

# Influence of Geographical Expansion Strategy on the Growth of East African Breweries Limited in Nairobi County, Kenya

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**Abstract:** The main objective of this study was to establish the influence of geographical expansion strategy on the growth of East African Breweries Limited in Kenya. The study adopted a descriptive research design. The target respondents were 225 comprising of 4 managers and 221 employees. Stratified sampling was used whereby the population was grouped into four strata (Sales Department, Production Department, Marketing Department and Quality Assurance Department). A census of 4 managers was done and 140 employees were selected through simple random sampling to form a sample size of 144 respondents. Questionnaires and interviews were used as data collection instruments. The study established that geographical expansion strategy had a positive and significant effect on the growth of EABL. The study concluded that EABL recruit companies that help in advertising new segment of clients via geographical growth method. The study recommends that EABL need to bear in mind home market electricity through via strengthening their role within the domestic target marketplace. The company needs to understand their enterprise' strengths and what makes it a success within the domestic market before going for a geographical enlargement method.

**Keywords:** Strategy, Geographical Expansion, Growth, Market Development.

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## 1. INTRODUCTION

Growth is an organizational outcome attributable to the mixture of company-unique assets, talents and routines. A firm's increase opportunities are distinctly associated with its contemporary organizational production events (Coad, 2009). Firm growth is also uncertain: environmental conditions including opposition and marketplace dynamics play their roles. firm boom is an boom in high-quality attributes, which consist of sales, employment, and/or income of a company amongst factors in time. Enterprise growth may be decided through the degree of effectiveness and capability with which business enterprise-particular resources collectively with labour, capital and data are obtained, prepared, and transformed into sellable products and services through organizational workouts, practices, and structure (Hakkert & Kemp, 2006).

Most companies desire growth a good way to prosper and not simply to live on. Many corporations desire growth due to the fact it's seen commonly as an indication of achievement, development. Growth in organizational is used as one indicator of effectiveness for small and huge groups and is an essential subject of many practising managers (Sophia & Owuor, 2015). In the long run, achievement and growth of a corporation might be gauged through how properly a company does relative to the goals it has set for itself. Strategic planning is a key motive force of organizational growth, because it has to turn out to be a strategic enterprise associate supporting the management control construct an agency that is ideal no longer only for nowadays, but for the next day and past. Cap low (2009) states that problems encountered with company boom are that industrial agency proprietors looking for to manual their businesses thru periods of boom, whether or no longer that increase is dramatic or incremental regularly stumble upon issues.

Growth is a multi-faceted phenomenon that is typically associated with company survival, achievement of commercial agency desires and fulfillment or the scaling up of events (Storey, 2009). Thompson and Strickland (2010) states that growing the enterprise can be taken to mean crafting and enforcing strategies in an effort to deliver earnings to the

economic organisation, attracting and welcoming clients, competing effectively with different competition in the enterprise, engaging in operations and improving the organization's economic and marketplace overall performance. Increase as discussed by means of Pearce *et al* (2010) may be influenced by using factors which include political adjustments; financial factors consisting of the tax structures, monetary and fiscal rules, interest charges, inner guidelines and change prices; and social factors inclusive of spiritual concerns, the effect of the enterprise on local groups, ethnic concerns and cultural elements.

East African Breweries Limited, commonly referred to as EABL, is a Kenya-based holding company, which manufactures branded alcoholic and non-alcoholic beverages. It was founded as a private company – Kenya Breweries Limited, in 1922 by two white settlers George and Charles Hurst. It was registered as a public company in 1934 and acquired Tanganyika Breweries in 1935 necessitating the name change to East African Breweries Limited in 1936. It acquired financial holding in Ugandan Breweries in 1959 giving it a controlling hand within the brewing hand inside the East Africa Market. EABL is East Africa's main branded alcohol beverage business with an extremely good series of manufacturers that range from beer, spirits and person non alcoholic liquids (EABL, 2016).

While nevertheless the dominant producer in Kenya, East African Breweries restrained (EABL, a subsidiary of Diageo) has seen opposition accentuate in current years from local brewers and imports of international brands inclusive of Heineken and Sab Miller. East African Breweries restricted nevertheless controls around 90% of the Kenyan beer marketplace, and maintains to extend in East Africa. With breweries, distilleries, support industries and a distribution network across the place, the institution's diversity is a critical element in handing over the highest fine brands to East African consumers and long-term value to East African investors. Capable and outstanding customer service is evidence in their commitment to be the marketplace dominant (EABL, 2016). These attributes have placed them at the forefront in the beer enterprise, and positioned them to preserve growing the scope of their purchaser expectations and offerings.

## **2. STATEMENT OF THE PROBLEM**

Company growth is a vital indicator of a thriving economic system (Starbuck, 2015). The ever changing environment has necessitated the EABL to adopt growth techniques to survive and develop. Consistent with adoption of market development strategies, the EABL has been facing several challenges in the implementation of the strategies due many local beer industries running within the identical market. At the same time many organizations have become more competitive by launching strategies, beer industries are similarly facing the same challenges given the crisis the subsector is presently experiencing. Cespedes and Nigel (2009) indicate that for a market development approach to succeed it's critical that the formulator ought to be aware of ground realities.

Studies have been undertaken based on marketplace development strategies and organizational growth, each across the world and regionally. Across the world, Cho and Pucik (2010) executed a study on the relationship between innovativeness, value, growth, profitability, and market price and discovered that innovativeness, value, and profitability have interlinkages on corporations' growth. The study did not consider the consequences of approach choice, that is laid low with intangible assets inside the organisation with high-quality mediation relationship on marketplace value. Locally, Gachanja *et al* (2012) carried a study on total issue productivity trade in the Kenyan production quarter and set up that there has been a decline in overall component productivity within the production zone in the course of 2008 and 2011. Mugambi, Chege and Ok'obonyo (2011) on their research on the affect of strategic competencies and contextual factors in Kenya advised similarly research to assess the impact of strategic talents and contextual elements in small-and medium organizations because they form the bulk of enterprise organizations in Kenya. It is because of the aforementioned that the current study sought to establish the influence of geographical expansion strategy on the growth of East African Breweries Limited in Nairobi county, Kenya.

## **3. LITERATURE REVIEW**

Barringer and Greening (2010) observed that commercial enterprise establishments' working performance relied on how properly the distribution nodes and techniques are prepared. Companies like residence of Eden Uganda Ltd who recounted the charge of multi-channel product distribution experience related benefits like better information and product go with the flow in the marketplace. Besides, poor control practices within the multi-channel product distribution are said to create an array distraction throughout the deliver chain. Ghemawat (2011) discusses four dimensions of distance that groups must keep in mind whilst making choices approximately worldwide growth: cultural, administrative or political, geographic, and financial, emphasizing that regardless of present day technological advances, technology does not do away with most of the very actual, probably excessive fees of distance.

Ellison and Glaeser (2012), whilst measuring the degree of localization of industries, it is crucial to control for commercial concentration. The reason is that the range of flowers in an enterprise is often noticeably small, in which case even random place styles cannot be anticipated to produce flawlessly normal region styles, as an example, suppose that seventy five percentage of personnel inside the country. Vacuum purifier enterprise paintings in one of four essential flora. In this case, even supposing the vegetation locate one at a time, four places should account for at the least seventy five percentage of the employment inside the enterprise even inside the absence of any forces of cumulative causation. This difficulty is all the more essential given the emphasis placed on growing returns to scale in theories of new economic geography.

A study by Afzal (2009) on advertising and marketing abilities and distribution alternatives in Pakistan marketplace shows a notable intertwinement among channel control (distribution strategy) and the existent advertising and marketing abilities, thus company performance. This examine is in settlement to investigate works via Blesa and Ripolle (2008) who opine that advertising capabilities are firm precise and will offer superior market sensing, purchaser linking, and channel bonding abilities in worldwide markets. These skills can lead to worldwide marketplace achievement. Al-aali *et al* (2013) contend that these advertising and marketing competencies allow exporting firms to put in force new export advertising techniques to reflect converting international marketplace conditions thru remodeling and combining available assets in new and distinctive ways (Al-aali *et al.*, 2013).

Schary and Backer (2010), study set up a high-quality association among multi-channel distribution and sales increase and profitability. The reduced expenses arise out of the freedom to replacement excessive for low price channels and the accelerated wide variety approach linking organization with marketplace sections, reduced enterprise dangers and aggregated value sharing in phrases of say transportation and marketing. Myers (2013) determined that as the company improves on its merchandise' market presence and market insurance, emblem attention is more suitable however Merrilees (2013) installed that there was a superb dating between logo consciousness and sales growth. Income is said to emanate from installed commercial enterprise resources.

Geographic enlargement is one of the maximum essential paths for company increase. Barringer and Greening (2010) noted that geographic expansion is a especially critical increase method for agencies whose commercial enterprise scope has been geographically constrained. By way of broadening client bases through getting into new markets, companies are able to acquire a larger extent of production and develop. In addition, there are variations in market situations across extraordinary geographic areas. Corporation adopted geographic growth method to pursue new possibilities to leverage center abilities across a broader variety of markets (Zahra *et al.*, 2011).

Davies *et al.* (2009) claim that for differentiated merchandise, geographic diversification and product diversification are harmonizing strategies that allow a firm to exploit its handling of a business enterprise's proprietary property. This view is likewise supported by using Kim *et al* (2010), who argue that extended geographic diversification allows firms to lessen the threat of and increase returns from product diversification, for the reason that extra market possibilities are opened for product varied corporations that pursue geographic growth. Meanwhile, Geringer *et al.* (2010) shows that geographic allow a firm to leverage its strategic higher-yielding sources from existing operations in order to boom its rents.

Tallman and Li (2009) argue that geographic enlargement improves the overall performance of low product-diverse firms via offering risk diversification and enhancing their capacity to take advantage of economies of scope. This means that corporations are predicted to combine low stages of product diversification with high levels of geographic expansion. Geographic diversification decreases the blessings of associated product diversification because of worldwide impediments to synergy formation in advertising and marketing, manufacturing, and generation. Meyer (2010) argues that firm increase might be facilitated with the aid of global focusing increasing geographic expansion in a slim set of industries. In line with this view, sources that are freed from divested industries can be efficaciously exploited inside the pursuit of geographic enlargement (Meyer, 2010).

#### **4. RESEARCH METHODOLOGY**

The study adopted a descriptive research design. The target respondents were 225 comprising of 4 managers and 221 employees. Stratified sampling was used whereby the population was grouped into four strata (Sales Department, Production Department, Marketing Department and Quality Assurance Department). A census of 4 managers was done and 140 employees were selected through simple random sampling to form a sample size of 144 respondents. Questionnaires and interviews were used as data collection instruments and analyzed descriptively.

## 5. FINDINGS

The first research objective sought to examine the influence of geographical expansion strategy on the growth of East African Breweries Limited in Kenya. The findings are shown in Table 1.

**Table 1 Geographical Expansion Strategy and Growth**

<b>Statement</b>	<b>M</b>	<b>Sd. Dev</b>
Opening branches in other countries has led to the growth of EABL	3.89	1.21
Opening new distribution channels to various major towns in Kenya has led to the growth of EABL	4.17	0.86
The company has recruited agencies to help in marketing and selling which has led to the growth of EABL	4.30	0.82
The employer goals a brand new segment of customers, in place of catering to its current loyal customers which has led to the boom of EABL	4.28	0.68
Introducing new product dimensions for example unique pricing guidelines to attract exceptional customers or create new market segments	4.15	1.13
Introducing new demographic segments has led to the growth of EABL	4.23	0.75
<b>Aggregate</b>	<b>4.17</b>	<b>0.908</b>

**Key:** M – Mean; **Sd. Dev**– Standard Deviation

Source: Survey Data (2017)

Table 1 shows that majority of the respondents strongly agreed on the statement that the company has recruited agencies to help in marketing and selling which has led to the growth of EABL (M=4.30, St. Dev=0.82) and The employer goals a brand new segment of customers, in place of catering to its current loyal customers which has led to the boom of EABL (M=4.28, St. Dev=0.68). These were followed by the statements that introducing new demographic segments has led to the growth of EABL (M=4.23, St. Dev=0.75), opening new distribution channels to various major towns in Kenya has led to the growth of EABL (M=4.17, St. Dev=0.86), introducing new product dimensions for example unique pricing guidelines to attract exceptional customers or create new market segments (M=4.15, St. Dev=1.13) and opening branches in other countries has led to the growth of EABL (M=3.89, St. Dev=1.21).

These findings are as per the findings of Barringer and Greening (2010) who mentioned that geographic growth is an especially critical increase strategy for agencies whose enterprise scope has been geographically limited. By way of broadening client bases through entering into new markets, corporations are able to gain a bigger quantity of manufacturing and grow. Further, there are variations in market situations across specific geographic regions. Organization adopts geographic expansion method to go for new possibilities to control middle skills across a wider series of markets (Zahra *et al.*, 2011).

Barringer and Greening (2010) who located that enterprise businesses' operating performance relied on how nicely the distribution nodes and strategies are prepared. Companies like house of Eden Uganda ltd who stated the rate of multi-channel product distribution revel in related blessings like higher facts and product drift within the marketplace. Besides, bad control practices inside the multi-channel product distribution is stated to create an array distractions at some stage in the deliver chain.

It was established that geographic expansion strategy has enabled EABL to access to new markets and talent swimming pools, lessen charges, and possibly most importantly, supplied a sturdy pipeline enabled the company's future growth. Through geographical expansion approach EABL has won the capability to draw and keep new clients, spread the risks of doing business and decrease the ability of 1 product or one poor choice that could not be working properly.

The study revealed that geographical expansion strategy had a positive and significant effect on the growth of EABL in Kenya. Majority of the respondents strongly agreed on the statements that introducing new psychographic segments has led to the growth of EABL and that changing product attributes to provide more value to the customer by improving product quality which has led to the growth of EABL. These were followed by the statements that setting right market prices has led to the growth of EABL, increasing advertising expenditures has led to the growth of EABL introducing new psychographic segments has led to the growth of EABL, the company has entered to the high end of the market which has

led to the growth of EABL, introducing new institutional segments has led to the growth of EABL and product consistency and stability has led to the growth of EABL.

## 6. CONCLUSION AND RECOMMENDATIONS

The study concluded that EABL has recruited agencies to assist advertising and marketing and promoting and objectives a new segment of customers, in preference to catering to its existing dependable clients to enable them grow their enterprise. Introducing new institutional segments and product consistency and balance moderately result in the growth of EABL. Through geographical enlargement approach EABL benefit the capacity to draw and hold new clients, spread the risks of doing industrial organization and decrease the functionality of one product or one poor choice that couldn't be operating well.

The study recommends that EABL need to recall domestic market strength through strengthening their role in the home target market. It's critical that EABL understand their enterprise' strengths and what makes it a hit in the domestic marketplace earlier than going for a geographical enlargement approach. The study additionally recommends that EABL need to enter into a restrained number of carefully diagnosed markets, as compared to having insignificant insurance in a massive range of markets wherein their product / provider could be a success.

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