FACTORS AFFECTING IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN THE SOFT DRINK INDUSTRY IN KENYA: A CASE STUDY OF NAIROBI BOTTLERS LIMITED

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP, IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION OF THE MANAGEMENT UNIVERSITY OF AFRICA

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DECLARATION

This Research Project is my original work and has not been presented to any other institution of higher learning for any award, to the best of my knowledge.

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This project has been submitted for examination with my approval as University Student Supervisor

Dr. Emanuel Awour

Signature ............. Date .......................
DEDICATION

This project is dedicated to the Management University of Africa for the award of an Executive Master Degree in Business Administration
ACKNOWLEDGEMENT

I am taking this opportunity to express my gratitude to everyone who supported me throughout the course of this EMBA project. I am thankful for their aspiring guidance, invaluably constructive criticism and friendly advice during the project work. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the project. I express my warm thanks to my project internal guide Dr Awour of Management University of Africa for his support and guidance during the research journey. I would also like to thank all the people who provided me with the facilities being required and conductive conditions for my EMBA project.
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# ACRONYMS AND ABBREVIATIONS

<table>
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<th>Acronym</th>
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<tr>
<td>KORE</td>
<td>Kenya Office Requirements</td>
</tr>
<tr>
<td>TCCMS</td>
<td>The Coca Cola Management System</td>
</tr>
<tr>
<td>GPQIR</td>
<td>Global product index Rating</td>
</tr>
<tr>
<td>RGB</td>
<td>Returnable glass bottles</td>
</tr>
<tr>
<td>PET</td>
<td>Polyethylene Ethylene Tethyline</td>
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<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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<tr>
<td>ISO</td>
<td>International Standard organization</td>
</tr>
<tr>
<td>HR</td>
<td>Human resources</td>
</tr>
<tr>
<td>SABCO</td>
<td>South African Bottling Company</td>
</tr>
<tr>
<td>PDCA</td>
<td>Plan Do Check Act</td>
</tr>
<tr>
<td>PDSA</td>
<td>Plan Do Study Act</td>
</tr>
<tr>
<td>DMAIC</td>
<td>Define Measure Analyse Improve Control</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard operating procedure</td>
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<tr>
<td>HACCP</td>
<td>Hazard Analysis and Critical Control Points</td>
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ABSTRACT

This research will be carried out in order to reveal the impacts of TQM on customer satisfaction in Nairobi bottlers limited a soft drink industry in Kenya. Customer satisfaction is very key in every organization as this give the company a very competitive advantage, hence the need of the survey. The research will focus on Nairobi bottlers which is a recognized leader in this branch enjoying enormous customer popularity for decades. The research design method will be descriptive in nature where quantitative statistics will be used and data analyzed using the bar graphs and pie charts. A total sample population of 126 employees will picked to fill in the questionnaires out the total 1268 employees in the whole organization. The problem to be investigated in this study is why lack top level support, lack of teamwork, poor employees empowerment and lack of training affects the implementation of the TQM in Nairobi bottlers limited and hence the specific objective of this study. The research design will be descriptive in nature where closed ended question will be used to capture the data. The data captured will be analyzed by the use of the Statistical process control and results interpreted in percentage. The results will then help to make recommendations and same shared with the management for points of action.

The study concludes that top level management support implementation of TQM in their department as majority of the respondents indicated. The study also concludes that not all employees are empowered in TQM implementation in their department. The respondents also indicated that lack of team work in the various departments affect negatively the implementation of TQM in the whole organization. In addition, the study concludes that lack of monitoring, evaluation and control of agreed set goals lead to the failure of TQM implementation in Nairobi bottlers. The study also concludes that the organization is affected negatively due to lack of training for the shop floor employees and lack of proper management systems. This in turn leads to the failure of TQM implementation in Nairobi bottlers.
CHAPTER ONE

1.0 Introduction

This chapter will focus on the statement of the problem which for this case will be to study the factors affecting the implementation of Total Quality management in Nairobi bottlers limited. The chapter will also focus on objectives of the study, the research questions, the significance of the study in the soft drink industries and also address the scope that the researcher will use during the whole research journey.

1.1 Background of the study

TQM has been used in various forms in Nairobi bottlers limited. However, its success rate has not been very impressive. The reasons for its failures have variously been summarized as; Improper understanding of the core concepts of TQM and the key benefits the company can reap after effective implementation of TQM, according to (Anderson Fornell and Lehmann 1994). Implementation of TQM ignored looking at different subsets of the organization that is, it did not treat organization as a system; TQM has also been criticized on the ground that it provides individually interpreted approach and therefore carries inconsistent meaning across the whole organization, hence difficulty in implementation.

TQM implementation in Nairobi bottlers have been affected by factors such as lack of proper top level support; lack of empowerment of the employees, lack of teamwork, and lack of proper training of the shop level employees. The personality profile of managers and the company culture have been found to have a bearing on the adoption or success of
TQM in the organization. Hence in order to effectively implement TQM in the bottling sector, the company culture on top level support employees empowerment, lack of teamwork, and lack of training must be addressed.

At a systemic level, a formal integration of TQM principles in a model of Quality management system has been attempted by ISO 9000: 2008 standard which is major requirement of the Coca Cola companies worldwide. It is a major requirement that all the soft drinks industries in the whole world must be ISO certified in order to meet and exceed the customers’ expectations. However, the impact of ISO 9000:2008 standard in this organization is both positive and negative when it comes to documentation and records keeping. This is as result of some of the varying impact on general factors such as the company culture and the organizational factors such as intention behind certification and Leaders and operational factors that affect the implementation of TQM in these organizations. Looking from this perspective, there seems to be a need to understand successful Implementation of TQM for the organizational change as a function of the intra-organizational Parameters mentioned above. In Total Quality Management Project Report, human resource is the most important factor for Nairobi bottlers and the success of the Organization is depending upon its resource. If human resource of organization is not happy with the organization operations, organization’s performance organizational operations will be adversely affected. Hence, the higher degree of commitment toward work will improve productivity and will decrease rejection cause due to human factor.

According to Ehigie and Akpan (2004), the company shop level employees plays a major role in the company bottling and operations activities and hence the more they own the principles of the Total Quality management, the business will move to greater
heights of prosperity as everyone will be focusing on meeting and exceeding the customers’ expectations both internal and external. Therefore, to involve the employees in Nairobi bottlers in the process of implementing the TQM are the responsibility of the organization top level management. Hence, this study will be helpful to measure the level of all the stake holders’ commitment in the implementation of the TQM in the whole organization.

1.2 Statement of the problem

The problem to be investigated in this study is why lack top level support, lack of teamwork, poor employees empowerment and lack of training affects the implementation of the TQM in Nairobi bottlers limited. Therefore within Nairobi bottlers limited, the project will study the implementation related issues in the context of all the activities across the value chain bearing in mind this is the biggest bottling plant in Kenya. The ISO 9000: 2008 model is the framework in which the study will be undertaken. This is so because ISO 9000: 2008 provides a change mechanism and change-monitoring model which lends a holistic approach to change. The international standard organization claims that its eight underlying principles are also in consonance with TQM. These principles includes; Delight the customer by meeting and exceeding their expectations; Management by fact while making decisions; People based management hence involving people in all the stages across the value chain; Continuous improvement hence adopting the concept of lean manufacturing; Strong leadership and top level management; Quality system measure& record; Team work, Team accountable, correct problem solving through Quality circles; People oriented technology, speed. Thus this project attempts to understand whether the revised ISO 9000:2008 standard is designed for taking the
organization on its TQM journey and how the intra-organizational Intervening variables of culture, team work, change management, effective leadership will enable the process of TQM Implementation in the Company and hence sustenance. Meeting and exceeding customer expectation in the key focus of every one in Nairobi bottlers and lack to embrace this will result to dissatisfied customers both internal and external and hence poor return on investment. The current adverse of lack TQM across the whole organization is increased customer and consumer complains on service delivery which if note sorted will affect customer retention across the whole value chain.

The study will help come up with a TQM policy and work instruction that touches on TQM in all the departments across the whole organization. The study will also come up with the plan to train all stake holders on the impact of TQM in the whole organization as per the HR polices on training and capability development.

1.2.1 Profile of Nairobi bottlers limited.

Cola Company is a global business that operates on a local scale across the whole world. In Kenya the Coca Cola company is able to create the customers reach with local focus because of the strength of the Coca-Cola system which comprises Nairobi Bottlers Company and the others 7 bottling sister companies in Country. These include the Rift valley bottlers, the Kisi bottlers, The Equator bottlers, the Mt Kenya bottlers, the Coastal bottlers and the Coca Juice of Kenya limited. Nairobi bottler is the largest company in Kenya with more than 50% contribution of the market share in the soft drink industry in the Country. Hence the need of the research on this project. All the seven bottling partners work closely with customers, grocery stores, restaurants, street vendors, convenience stores, movie theaters and amusement parks, among many others through
the executed localized strategies developed in partnership with our Coca Cola Company with their head office in Upper hill. As The Coca-Cola Company expands the beverage portfolio and supplier base to meet the increasing demands of growing and developing markets around the world, customer and consumer expectations and regulatory scrutiny continue to rise. The global nature of our business requires that the Coca-Cola system has the highest standards and processes to ensure consistent quality from the concentrate production to the bottling and product delivery. To ensure such consistency and reliability, the Coca-Cola system is governed by the Coca-Cola Operating Requirements (KORE), a new management system which replaced The Coca-Cola Management System (TCCMS) in January 2010. KORE enables the Coca-Cola system to address the changing business landscape while supporting our Company's strategic growth plans by creating an integrated quality management program which holds all of our operations, system wide, to the same standards for production and distribution of our beverages.

KORE guarantees the highest standards in product safety and quality, occupational safety and health and environmental standards across the entire Coca-Cola system by outlining clear requirements for the policies, specifications and programs that guide our operations. With endorsement from leadership throughout the Coca-Cola system, KORE integrates business and quality objectives and aligns them with consistent metrics to monitor performance; integrates preventive action as a management tool with more rigorous demands when introducing new products and services; incorporates Hazard Analysis and Critical Control Points (HACCP) into our system standards; manages risk in our Company, bottling operations and across our supply chain; and defines problem-solving methods and tools to drive consistent quality with improvements. To stay current with
new regulations, industry best practices and marketplace conditions, the company consistently reassesses the relevance of our requirements and guidelines not only in manufacturing, but throughout the entire supply chain. The company continually refine our requirements to further insure that KORE embodies the most recent and stringent manufacturing processes.

To establish a governance process, each business within the Coca-Cola system implements, documents and maintains a safety and quality system in accordance with KORE requirements. Compliance to KORE requirements and guidelines is monitored system wide to further support the integrity of our products through the entrenchment of Total Quality management in line with KORE requirements. Ensuring the safety and Quality of our products has always been at the core of our business and is directly linked to the success of The Coca-Cola Company. Our Company's Global Product Quality Index rating (GPQIR) has consistently reached averages near 94% since 2007, with a 94.3% in 2010, while our Company Global Package Quality Index has steadily increased since 2007 to a 92.6% rating in 2010, our highest value to date.

While many view Nairobi bottlers as simply Coca-Cola the system operates through multiple local channels which are referred to as the route to market to try to reach every consumer within the selling region. Nairobi Bottlers manufactures and sells both carbonated and non-carbonated soft drinks to its ever increasing consumer in the country selling territory. The Coca Cola Company owns the brands and is responsible for consumer brand marketing initiatives.
In January 2002, Nairobi Bottlers limited acquired Flamingo Bottlers and East Kenya Bottlers on merger to start big operations in a state of art facility in Embakasi in 2005. This has seen tremendous growth on volume of the business across the selling territory. Nairobi bottlers limited have eight lines of production, ie six lines that produces the Returnable glass (RGBs) and two lines that produces the plastic sodas (PETs). The company has 170 distributors based in the sales territory. The company produced a total of 32 million physical cases from Jan to Dec 2013 making a historical record since its existence in the Kenyan history 1948.

1.3 General research Objective
To access the factors affecting the implementation of total Quality management in Nairobi bottlers limited.

1.3.1 Specific objectives of this study
i. To examine the effect of the Top level management involvement in TQM implementation in Nairobi bottlers.

ii. To determine the effect of employees empowerment in implementation of TQM in Nairobi bottlers.

iii. To evaluate the effect of team work in TQM implementation in Nairobi bottlers limited

iv. To establish the effect of training in the implementation of TQM in Nairobi bottlers limited
1.4 Research Questions

i. How does Top level management commitment affect TQM implementation at Nairobi bottlers?

ii. To what extent does employees’ empowerment affect the implementation of TQM at Nairobi bottlers limited?

iii. How does team work affect TQM implementation at Nairobi bottlers limited?

iv. To what extent does training affect TQM implementation at Nairobi bottlers limited?

1.5 Significance of the study

1.5.1 To the management

It is the pride of the every organization to have motivated customers in order for the company to have a good public image. With this respect, the organizations would want to know what motivates their customers both internal and external because motivated customers are likely to stay in engaged longer than the less motivated customers. This study will be of significance to the management of Nairobi Bottlers Limited and SABCO group as well as other organizations facing customer’s retention challenges. They will be able to understand the factors that make customers stay/ leave organizations. This will therefore help the management ensure that plans are put in place to ensure a motivated workforce for increased productivity, value addition and longer employee service to the company hence improving the customer’s service across the whole organization.

1.5.2 To the academicians and the researcher

For academicians and researchers, the findings of this study will be important in providing information on how to meet and exceed the customer’s satisfaction through the implementation of TQM and will further act as a source of reference for future studies besides suggesting areas of future research.
1.6 Scope of the study

The scope of the study will cover a research study on factors that affect the implementation of TQM in Nairobi bottlers limited, where these factors will help to improve customer satisfaction and hence give the company a very competitive advantage in the market. The study will cover a period of six months where the recommendations will be shared with the stake holders for implementation and documentation as per the Coca Cola system requirements.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter will cover the theoretical study of the TQM implementation by the Japanese Gurus eg Deming and Juran trilogy, the empirical review of the TQM, the conceptual framework, the critics of the existing studies of the other literature review, the research gaps in other literature review and the chapter summary.

2.2 Theoretical literature review
2.2.1 Deming PDCA Cycle
PDCA was made popular by Dr W. Edwards Deming, who is considered by many to be the father of modern quality control. Deming's modified PDCA to "Plan, Do, Study, Act" (PDSA) because he felt that "check" emphasized inspection over analysis. A fundamental principle of the scientific method and PDCA is iteration once a hypothesis is confirmed; executing the cycle again will extend the knowledge further. Repeating the PDCA cycle can bring us closer to the goal, usually a perfect operation and output. Another fundamental function of PDCA is the "hygienic" separation of each phase, for if not properly separated measurements of effects due to various simultaneous actions (causes) risk becoming confounded.

PDCA (and other forms of scientific problem solving) is also known as a system for developing critical thinking. At Toyota this is also known as "Building people before building cars. "Toyota and other Lean companies propose that an engaged, problem-
solving workforce using PDCA is better able to innovate and stay ahead of the competition through rigorous problem solving and the subsequent innovations. This also creates a culture of problem solvers using PDCA and creating a culture of critical thinkers. In Six Sigma programs, the PDCA cycle is called "define measure, analyze, improve, control" (DMAIC). The iterative nature of the cycle must be explicitly added to the DMAIC procedure.

Deming continually emphasized iterating towards an improved system, hence PDCA should be repeatedly implemented in spirals of increasing knowledge of the system that converge on the ultimate goal, each cycle closer than the previous. One can envision an open coil spring, with each loop being one cycle of the scientific method - PDCA, and each complete cycle indicating an increase in our knowledge of the system under study. This approach is based on the belief that our knowledge and skills are limited, but improving. Especially at the start of a project, key information may not be known; the PDCA—scientific method—provides feedback to justify our guesses (hypotheses) and increase our knowledge. Rather than enter "analysis paralysis" to get it perfect the first time, it is better to be approximately right than exactly wrong. With the improved knowledge, we may choose to refine or alter the goal (ideal state). Certainly, the PDCA approach can bring us closer to whatever goal we choose.

Rate of change, that is, rate of improvement, is a key competitive factor in today's world. PDCA allows for major "jumps" in performance ("breakthroughs" often desired in a Western approach), as well as Kaizen (frequent small improvements). In the United States a PDCA approach is usually associated with a sizable project involving numerous
people's time, and thus managers want to see large "breakthrough" improvements to justify the effort expended. However, the scientific method and PDCA apply to all sorts of projects and improvement activities.

2.2.2. Juran trilogy

Quality management for macro processes will be carried out by use of the Juran Trilogy, which basically consists of three steps- Quality Planning, Quality Control and Quality Improvement.

Quality Planning: The quality planning phase is the activity of developing products and processes to meet customers' needs. It deals with setting goals and establishing the means required to reach the goals. The various steps in the quality planning process are as below includes; Establishing quality goals; Identify the customers- those who will be impacted by the efforts to meet the goals; Determine the customer’s needs; Develop processes that are able to produce those product features; Establish process controls, and transfer the resulting plans to the operating forces.

Quality Control: This process deals with the execution of plans and it includes monitoring operations so as to detect differences between actual performance and goals which includes; evaluating actual quality performance; comparing actual performance to quality goals; acting on the difference.

Quality Improvement: The process is for obtaining breakthrough in quality performance, and it consists of; establishing the infrastructure needed to secure annual quality improvement ; identifying the specific needs for improvement ; establishing project teams with clear responsibility for bringing the project to a successful conclusion ;
providing the resources, motivation, and training needed by the teams to- Diagnose the cause, Stimulate establishment of remedies, and Establish controls to hold the gains.

In most organizations there is a great focus on the Quality Control process, with little or no emphasis on the other two processes; however the well-established and customer focused organizations do have clearly defined and robust process for all aspects of the Juran Trilogy. Quality Control is an operational activity and the control part becomes easy if the planning process is robust, else the control process will remain only a firefighting exercise. In the control phase, statistical tools can be used to monitor and improve the processes involved. Some examples of control items are defects in products, response time to customers, billing accuracy etc. The Improvement process may typically call for cross functional teams at a macro process level and departmental teams at the micro level. The improvements could be reduction of rework or Cycle time reduction or elimination of any chronic quality issues. From the Juran trilogy it is clear that quality improvement reduces quality issues but to sustain the new level there are to be improvement in the quality planning process.

2.3 Empirical literature review

2.3.1 Top level management support

The TQM culture varies from one company to another and from one industry to another, However, the TQM culture, regardless of its differences from one company to another, aims to achieve common objectives; namely removal of waste, reduction of costs, improvement of reputation and increased market share, Hence the top level management support. As can be observed, TQM objectives are dynamic in their nature and this
dictates continuous updating and up grading according to (Prajogo Sohal 2003). The relationship between TQM practices, quality performance, and innovation performance: are empirically related. The most important benefits of introducing TQM into the company includes; making the company focus clearly on the needs of its market. This is essential for the company to survive in the competitive market; helping in achieving a top Quality performance in all areas, not only in the final product or service quality. (Anderson Fornell Lehmann 1994)

In fact, achieving top Quality performance in all areas reflects substantially on the final product or service Quality, since quality is a continuous chain; assisting in implementing the simple procedures necessary for the achievement of Quality performance; helps, critically and continuously, in examining all processes to remove non-productive activities and waste; determine the required improvements and develops a measure of performance; provide full, detailed understanding of the competition and develops an effective competitive strategy; develop the team approach to problem solving; develop good procedures for communication and recognition of outstanding work; reviews continuously the processes to develop the strategy of never ending improvement; Management objectives, such as customer satisfaction, meeting specifications, larger market share, higher productivity, zero defects, increase in sale and decrease in costs, will be achieved by embodying TQM ethics in all aspects of the organization a(Zairi M, Youssef 1995). However, the implementation of TQM into the organization will require fundamental organizational culture change driven by the Top level management team and measured through the employee’s engagement surveys. (Hendricks Singhal 1997).
2.3.2 Employees empowerment in TQM implementation

Although many organizations have embraced the philosophy of TQM, not all have been successful in achieving their goals. A study conducted by New York City-based Ernst & Young, in conjunction with the Milwaukee-based American Quality Foundation, found that many companies are floundering in their attempts to implement TQM practices. A key finding from this study is that many TQM programs fail, and others don't reach their potential because employees aren't involved. Without employee involvement, even the best quality program is bound to fail. Associated Company Inc., a Wichita, Kansas-based supplier of machine parts to aviation companies, knows the importance of employee involvement firsthand. In November 1987, the company implemented Work Smarter, a quality program aimed at reducing the company's expensive quality costs caused by high scrap and rework rates and high external failure costs (failures that customers experience).

The first step that Associated took toward quality improvement involved setting the product-failure rate at 0.5%. Top management chose this rate over a zero-defect rate for two reasons: the perfect rate would be unattainable and probably would be demotivating, the cost of achieving zero defects might be greater than the benefits. In addition to making the quality goal attainable, Associated crafted a plan that would be understandable and meaningful to all of its employees. The plan, which followed the teachings of quality gurus W. Edwards Deming and J.M. Juran, encouraged employees to be innovative and to take risks. Most importantly, employees knew that they had the opportunity to fail.
Group meetings help Associated communicate TQM to employees. To facilitate implementation and more-specific goal setting, the company divided its approximately 100 employees into eight groups. In the initial implementation, the quality manager met with each of the eight groups. The quality manager described the magnitude of the quality program, indicated the improvements that were necessary and achievable and explained the actions required. He tried to sell the program to the employees and their first-level managers. The initial approach failed, the employees were skeptical. They had seen programs come and go, and were not convinced of the need or the possible benefits. (Ehigie Akpan 2004).

The first-level managers didn't oppose the program, but they didn't actively support it. To focus attention on the waste in manufacturing, the quality manager started placing orange tags on defective parts and broken equipment. One such message stated, "This casting costs $1,378. Can you afford to throw it away?" Another orange ticket read, "This machine costs $6,000 to repair. Can you afford to break it?" The orange tickets helped make the cost of quality meaningful to each employee. The quality manager then started another cycle of meetings. Now, workers paid much more attention to the cost of quality.

Small projects that had high probabilities for success were selected and implemented successfully. Goals were set, and as the groups met these goals, they were rewarded, (Malcolm Baldrige National Quality Award (1999). ACI stressed group rewards to encourage teamwork, some of the rewards included dinners at local restaurants, movie tickets and $50 savings bonds. With the iteration of meetings and the successful completion of several small projects, the momentum built quickly. Top management continued to expand the rewards program to include a wider variety of rewards for goals
that employees attained. As a result, employees gradually accepted more authority and responsibility for quality, and became more involved in all aspects of the business, (Bayo Moriones and Merino-Diaz Cerio, (2001).

2.3.3 Teamwork through TQM

Poorly run teams can do more damage to an organization's performance and corresponding competitiveness than having no teams at all. Thus, excellence is an overriding goal for the organization. This excellence is attributable to team leaders who possess the following characteristics of the TQM:

- Trust - team leader should build trust among their team members and between themselves and team members as people will not work well with people they do not trust
- Mutual support - individuals depend on each other to get the jobs of the team done. Members should therefore be supportively willing and able to assist each other in achieving peak performance.
- Accountability - self assessment of team performance is a constant as is continual improvement
- Reinforcement - wise team leaders reinforce team positive behaviors and attitudes by recognizing and rewarding them. Building teams and making them work through enforcing TQM.

Part of building a successful team is choosing team members wisely. It involves strategies for selecting team members, naming officers, creating a mission statement and developing collegial relations among team members. Make up and size of members

Teams should be composed of those people who are most likely to able to satisfy the team’s mission efficiently and effectively. The appropriate make up of a team depends in part on the type of team in question (whether it is departmental improvement, process
improvement, or task force or project oriented). Departmental improvement teams such as quality circles are made up of employees of a given department. However, process improvement teams and task forces typically cross departmental lines. The membership of such teams should be open to any level of employee-management, supervisors and hourly wage earners. Choosing team members when putting together a team, the first step is to identify all potential team members. This is important because there will often be more potential team members than the number of members actually needed. After the list has been compiled, volunteers can be solicited and actual team members selected from among those who volunteer, care should be taken to ensure a broad mix.

2.3.4 Training in TQM
The term training refers to a learning process that involves the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. (Molina Montes Ruiz-Moreno (2007). Training is widely recognized by organizational development experts as an important component in successful planned change efforts. Training and education are important in preparing an organization for a change, in accomplishing the change itself, and in institutionalizing it as a permanent part of the organization. The importance of training in the successful implementation of TQM programs is also widely acknowledged because it provides an opportunity to reform employees about the goals of TQM, TQM emphasizes improving and motivating a company's most valued asset, its workforce. As a result, this directly impacts project management and the ultimate success of the TQM efforts.
Worker empowerment is also important for keeping employees satisfied and productive, according to Harry Gaines (2003), another author in the same issue of Industrial Management. He suggests that a key component of achieving an organizational transformation is to allow employees to get comfortable with change. He further points out that this comfort level may be the most important result of having employees take charge of their own personal growth and satisfaction. Moreover, this results in "numerous benefits to the organization. Employees feel they have more control over their careers and their lives like being on a more equal footing with managers, able to share more responsibility, and reap the benefits of improved motivation and morale among employees." When employees are helped to improve themselves, the organisation benefits. Improvements may encompass job-related skills as well as improvements in skills that are not necessarily job-related but that enhance self-esteem and pride. Employees get the message that management cares about them as people.

If people are to do things better, they must not only want to do things differently, they must have the skills and knowledge to do so. In some organisations training is for managers only; in other organisations managers feel themselves to be somehow above training, which is considered relevant only to the lower level employees. Both these attitudes are wrong training is for everybody in the organization.

The training structure must be top-down, starting with the top team and cascading down the organisation. The golden rule to successful implementation is to ensure managers
train their own people. This is necessary to show management commitment and to ensure managers actually understand the TQM principles and methods according to Spenley, 1992. Through training and education, a common language may be achieved throughout the organisation. For TQM training and education to be effective, the responsibility for such training and education must be vested in one manager, preferably with the TQM manager himself or one of the members of the steering committee.

Responsibility for the training and education of employees in quality rests with management at all levels, and, in particular, the person nominated for the co-ordination of the organization’s quality effort. If nobody is actually tasked to coordinate the quality training and education efforts, the possibility that TQM training and education will not be effective is rather good.

The importance of effective education and training is emphasized by all the authors of TQM. According to Bird 1993 sees training as important in order to give employees the necessary knowledge to bring about quality improvement across the company. Batten 1992, describes the importance of education and training by the following words: “Train, Train, Train!”.

McDonnell 1994, Schonberg 1992, and Riley 1993, all regard training as fundamental in transforming the workforce so that it can function in the demanding TQM environment. For quality training to be effective, however, it must be planned in a systematic and objective manner. Quality training must be continuous to meet not only changes in technology, but also changes involving the environment in which an organisation operates its structure and the most important of all, the people who work there. Oakland 1993 developed the so-called “Quality training cycle”.

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Training must get pertinent attention in the quality policy. Quality training objectives must then be set, taking into account the specific quality training needs. The responsibility for training and education must be allocated to a specific person or department. After implementation of the quality training programme it is necessary to evaluate and review the effectiveness of the programme.

According to Porter and Parker 1993, four characteristic features were identified to ensure successful training which includes; Training must be viewed as a continuous process; Training must be focused so that people receive appropriate courses at the appropriate level of their needs.

; Training must be planned for the future to include the development of total quality skills and techniques; Training materials must be made customized to suit the particular organisation.

2.4 Critique of the existing literature relevant to this study

There are a number of attributes that affects implementation of TQM in an organization. First, TQM places an emphasis on strategic planning and decision-making that has a proactive quality. It assumes a level of stability within the organization that allows those within it to make relatively accurate predictions about its future direction and continued existence. Second, quality and the customer are two values that are crucial from the TQM perspective and relatively easy to define within an organization. For many organizations, however, both of these values are problematic, stemming from the multiple accountability mechanisms that are at play within a company political system. Third, a system such as TQM is constructed on the assumption that an organization is created to produce products, a service or even a set of rules or regulations. The something provides
the organizing framework for data collection and management systems and procedures for the assessment of quality and for identification of training and rewards for employees.
2.5 Conceptual Frame work

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management commitment</td>
<td>TQM implementation at Nairobi bottlers</td>
</tr>
<tr>
<td>Employee’s empowerment</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2.1:** Conceptual framework for the study

**Sources (Author 2014)**

2.6 Chapter summary

In the field of total quality management, confusion has been raised worldwide with the TQM concept and the effects of TQM implementation. In fact, much research dealing with the concept of TQM has been conducted. Different researchers have adopted different definitions of TQM; thus far, it has come to mean different things to different people. Concerning the effects of TQM implementation, different researchers have different findings. A number of researchers concluded that TQM implementation has effects on firms’ business performance; whereas others stated that it does not lead to
improvements in firms’ business performance. Conflicting research findings have thus been reported surrounding the effects of TQM Implementation.

Similarly, conflicting results are expected concerning the effects of TQM implementation in the organization. In addition, no research has been conducted for developing a TQM implementation model that can be used by soft drinks manufacturing firm to improve their TQM implementation efforts. The lack of sufficient guidelines to assist firms’ TQM implementation has led to a number of unsuccessful TQM implementations in China. Thus, the major objectives of this study are to obtain the effects of TQM implementation on overall business performance in Nairobi bottlers limited.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter will describe the research design which in this study will be descriptive in nature; it will also describe the target population in the research project, it will also address the sample size and the method that will be used for the data collection and data analysis and finally the research ethics that will be used in the project.

3.2 Research Design
Sampling involves a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the study of TQM implementation in the organization. According to (Mugenda and Mugenda 2003) a sample is a sub-section of the population, which is selected to participate in a descriptive study. The study used will be descriptive research design method where closed ended questions will be used in the research. Bar graphs and pie charts will be used to collect data where the data collected will be analyzed using the statistics method. The respondents will be chosen from all the departments of Nairobi bottlers limited. Simple random sampling of the probability sampling design will be utilized for the selection of the employees to participate in this survey. This method will be chosen because the sampling frame will be readily available from the unit change list. Random samples are most likely to yield a sample that truly represents the population as each subject has an equal and independent chance of being selected according to.
3.3 Target Population of the TQM

The target population is the entire aggregation of respondents that meet the designated set of criteria during the research period. The target population in this study will constitute 126 employees sampled from all the departments out of the total 1268 population of employees in Nairobi bottlers limited. These departments includes; Human resources; the Finance; Supply chain; Sales and marketing and distribution and logistics.

3.4 Sample techniques

Top level management team has a total of 7 employees; Supply chain department has a total of 430 employees; Sales and marketing department has a total of 383 employees; Human resources department has a total of 11 employees; Finance department has a total of 36 employees; Distribution and logistics department has a total of 401 employees; Total employees at Nairobi bottlers limited is 1268.

In this research, random sampling method will be used to select a sample of the population of staff in the targeted departments where 10% of the 1268 employees will be picked from every department as illustrated in the table below:-

Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Department</th>
<th>Total head counts</th>
<th>10% Target sample population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Supply chain</td>
<td>430 employees</td>
<td>43 employees</td>
</tr>
<tr>
<td>2 Sales &amp; marketing</td>
<td>383 employees</td>
<td>38 employees</td>
</tr>
<tr>
<td>3 Human resource</td>
<td>11 employees</td>
<td>1 employee</td>
</tr>
<tr>
<td>4 Finance</td>
<td>36 employees</td>
<td>3 employees</td>
</tr>
<tr>
<td>5</td>
<td>Distribution and logistics</td>
<td>401 employees</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>6</td>
<td>Top level management</td>
<td>7 employees</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1268 employees</td>
</tr>
</tbody>
</table>

3.4.1 Purposive sampling

Purposive sampling ensures that only the participants who are knowledgeable about an issue in the question are selected (Brink, 1996). The researcher therefore purposively sampled the employees from all the departments as above. To ensure representativeness of the sample, the researcher employed stratified sampling method so as to ensure that each department had a fair share of participating in the study.

3.5 Data Collection

According Burns & Grove (1997:383), data collection is a systemic way of gathering information, which is relevant to the Research purpose or questions. Data will be collected using a structured questionnaire in a face-to-face interview. The prospective respondents will be the employees across the whole organization who will be requested to participate in the study. Detailed information about the study will be given to the participants, using the right Language.

3.6 Data Analysis

According to Polit & Hungler (1995:639), data analysis is the systematic organization and synthesis of the research data and the testing of research hypotheses, using those data. It also entails categorizing, ordering, manipulating and summarizing the data and
describing them in meaningful terms according to Brink (1996:178) which for these research quantitative data analysis techniques will be used. The completed questionnaires will be analyzed using the statistical techniques to enable make a conclusion on the data. The findings will be discussed and the data presented in the form of frequency tables and bar graphs and pie charts to enable make conclusion and recommendations.

3.7 Research Ethics

Research ethics are a set of principles about how the researcher will conduct himself when dealing with research participants, other researchers and colleagues, the users of their research and society in general. Research Ethic will be particularly relevant to the social sciences as ethics associated with projects involving human participants, including conducting surveys, focus groups and the use of secondary data. Typical considerations include; informing the participant in advance; Keeping data secure and confidential as per the company policies; Making procedures, methods and findings transparent so that they can be assessed; Consult guidelines and codes of conduct relevant to the research being conducted. Therefore, If ethics will be considered, this will make sure that the research work on TQM will be acceptable to the company and other users of the research results across the whole organization.
CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter comprises the analysis of data and discussion of the research findings. The chapter outlines the findings based on the research objectives. The general objective of this study was to access the factors affecting the implementation of total Quality management in Nairobi bottlers limited. The study also sought to examine the effect of the Top level management involvement in TQM implementation in Nairobi bottlers, examine the effect of employee’s empowerment in implementation of TQM in Nairobi bottlers, examine the effect of team work in TQM implementation in Nairobi bottlers limited and to examine the effect of training in the implementation of TQM in Nairobi bottlers limited.

The sample size of this was 126 respondents who were working in the various departments Nairobi bottlers limited. Out of 126 respondents, 123 correctly filled and returned their questionnaires. This represents a 97.61% response rate. This conforms to Mugenda and Mugenda (2003) argument that a response rate of 50% is adequate for analysis and reporting and a response rate of 70% and over is excellent. This clearly shows that the response rate in this study was excellent.

4.2 General information

In this section, the respondents were requested to indicate their gender, age group, highest level of education, name of their departments, the duration they had been working in their organization and their current job title.
4.2.1 Gender of the respondents

The respondents were requested by the study to give their gender. The results were as shown by the figure 4.1 below.

![Gender distribution](image)

**Figure 4.2 Gender**

According to the findings, majority of the respondents indicated that were male as shown by 53.7% and the rest were females as shown by 46.3%. This shows that both genders were well represented in the study.

4.2.2 Age group

The study requested the respondents to indicate their age group. The results were as shown by the figure below.

![Age group](image)

**Figure 4.3 Age group**

According to the findings of the study, majority of the respondents indicated that they were 30-39 years as shown by 43.9%, 33.30% indicated that they were 20-29 years,
21.10% indicated that they were 40-49 years and 0.80% indicated that they were below 19 years and above 50 years in each case. This is an indication that majority of the respondents were 30-39 years.

**4.2.3 Highest level of education.**

The study requested the respondents to indicate their highest level of education they had achieved. The results were as shown by the figure 4.3 below.

![Level of education](image)

**Figure 4.4 Level of education**

According to the findings of the study, majority of the respondents indicated that they had a diploma certificate as shown by 34.1%, 33.3% indicated that they were undergraduate, 17.1% indicated that they had a secondary certificate, 14.6% indicated that they were post graduate and 0.80% indicated that they had a primary certificate. This is an indication that majority of the respondents had the required knowledge to achieve the objectives of the study.

**4.2.4 Name of Department**

The study requested the respondents to indicate their departments. The results were as shown by the figure below.
According to the findings of the study, majority of the respondents indicated that they
work with sale or marketing department, 29.3% indicated that they were from supply
chain and distribution and logistics department in each case, 7.3% indicated that they
were from finance department and 0.8% indicated that they were from human resource
departments.

4.2.5 Period of service

According to the findings of the study, majority of the respondents indicated that they
work with sale or marketing department, 29.3% indicated that they were from supply
chain and distribution and logistics department in each case, 7.3% indicated that they
were from finance department and 0.8% indicated that they were from human resource
departments.
Figure 4.6 Period of service

According to the findings of the study, majority of the respondents indicated that they had worked for 1-5 years as shown by 43.9%, 27.6% indicated that they had indicated worked for 6-10 years, 15.4% indicated that they had worked for 11-15 years, 7.3% indicated that they had worked for less than one year and 5.7% indicated that they had worked over 15 years. This is an indication that majority of the respondents had worked for a period of 1-5 years.

4.2.5 Current job title

The study requested the respondents to indicate their current job title. The results were as shown by the figure below.

![Job title](image)

Figure 4.7 Job title

According to the finding of the study, majority of the respondents indicated that they were middle level manager as shown by 52%, 47.2% indicated that they were shop floor and 0.80% indicated that they were top level management.

4.4 Employees empowerment

The study sought to determine the level of agreement on a statement that states that poor employee’s empowerment leads to the failure in TQM implementation in Nairobi.
bottlers.

Table  4.2 Employees empowerment

<table>
<thead>
<tr>
<th>Statement</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor employees empowerment leads to the failure in TQM implementation in Nairobi bottlers</td>
<td>78%</td>
</tr>
</tbody>
</table>

According to the finding of the study, the respondents indicated that they agreed that poor employee’s empowerment leads to the failure in TQM implementation in Nairobi bottlers as shown by 78%.

4.4.1 Company values

The study requested the respondents to indicate the extent to which various company values lead to delays and failure in TQM implementation in Nairobi bottlers. The results as shown by the table below

Table  4.3 Effect of company values on TQM implementation

<table>
<thead>
<tr>
<th>Company cultures</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor finance control</td>
<td>76%</td>
</tr>
<tr>
<td>Inefficient operational process</td>
<td>84%</td>
</tr>
<tr>
<td>Lack of innovativeness and creativity</td>
<td>80%</td>
</tr>
<tr>
<td>Lack of desire for effective management</td>
<td>83%</td>
</tr>
<tr>
<td>Resistance to change</td>
<td>96%</td>
</tr>
<tr>
<td>Conflicts in the various departments</td>
<td>88%</td>
</tr>
</tbody>
</table>
From the findings, the respondents indicated that resistance to change lead to delays and failure in TQM implementation in Nairobi Bottlers to a very large extent as shown by 96%. The respondents also indicated that lack of corporate and teamwork culture entrenchment in the organization as shown by 92% leads to delays and failure in TQM implementation in Nairobi Bottlers to a very great extent. The respondents also indicated that conflicts in the various departments as shown by 88%, lack of motivation, trust and confidence as shown by 86%, inefficient operational process as shown by 84%, lack of desire for effective management as shown by 83%, lack of innovativeness and creativity as shown 80% poor finance control as shown 76% leads to a great extent. The respondents lastly indicated that poor social cultural behavior amongst the leadership in the organization as shown by 65% leads to delays and failure in TQM implementation in Nairobi bottlers to a moderate extent.

4.5 Teamwork in the organization

4.5.1 Effect of lack of teamwork

The study requested the respondents to indicate their level of agreement on a statement regarding lack of teamwork. The results were as shown by the table below.
Table 4.4 Effect of lack of teamwork

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>That lack of teamwork affect TQM implementation in Nairobi bottlers</td>
<td>75%</td>
</tr>
</tbody>
</table>

From the findings of the study, the respondents agreed that lack of teamwork affects TQM implementation in Nairobi bottlers as shown by 75%.

4.5.2 Lack of teamwork in various department

The study requested the respondents to indicate whether lack of teamwork in the various departments affects the implementation of TQM in Nairobi bottlers. The results were as shown by the table below.

Table 5.4 Lack of teamwork

<table>
<thead>
<tr>
<th>Lack of teamwork</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; marketing and supply chain</td>
<td>79%</td>
</tr>
<tr>
<td>Sales and marketing and ware house &amp; logistics</td>
<td>84%</td>
</tr>
<tr>
<td>Human resource and the other departments</td>
<td>68%</td>
</tr>
<tr>
<td>Finance and other departments</td>
<td>87%</td>
</tr>
</tbody>
</table>

From the findings of the study, the respondents indicated that lack of teamwork in finance and other departments affects the implementation of TQM in Nairobi bottlers to a large extent as shown by 87%. The respondents also indicated that lack of teamwork in Sales and marketing and ware house and logistics affects to a great extent as shown by 84%. The respondents further indicated that lack of teamwork at Sales, marketing and supply chain affects the implementation of TQM in Nairobi bottlers to a great extent as
shown by 79%. They lastly indicated that lack of teamwork at human resource and the other departments affects the implementation of TQM in Nairobi bottlers to a large extent as shown by 68%.

4.6 Training

4.6.1 Effects of training

The study sought to determine the extent to which the respondents agreed with various strategic statements in relation to Nairobi bottlers training. The results were as shown by the table below.

Table 4.6 Effects of training

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you agree that company strategy in training affects implementation of TQM in Nairobi bottlers</td>
<td>67%</td>
</tr>
</tbody>
</table>

According to the findings of the study, the respondents indicated that they were uncertain on whether the company strategy in training affects implementation of TQM in Nairobi bottlers as shown by 67%.

4.6.2 Strategic statements

The study sought to determine the extent to which the respondents agreed with various strategic statements in relation to Nairobi bottlers training. The results were as shown by the table below.

Table 4.7 Strategic statements

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage</th>
</tr>
</thead>
</table>
The whole leadership understands the training strategies in place 90%
The entire NBL leadership is aware of the organizations goals and objectives in regards to training 88%
Company hierarchical system strategy used in its training its appropriate 75%
The company has systems in place on how to mitigate against external environmental changes through training 80%
There are clear strategies on how to implement TQM in Nairobi bottlers and training has been done 92%
Changes in stakeholders (top level managers) affect implementation of TQM due to lack of proper training 65%
Power in management of company policies is share among the leadership in the whole organization and employees trained on these policies 67%
69%
There is a systematic action plan being followed and are clearly articulated in Nairobi bottlers and training is done on the SOPs 85%
The company environment is conductive and encourages changes in operations through awareness training 78%

From the findings, the respondents strongly agreed there are clear strategies on how to implement TQM in Nairobi bottlers and training has been done as shown by 92%. The respondents further agreed that the entire NBL leadership is aware of the organizations goals and objectives in regards to training as shown by 90%. They also agreed that the entire NBL leadership is aware of the organizations goals and objectives in regards to training as shown by 88%. In addition, they agreed that there is a systematic action plan
being followed and are clearly articulated in Nairobi bottlers and training is done on the SOPs as shown by 85%. The respondents further agreed that the company has systems in place on how to mitigate against external environmental changes through training as shown by 80%. The respondents agreed that the company environment is conductive and encourages changes in operations through awareness training as shown by 78%. The respondents also agreed that company hierarchical system strategy used in its training its appropriate as shown by 75%. The respondents indicated that they were neutral on power in management of company policies is share among the leadership in the whole organization and employees trained on these policies as shown by 67%. Lastly, they indicated that they were neutral that changes in stakeholders affect implementation of TQM due to lack of proper training as shown by 65%.

4.6.3 Organizational training strategies

The study requested the respondents to indicate the extent of agreement on various statements regarding organizational training strategies used by the company in the implementation of TQM. The results were as shown by the table below.

**Table 4.8 Organizational training strategies**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realistic training time-frame for implementation of tasks</td>
<td>80%</td>
</tr>
<tr>
<td>Training on effective communication</td>
<td>77%</td>
</tr>
<tr>
<td>Roles, responsibilities and time frame are clearly defined and assigned where training are done on the SOPs</td>
<td>72%</td>
</tr>
<tr>
<td>Continuous monitoring of progress, evaluation, control and feedback is shared to the shop floor</td>
<td>82%</td>
</tr>
</tbody>
</table>
According to the findings, the respondents strongly agreed as shown by 86%, that adherence to the approved strategic plan that is trained to every employee is used by the company in implementation of TQM. They also agreed that continuous monitoring of progress, evaluation, control and feedback is shared to the shop floor as shown by 82%. In addition, the respondents agreed with realistic training time-frame for implementation as shown by 80%. The respondents further agreed that training on effective communication as shown 77% that it is used by the company in the implementation of TQM. The respondents also indicated that budget preparation is based on strategic plan and stakeholders are trained on budget preparations as shown by 75%. The respondents lastly agreed that roles, responsibilities and time frame are clearly defined and assigned where training are done on the SOPs as shown by 72%.
CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions and recommendations for practice and further research on the problem. This study sought to examine the effect of the Top level management involvement in TQM implementation in Nairobi bottlers, examine the effect of employee’s empowerment in implementation of TQM in Nairobi bottlers, examine the effect of team work in TQM implementation in Nairobi bottlers limited and to examine the effect of training in the implementation of TQM in Nairobi bottlers limited.

5.2 Discussion of the Findings

5.2.1 Top level of management

The study revealed that top level management support implementation of TQM in their department. The respondents study also revealed that employees are empowered in TQM implementation in their department. The respondents also indicated that lack of team work in the various departments affect the implementation of TQM in the whole organization.
In relation to how various factors leads to the failure of TQM implementation in Nairobi bottlers, the study found that lack of monitoring, evaluation and control of agreed set goals lead to the failure of TQM implementation in Nairobi bottlers. In addition, they indicated that unfavorable company structure lead to the failure of TQM implementation. The study also revealed that lack of training for the shop floor employees and lack of proper management systems lead to the failure of TQM implementation in Nairobi bottlers. This concurs with (Anderson Fornell Lehmann 1994) who stated that the relationship between TQM practices, quality performance, and innovation performance: are empirically related. In addition (Anderson Fornell Lehmann 1994) indicated that the most important benefits of introducing TQM into the company includes; making the company focus clearly on the needs of its market. This is essential for the company to survive in the competitive market; helping in achieving a top Quality performance in all areas, not only in the final product or service quality.

The study further established that lack of implementation strategy lead to the failure of TQM implementation in Nairobi bottlers. The respondents also indicated that lack of proper integrated management information systems lead to failure of TQM implementation in Nairobi bottlers. The study also revealed further that lack of engagement in formulation of TQM and lack of proper procurement system lead to the failure of TQM implementation. The study further revealed that the respondents were neutral on failure to realize the benefits of TQM. They also indicated that they were neutral on lack of expertise skill in the company. This concurs with (Hendricks Singhal 1997) who stated that the implementation of TQM into the organization will require
fundamental organizational culture change driven by the Top level management team and measured through the employee’s engagement surveys.

5.2.2 Employee’s empowerment

The study revealed that poor employee’s empowerment leads to the failure in TQM implementation in Nairobi bottlers as shown by 78%. This concurs with Harry Gaines (2003) who indicated that worker empowerment is also important for keeping employees satisfied and productive.

In relation to the extent to which company values lead to delays and failure of TQM implementation in Nairobi bottlers, the study found that resistance to change lead to delays and failure in TQM implementation in Nairobi Bottlers to a very large extent. The study further revealed that lack of corporate and teamwork culture entrenchment in the organization leads to delays and failure in TQM implementation in Nairobi Bottlers to a very great extent. The respondents also indicated that conflicts in the various departments, lack of motivation, trust and confidence, inefficient operational process, lack of desire for effective management, lack of innovativeness and creativity, poor finance control lead to delays and failure of TQM implementation in Nairobi bottlers to a great extent. This concurs with (Bayo Moriones and Merino-Diaz Cerio, (2001) who indicated that expansion of rewards program to include a wider variety of rewards for goals that employees attained makes the employees gradually accept more authority and responsibility for quality, and become more involved in all aspects of the business. The study also indicated that poor social cultural behavior amongst the leadership in the organization leads to delays and failure in TQM implementation in Nairobi bottlers to a moderate extent.
5.2.3 Teamwork in the organization

The study indicated that lack of teamwork in the various departments affect the implementation of TQM in Nairobi bottlers as shown by 75%.

In relation to the extent to which lack of teamwork in the various departments affect the implementation of TQM in Nairobi bottlers, the study revealed that lack of teamwork in finance and other departments affects the implementation of TQM in Nairobi bottlers to a large extent. The study also indicated that lack of teamwork in Sales and marketing and warehouse and logistics affects to a great extent. The study further indicated that lack of teamwork at Sales, marketing and supply chain affects the implementation of TQM in Nairobi bottlers to a great extent. The study also indicated that lack of teamwork at human resource and the other departments affects the implementation of TQM in Nairobi bottlers to a large extent.

5.3 Training

The study found that the level of agreement on whether company training affects implementation of TQM in Nairobi bottlers as shown by 67%. According to Bird 1993 sees training as important in order to give employees the necessary knowledge to bring about quality improvement across the company. In addition, McDonnell 1994, Schonberg 1992, and Riley 1993, all regarded training as fundamental in transforming the workforce so that it can function in the demanding TQM environment.

In relation to the extent of agreement on strategic statements, the respondents strongly agreed that there are clear strategies on how to implement TQM in Nairobi bottlers and training has been done. The respondents further agreed that the entire NBL leadership is aware of the organizations goals and objectives in regards to training. These finding
collate with Oakland 1993 observation that quality training must be continuous to meet not only changes in technology, but also changes involving the environment in which an organisation operates its structure and the most important of all, the people who work there.

In addition, the study revealed that, the respondents agreed there is a systematic action plan being followed and are clearly articulated in Nairobi bottlers and training is done on the SOPs. The respondents further agreed that the company has systems in place on how to militate against external environmental changes through training.

In addition, the study found that the respondents agreed that the company environment is conducive and encourages changes in operations through awareness training. The study also indicated that company hierarchical system strategy used in its training its appropriate. The respondents further indicated that they were neutral on power in management of company policies is share among the leadership in the whole organization and employees trained on these policies. Lastly, the study revealed that the respondents were neutral that changes in stakeholders affect implementation of TQM due to lack of proper training.

**5.3.4 Organization training strategies**

In relation to the extent of agreement on various statements regarding organizational training strategies used by the company in the implementation of TQM, the respondents strongly agreed that adherence to the approved strategic plan that is trained to every employee is used by the company in implementation of TQM. They also agreed that continuous monitoring of progress, evaluation, control and feedback is shared to the shop floor. These findings concur with Porter and Parker 1993, who indicated that training
must be viewed as a continuous process.

In addition, the study revealed that the respondents agreed with realistic training time-frame for implementation. The respondents further agreed with training on effective communication that is used by the company in the implementation of TQM. The respondents also indicated that budget preparation is based on strategic plan and stakeholders are trained on budget preparation. This finding also concurs with Porter and Parker 1993, who indicated that training materials must be made customized to suit the particular organisation. The respondents lastly agreed that roles, responsibilities and time frame are clearly defined and assigned where training are done on the SOPs.

5.4 Conclusion

The study concludes that top level management support implementation of TQM in their department as majority of the respondents indicated. The study also concludes that not all employees are empowered in TQM implementation in their department. The respondents also indicated that lack of team work in the various departments affect negatively the implementation of TQM in the whole organization.

In addition, the study concludes that lack of monitoring, evaluation and control of agreed set goals lead to the failure of TQM implementation in Nairobi bottlers. In addition, the study concludes that unfavorable company structure affect TQM implementation negatively. The study also concludes that the organization is affected negatively due to lack of training for the shop floor employees and lack of proper management systems. This in turn leads to the failure of TQM implementation in Nairobi bottlers.
The study further concludes that lack of implementation strategy lead to the failure of TQM implementation in Nairobi bottlers. Lack of proper integrated management information systems affects the organization negatively. This also leads to failure of TQM implementation in Nairobi bottlers which in turn facilitate poor performance of the organization. The study also revealed further that lack of engagement in formulation of TQM and lack of proper procurement system affect the organization negatively.

The study concludes that poor employee’s empowerment leads to the failure in TQM implementation in Nairobi bottlers. The study also concludes that resistance to change, lack of corporate and teamwork culture entrenchment in the organization, conflicts in the various departments, lack of motivation, trust and confidence, inefficient operational process, lack of desire for effective management, lack of innovativeness and creativity, poor finance control lead to delays and failure of TQM implementation in Nairobi bottlers to a great extent. In addition, the study concludes that poor social cultural behavior amongst the leadership in the organization leads to delays and failure in TQM implementation in Nairobi bottlers to a moderate extent. The study also concludes that there is a positive a relationship between the company training and implementation of TQM in Nairobi bottlers. Clear strategies on how to implement TQM in Nairobi bottlers and training are very important to the organization. The study further concludes that it is important the entire NBL leadership to aware of the organizations goals and objectives in regards to training which enhance the execution. A systematic action plan is being followed and clearly articulated in Nairobi bottlers and training is done on the SOPs. Systems are in place on how to militate against external environmental changes through training. There is a positive relationship between the e company’s environment which is
conducive and the changes in operations through awareness training. Changes in stakeholders affect negatively the implementation of TQM due to lack of proper training. Finally, the study concludes that is a positive relationship between adherence to the approved strategic plan that is trained to every employee and the implementation of TQM. Continuous monitoring of progress, evaluation, control and feedback is shared to the shop floor. In addition, the study concludes that realistic training time-frame for implementation. The respondents further agreed with training on effective communication that is used by the company in the implementation of TQM. The respondents also indicated that budget preparation is based on strategic plan and stakeholders are trained on budget preparation. The study lastly concludes that there is a positive relationship between roles, responsibilities and time frame and the training done on the SOPs.

5.5 Recommendations

The study established that lack of team work in the various departments affect negatively the implementation of TQM in the whole organization. The study therefore recommends the organization to come up with activities that will involve all the employees and this would in turn enhance teamwork.

Lack of monitoring, evaluation and control of agreed set goals also were found to lead to the failure of TQM implementation in Nairobi bottlers. The study also recommends that the company should set a group of supervisors to monitor, evaluate and control agreed the set of goals which enhance TQM implementation in Nairobi bottlers.
In addition, the study established that unfavorable company structure, lack of training for the shop floor employees and lack of proper management systems affect TQM implementation negatively. The study thus recommends that the organization should involve expatriates in training the shop floor employees and evaluating the services rendered by the managers in various departments. This will in turn improve the performance of the organization.

The study further established that poor employee’s empowerment leads to the failure of TQM implementation in Nairobi bottlers. The study also established that lack of motivation, trust and confidence, lack of desire for effective management, lack of innovativeness and creativity, poor finance control lead to delays and failure of TQM implementation in Nairobi bottlers to a great extent. The study therefore recommends that all the employees should be given all the necessities they require in order to deliver their services as expected.

In addition, they should be awarded in case of achieving the goals and objectives set by the organization in order to encourage them to work harder and this in turn improves the performance. Modern technology should also be set to enhance good finance control. The employees should be promised outstanding awards which will increase the competition and thus innovativeness and creativity.

5.6 Suggestion for further studies

This study focused on establishing factors affecting the implementation of total Quality management in Nairobi bottlers limited. From the finding the study recommends that an in-depth study should be conducted to find out which factors lead to high performance of
Nairobi bottlers.
REFERENCES


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Malcolm Baldrige National Quality Award (1999); Criteria for Performance Excellence. National Institute of Standards and Technology,

Molina Montes Fuentes (2004); TQM and ISO 9000 Effects on Knowledge Transferability and Knowledge Transfers. Journal
Molina, M. (2007); Relationship between quality management practices and knowledge transfer.


Santos, V. Alvarez (2007). TQM and firms performance

Sila (2007). Examining the effects of contextual factors on TQM and performance through the lens of organizational theories (International journal)
APPENDIX: I

Questionnaire

**INSTRUCTION:** For all sections, please tick against what best reflects your feelings.

**SECTION 1**

Demography Information

1. Please tick your gender

   - Male [ ]
   - Female [ ]

2. Which is your Age group?

<table>
<thead>
<tr>
<th>Age (years)</th>
<th>Below 19</th>
<th>20-29</th>
<th>30-39</th>
<th>40-49</th>
<th>Above 50</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tick one only</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. What is your highest Education level

<table>
<thead>
<tr>
<th>Education level</th>
<th>Primary</th>
<th>Secondary</th>
<th>Diploma</th>
<th>Undergraduate</th>
<th>Post Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tick one only</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Tick the name of your department

<table>
<thead>
<tr>
<th>Department</th>
<th>Supply Chain</th>
<th>HR</th>
<th>Top level</th>
<th>Finance</th>
<th>Distribution &amp; Logistics</th>
<th>Sales/Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tick one only</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. How long have you been a working of the Nairobi bottlers?

<table>
<thead>
<tr>
<th>Membership</th>
<th>Less than 1 year</th>
<th>1-5 years</th>
<th>6-10 years</th>
<th>11-15 years</th>
<th>Over 15 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tick one only</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Please indicate your current job title in Nairobi bottlers?

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Top level manager</th>
<th>Middle level manager</th>
<th>Shop floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tick one only</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION II:

A) Top Level management support in TQM Implementation

1. Do you agree Top level management support implementation of TQM in your department? (Tick one)
   
   [ ] Strongly Agree   [ ] Agree   [ ] Uncertain   [ ] Disagree   [ ] Strongly Disagree

2. Do you agree employees are empowered in TQM implementation in your department? (Tick one)
   
   [ ] Strongly Agree   [ ] Agree   [ ] Uncertain   [ ] Disagree   [ ] Strongly Disagree

3. Do you agree lack of teamwork in the various departments affect the implementation of TQM in the whole organization? (Tick one)
   
   [ ] Strongly Agree   [ ] Agree   [ ] Uncertain   [ ] Disagree   [ ] Strongly Disagree

4. How often do the following factors lead to the failure of TQM implementation in Nairobi bottlers? (Tick one)
<table>
<thead>
<tr>
<th>Factors</th>
<th>Very Often</th>
<th>Often</th>
<th>Quiet Often</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfavourable Organizational Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of training for the shop floor employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unfavourable Company Structures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Implementation Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Expertise Skills in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of proper Management Systems (including Human Resources)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of proper Procurement Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of proper Integrated Management Information Systems (IMIS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of engagement in Formulation of TQM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not realizing the benefits of TQM</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Lack of monitoring, evaluation and control of agreed set of goals</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**B) Employees empowerment in TQM implementation.**

1. According to your understanding do you agree poor employee’s empowerment leads to the failure in TQM implementation in Nairobi bottlers? (Tick one)

- [ ] Strongly Agree
- [ ] Agree
- [ ] Not Agree
- [ ] Disagree
2. To what extent do the following company values lead to delays and failure in TQM implementation in Nairobi bottlers? (Tick)

<table>
<thead>
<tr>
<th>Company Cultures</th>
<th>Very Large Extent</th>
<th>Large Extent</th>
<th>Moderate Extent</th>
<th>Small Extent</th>
<th>No Extent at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor Financial Control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inefficient operational processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of innovativeness and creativity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of desire for effective Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resistance to Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflicts in the various departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Motivation, Trust and Confidence</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Lack of Corporate and teamwork culture entrenchment in the organization</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Poor Social-cultural behavior amongst the leadership in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C) Teamwork in the organization
1. In your understanding do you agree that lack of teamwork affect TQM Implementation in Nairobi bottlers? (Tick One)

- [ ] Strongly Agree
- [ ] Agree
- [ ] Not Agree
- [ ] Disagree
- [ ] Strongly Disagree

2. To what extents do lack of teamwork in the various departments affect the Implementation of TQM in Nairobi bottlers? (Tick one)

<table>
<thead>
<tr>
<th>Lack of teamwork</th>
<th>Very Large Extent</th>
<th>Large Extent</th>
<th>Moderate Extent</th>
<th>Small Extent</th>
<th>No Extent at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales &amp; Marketing and Supply chain.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Marketing and warehouse &amp; logistics.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human recourses and the other departments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance and other departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
D) Training

1. Do you agree that Company strategy in training affects Implementation of TQM in Nairobi bottlers? (Tick One)

☐ Strongly Agree

☐ Agree

☐ Not Agree

☐ Disagree

☐ Strongly Disagree

2. To what extent do you agree with the following strategic statements in relation to Nairobi bottlers training? (Tick one)

<table>
<thead>
<tr>
<th>Strategic Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The whole leadership understands the training strategies in place.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The entire Nbl leadership is aware of the organizations goals and objectives in regards to training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company hierarchical system strategy used in its training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
management is appropriate

The company has systems in place on how to mitigate against Internal environmental changes through training.

The company has systems in place on how to mitigate against External environmental changes through training.

There are clear strategies on how to implement TQM in Nairobi bottlers and training has been done.

Changes in stakeholders (Top level managers) affect implementation of TQM due to lack of proper training.

Power in management of company polices is shared among the leadership in the whole organization and employees trained on these polices.

There is a systematic action plan being followed and are clearly articulated in Nairobi bottlers and training is done on the SOPs.

The company environment is conducive and encourages change is Operations thorough awareness training.
3. To what extent do you agree that the following Organizational training Strategies are used by the company in implementation of TQM. (Tick)

<table>
<thead>
<tr>
<th>Organizational Strategies</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realistic training time-frame for implementation of tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training on Effective communication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roles, Responsibilities and Timeframe are clearly defined and assigned where training are done on the SOPs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous monitoring of Progress, Evaluation, Control and Feedback is shared to the shop floor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adherance to the approved Strategic Plan that is trained to every employee.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget preparation is based on Strategic Plan and stakeholders are trained on budget preparations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E) Nairobi bottlers Quality management Systems
1. According to your understanding do you agree that the Company Quality Management systems affect the implementation of TQM in Nairobi bottlers?

- [ ] Strongly Agree
- [ ] Agree
- [ ] Not Agree
- [ ] Disagree
- [ ] Strongly Disagree

2. To what extent does the company use the following Quality Management systems?

<table>
<thead>
<tr>
<th>Company ISO systems</th>
<th>Very Often</th>
<th>Often</th>
<th>Not Sure</th>
<th>Rarely</th>
<th>Not at All</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Management System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Information System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Management Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Please indicate the most prevalent Quality Management system failure that have been witnessed in the implementation of the TQM in the Nairobi bottlers.

- [ ] Procurement System
- [ ] Human Resource Management System
- [ ] ISO system
☐ Management Information System

☐ Financial Management System

PROPOSED BUDGET

<table>
<thead>
<tr>
<th>Activity</th>
<th>Proposed budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td>15000/-</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>4000/-</td>
<td></td>
</tr>
<tr>
<td>Stationaries /printing</td>
<td>1500/-</td>
<td></td>
</tr>
<tr>
<td>Training/meetings</td>
<td>5000/-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25500/-</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 2 Activities planner

<table>
<thead>
<tr>
<th>1st Defense Collections</th>
<th>Data collection</th>
<th>2nd Defense Collections</th>
<th>Graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3