strategic responses to the environmental changes in the sugar industry: sony sugar company limited

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Abstract:

Recent history shows that Sugar Companies are producing sugar at a high cost, cannot pay all the farmers promptly, at times harvest over mature canes in farms and are at rivalry with other firms not forgetting the COMESA pressure. The research was seeking to examine the strategies which these sugar industries are adopting from now and beyond in order to remain competitive in the sugar industry. The objective of the study was to identify strategic responses used by Sony Sugar Company to remain competitive within the sugar industry. The study will be significant for it will provide pertinent information to stakeholders on how to respond to the ever changing business environment and remain stable. The research was a case study of Sony Sugar Company aimed at identifying strategic responses it is using in order to remain competitive in the industry. The researcher used the questionnaires to collect the data. The company has the population of one thousand two hundred and eighty three working in nine departments. However, the study focused on four departments with a population of six hundred and eighty seven from which the respondents would be sampled. The sample size was sixty nine respondents. The data collected was qualitatively and quantitatively analyzed. Quantitative data was analyzed using descriptive statistics while qualitative was analyzed using content analysis. The analyzed data was presented using charts, graphs and tables. Among the key findings established in the study was that there was various marketing, human resource, production and Information Technology strategies that Sony Sugar used as strategic responses towards changes. Among the marketing strategies that the company used were; market segmentation, road network communication, packaging and local media advertisement. Human resource strategies included employee motivation through promotions, training, career developments, job evaluation, salary awards and fringe benefits. Production strategies included having enough workers, adequate equipments and enough land and materials. The study recommended that the company improve on its marketing strategy by adopting other modes of communication instead of over relying on road network. It was also recommended that salary disparity among employees should be addressed as well as improvement on overreliance on internal promotions in recruitment. Research on quality, new developments and technological innovations should be done to enable the organizations in the sugar industry to be more responsive to environmental changes. Further research should be carried out in other similar organization in the sugar industry. It should also be done on administrative strategic responses, financial management strategic responses and agricultural strategic responses which were not covered in this study.