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# Porter's Generic Strategies and Market Share Growth of Skol Brewery Ltd in Rwanda

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## Abstract

The purpose of this study was to examine porter's generic strategies and market share growth of Skol Brewery in Rwanda. The specific objectives were to: determine effect of cost leadership, differentiation, and market focus on market share growth of Skol Brewery in Rwanda. The target population consists of 287 staff members of Skol Brewery Ltd. The study used simple random and purposive sampling techniques to select a sample of 167 employees. Quantitative data was obtained using questionnaire while a documentary checklist was used to obtain secondary data. Descriptive and inferential statistics were used for quantitative data analysis while content analysis was used for qualitative analysis. Results on cost leadership show a tight cost in all business activities (mean of 4.333), economies of scale (mean of 3.666), and efficient cost saving for designs (means of 4.000) and effective operational cost reduction (mean of 3.666) were used as a cost leadership component. A positive correlation was found between cost leadership and sales ( $r=231^{**}$ ,  $p=0.006$ ), investment rise ( $r=.159^{**}$ ,  $p=0.043$ ) and profit margin ( $r=.174^{**}=0.014$ ). Results on differentiation felt that cost allocated to the control of quality of goods and services (mean of 4.333), effort in reputation management (mean of 4.000), names (mean of 4.833). A positive correlation was between differentiation and sales ( $r=.274^{**}$ ,  $p=0.039$ ), investment rise ( $r=.187$ ,  $p=0.035$ ) and profit margin ( $r=.324$ ,  $p=0.032$ ). Results on market focus found that marketing specification for products (mean of 3.833) is the measurement that has the highest level of application. A positive correlation was between market focus strategy and sales ( $r=.854^{**}$ ,  $p=0.018$ ), investment ( $r=.873^{**}$ ,  $p=0.035$ ) and profit margin ( $r=.750^{**}$ ,  $p=.0.036$ ). The study concludes that there is no significant relationship between porter strategies and market share growth. The study recommends that management of the brewery company should evaluate implementation of cost leadership, conduct a study on market focus to respond to market niches

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as any gap in customer centric products would yield customer non responsiveness, benchmark differentiation, and hire competent staff to achieve its success.

**Keywords:** *Porter's Generic Strategies, Cost Leadership Strategy, Differentiation Strategy, Market Focus Strategy, Market Share Growth*

## 1.1 Introduction

Companies' emphasis on obtaining competitive advantage to facilitate them give responses to compete in the market. Shelomentsev, *et al.*, (2017) asserts porter's competitive strategy that suggests doing business in different ways than competitors. Porter elucidated three types of generic competitive strategy being struggling to general reduction of production cost in terms of cost leadership model. In Rwanda, Skol Brewery is the second largest Rwandan brewing company operating in Rwanda since 2009, the competitive environment has Skol Brewery key competitor being Bralirwa as the main player with successful market share. The beverage market has presented a high competitiveness even though the key players in the beverage sector are few. Skol Brewery manufactures both soft drinks and alcoholic drinks. For instance, there was low profits and sale of 15% and 7% drop in the market share between 2010 and 2015 for Skol Brewery (SBL, 2016).

In search of ways to achieve a growth of market share, it was contented that firms have to express successful strategies to compete in the market (Awino, 2011). In this regards, Nehme and Nehme (2014) pointed out the role of low cost leadership strategy, Ngothi (2015) contended the need of differentiation strategy, while Anosoff (2012) recommended the centrality of market focus strategy. This research examined the effect of porter's generic strategies on market share growth of Skol Brewery Ltd in Rwanda.

## 1.2 Research Objectives

The specific objectives were:

- i. To determine the effect of cost leadership strategy on market share growth of Skol Brewery Ltd in the Rwandan Market.
- ii. To examine the effect of differentiation strategy on market share growth of Skol Brewery Ltd.
- iii. To assess the effect of market focus strategy on market share growth of Skol Brewery Ltd in the Rwandan Market

## 2.1 Literature Review

### 2.2 Review of Empirical Studies

Previous studies have been conducted on porters' generic strategies and market share growth in brewery sector. In this regards, Thompson and Strickland (2010), undertook a study on competition market of United State of America and Europe. The study adopted a descriptive approach. Thus, primary data was obtained using interview, and secondary data covering the 2002-2011 through 42 new articles, 10 annual reports, four market analyses, four books and five blogs.

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The study revealed that the majority of companies (49.9%) of firms in USA and European markets were not the same in adopting porter's generic strategies. Despite the fact that European numerous corresponding sale channels of distribution occur. In the United States market beer were sold deeply subsidized and bundled the operation brand of co-branding contracts

A survey carried out in three markets including Japan, Russia and Italy, information reiterated that the market had in general complex states for foreign corporation. Discrepancy among countries were their geography, culture, marketing strategies, service request and marketing actions adding the nature of technical level (Kleban & Nickerson, 2012). The study established that markets demand various products or services and is expected to be managed in dissimilar way. Japan market is secured for foreign corporation, desire was advanced in Japanese, demand high quality and quick services plus the highest technical level. Russian market is improving at the moment. The Russian market includes much of possible. Italian market involves most competitors and European competitors that are active.

A study carried out in Asian south East countries by Noel, *et al.* (2018) indicated that competitive success is assessed the volume that comprises of sales and benefits. A study by David (2011) and Saari (2011) felt that success in business was assessed by sales, gross and net profit as indicator with the success over time. Studies conducted in Turkey by Schwenger *et al.* (2014) found that the same financial assesses chose by the scholars who carried out their researches in Turkish industry. A study on subject of strategic management to establish a strong competitive advantage has been carried out in Europe by Farris, *et al.* (2010) with the aims to assess strategies and model that companies may control not only to withstand but to struggle in ever-adjusting technology intensive telecommunication sector. The study felt that 86.5% of sampled population who participated in the survey argued that firms were facing clear competition pressure from old and new companies. This study indicated that survey results was in line with elements in with the application of blue ocean strategy was assessed and established value done coexisting reduced cost and product differentiation could leverage the operators current advantage in terms of the physical infrastructure and possessing correlation with clients.

Ebru and Semra (2013) conducted a study on impact of porter's strategies on SMEs's success in Turkey. This research adopted porter's approach in term of cost leadership, differentiation and focus. Information were gathered from a sampled of 229 owners. The regression coefficient felt a low correlation between differentiation and business growth. A study carried out by Wanjere (2014) indicated that 67.8% of respondents confirmed that the strength of generic strategies assesses the mean expected level of profit in sector and their awareness is very important in making decision on what sector to invest in and in identifying the way in which a company may increase its competitive position.

A study conducted in Kenya by Mbutia and Kariuki (2016) on constraints encountering the execution of differentiation strategy at Keroche Ltd used a descriptive research with a sample of 64 companies and a questionnaire was adopted to gather information. The study found that 81.9% evidenced the application of porter's generic strategies expect differentiation. The study felt that positive power of each of generic strategies is contrary equal to the value and benefits like that low competitive strategy can help as an occasion while a strong point can help as a challenge.

In Rwanda, Afrika (2020) conducted a study on Firm competitiveness and sustainability in telecommunication industry using a case of MTN Rwanda. The study found that marketing

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contribute 95% argued that marketing strategies significantly to competitiveness, where the customer base continue to increase year on year by 35% in 2015 compared to 16% in 2015 basis as result of brand awareness, strong marketing such as advertisement, publicity and promotion across the country and roadshow to attract more customer to use MTN Rwanda product. The study failed to indicate how porters' generic strategies are able to increase market share and a strong concern was in the inability of methodology used with a small sample size.

### **2.3 Theoretical Framework**

In conducting the present study, two theories seemed to be relevant. These are Five Forces Model, and market share theorem. Five forces model was postulated by Porter (1985). The scholar reconsidered the role of analyzing five competitive strategies for competitive advantage in order to define generic strategies for indicating how they affect profits or loss in any company (Anosoff, 2012). By the adoption of competitive strategies, a firm targets to location itself in a viable and lucrative setting in contradiction of factors that shape the sector. (Riley, 2012).

The era of globalization stimulated the need of evidences on international market, competition, competitive entrances. The approach indicates the existence of Zero-Sum Game in assessing the way in which companies may increase their competitive places from generic strategies (David, 2011). In this study Porters' five generic model was very pertinent to apply competitive advantage of Skol Brewery Ltd towards its competitors.

Market-Share Theory was postulated by Bell, Keeney and John (1975) found that market share equals marketing effort divide by marketing effort, they revealed that in performing a purchase of a product or services, clients would select one brand from a group of many brands that exist in the market. This model focuses on the rationale of organization marketing mix and market share. In this study, market share theory helped to understand how Skol Brewery Ltd enter into Rwandan market. The reason behind the use of market share theory is related to its ability to understand to measure all parameters of market share growth. The above theories enabled the researcher to establish the conceptual framework as follows:

## 2.4 Conceptual Framework

The conceptual framework is presented in Figure 1

### Independent variables

#### Porters Generic Strategies

### Dependent Variable

#### Market Share Growth

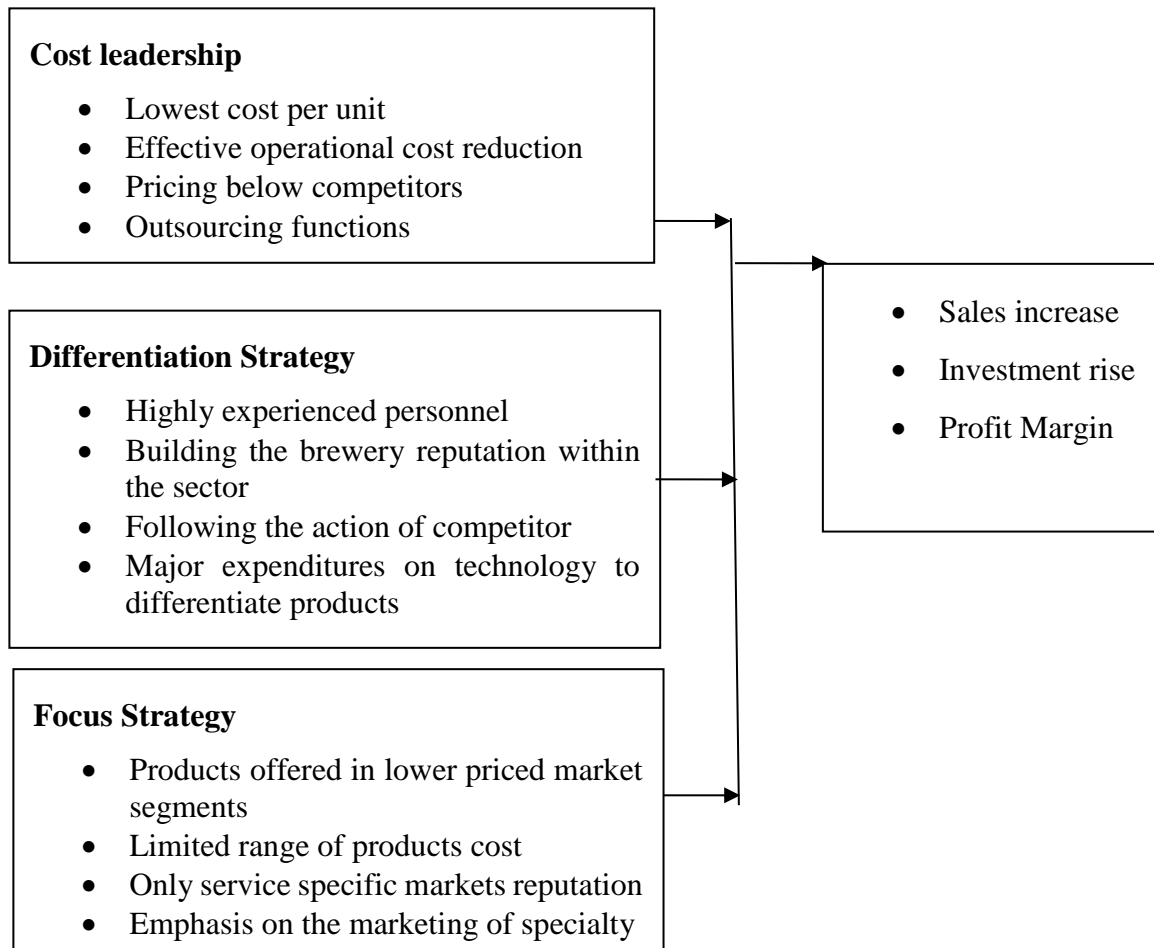


Figure 1 indicates the correlation between independent, dependent and intervening variables. Generic strategies applicable for the case of Skol Brewery Ltd on one hand was measured using cost leadership strategy, differentiation strategy and market focus strategy. The cost leadership strategy was measured in term of low cost and best value. The indicators were production methods, attaining economies of scale, using new technology, attaining higher level of distribution and adequate production design, decreasing costs, attaining the ability using asset, subcontracting and increasing the accessibility to raw materials.

The differentiation strategy was measured using the product innovation, differentiation and marketing differentiation strategies. Innovation differentiation a company intends to attain its rivalries by focusing on creativity, informed and attracting new goods or service quality, adequacy,

and innovative plan. The marketing differentiation utilizes market instruments to provide a sole for its goods via marketing strategies like segmentation, honorific prices, classifying, publicity and promotional prices.

The market focus strategy was measured through the low cost market focus and the best value market focus strategies. Companies utilizing this type are relying on cost advantage or differentiation of goods, Therefore, the strategy has two different cost focus and differentiation focus. The dependent variable was assessed through sales, investment and net profit margin, while intervening variable was based on government policies.

### 3.1 Research Methodology

This study used the descriptive method with both qualitative and quantitative approaches. This guaranteed that understanding is improved by incorporating various methods of knowing. The sample size of 167 was drawn from 287 employees from Skol Brewery Ltd using a simple random sampling and purposive sampling techniques. For quantitative data analysis, descriptive and inferential statistics were used while qualitative data analysis applied content analysis.

### 4.1 Results and Discussion

#### 4.2 Effect of Cost Leadership Strategy on Market Share Growth of Skol Brewery Ltd

Table 1 presents the views on whether cost leadership strategy affects market share growth of Skol Brewery Ltd.

**Table 1: Correlation Analysis between Cost Leadership and Market Share Growth in Skol Brewery Ltd**

		Sales	Investment	Net Profit Margin
Lowest cost per unit	Pearson Correlation	.119*	.049	.074
	Sig.(2-tailed)	.048	.414	.223
	N	164	164	164
Effective operational cost reduction	Pearson Correlation	.025	.007	.098
	Sig.(2-tailed)	.683	.910	.105
	N	164	164	164
Pricing below competitors	Pearson Correlation	.121*	.102	.005
	Sig.(2-tailed)	.044	.091	.939
	N	164	164	164
Outsourcing functions to control cost	Pearson Correlation	.121*	.102	.005
	Sig.(2-tailed)	.044	.091	.939
	N	164	164	164

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Findings presented in Table 1 reveal correlation between variables. For lowest cost per unit, there is a positive insignificant correlation between Lowest cost per unit and sales ( $r=0.049$ ,  $p=0.414$ ) and with net profit margin ( $r=0.074$ ,  $p=0.223$ ). For effective operational cost reduction, there are positive and significant correlation between effective operational cost reduction and sales increase ( $r=0.119^*$ ,  $p=0.048$ ). Contrary to insignificant correlation between effective operational cost reduction and investment rise ( $r=0.025$ ,  $p=0.685$ ), effective operational cost reduction and net profit margin ( $r=0.007$ ,  $p=0.910$ ). Results on correlation between pricing below competitors and dependent variables, there is insignificant correlation pricing below competitors and net profit margin ( $r=0.005$ ,  $p$  value= $0.919$ ). However, pricing below competitors is positive correlated with sales increase ( $r=0.121$ ,  $p=0.044$ ) and investment rise ( $r=0.102$ ,  $p=0.091$ ). There are positive and significant correlations between pricing below competitors and sales increase ( $r=0.119^*$ ,  $p=0.048$ ). Results on correlation between outsourcing functions to control cost and dependent variables, there are significant correlation between outsourcing functions and sales increase ( $r=.121^{**}$ ,  $p$  value= $0.044$ ), outsourcing functions and investment rise ( $r=102$ ,  $P$  value  $0.091$ ). Contrary, these are statistically insignificant correlation between outsourcing functions and net profit margin ( $.005$ ,  $p$  value  $.939$ ).

#### 4.3 Effect of Differentiation on Market Share of Skol Brewery Ltd in Rwandan Brewery sector

Table 2 depicts views on Effect of Differentiation on Market Share of Skol Brewery Ltd in Rwandan Brewery sector

**Table 2: Effect of Differentiation on Market Share of Skol Brewery Ltd in Rwandan Brewery sector**

		Sales	Investment	Net Profit Margin
Highly experienced personnel	Pearson Correlation Model	215	0.244	0.512*
	Sign. (2-tailed)	0.048	0.346	0.036
	N	164	164	164
Building the brewery reputation within the sector	Pearson Correlation Model	-0.308	0.680**	0.931**
	Sign. (2-tailed)	0.229	0.003	0.000
	N	164	164	164
Following the action of competitor	Pearson Correlation Model	-0.523*	-0.637**	0.986**
	Sign(2-tailed)	0.031	0.006	0.000
	N	164	164	164
Major expenditures on technology to differentiate products	Pearson Correlation Model	-0.391	-.0301	0.443
	Sign. (2-tailed)	0.120	0.241	0.075
	N	164	164	164



There are significant correlations found between highly experienced personnel and sales increase ( $r=0.215^*$ ,  $p=0.048$ ), highly experienced personnel and net profit margin ( $0.512^*$ ,  $p=0.036$ ). Contrary, there is insignificant correlation found between highly experienced personnel and investment rise ( $r=0.244^*$ ,  $p=0.346$ ). For building the brewery reputation within the sector and net profit margin ( $r=0.931^{**}$ ,  $p=0.000$ ) building the brewery reputation within the sector and investment rise ( $r=0.680^*$ ,  $p=0.003$ ) were positively correlated. Insignificant correlation was found between building the brewery reputation within the sector and sales increase.

There is a significant correlation found between following the action of competitor and sales increase ( $r=-0.523^*$ ,  $p=0.031$ ). Significant positive correlations were found between following the action of competitor and net profit margin ( $r=0.986^*$ ,  $p=0.000$ ). Negative correlations were major expenditures on technology to differentiate products and sales increase ( $r=0.391$ ,  $p=0.120$ ), insignificant correlations also found between major expenditures on technology to differentiate products and investment rise ( $r=-0.301$ ,  $p=0.241$ ). Moreover, a positive correlation was found between major expenditures on technology to differentiate products and net profit increase ( $r=0.443^*$ ,  $p=0.075$ ).

#### 4.4 Effect of Market Focus Strategy on Market Share Growth of Skol Brewery Ltd in the Rwandan Market

Table 3 illustrates the views on Effect of Market Focus Strategy on Market Share Growth of Skol Brewery Ltd in the Rwandan Market

**Table 3: Effect of Market Focus Strategy on Market Share Growth of Skol Brewery Ltd in the Rwandan Market**

		Sales	Investment	Net Profit Margin
Services/products offered in lower priced market segments	Pearson Correlation	.167	.393**	.560
	Sig.(2-tailed)	.078	.000	.056
	N	164	164	164
Narrow, limited range of products cost	Pearson Correlation	-.050	-.159	.167
	Sig. (2-tailed)	.602	.093	.078
	N	164	164	164
Only service specific markets reputation	Pearson Correlation	.032	.058	-.041
	Sign.(2-tailed)	.741	.545	.669
	N	164	164	164
Emphasis on the marketing of specialty services/products	Pearson Correlation Model	-0.391	-.0301	0.443
	Sign. (2-tailed)	0.120	0.241	0.075
	N	164	164	164

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

Significant positive correlations were found between products offered in lower priced market segments and sales increase ( $r=.167^*$ ,  $p=.078$ ), investment rise ( $r= .393^*$ ,  $p=.000$ ), and net profit margin ( $r=.560^*$ ,  $p=.056$ ). A negative correlation was discovered between narrow, limited range of products cost and sales increase ( $r=-.050^*$ ,  $p=.602$ ), narrow, limited range of products cost and investment rise( $r=-.159^*$ ,  $p=.093$ ), but it was positive for net profit margin ( $r=.167^*$ ,  $p=.078$ ).

Significant positive correlations were found between only service specific markets reputation and sales increase ( $r=.032^*$ ,  $p=.741$ ), only service specific markets reputation and investment rise ( $r=.058^*$ , $p=.549$ ) and only service specific markets reputation and net profit margin ( $r=-0.041^*$ ,  $p=.669$ ). Finally, insignificant correlations were found between emphasis on the marketing of specialty products and sales increase ( $r=.0391^*$ ,  $p=.0.120$ ), emphasis on the marketing of specialty services/products and investment rise ( $r=.0301^*$ ,  $p=.0.241$ ). However, a significant relation was found between emphasis on the marketing of specialty services/products and net profit margin ( $r=-0.443^*$ ,  $p=.0.075$ ).

#### 4.5 Correlation between Porter's Generic strategies and Market Share growth

**Table 4. Correlation Analysis between Porter's generic strategies and Market Share**

		Sales	Investment	Profit Margin
Cost Leadership	Pearson Correlation	.231**	.159**	.174**
	Sign.(2-tailed)	.006	.043	.014
	N	164	164	164
Differentiation	Pearson Correlation	.274**	.187**	.324**
	Sig.(2-tailed)	0.039	0.035	0.032
	N	164	164	164
Market Focus	Pearson Correlation	.854**	.873**	.750**
	Sig.(2-tailed)	0.018	0.035	0.036
	N	164	164	164

A positive correlation was found between cost leadership and sales increase ( $r=.231^{**}$ ,  $p=0.006$ ), cost leadership and rise investment ( $r=.159^{**}$ ,  $p=0.043$ , cost leadership and profit margin ( $r=.174^{**}=0.014$ ). Results demonstrated that a positive correlation between differentiation sales increase ( $r=.274^{**}$ ,  $p=0.039$ ), rise investment ( $r=.187$ ,  $p=0.035$ ) and profit margin ( $r=.324$ ,  $p=0.032$ ). Furthermore, it was evidenced, a positive correlation between market focus and sales increase ( $r=.854^{**}$ , $p=0.018$ ), rise investment ( $r=.873^{**}$ ,  $p=0.035$ ), and profit margin ( $r=.750^{**}$ ,  $p=.0.036$ ). All the above, relationship are positively correlated given that the p value was  $< 0.005$

proposing than an enhanced in porter's generic strategies lead to the market share growth in brewery sector

### **5.1 Discussion of the Research Findings**

The results on assessing the effect of cost leadership strategy on market share growth concur with the study of Monbiot (2011) who established that only banking institutions that applied cost leadership strategies achieved a significantly increase. This research demonstrated that 86.5% argued that firms were facing clear competition pressure from old and new companies. This research indicated that survey results was in line with elements in with the application of reduced cost in terms of the physical infrastructure and possessing correlation with clients. The results were relevant in comparison with concluding remarks of Wanjere (2014) indicated that 67.8% of respondents confirmed that the strength of generic strategies assesses the mean expected level of profit in sector and their awareness is very important in making decision on what sector to invest in and in identifying the way in which a company may increase its competitive position.

Results on examination of effect of differentiation strategy on market share growth did not contradict previous researches such as the best differentiation focuses on prices and services that were difficult or costly for competitors to imitate since they are trying to overcome, stand, and match for outperforming others (David, 2011), who recommended that differentiation strategies increase companies' performance in less developed countries. The study concurs with the findings of Ebru and Semra (2013) where they asserted that adequate application of differentiation strategy intends to create competitiveness through the provision of exceptional goods that are considered by value characteristics like innovative character and client's services.

Results on the assessment of effect of market focus on market share growth relevant since it is line with findings of Machuki and Aosa (2021). In the framework of Slovak Hospital sector that established that focus strategies did not attain expected outcomes. The study also concurs with a survey carried out in three different markets such as Japan, Russia and Italy, information reiterated that the market had in general complex states for foreign corporation. Discrepancy among countries were their geography, culture, marketing strategies, service request and marketing actions adding the nature of technical level (Kleban & Nickerson, 2012).

### **6.1 Conclusion and Recommendations**

Based on study findings, it was concluded that Skol Brewery Ltd as brewery firms in Rwanda have applied cost leadership strategy within widespread explosive brewery sector. To the first research question, this study concludes that Skol Brewery Ltd applied cost leadership strategy through technological development, low cost, skilled personnel, adjustment, low charges and increasing the number of workers. These strategies has affected positively the market share growth through sales, investment and net profit.

Skol Brewery Ltd in Rwanda had applied differentiation strategy which play a significant role to the market share growth. The differentiation strategies applied are: innovating products, marketing and price strategies. The brewery sector in Rwanda adopted innovation differentiation measures like designing, follow up, enhancing quality of products. These strategies has affected positively the market share growth through sales, investment and net profit.

The Skol Brewery Ltd in Rwanda applied market focus strategies which play a significant role to the market share growth. In this regards, client niche market, quality services in specified market place and promotional strategies using communication platforms and advertisement.

The successful creation of a strategy is problematic to a firm's future, doing to the fact that strategies must be planned to produce sustainable competitive advantages with the intention to grow market share. From the review it may be seen that the adoption of competitive strategies had played a great role in ensuring growth and sustainable competition between Skol Brewery Ltd. There is a good understanding of the theoretical foundation of strategies that has facilitated the firm to enforce the strategies and excel in its objectives and target. The review also noted that a firm's competitive advantage is not only produced from adoption of one strategy but a combination of many strategies.

There is a need to rely on obtaining competitive advantage with low cost within the sector, therefore brewery operating to Rwanda market should revise its pricing to gain its competitive advantage based on low cost in the sector. The firm should adopt also the alliance strategy in a way of increasing flexibility, strengths and reduce weaknesses, access to new markets and technologies, which can be an appropriate strategy to operate on small market like Rwanda. For promoting competitiveness on market, the Government of Rwanda should also review its policy of combination of the very long exclusive rights terms, the contracts duration and rights of priority granted to some enterprises.

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