen South Africa. *Journal of African Motor Industry*10 (4): 17-21.

Narver, J. & Slater, S.F. (1990) 'The effect of a market orientation on business profitability, *Journal of Marketing* 54(4): 20–35.

Ndlangamandla, K. (2016). Determinants of Competitiveness of the Swaziland Sugar Industry. Master of Science Thesis, University of Swaziland.

Neslihan,Y.& Zoubi, I. (2012). Defining and Measuring Competitiveness: *A Comparative Analysis of Turkey*. *International Journal of Basic and Applied Sciences* Vol. 12, pp. 2.

Nyangi, A.& Masinde, L. (2015). Organizational capabilities and performance of sugar companies in Kenya.' *International Journal of Management Research & Review* 5 (10): 845-863

Olanipekun, B. Abioro, M. Akanni ,G. Arulogun, L. & Rabiu, A. (2015). Impact of strategic management on competitive advantage and organizational performance. *Journal of Policy and Development Studies*, 9(2)

Oluwatoyin,Y. Olufunke, W. &Salome ,B. (2018). The impact of market orientation on performance of selected industry. *Open Journal of Business and Management*, 6, 616-631. https://doi.org/10.4236/ojbm.2018.63047

Onikoyi,I. (2017). Impact of Product Innovation on Organizational Performance (A Survey of Nestle Nigeria Plc). *Journal of Marketing and Consumer Research,* Volume 37

Ota ,M. Hazama, Y. & Samson, D. (2013). Japanese Innovation Processes. *International Journal of Operations & Production Management,* 33(3), pp. 275 - 295.

Ongori, F. (2007). A review of the literature on employee turnover. *African Journal of Business Management, 049 - 054.*

Porta ,M (2008). *A dictionary of epidemiology (5th ed.).* Oxford: Oxford University Press.

Pavlou, K.(2011). Firm Performance. Mathematical Problems in Engineering; Volume 2017, Article ID 3807912, 14 pages

Penrose, N. & Poser T, (2003). *The Impact of Corporate Venture Capital*: Potentials of Competitive advantages for the investing Company. Germany: DUV

Robots, F. and Rugman,M. (2007). Communication of the ACM, *Journal of Business Forecasting, 14*

Shafiwu, A. & Mohammed, A.(2013). The Effect of Product Differentiation on Profitability in the Petroleum Industry of Ghana. *European Journal of Business and Innovation Research*, 1(4), 49-65.

Scully, M. & Rowe. M.(2009). Bystander training within organizations. *Journal of the International Ombudsman Association,* 2(1), 1-9.

Seng, L. Damanpur, M. &Sirmon L, (2011). Innovation and organizational performance- *Kuwait Chapter of Arabian Journal* platform.almanhal.com

Shou, B. Shiyuan, K. Shoemaker, E. &Boya L, (2017). Strategic Adjustment Capacity, Sustained Competitive Advantage,

Nekoumanesh,H.& Yang, O. (2013). Process Innovation: Impacts on Organization's Performance, *A Qualitative Study of Four Swedish Municipalities. Linnaeus University*

Slack, N. Chambers, B& Shuen N,(2007). *Operations Management*, (5th Edition). England: Pearson Education Limited.

Tsinopoulos, C.& Yan, K.(2018). Open Innovation and the Moderating Role of the Motivation to Achieve Legitimacy.

Winter, G. (2003). Open and Process Innovation, *Journal of Product Innovation Management,* 35(1):27–48

Walamart,M.(2019), *Walmart Central America Overview: Walmart Corporate website*, http://corporate.walmart.com/our story/locations/Argentina accessed February 12 2019

World of Sugar, (2010). Agribusiness & Applied Economics 661 March 2010. 2010 Outlook of the U.S. and World Sugar Markets, 2009-2019

Zack, G. (1999). Innovation Management Practices, Strategic Adaptation, and Business Results: Evidence from the Electronics Industry. *Journal of Technology Management and Innovation*