KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI, GHANA

The Effectiveness of Project Management Practices and Performance in the Beverage Industry in Ghana: A Case of Coca Cola Company.

By

Batie, Gilbert Dome-Iire (BSc. (Hons.) Mining Engineering)

A Thesis Submitted to the Department of Construction Technology and Management, College of Art and Built Environment in Partial Fulfilment of the Requirement for the degree of

MASTER OF SCIENCE

JUNE, 2019

DECLARATION

I hereby declare that to the best of my knowledge this submission is my own work towards the award of Masters of Science in Project Management and that, to the best of my knowledge, it contains no material previously published by another person or any material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

BATIE, GILBERT DOME-IIRE   ……………………..   …………………
(Student)   Signature   Date

Certified By

DR. KOFI AGYEKUM   ....   …......................
(Supervisor)   Signature   Date

Certified By

PROF BERNARD K. BAIDEN   ....
(Head of Department)   Signature   Date

DEDICATION

This piece of academic work is dedicated to my beloved uncle Mr. Chrys Pul, and the entire BATIE family especially my late Dad Mr. Batie B. Gervase who was called to glory on May 31, 2002. I also dedicate this piece to every person that has made an impact in my life, God bless you all.

ACKNOWLEDGEMENT

A lot of things have happened in my life as a growing young man and many people were there to guide, defend and support me. I am highly indebted to them all. This work is to say thank you.

My deepest appreciation is extended to God almighty who has always been my ultimate guide, leading me through all my endeavors. Without him I would never have come this far.

I am very thankful to my lovely mum Mrs. Scholastica Batie and my siblings Gorden, Grace, Gifty and Anthony Garvin; my wife Joyce and daughters Gwen, Genevieve and Gwendoline for their understanding, patience, support and prayers. Just you be reminded that I will always be there for you. God bless you.

Again, I say thank you to my uncle and mentor Mr. Chrys Pul. You have been my pillar of strength and stood by me when I most needed you. May God grant you long life.

I recognize and sincerely appreciate the patience and support of Dr. Kofi Agyekum, my project supervisor. Your patience was enough to bring this work into existence.

Finally, my appreciation goes to all the lecturers and staff of KNUST and colleagues I have had the opportunity to encounter during the course of my study. I say thank you and God bless all your efforts.

ABSTRACT

Project management's fundamental concern is to effectively and efficiently execute projects to meet requirements. At the same time, challenges in managing projects are seen as a key feature, which affect project management framework. This study assessed the effectiveness of project

management practices and performance in the Coca Cola Company in Greater Accra Region of Ghana. Specifically, the study achieved these objectives: to identify the project management practices in the Coca Cola Company, to identify the project management performance criteria in the Coca Cola Company, and to identify the project management implementation challenges in the Coca Cola Company. The study used fifty (50) employees in the Coca Cola Company. The instrument for the data collection was developed by the researcher, and preceded by a pilot study. The pilot study was initially conducted in a similar beverage industry to ascertain its validity and the reliability. The study used primary source. Data generated was analysed using the mean score ranking. The study found that executing projects in the beverage industry is not an easy task and that project management practices, performance and implementation challenges are seen in various forms ranging from project vision to consumer satisfaction. The study found that defining project vision is the greatest project management practice problem in the company. Again, the study found that the company has excellent project performance criteria mostly ensuring that consumers satisfaction is maximized. Interestingly, the study found that managing the manufacturing process is the most serious. Based on the findings, it is recommended that project management skills are developed to solve practical challenges to enhance the benefits of the company and consumers. Also, it is recommended strongly that the project team members be given the required project management orientation and training in order to improve their performance and project delivery.

Keywords: Project Management, Beverage Industry, effectiveness, performance.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

African countries spend more than 60 billion United States dollar annually importing food for their growing populations, but the continent has the potential to become a major food exporter. Large areas of unused arable land, low fertilizer use and poor irrigation mean there is scope for improving yields in Africa, which are among the lowest in the world. A rising middle class continues to boost African demand for food products, especially for processed and packaged food, creating a continental food market that the World Bank estimates could be worth one trillion United States dollar in 2030. While exporters in Asia and Brazil stand to gain in the short term, Business Management Institute Research (BMI 2015) forecasts that food producers, processors and shippers in Kenya and South Africa, and retailers in Nigeria and Ghana are all well placed to serve the growing African consumer market (MBI, 2016).

Beverages are liquids intended for human consumption, and this sector forms a major part of the food industry. Beverages are commonly divided into alcoholic and nonalcoholic drinks. The former is composed of beers, wines, and spirits while soft drinks include tea, coffee, fruit juices, carbonated, and noncarbonated sweetened drinks (Association of Ghana Industries, 2016). Perhaps strangely, still and sparking waters are not classified as beverages. Milk is a natural beverage, and a range of liquid milk

products are produced by the dairy industry which are discussed elsewhere in this study. The beverage industry produces globally almost US$18 billion *per annum* and average consumption is 3.1 cups per person per day. The tea beverage market, for example, produce about US$37 billion tea beverage (Association of Ghana Industries, 2015).

Ghana's beer sales represented the largest sales of beverages, increasing from 226 million litres in 2012 to a forecasted 327 million litres in 2020. Barring beer, red wine is expected to have the largest alcoholic beverage sales in Ghana over the five-year forecast period to 2020 increasing by 6.7% (BMI, 2016).

The beverage industry is a sub-sector of the food industry, the second largest sector in the Ghanaian manufacturing industry in terms of value added. It supplies a variety of products from wine, beer and spirits to mineral and sparkling water and soft drinks. Markets worldwide are strongly affected by cultural differences, especially in Africa. This effect creates the environment for the appearance of small to medium size companies that are specialized in local products and/or local brands.

Interestingly, among some of the core food and drink segments, soft drinks (principally carbonates) have a uniquely strong history in Sub-Saharan Africa. With disposable incomes generally low, carbonates have been able to serve as affordable indulgences and thirst quenchers. Low-cost carbonates have grown dynamically across Africa over the past decade in particular, with strong compound annual growth being recorded across much of Sub-Saharan Africa. The bottled water industry has grown strongly over the past few years. Rising incomes and health consciousness are boosting investment into bottled water as demand growth begins to strengthen (BMI, 2016). Association of Ghana Industries (2016) argue that Coca-Cola Company is the world's leading non-alcoholic beverage producer in nine West African countries.

1.2 PROBLEM STATEMENT

Market size, growth rate and overall profitability are three economic indicators that can be used to evaluate the soft drink industry. The market size of this industry has been

changing. Soft drink consumption has a market share of 46.8% within the nonalcoholic drink industry (Datamonitor, 2005). Datamonitor (2005) also argues that the total market value of soft drinks reached $307.2 billion in 2004 with a market value forecast of $367.1 billion in 2009. He further argued that the 2004 soft drink volume was 325,367.2 million liters. Clearly, the beverage industry is lucrative with a potential for high profits, but there are several obstacles to overcome in order to capture the market share.

However, Ghana's food processing industry is highly fragmented, with few companies counting as major producers with widespread national reach. Among the multinational contingent, fast-moving consumer goods firms Cadbury, Nestlé and Unilever are well established with strong brand heritage. On the other hand, double digit economic growth and ensuing capital market development are likely to lay the groundwork for more domestic companies to emerge over the coming years (BMI, 2016).

This notwithstanding, the beverage industry is very competitive for all corporations involved, with the greatest competition being that from rival sellers within the industry. All beverage industries have to think about the pressures; that from rival sellers within the industry, new entrants to the industry, substitute products, suppliers, and buyers (Association of Ghana Industries, 2016).

 Again, there are a number of large multinational companies able to compete in markets across the globe offering a wide variety of products, such as soft drinks.
Today's competition in this sector leads companies to expand their product portfolio, which combined with the advanced technology present in modern production sites, raises the need for efficient production planning (BMI, 2016).

Literature is replete with studies addressing critical issues in the beverage industries in several parts of the world (Trade Map, 2016; Quantec, 2016; FDI Intelligence, 2016). However, the current literature search in the Ghanaian context revealed that, the subject has received very little academic or scholarly attention. Indeed, to the best of the researcher's knowledge, little or not much has been done in terms of effectiveness of project management practices and performance in the beverage industry in Ghana. This research thus, contributes in bridging the dearth in literature by exploring the effectiveness of project management practices and performance in the beverage industry.

1.3 RESEARCH QUESTIONS

The study sought to answer the following questions:

1. What project management practices are used by the Coca Cola Company?
2. What project management performance criteria are used by Coca Cola Company?
3. What are the project management implementation challenges in the Coca Cola Company?

1.4 RESEARCH AIM

The aim of the study was to assess the effectiveness of project management practices and performance in the beverage industry in Ghana.

1.4.1 Objectives

Specifically, the study sought to achieve the following objectives:

1. To identify the project management practices in the Coca Cola Company;
2. To identify the project management performance criteria in the Coca Cola

4

Company; and

3. To identify the project management implementation challenges in the Coca
   Cola Company.

1.5 SUMMARY OF METHODOLOGY

Research methodology is considered as the general approach to the design process of
a study from the theoretical foundation to the collection of data and its subsequent
examination (Thurairajah et al., 2006). That is, it provides a theoretical and
philosophical assumptions of the study and its consequence on the method or methods
adopted for the study (Saunders et al., 2009). The large amounts of numeric data used
to generalize findings and independent nature of the researcher, it implicated a
positivist research philosophy (Kaboub, 2008). The researcher adopted a quantitative
approach to understand the association between the variable in this study.

Furthermore, a deductive approach is best suited to establish the underlining
relationship between variables. The study adopts a descriptive survey to avoid
manipulation of variables in the study but to explore the existing relationship between
variables (Aliyu et al., 2014). The objective populace for the study were the employees
of Coca Cola Company in the Greater Accra Region of Ghana. In effects, a survey
approach and consequently a purposive sampling approach was used. According to this
approach, people or gatherings of people that are capable and all around versed in data
with a wonder of intrigue (Cresswell et al., 2011).

The study made use of primary data collected using a data collection tool as part of the
research design. To obtain data, an introductory letter to help elicit response (Chan et
al., 2017) together with the data collection questionnaire was distributed to the target
respondents. All ethical considerations were made during the collection of data. Prior
to the data analysis, the data was screened and coded using SPSS statistical software.

Also test for validity and convergence were carried out to ensure validity of data (Creswell, 1994). For the data analysis, descriptive statistics was used. The descriptive analysis included means, frequencies and standard deviations. Furthermore, mean scores were used to rank the importance of themes identified in the data collection tool.

1.6 SCOPE OF STUDY

This study chose some of the manufacturing sector in Accra as its focus. Given that the manufacturing sector in developing-economy markets was noted for their contribution to development and GDP, and in view of the argument that the manufacturing sector performance in many developing-economy markets like Ghana was poor in terms of services provided, this study concentrated on the project management effectiveness and performance in the beverage industry in Ghana. The research will be limited to Ghana, particularly Accra and therefore the findings from the study will not be generalized to other part of the world.

1.7 SIGNIFICANCE OF STUDY

Taking into consideration the dearth literature on assessing project management effectiveness and performance in the beverage industry Africa and particularly Ghana, the outcome of the research will serve as a useful literature for other researchers who want to work in this field of study. The study will highlight new knowledge to literature regarding project management effectiveness in the beverage industry, project management performance measures in the beverage industry and challenges of effective project management implementation in the beverage industry. Furthermore, the findings from this work will enable manufacturing industries, particularly alcoholic and non-alcoholic beverage industries to know effective project management implementation strategies. Public and private manufacturing industries, marketing and distribution companies will also benefit from this research work making them aware of

the issues in project management in the beverage industry. Most important, the study will serve as an important guide, source of knowledge and reference work for academicians, practicing marketing professionals, project management, the general public, students and development partners. On the whole, the study offers both managerial and theoretical understanding of the value of effective project management practices in the manufacturing sector.

1.8 ORGANISATION OF STUDY

The study was organized into the following chapters. The first chapter outlines the background to the study, problem statement, research questions, research objectives, brief overview of research methods, scope of study and the significance of study.

Chapter two reviewed relevant literature. The chapter looked at the overview of the beverage industries in Ghana, project management and project management practices in the beverage industries, measures of project management performance in the beverage industry, and theories of project management.

Chapter three detailed the methodology of the study. Research design, target population, sample size, sampling technique, and data collection methods and validity and reliability of research instrument.

Chapter four dealt with the presentation and analysis of data and finally, chapter five contained summary of findings, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter presents review of literature on the topic under study. The chapter looks at the overview of the beverage industries in Ghana, project management and project management practices in the beverage industries, measures of project management performance in the beverage industry, and theories of project management. The chapter concludes with a summary.

2.2 OVERVIEW OF THE BEVERAGE INDUSTRIES IN GHANA

Nowadays the food sector is considered one of the most important sectors of the current economy and it has drawn the attention of different authorities and organizations (Lehman et al., 2012). Despite the importance of this sector being recognized globally, companies operating in the food industry still face many challenges in managing their products and competing in the market (Pinna et al., 2017). In fact, over the last years, an accelerated number of tasks have influenced food companies, pushing them to focus on innovation to maintain, or to gain competitive advantage (Moskowitz et al., 2009). In this context, there are different challenges affecting these companies and most of them are related to driving change and creating new demands on product development. Successful companies have to understand and to accept these challenges, and find ways to address them through processes and solutions focused on new product innovation and development (Pinna et al., 2017; Moskowitz et al., 2009).

This notwithstanding, the Ghanaian beverage industry has for many years played a significant role in contributing not only to the general nutrition of Ghanaians but the overall development of the Ghanaian economy. Apart from the fiscal contribution of the beverage industry to Ghana's economy, beverages are often at the centre of all Ghanaian festivities, providing refreshment and quenching the thirst of millions of

Ghanaians of all ages (GBA, 2017). A report released in 2015 by Report Linker indicated that the beverages sector contributed approximately US$125m to the GDP of Ghana. Presently, the beverage industry plays a critical role in the Ghanaian economy by providing thousands of direct and indirect employment opportunities across the value chain.

Again, it is asserted by Report Linker (2015) that import levels remain high in Ghana, beverage manufacturing capacity, as well as bottling and packaging capacity, have been boosted substantially over the past decade, with major players investing in infrastructure and trying to source inputs locally. In the case of most African nations, however, primary commodities for use by local industries are generally exported in their raw state and are then imported as processed beverages. The beverage industry also complements proper nutrition for people of all ages. For nutrition to be complete daily, human beings are required to take in lots of fluids to restore lost fluids. The institute of Medicine in the United States has advised an adequate intake of 125 ounces drinking water (about 15 cups) for men and 91 ounces for women (about 11 cups). 80 percent of this water is expected to be got from beverages and the rest from food.

The Coca-Cola Company is an American corporation, and manufacturer, retailer, and marketer of non-alcoholic beverage concentrates and syrups. The company is best known for its flagship product Coca-Cola, invented in 1886 by pharmacist John Stith Pemberton in Atlanta, Georgia. The Coca-Cola formula and brand were bought in 1894 by Asa Griggs Candler (December 30, 1851 – March 12, 1929), who incorporated The Coca-Cola Company. The company—headquartered in Atlanta, Georgia, but incorporated in Wilmington, Delaware has operated a franchised distribution system since 1889: the Company only produces syrup

concentrate, which is then sold to various bottlers throughout the world who hold exclusive territories. The company owns its anchor bottler in North America, CocaCola Refreshments. The company's stock is listed on the NYSE and is part of DJIA, the SandP 500 index, the Russell 1000 Index, and the Russell 1000 Growth Stock Index. Muhtar Kent serves as chairman of the company with James Quincey as

president and chief executive officer.

In 1886, pharmacist John Pemberton invented the original Coca-Cola drink and sold it as a medicinal beverage. Pemberton's bookkeeper, Frank M. Robinson is credited naming the products and creating its logo. Robinson chose the name Coca-Cola because of its two main ingredients (coca leaves and kola nuts) and because it sounded like an alliteration. John Pemberton had taken a break and left Robinson to make, promote as well as sell Coca-Cola on his own. He promoted the drink the best he could with the limited budget that he had and succeeded.

As of 1948, Coca-Cola had claimed about 60% of the market share. In 1919, the company was sold to Ernest Woodruff's Trust Company of Georgia. By 1984, The Coca-Cola Company's market share decreased to 21.8% due to new competitors, namely Pepsi, being released.

According to The Coca-Cola Company's 2005 Annual Report, the firm at that time sold beverage products in more than 200 countries. The 2005 report further states that of the more than 50 billion beverage servings of all types consumed worldwide, daily, beverages bearing the trademarks owned by or licensed to Coca-Cola account for approximately 1.5 billion. Of these, beverages bearing the trademark "Coca-Cola" or "Coke" accounted for approximately 78% of the company's total gallon

sales. According to the 2007 Annual Report, Coca-Cola had gallon sales distributed as follows: 43% in the United States, 37% in Mexico, India, Pakistan, Brazil, Japan, and the People's Republic of China, and 20% spread throughout the rest of the world. The figure in 2010 showed that they sold 1.6 billion drinks every day.

In 2010, it was announced that Coca-Cola had become the first brand to top £1 billion in annual UK grocery sales. In 2017, Coke sales were down 11% from a year ago due to consumer tastes shifting away from sugary drinks and due to health risks associated with artificial sweeteners in diet drinks.

2.3 PROJECT MANAGEMENT AND PROJECT MANAGEMENT PRACTICES

Long before the establishment of an organized body of knowledge, principles, manuals or guides, there existed organized efforts, both simple and complex, directed towards the achievement of tangible endeavours (Seymour and Hussein, 2014). The Great Wall of China, Pyramids of Giza and Coliseum are some great examples of successful projects undertaken in the past. Projects have therefore been in a way of life for as long as human existence on earth. Over time however, the definition has grown and evolved alongside humans and organizations. Project Management Institute defines a project as "a temporary endeavour undertaken to create a unique product, service or result". While brief and simple, this definition encompasses a wide variety of initiatives, both tangible and intangible, and although the concept has become common so much so that it has been adopted in everyday parlance to refer to a vast collection of tasks and ventures, its integral meaning remains unchanged.

Project management is also recognized as a key enabler which both social and business organizations adopt for the improvement of methodologies such as Lean Management and Total Quality Management to improve their efficiency and competitiveness (Ofori

and Sakyi, 2006). Project Management Institute (PMI, 2008) argue that temporary projects taken to meet unique goals and objectives within a defined scope, budget and time frame, typically go through a life cycle. The project life cycle, which is a logical sequence of activities to accomplish the project's goals, is made up five stages namely; the Project Initiation stage, the Project Planning stage, the Project Execution stage, the Monitoring and Controlling stage, and the Project Closure stage. Attention to detail, along with the involvement of key stakeholders and proper documentation at each stage ensures the success and quality of the project. The sequential phases are generally differentiated by the set of activities that are carried out within the phase, the key actors involved, the expected deliverables, and the control measures put in place (PMI, 2004).

Managing projects is an innovative management practice to achieving stated or specified objectives within specific time and budget limits through optimum use of resources (Stuckenbruck and Zomorrodian, 1987). Organizations benefit from innovative practice of management by investing their limited resources in the best way possible in order to achieve recurring success and meeting the expectations of stakeholders. Government and organizations usually embark on different projects with the aim of creating new service or improving the functional efficiency of the existing ones. All these projects require appropriate skills and techniques that go beyond technical expertise only, but encompass good and sound skills to manage limited budgets, and monitor shrinking schedules and unpredicted outcomes, while at the same time dealing with people and organizational issues (Abbasi and Al-Mharmah, 2000).

Project management practices vary significantly from one type of project to another (Payne and Turner, 1999). Different tools, techniques, and approaches are applied to different types of projects even within the same organization to adapt PM methods to

12

the specific needs of each project (Crawford et al., 2005). This is particularly true for profitability, which present peculiar characteristics that led to the development of dedicated methodologies. The application of project management practice in organizations has been identified as an efficient approach which would help in upgrading management capabilities and enable public sector to efficiently complete projects and attain developmental objectives (Arnaboldi et al, 2004).

2.4 EFFECTIVE PROJECT MANAGEMENT PRACTICES IN THE BEVERAGE INDUSTRY

As per Wysocki, Beck and Crane (2000), a task is a succession of one of a kind, unpredictable and composed exercises that has one objective to be finished on particular time, inside spending plan and required determination. Undertakings have general highlights as life cycle, reason, interdependencies, uniqueness and strife (Meredith and Mantel Jr., 2000). Merna and Al-Thani (2008), characterize venture as a one kind of speculation of assets to accomplish particular destinations. Model is the arrangement of merchandise or administrations to make benefit or to give a support of a network. A venture is an irreversible change with an existence cycle and characterized begin and finish dates. In this regard, Project Management Institute (1996), places that guaranteeing venture achievement the director must have the enough information of undertaking administration - arranging, sorting out, checking and controlling all parts of the task and the inspiration of all required to accomplish venture targets securely and inside characterized time, cost and execution. In Pinkerton's (2003) see, venture administration assembles the aptitudes and capacities of different people empowering them to accomplish the destinations of the task and guarantee the achievement of the undertaking. Quality is a key factor in surveying the accomplishment of tasks and undertaking administration hones.

Kerzner, (2003), shows a test in making venture progress in understanding undertaking administration and therefore evaluating its execution. The achievement or generally of a task is seen through the intermingling of, the capacity of the procedure to meet the specialized objectives of the venture while veering off not from the three limitations of time, scope, cost seen by recipients and backers, venture group and the execution of the undertaking. As to this, powerful estimation of undertaking achievement or disappointment is toward the culmination of the venture. Undertakings fall flat on account of lack of common sense, consistent changes in the extension and therefore due date and spending plan, and in addition the absence of observing and control.

Pinto and Slevin (1988), contend for best arrangement of practices for venture administration that add to extend achievement: Project Mission – the underlying clearness of objectives and general course; Top Management Support – the readiness of best administration to outfit the essential assets and specialist for venture achievement; Project Schedule/Plans – a separated particular of individual activity steps required for venture usage; Client Consultation – discussion correspondence and undivided attention to every single influenced party; Personnel – enlistment, choice, and preparing of adequate staff for the undertaking group; Technical Tasks – no shortage of the required innovation and mastery to execute the particular specialized activity steps; Client Acceptance – the demonstration of "pitching" the last deliverable to its definitive proposed clients; Monitoring and Feedback – auspicious supply of complete control data at each stage in the execution procedure; Communication – the supply of a suitable system and adequate information to every single key performing artist in the venture execution; and Trouble Shooting – ready to deal with unforeseen emergencies and deviations from plan. Scientists, for example, Cooke-Davies (2001)

and Cleland and Gareis (2006) have effortlessly agreed to these works on guaranteeing compelling and effective venture administration.

2.4.1 Project Vision

Vision depicts something that elucidates the course in which to continue in that it bodes well the ramifications of sight. Characterize vision as articulating a perspective of a practical, solid, appealing future for the association, a condition that is preferred in some essential courses over what currently exists. Affecting a change through first isolating undertakings into modules attempted by experts with capacities to embrace those assignments and afterward incorporating these modules into an intelligible entire is venture administration. The central assignments an undertaking administration pioneer needs to viably do is guaranteeing arrangement of objectives and resultant responsibility to extend objectives. Since ventures interlinked and requires all colleagues to have the capacity to make judgment of task objectives to disguise these as being lined up with their own. This requires a sense making exercise with respect to the venture members or partners and an imagining activity of what the end point ought to be so the weaving of apparently detached activities can be cleared up to see how the parts frame the entirety.

2.4.2 Top Management Support

An undertaking supervisor is in charge of conveying venture yields. Be that as it may, venture supervisors expect bolster from others in the association. Dynamic contribution of senior directors of the performing association help venture chiefs to effectively complete task. Venture administration writing has discovered that best administration bolster emphatically adds to extend achievement (Besner and Hobbs,

2008; Lester, 1998; Whittaker, 1999; Zwikael and Globerson, 2004; Johnson et al., 2001; McManus, 2004). Top administration bolster is thought to be among venture administration basic achievement factors (CSFs). The best administration forms are honed in associations, the higher the level of undertaking achievement.

2.4.3 Project Schedule/Plan

Arranging is characterized as expansive diagram that have been worked out to determine the things that should be done and the strategies for doing them to achieve the reason (Gulick, 1936). Pre-venture arranging is characterized as the stage after business arranging where an arrangement is started and preceding task execution (Gibson and Gebken, 2003).

2.4.4 Effective Project Communication

Communication is the process of acquiring all relevant information, interpreting this information and effectively disseminating the information to persons who might need it. Communication is of vital importance to everyone involved in, and influenced by, projects (Emmitte, 2010). Bowen and Edward (1996) define information as "data which have been processed and presented in a format which gives them meaning". Communication in the beverage industry is very vital in so far as project success is concerned as argued by Awati (2010) that communication is the the lifeblood of a project. Project team members need to collaborate, share, collate and integrate information and knowledge to realise project objectives. The message communicated moves from the sender, encodes the message through the transmission channel/medium by a verbal or non-verbal method, to the receiver that decodes the message. To ensure effective communication, all components must function to prevent misunderstanding (Van der Valt et al., 1996). The reason for communication in project management may

be a request for information, sending information, asking questions, giving an instruction, building teams or networking (Burke, 2007). The success of communication mainly depends on the sender's ability to speak, write, reason and listen competently (Van Staden et al., 2002).

Talukhaba et al., (2011) agree on the fundamental role of feedback in communication. Where feedback is absent, delayed or not soon forthcoming, interventions are required to enhance communication. In implementing project in the beverage industry, communicators need to constantly monitor and review the success of their communication processes and systems with a view to forming a basis upon which assessments can be made (Talukhaba et al., 2011). The receiver of the message should, therefore, confirm the understanding of the message, because without understanding, communication cannot be effective.

2.4.5 Monitoring and Feedback

A few examinations have been completed with a point of deciding the basic achievement factors (CSFs) which add to extend achievement. Prabhakar (2008), contend that Monitoring and Feedback was one of elements prompting venture achievement. Papke-Shields et al. (2010), takes note of the likelihood of making venture progress appeared to be upgraded by reliably observing the advancement of the undertaking. They likewise contend that checking and controlling is important in administration of task scope, time, cost, quality, HR, correspondence and dangers.

Kamau and Mohamed) (2013), consent to the suggestion by Papke-Shields et al. (2010) that Monitoring and assessing, spending execution, plan execution and quality execution could prompt undertaking achievement. Ika et al. (2012), clarifies that the most conspicuous CSFs for venture bosses are plan and observing and in this way he positions MandE profoundly as one of the real undertaking achievement factors. Once

more, he contends that venture achievement was harsh to the level of task arranging endeavours however finds out that a huge connection exists between the utilization of checking and assessment apparatuses and venture "profile," a win factor which was an early pointer of undertaking long haul affect.

All the more along these lines, he emphasizes that MandE is most basic than arranging in accomplishment of task achievement. Jaw, (2012), places that the parts of the task administration philosophy whose fundamental point is to make venture progress was observing undertaking progress.

2.5 MEASURES OF PROJECT MANAGEMENT PERFORMANCE IN THE BEVERAGE INDUSTRY

The perspective of this study is project management performance as opposed to project performance (De Wit, 1988). Project management performance is typically measured in terms of time, cost and quality. Project performance is a far broader concept, involving the objectives of all stakeholders throughout the project life cycle. Cost and time are often closely correlated, whereas quality is known to compete with the two former performance indicators (Might and Fischer, 1985). Moreover, budget and schedule performance generally manifest themselves in the course of project implementation (Atkinson, 1999), whereas quality is a multi-faceted concept with a more fluid measurement horizon (De Wit, 1988; Shenhar and Levy, 1997). Notably, an assessment of quality typically requires multiple outsider perspectives (Turner and Zolin, 2012).

2.5.1 Service Quality

Carrillat et al., (2007) attest to the importance of service quality as a factor underlying business performance and an organisation's long-term feasibility. According to Cronin and Taylor (1992), there is interest in the measurement of service quality, as services

18

have become increasingly important in the global economy, and organisations need to focus on offering and delivering higher quality services in order to maintain their competitive stance. Szmigin (1993) has modified and expanded Grönroos' model and offers three components of service quality: 'hard quality', relating to technical quality; 'soft quality' which equates to functional quality; and 'outcome quality' which refers to the achievement of the desired goal or outcome. This fits well with the classification of project success adopted in this study; the hard and soft quality, which are collectively referred to as 'process satisfaction' by Szmigin (1993) is comparable

to the dimensions of creative competence and project management, whilst the outcome quality equates with project outcome.

Szmigin (1993) claims that the hard and soft aspects of quality impact on the day to day aspects of the relationship, however, the service providers would be judged in the long run on their outcome quality. Stan et al. (2007) agree on the relative importance of the three areas of service quality, i.e. creativity, client service and campaign results.

2.5.2 Brand Loyalty

Brand loyalty is defined as "the biased (non-random) behavioural response (purchase) expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of brands and is a function of psychological processes" (Jacoby, 1971, p. 25). There are a total of six dimensions involved in brand loyalty, which particularly involves re-patronage intentions, satisfaction level, brand preference, price premium, switching cost and brand commitment (Aaker, 1991).

Brand loyalty is commonly spotted as the key focus of every firm's marketing strategies, especially in the beverage industry, whose markets are comparatively tough and highly undifferentiated (Fournier and Yao, 1997). Organizations achieving greater

number of loyal customers are said to be capable of subsequently gaining higher market shares, earning higher return on investment rates, enhancing bargaining power from different suppliers and distribution channels, and eliciting positive wordof-mouth communication (Nawaz and Usman, 2011).

2.5.3 Product Innovation

Firm-specific advantages in the new product development reflect the innovation project's philosophy of how to develop new products through a deeply rooted set of values and beliefs that guides the firm's attempt to achieve product innovation performance (Jeong et al., 2006; Spanjol et al., 1997). Firm-specific advantages focus on how the innovation projects should interact with external environments such as the market and technology to conduct a new product.

In the context of new product development, firm-specific advantages may provide a source that helps firms build core competency in fast changing environments (Zhou et al., 1997). Therefore, core competency perspective provides a useful perspective for examining the role of firm-specific advantages in explaining innovative performance. The core competency perspective is one theoretical perspective that allows me to elucidate the potential effects of firm-specific advantages on innovative performance. The core competency perspective stresses the critical role of capabilities to integrate internal and external capabilities to echo rapidly changing environments (Teece et al., 1997; Wilden et al., 2013). Firm-specific advantages can be usually categorized into two elements including marketing and RandD (Atuahene-Gima et al., 2001; Calantone et al., 2006; Gatignon et al., 1997; Jaworski et al., 1993; Kim et al., 2013; Slater et al., 1995 and Story et al., 2015). These two dimensions of firm-specific advantages suggest that, under conditions of new product development process, firms are likely to integrate

a market pull power (i.e., marketing orientation) with a technology push power (i.e., RandD orientation) in explaining innovative performance.

2.5.4 Customer Satisfaction

Satisfying customer is one of the ultimate goals that service organisations seek, due to the long term benefits of having satisfied customers such as positive word of mouth comment, customer loyalty, and sustainable profitability (Greenwell et al., 2002, Liu and Jang, 2009). Customer satisfaction has generally been studied in past research as a unidimensional construct that measures the overall satisfaction with the service organisation as a result of the aggregate judgement of all interactions and touch points with the beverage industry (Yang and Peterson, 2004, Chen and Tsai, 2008).

2.6 CHALLENGES OF PROJECT MANAGEMENT PRACTICES IN THE BEVERAGE INDUSTRY

Process manufacturers working in the food and beverage industries face difficult and stringent project requirements from both regulatory agencies such as the FDA and customers. With a new perspective on health and nutrition comes more stringent project requirements for process manufacturers that are increasingly more difficult to achieve. There are several steps a manufacturer must take to have their product deemed fully free of gluten, including additional requirements put in place by the

FDA to garner their seal of approval (Trimber, 2017).

2.6.1 Ensuring label claims.

Food products are required to have nutritional labels. Manufacturers must be able to support the information provided on those labels by being fully transparent about all ingredients used. In the chemical and pharmaceutical industries, the equivalent would be the requirement for nutraceutical supplemental facts panels (Trimber, 2017).

2.6.2 Managing labels and reports.

For a product to go to market, there are a number of certificates and reports that must be generated. These include, but are not limited to:

- Authenticity;
- Analysis;
- Quality testing;
- Safety data sheets (SDS); and ☐ Electronic signatures.

2.6.3 Speed traceability.

Manufacturers are required to be able to trace raw materials through to the finished product. They also must be able to trace the products in reverse, by tracking back to the raw materials from a finished product. This is especially necessary if there happens to be a recall on a certain product. To accomplish this, the software solution must have adequate lot tracking and serialization capabilities for successful and effective traceability. Supporting traceability requires the ability to drill down into purchase orders, specifications, batch jobs, QC tests, inventory, sales orders, and shipments. Having it well organized and structured appropriately within the system allows for quick analysis (Trimber, 2017)

2.6.4 Managing the manufacturing process.

Managing manufacturing-related issues is also important. This includes being able to produce certain documents like non-conformance reports (NCR), root cause analysis, corrective action and preventive action (CAPA) (Trimber, 2017).

2.7 CHAPTER SUMMARY

The chapter reviewed literature on the topic under study. The chapter looked at the overview of the beverage industries in Ghana, project management and project management practices in the beverage industries, measures of project management performance in the beverage industry, and theories of project management. The chapter identified a gap that exists in the beverage industries in so far as project management practices are concerned.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter focuses on the research technique, approach and methodology. It furnishes information on the study area, research approach, methods and strategies. Again, the chapter throws light on the target population, sample size and sampling technique, sources of data, data collection instrument, validity and reliability of research instrument.

3.2 AREA OF STUDY

Greater Accra Region was chosen for the study in that the region is regarded as the vibrant business hub in Ghana. Apart from it being the business hub, it is the main branch of Coca Cola Company in Ghana, where continuous manufacturing and production, distribution and consumption of Coca Cola products take place.

3.3 RESEARCH APPROACH AND METHODS

There are two main research approaches these are the inductive and deductive approach. As per Trochim (2006), deductive thinking moves from the general to the particular in

that contentions depend on standards, laws and are broadly acknowledged standards, while the inductive deals with the development of theories. The study investigates into the effective project management practices in the beverage industry taking Coca Cola Company in Ghana. This research is based on deductive approach as it involves the use of already existing theories, thus, quantitative methods was adopted to make inference into the effective project management practices in the Coca Cola Company. The study adapts the quantitative approach because quantitative research in natural science and social science involved systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques Fellows et al., (2015). It also used deductive approach and thus associated with verification of theory and hypothesis testing and its data is collected by queries to a targeted population, with answers recorded in numeric codes or actual numbers Ary et al., (2018). The common data collection techniques use in quantitative research are questionnaires, test, and existing database. Quantitative research is formal, objective and deductive approach to problem solving and also uses deductive reasoning to synthesize data Thomas et al., (2018). Again, findings of the research can be generalized from the study sample to the larger target population. Also, the researcher and the research participant can remain independent and not influence one another. In addition, cause effect relationships can be tested since there is only one single reality that can be measured at a given time. Hence, this study adopted the deductive approach in order to establish the effective project management practices in the Coca Cola Company.

3.4 RESEARCH STRATEGY

This research study used a questionnaire-based survey to facilitate the achievement of the main research objective. Two main characteristics describe the purposes of a survey. Firstly, surveys aim to produce some descriptions about the distribution of phenomena

in a population (Ling et al., 2008). Therefore, a survey analysis may be concerned with comparing the relationship between variables, or with demonstrating the finding, descriptively (Zikmund et al., 2009). Secondly, surveys are used to collect information from research population through use of structured questions. Additionally, a survey provides a means for collection of a large amount of data from a substantial population in a highly economical way and it also operates on a foundation of statistical sampling to protect a particular representative dataset (Liu, 2008).

3.5 TARGET POPULATION

Literally, this refers to the aggregate number of people found within a particular area. In other words, Saunders (2007), consider a population as the complete set of cases whether human beings or not from which a sample is selected or drawn. Likewise, population is also considered as a collection of items or individuals with one or more common characteristics from which data can be elicited and analysed (Kumar, 1999). In addition, Oxford Advanced Learners' Dictionary also defines population as all the people living in a particular country, city or area.

Also, Ruben and Babbie (1989), define study population as the sum of all elements from which the sample is actually selected. In this regard, all staff including management members and customers of the main branch of Cocoa Cola Company in Greater Accra Region represent the population for this research.

3.5.1 Sample Size Sampling Technique

The study utilized purposive sampling strategy to sift data from the respondents in light of two reasons: first, simple choice and distinguishing proof of people or gatherings of people that are capable and all around vexed in data with a wonder of intrigue

(Cresswell et al., 2011), and secondly, the significance of readiness and accessibility to take an interest, and the capacity to convey encounters and feelings in an expressive, intelligent way, and understandable (Bernard, 2002; Spradley, 1979). However, according to Israel (1992) if a population is less 200, the total population should be considered for the sample size. Hence, in this study the sample size is equal to the population.

3.6 SOURCES OF DATA

The research study made use of two sources of data; primary and secondary sources of data. The primary data were gathered from the respondents selected for the research work. This source of data formed comprised the first-hand information and solely meant for this research work and was retrieved through questionnaires issued to respondents. This agreed with Brown (2005), who asserted that a primary source provides direct or first-hand evidence about an event or information. Additionally, secondary source of data was gathered through various documented ongoing projects in the beverage industry. Secondary data was the type of data, which already existed, and not purposefully for this research work.

3.7 INSTRUMENT FOR DATA GATHERING

Questionnaires were the fundamental instruments used to gather data for the research work. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Gujarati, 2002). The use of questionnaire in this study had several advantages, which include the ability to reach all respondents and was economical to use in terms of money and time. A 4-point Likert scale that ranged from strongly disagree (=1) to strongly agree (=4) was used to measure

all items. To correctly analyse the extent to which the constructs (indicator variables) measure the characteristics, the following range were categorized: Strongly

Disagree (1.00 – 1.75), Disagree (1.76 – 2.50), Agree (2.51 -3.25) and strongly Agree (3.25 – 4.00). To design and setup the survey questionnaire, enquiry questions were grouped from the general to the more specific. The first section of the questionnaire was developed to collect information about the demographic characteristics of staff of the Coca Cola Company while the second section deals with the effectiveness of project management practices and measures of project management performance in the company.

3.7.1 Validity and Reliability of Research Instrument

Three (3) to five (5) respondents were utilized as pre-test to guarantee increment legitimacy, understanding, troublesome inquiries and respondents' readiness to react to questions (Ghauri et al., 2005; Orodho, 2012). Pre-testing made dialect clearer and tried exactness and manageability of instrument. Pre-test respondents were chosen haphazardly from the focused-on populace. Survey was given to project specialists and beverage industry experts to cross check regardless of whether modified issues were delineated to guarantee content validity. The changes made from these specialists and experts together with those from the pre-test were joined in the last

poll.

3.8 ANALYSIS OF DATA

Data analysis process entails the process of packaging the collected data putting in order and structuring its major elements in a way that the results can be easily and efficiently communicated. The data analysis was conducted through the use of the software

Statistical Package for Social Scientist (SPSS) version 21. The presentation and analysis were conducted through statistical mean score ranking.

3.9 CHAPTER SUMMARY

This section depicted the techniques by which information required for the examination is gathered. In particular, it secured the exploration strategies, approach, system, populace, test and inspecting methods, and research instruments, information gathering strategy, instrument legitimacy and instrument unwavering quality.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the study's results and the discussions of the findings. The key sections of the chapter include: overview of the study areas, respondent profile, descriptive results, measurement assessment, discussions, and chapter conclusion.

4.2 RESPONDENTS' PROFILE

The study was to assess the effectiveness of project management practices and performance in the beverage industry in Ghana. The study used a sample of employees in the Coca Cola Company in the main branch in Greater Accra Region of Ghana. The study administered 50 questionnaires and 50 were retrieved. Preliminary checks for incompleteness however revealed that 50 could be considered usable for the study. As shown in Table 4.2, majority of the respondents had JHS certificate

(36.6%, n=50) while those holding professional certificate (19.5%, n=50), SHS/O Level certificate (12.2%, n=50) or bachelor degree holders (4.9%, n=50). Again, with professional qualification majority were fellows (56.7%, n=50). Full members represent (26.7%, n=50) and (16.7%, n=50) represent associate members. Regarding

professional experience, almost all the workers on the project had less than ten years

working experience (73.2%, n=50).

Table 4.1 Profile of Respondents

Variable	Category	% of n
Educational level	JHS Certificate	50.0
		16.7
	SHS Certificate	26.7
		6.7
	Professional Certificate	
	Bachelor's Degree	
Professional Background	PMP	12.2
	MandE	15.1
	Programms Manager	15.1
	Portfolio Manager	4.9
	Project Manager	56.7
Professional Qualification	Fellow	56.7
	Associate Member Full	16.7
	Member	26.7
Professional Experience	Less than 10yrs	73.2
	10 – 19yrs	10
	20 – 29yrs	11
	30 and above	7

Source: Field study (2018)

4.3 DESCRIPTIVE RESULTS

This section presents descriptive results on the study's constructs – that is effective

project management practices, project management performance and challenges of

project management practices.   A 4-point Likert scale that ranged from strongly

disagree (=1) to strongly agree (=4) was used to measure all items. To correctly analyse

the extent to which the constructs (indicator variables) measure the characteristics, the following range were categorized: Strongly Disagree (1.00 – 1.75), Disagree (1.76 – 2.50), Agree (2.51 -3.25) and Strongly Agree (3.25 – 4.00.

4.3.1 Project Management Practices in the Coca Cola Company

Fifteen (15) items, three adopted from Pinto and Slevin (1988) to measure project vision, three adopted from (Besner and Hobbs, 2008; Lester, 1998; Whittaker, 1999; Zwikael and Globerson, 2004; Johnson et al., 2001; McManus, 2004) to measure top management support, three adopted from Gibson and Gebken, (2003) to measure project schedule/plan, three adopted from (Emmitte, 2010; Edward, 1996; and Awati,

2010) to measure effective project communication and three adopted from PapkeShields et al. 2010; and Kamau and Mohamed, (2013), to monitoring and feedback. To make the results easily interpretable and understandable, the scores obtained were recorded to reflect effective project management practices. Respectively, the study rephrased the dimensions of effective project management practices as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 4.2a. On the whole, project management practices are not effective in the Coca Cola Company. The overall mean and the standard deviation indicating effective project management practices are 2.38 and 0.893 respectively. The dimensions of effective project management practices were project vision, top management support, project schedule/plan, effective project communication and monitoring and feedback. The mean value of 2.5 with standard deviation of 0.922 indicate that project vision which is measured by three indicators is the most underutilised project management practice. Also, top management support with indicators had a mean of 2.3 and a standard deviation of 0.913 indicating the level at

which top management support is underutilized as a project management practice. The mean and the standard deviation values for project schedule/plan which is measured by three indicators are 2.3 and 0.886 respectively.

Effective project communication with three indicators had mean value of 2.4 and standard deviation of 0.893. Again, monitoring and feedback which is measured by three indicators had a mean and standard deviation values of 2.4 and 0.851 respectively. To summarise, project management practices, though utilised are not effective in the Coca Cola Company and that the greatest project management practice problem is defining the vision of a project to be undertaken.

Table 4.2a Extent of Project Management Practices

Item Code	Item Statement	Mean	Std Dev	Rank	Overall ranking
	Project Vision				
1	Clear project objectives	2.6	0.932	1st	
2	Project team members understand objectives	2.4	0.937	3rd	
3	Project objectives are in line with company vision	2.5	0.897	2nd	
		2.5	**0.922**		1st
	Top Management Support				
1	Top managers are in full control	2.3	0.867	3rd	
2	Top managers ensure connectivity and interactivity	2.3	0.937	2nd	
3	Top managers encourage project team members	2.5	0.937	1st	
		2.3	**0.913**		3rd
	Project Schedule/Plan				
1	Good and clear schedule for a project	2.1	0.877	3rd	
2	Good pre-venture arrangement	2.6	0.911	1st	
3	Project is performed according to schedule	2.4	0.871	2nd	
		2.3	**0.886**		3rd

		Effective Project Communication				
1	Communication is bottom-down	2.6	0.932		
2	Feedbacks are given project team members	2.5	0.937		
3	Team members collaborate, share, collate and integrate information	2.3	0.811		
		2.4	**0.893**		**2nd**
	Monitoring and Feedback				
1	Progress reports are given	2.4	0.823		
2	Status reports are given	2.6	0.911		
3	Projects achieve their overall objectives	2.3	0.821		
		2.4	**0.851**		**2nd**

Source: Field study (2018)

4.3.2 Project Management Performance in the Coca Cola Company

Twelve (12) items, three adopted from (Carrillat et al., 2007; Cronin and Taylor 1992; and Szmigin 1993) to measure service quality, four adopted from (Jacoby, 1971; Aaker, 1991; Fournier and Yao, 1997; Nawaz and Usman, 2011) to measure brand loyalty, two adopted from Jeong et al., 2006; Spanjol et al., 1997; AtuaheneGima et al., 2001; Calantone et al., 2006; Gatignon et al., 1997; Jaworski et al., 1993; Kim et al., 2013; Slater et al., 1995 and Story et al., 2015) to measure product innovation and three adopted from (Greenwell et al., 2002, Liu and Jang, 2009 and

Yang and Peterson, 2004; Chen and Tsai, 2008) to measure customer satisfaction. Four variables – service quality, brand loyalty, product innovation and consumer satisfaction. Two of the variables, service quality and consumer satisfaction were measured by three indicators whilst brand loyalty and product innovation were measured by four and two indicators respectively. Respectively, the study rephrased the dimensions of project management performance as outlined below. The

descriptive statistics of the items and their overall average score are shown in Tables 4.2b. On a whole, project management performance is not good and encouraging in the Coca Cola Company. The overall mean and the standard deviation indicating project management performance are 3.37 and 0.893 respectively. The mean value of 3.5 with standard deviation of 0.926 indicate that service quality which is measured by three indicators is seen as the best project management performance. Also, customer satisfaction with three indicators had a mean of 3.4 and a standard deviation of 0.863 indicate the extent to which customer satisfaction is valued as project management performance indicator in the beverage industry.

More importantly, brand loyalty and product innovation measured by four indicators and two indicators had mean and standard deviation values of 3.3 (0.883) and 3.3 (0.877) respectively.

Table 4.2b   Extent of Project Management Performance

Item Code	Item Statement	Mean	Std Dev	Rank	Overall ranking
	Service Quality				
1	Client service is assured	3.6	0.935	1st	
2	Campaign/advertising result is achieved	3.4	0.947	3rd	
3	Creativity is assured	3.5	0.897	2nd	
		3.5	**0.926**		**1st**
	Brand Loyalty				
1	Customer re-patronage intentions is guaranteed	3.3	0.967	3rd	
2	Customer satisfaction level assured	3.3	0.837	2nd	
3	Brand is preferred by customers	3.5	0.917	1st	
4	Company is committed to brand	3.1	0.811		
		3.3	**0.883**		**3rd**
	Product Innovation				

1	Research and development is sufficient	3.1	0.971	2nd	
2	Enough market orientation	3.6	0.851	1st	
		3.3	**0.877**		3nd
	Customer Satisfaction				
1	Customer loyalty	3.6	0.832		
2	Positive word of mouth	3.5	0.936		
3	Sustainable profitability	3.3	0.822		
		3.4	**0.863**		2nd

4.3.3 Project Management Implementation Challenges in the Coca Cola Company

Ten (10) items, each from a characteristic were adopted from (Trimber, 2017) to measure project management implementation challenges in the beverage industry.

Four variables – ensuring label claims, managing labels and reports, speed traceability and managing the manufacturing process. Two of the variables, ensuring label claims and speed traceability were measured by two indicators whilst managing labels and reports and managing the manufacturing process were measured by three indicators. Respectively, the study rephrased the dimensions of project management implementation challenges as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 4.2c. On a whole, there are implementation challenges in the Coca Cola Company. The overall mean and the standard deviation indicating project management implementation challenges are 3.27 and 0.915 respectively. The mean value of 3.4 with standard deviation of 0.927 indicate that managing the manufacturing process which is measured by three indicators is seen as the most important project management implementation challenge. Also, managing labels and reports with three indicators had a mean of 3.3 and a standard deviation of 0.913 indicating the extent to which managing labels and report is seen as project management implementation challenge in the beverage industry. More importantly,

ensuring label claims and speed traceability both measured by two indicators had mean and standard deviation values of 3.2 (0.934) and 3.2 (0.886) respectively. From the ongoing description, it is concluded that there are project management implementation challenges in the Coca Cola Company and that the greatest implementation challenge is managing the manufacturing process.

Table 4.2c Extent of Project Management Implementation Challenges

Item Code	Item Statement	Mean	Std Dev	Rank	Overall ranking
	Ensuring Label Claims				
1	Ensuring transparency is difficult	3.2	0.932	1st	
2	Difficulty in ensuring label information	3.3	0.937	3rd	
		3.2	**0.934**		**3rd**
	Managing Labels and Reports				
1	Difficulty in managing authenticity	3.4	0.867	3rd	
2	Difficulty in managing quality testing	3.4	0.937	2nd	
3	Difficulty in managing safety	3.3	0.937	1st	
		3.3	**0.913**		**2nd**
	Speed Traceability				
1	Difficulty in tracing raw materials	3.1	0.877	3rd	
2	Difficulty in doing quick analysis on product	3.4	0.911	1st	
		3.2	0.871	2nd	
		3.2	**0.886**		**3nd**
	Managing the Manufacturing Process				

1	Non-conformance report is difficult to be prepared	3.3	0.913		
2	Difficult to do root cause analysis	3.6	0.932		
3	Difficult to take corrective and preventive action	3.5	0.937		
		3.4	**0.927**		**1st**

4.4 DISCUSSIONS

There is a growing need for the management of projects in business organizations. In recent years, researchers have become increasingly interested in factors that may have an impact on project management effectiveness. Prior research in the area has examined different ways of organizing project management (Turner et al., 1998). Critical success and failure factors in project management (Belassi and Tukel, 1996) point out the need for empirical studies of how project management tools and methods could be used to improve the quality of project management. It is asserted that the Ghanaian beverage industry has for many years played a significant role in contributing not only to the general nutrition of Ghanaians but the overall development of the Ghanaian economy. Apart from the fiscal contribution of the beverage industry to Ghana's economy, beverages are often at the center of all Ghanaian festivities, providing refreshment and quenching the thirst of millions of Ghanaians of all ages (GBA, 2017). Clearly, the beverage industry is lucrative with a potential for high profits, but there are several obstacles to overcome in order to capture the market share. In an attempt to contribute to these refined findings, the present study relied on a sample of 72 employees in the Coca Cola Company in Greater Accra Region of Ghana. The results obtained are discussed below:

4.4.1 Project Management Practices in the Coca Cola Company

Descriptive results obtained show that project management practices in the Coca Cola Company is not effective and that managers take condemned steps to make it more effective. On a scale of 1 to 4, the study, on the average, scored 2.38 on the 15-item (adopted from Pinto and Slevin 1988) used to measure effective project management. In their study of project management practices, they found that effective project management practices compose of project vision, top management support, project schedule/plan, effective project communication and monitoring and feedback. Each measure was further measured by three (3) indicators. Project vision was measured by indicators such as clear project objectives, project team members understand objectives and project objectives are in line with company vision. The overall mean for these indicators was 2.5. With regard to top management support, three indicators – top managers are in full control, top managers ensure connectivity and interactivity and top managers encourage project team members. It is evidenced that the overall mean score for the three indicators was 2.3. Project schedule/plan which was measured by three indicators – good and clear schedule for a project, good pre-venture arrangement and project is performed according to schedule had a mean score of 2.3. Effective project communication has an overall mean score of 2.4 regarding the three indicators – communication is bottom-down, feedbacks are given to project team members and team members collaborate, share, collate and integrate information used. Monitoring and feedback as a measure of effective project management practices was assessed using three indicators – progress report is given; status report is given and projects achieve their overall objective scored a mean value of 2.4. Based on these findings, it is concluded that project vision is ranked first (1st) among the five (5) dimensions used in assessing the effectiveness of project management practices and that defining project vision is under practiced in the Coca

37

Cola Company in Ghana. These findings contradict the findings of Pinto and Slevin (1988) that indicated that project vision is the most effective project management practices and that project vision aids in the fastest execution of projects.

4.4.2 Project Management Performance in the Coca Cola Company

Descriptive results obtained show that project management performance in the Coca Cola Company is better in that managers take condemned steps to improve on their management performance. On a scale of 1 to 4, the study, on the average, scored 3.37 on the twelve (12) items adopted from (Stan et al., 2007), (Nawaz and Usman, 2011), (Atuahene-Gima et al., 2001; Calantone et al., 2006; Gatignon et al., 1997; Jaworski et al., 1993; Kim et al., 2013; Slater et al., 1995 and Story et al., 2015) and (Greenwell et al., 2002, Liu and Jang, 2009) to measure project management performance in the beverage industry. In their study of project management performance, they found that project management performance comprises service quality, brand loyalty, product innovation and consumer satisfaction. Each dimension was further measured by two (2), three (3) and four (4) indicators. Service quality was measured by indicators such as creativity is assured, client service is assured and campaign/advertising results are achieved. The overall mean for these indicators was 3.5. With regard to brand loyalty, four indicators – customer re-purchase intentions, customer satisfaction level assured, and customer prefer brand and company's brand commitment. From the analysis, it is evidenced that the overall mean score for the four indicators was 3.3. Product innovation which was measured by two indicators – sufficient research and development and enough market orientation had a mean score of 3.3. Customer satisfaction had an overall mean score of 3.4 regarding the three indicators – customer loyalty, positive word of mouth and sustainable profitability used. Based on these findings, it is concluded that customer satisfaction is ranked first (1st) among the four

(4) dimensions used in assessing project management performance.

4.4.3 Project Management Implementation Challenges in the Coca Cola Company

Descriptive results obtained show that project management implementation challenges in the Coca Cola Company is delaying project delivery in that managers take condemned actions to overcome the project management implementation

challenges. On a scale of 1 to 4, the study, on the average, scored 3.27 on the ten (10) items were adopted from (Trimber, 2017) to measure project management implementation challenges in the beverage industry. In his study of project management implementation challenges, he found that project management implementation challenges compose of ensuring label claims, managing labels and reports, speed traceability and managing the manufacturing process. Each dimension was further measured by two (2) and three (3) indicators. Ensuring label claims was measured by indicators such as ensuring transparency is difficult and difficulty in ensuring label information. The overall mean for these indicators was 3.2. With regard to measuring labels and reports, three indicators – authenticity, quality testing and safety. From the analysis, it is evidenced that the overall mean score for the three indicators was 3.3. Speed traceability was measured by two indicators – tracing raw materials and quick analysis on product had a mean score of 3.2. Managing the manufacturing process had an overall mean score of 3.4 regarding the three indicators – non-conformance report, root cause analysis and corrective and preventive action used. Based on these findings, it is concluded that managing the manufacturing process is ranked first (1st) among the four (4) dimensions used in assessing project management implementation challenges.

4.5 CHAPTER CONCLUSION

This chapter presented the study's results and findings. It also discusses the findings in relation to the study's objectives, underpinning theories, and the pertinent literature. The subsequent chapter, presents the summary of the findings, conclusion, and recommendation of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of the study was to assess the effectiveness of project management practices and performance in the Coca Cola Company in Greater Accra Region of Ghana. This chapter of the study provides summary of the study findings in congruence with the slated research objectives. The chapter also presents thorough conclusion and recommendations based on the findings discovered by the study. The recommendations of the study covered two broad areas namely policy or practical recommendations and future research recommendations. Whilst the practical recommendations cover steps to improve project management practices and project implementation challenges, future research recommendations cover information for future researchers on the topic understudy.

5.2 SUMMARY OF FINDINGS

The claim that the beverages sector contributed approximately US$125m to the GDP of Ghana and again plays a critical role in the Ghanaian economy by providing thousands of direct and indirect employment opportunities across the value chain is the plausible. However, executing projects in the beverage industry is not an easy task. Top managers and supporting staff grapple with the basics of managing projects in the industry. Project management practices, performance and implementation challenges are seen in various forms ranging from project vision, top management support, project schedule/plan, effective project communication and monitoring and feedback, service quality, brand loyalty, product innovation and consumer satisfaction and ensuring label claims, managing labels and reports, speed traceability and managing the manufacturing process.

In the light of this, the purpose of the study was to assess the effectiveness of project management practices and performance in the Coca Cola Company in Greater Accra Region of Ghana.

5.2.1 Review of Project Management Practices

The first objective of the study was to identify the project management practices in the Coca Cola Company. The study found that project management practices in the company are ineffective and defining project vision is the greatest project management practice problem in the company.

5.2.2 Review of Project Management Performance

The second objective of the study was to identify the project management performance criteria in the Coca Cola Company. The study concluded that the company has excellent project performance criteria mostly ensuring that consumers satisfaction is maximised.

5.2.3 Review of Project Management Implementation Challenges

The third objective of the study was to identify the project management implementation challenges in Coca Cola Company. The study found that the company faces project management challenges of which managing the manufacturing process is the most serious.

5.3 CONCLUSION

The beverage industry plays a vital role in the Ghanaian economy in that employees should be given enough training on how to manage projects. Beverage is of great interest to consumers and the industry should therefore be better managed to provide the desired benefits to consumers.

5.4 RECOMMENDATIONS

Based on the findings the following recommendations are provided;

The study found that project management practices are ineffective. Therefore, it is recommended that project implementers trained to use their project management skills solve practical challenges to enhance the benefits to consumers. It is recommended strongly that the project team be given the required project management orientation in order to improve their performance and project delivery.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The following future research recommendations are provided;

Future researchers can examine the other project management implementation challenges of beverage industries in Ghana and how this affects industry's growth and development. Future researchers can explore the implementation strategies of beverage industries projects and how these contribute to the effectiveness and efficiency of project performance.

REFERENCES

Aaker, D., (1991). Managing Brand Equity. Free Press, New York, NY.

Ary, D., Jacobs, L.C., Irvine, C.K.S. and Walker, D., 2018. *Introduction to research in education*. Cengage Learning.

Association of Ghana Industry (2015). Presenting industry's position papers on specific policies to government and stakeholders.

Association of Ghana Industry (2017). Analysis and monitoring of policy impact on businesses.

Atkinson, R., (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. Int. J. Proj. Manag. 17, 337–342

Awati K. (1993). Obstacles to project communication. [online]. Available from: <http://www.projectsmart.co.uk/obstacles-to-projectcommunication.

B.J. Jaworski, and A.K. Kohli (1993). Market orientation: antecedents and consequences, J. Market. 57 (3) (1993) 53–70.

Bigliardi, F. Galati. Innovation trends in the food industry: the case of functional

    foods

BMI Research (2016). Commentary and analysis in the Food and Beverage Industry.

Bowen PA, and Edwards PJ. Interpersonal communication in cost planning during the

    building design phase. Construction Management and

Burke R. (2010). Fundamentals of project management: tools and techniques.

    Ringwood: Burke Pub; 2010.

C. Pinna, L. Plo, V. Robin, P. Girard, S. Terzi. An approach to improve

    implementation of PLM solution in food industry–case study of Poult

    Group

Carrillat, F.A., Jaramillo, F., and Mulki, J.P., (2007). The validity of the SERVQUAL

    and SERVPERF scales: a meta-analytic view of 17 years of research across

    five continents. Int. J. Serv. Ind. Manag. 18 (5), 472–490.

Chen, C.F., Tsai, M.H., (2008). Perceived value, satisfaction, and loyalty of TV travel

    product shopping: involvement as a moderator. Tour. Manag. 29 (6), 1166–

    1171.

Cronin, J.J., Taylor, S.A., (1992). Measuring service quality: a reexamination and

    extension. J. Mark. 56 (3), 55–68

D.J. Teece, G. Pisano, and A. Shuen, (1997). Dynamic capabilities and strategic

    management, Strat. Manag. J. 18 (7) (1997) 509–533.

Datamonitor. (2005). Global Soft Drinks: Industry Profile. New York. Reference

    Code: 0199-0802.

De Wit, A., (1988). Measurement of project success. Int. J. Proj. Manag. 6, 164–170

Economics, 14(5); 1996. pp. 395-404.

Emmitt S. (2010). Managing interdisciplinary projects: a primer for architecture, engineering and construction. London: Spon Press; 2010.

Fellows, R., Fellows, R.F. and Liu, A.M., 2015. *Research methods for construction*. John Wiley & Sons.

Fournier, S., and Yao, J., (1997). Reviving brand loyalty: a reconceptualization within the framework of consumer-brand relationships. Int. J. Res. Market. 14 (5), 451–472

Greenwell, T.C., Fink, J.S., and Pastore, D.L., (2002). Assessing the influence of the physical sports facility on customer satisfaction within the context of the service experience. Sport Manag. Rev. 5 (2), 129–148.

H. Gatignon, and J.M. Xuereb (1997). Strategic orientation of the firm new product performance, J. Market. Res. 34 (1) (1997) 77–90

H.R. Moskowitz, and I.S. Saguy, T. Straus (2010). Consumer packaged goods product development processes in the 21st century: product lifecycle management emerges as a key innovation driver html>. [Accessed 27 July 2010]; 2010. Int. J. Prod. Lifecycle Manag., 10 (2017), pp. 151-170

J. Spanjol, J. William, W.J. Qualls, and J.A. Rosa, (2011). How many and what kind? The role of strategic orientation in new product ideation, J. Prod. Innovat. Manag. 28 (2) (2011) 236–250.

Jacoby, J., (1971). A model of multi-brand loyalty. J. Advert. Res. 11 (3), 25–61.

Jeong, J.H. and Pae, D. Zhou, (2006). Antecedents and consequences of the strategic

orientations in new product development: the case of Chinese manufacturers, Ind. Market. Manag. 35 (3) (2006) 348–358.

K. Atuahene-Gima, and A. Ko, (2001). An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation, Organ. Sci. 12 (1) (2001) 54–74

K.H. Zhou, and C.B. Li, (2010). How strategic orientations influence the building of dynamic capability in emerging economies, J. Bus. Res. 63 (3) (2010) 224–231.

Kumar R., et al. (1999) *Total quality Management Success Factors in North Indian Manufacturing and Service Industries*. The TQM Journal. 23 (1) 36-46.

Liu, Y., Jang, S., (2009). Perceptions of Chinese restaurants in the US: what affects customer satisfaction and behavioral intentions? Int. J. Hosp. Manag. 28 (3), 338–348

Might, R.J., and Fischer, W.A., (1985). The role of structural factors in determining project management success. IEEE Trans. Eng. Manag. EM-32, 71–77.

N. Kim, S. and Im, S.F. Slater, (2013). Impact of knowledge type and strategic orientation on new product creativity and advantage in high-technology firms, J. Prod. Innovat. Manag. 30 (1) (2013) 136–153

Nawaz, N., Usman, A., (2011). What makes customers brand loyal: a study on telecommunication sector of Pakistan. Int. J. Bus. Soc. Sci. 2 (14), 213–221. Organization and Management, 3(2). 2011. p. 127-138.

R. Wilden, S.P. GuderganAuthor Vitae, B.B. NielsenAuthor and Vitae, I. Lings, (2013). Dynamic capabilities and performance: strategy, structure and environment, Long. Range Plan. 46 (1–2) (2013) 72–96

R.J. Calantone, K. Chan, and A.S. Cui, (2006). Decomposing product innovativeness and its effects on new product success, J. Prod. Innovat. Manag. 23 (5) (2006) 408–421

R.J. Lehmann, R. Reiche, and G. Schiefer (2012). Future internet and the agri-food sector: state-of-the-art in literature and research Comput. Electron. Agric., 89 (2012), pp. 158 174, 10.1016/j.compag.2012.09.005

S.F. Slater, and J.C. Narver, (1995). Market orientation and the learning organization, J. Market. 59 (3) (1995) 63–74.

Shenhar, A.J., Levy, O., (1997). Mapping the dimensions of project success. Proj. Manag. J. 28, 5–13.

Stan, S., Evans, K.R., Wood, C.M., and Stinson, J.L., (2007). Segment differences in the assymetric effects of service quality on business customer relationships. J. Serv. Mark. 21 (5), 358–369

Szmigin, I.T.D., (1993). Managing quality in business to business services. Eur. J. Mark. 27 (1), 5–21

Talukhaba A, Mutunga and T, Miruka CO. (2010). Indicators of effective communication models in remote projects. International Journal of Project

Taylor Francis Group (Ed.), (2009). An Integr. Approach to New Food Prod. Dev., CRC Press, Boca Raton, FL (2009), pp. 113-131 Trends Food Sci. Technol., 31 (2013), pp. 118-129, 10.1016/j.tifs.2013.03.006

Thomas, J.R., Nelson, J.K. and Silverman, S.J., 2018. *Research methods in physical activity*. Human kinetics.

Turner, R., Zolin, R., (2012). Forecasting success on large projects: developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. Proj. Manag. J. 43, 87–99

V.M. Story, N. Boso, and J.W. Cadogan, (2010). The form of relationship between firm-level product innovativeness and new product performance in developed and emerging markets, J. Prod. Innovat. Manag. 32 (1) (January 2015) 45–64

Van der Walt A, Strydom JW, and Marx S, Jooste CJ. (eds.). (1996). Marketing management. 3rd ed. Kenwyn: Juta; 1996.

Van Staden E, Marx S, and Erasmus-Kritzinger L. (2004). Corporate communication: getting the message across in business. Pretoria: Van Schaik;

Yang, Z., and Peterson, R., (2004). Customer perceived value, satisfaction, and loyalty: the role of switching costs. Psychol. Mark. 21 (10), 799–822.

APPENDIX

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI, GHANA

Dear respondent,

I will highly appreciate your help if you could spend some few minutes to respond to this questionnaire on a study being carried out purposely for the partial fulfilment of Master's Degree in Project Management. The topic for the study is **Assessing the Effectiveness of Project Management Practices and Performance in the Beverage Industry in Ghana. A Case of Coca Cola Company.**

Thank you.

SECTION A: DEMOGRAPHY

1. What is your education level?

    a. BECE Certificate (   )

    b. SSCE/WASSCE/O Level Certificate (   )

    c. Professional Certificate (   )

    d. Bachelor's Degree (   )

    e. Master's Degree (   )

2. Please, indicate your Professional Background

    a. Project Management Professional (PMP) (   )

    b. Monitoring and Evaluation (MandE) Specialist (   )

    c. Programmes Manager (   )

    d. Portfolio Manager (   )

    e. Project Manager (   )

3. Professional Qualification

    a. Fellow (   )

> b. Associate Member ( )
>
> c. Full Member ( )

4. Please, indicate your Professional Experience

> a. Less than 10yrs ( )
>
> b. 10 – 19yrs ( )
>
> c. 20 – 29yrs ( )
>
> d. 30 and above ( )

SECTION B: EXTENT OF PROJECT MANAGEMENT PRACTICES

How would you rate the project management practices in the organization?

Indicate by ticking (√)

Item Code	Item Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
	Project Vision				
1	Clear project objectives				
2	Project team members understand objectives				
3	Project objectives are in line with company vision				
	Top Management Support				
1	Top managers are in full control				
2	Top managers ensure connectivity and interactivity				
3	Top managers encourage project team members				
	Project Schedule/Plan				
1	Good and clear schedule for a project				
2	Good pre venture arrangement				
3	Project is performed according to schedule				
	Effective Project Communication				
1	Communication is bottom-down				

		Strongly Disagree	Disagree	Agree	Strongly Agree
2	Feedbacks are given project team members				
3	Team members collaborate, share, collate and integrate information				
	Monitoring and Feedback				
1	Progress reports are given				
2	Status reports are given				
3	Projects achieve their overall objectives				

SECTION C: EXTENT OF PROJECT MANAGEMENT PERFORMANCE

How would you rate the project management performance in the organization?

Indicate by ticking (√)

Item Code	Item Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
	Service Quality				
1	Client service is assured				
2	Campaign/advertising result is achieved				
3	Creativity is assured				
	Brand Loyalty				
1	Customer re-patronage intentions is guaranteed				
2	Customer satisfaction level assured				
3	Brand is preferred by customers				
4	Company is committed to brand				
	Product Innovation				
1	Research and development is sufficient				
2	Enough market orientation				
	Customer Satisfaction				
1	Customer loyalty				
2	Positive word of mouth				
3	Sustainable profitability				

SECTION D: EXTENT OF PROJECT MANAGEMENT IMPLEMENTATION CHALLENGES

How would you rate the project management implementation challenges in the organization? Indicate by ticking (√)

Item Code	Item Statement	Strongly Disagree	Disagree	Agree	Strongly Agree
	Ensuring Label Claims				
1	Ensuring transparency is difficult				
2	Difficulty in ensuring label information				
	Managing Labels and Reports				
1	Difficulty in managing authenticity				
2	Difficulty in managing quality testing				
3	Difficulty in managing safety				
	Speed Traceability				
1	Difficulty in tracing raw materials				
2	Difficulty in doing quick analysis on product				
	Managing the Manufacturing Process				
1	Non-conformance report is difficult to be prepared				
2	Difficult to do root cause analysis				
3	Difficult to take corrective and preventive action				