

The Degree of Conformity of the Mission, Vision Statements & Core Values of Collapsed or Under-Receiver-ship Companies in Kenya

Moses Kibe Kihiko¹, Nickson Agusioma Lumwagi², Henry Peter Gommans³

¹ PhD candidate of Business Administration & Management, Mount Kenya University

² PhD candidate of Business Administration & Management, Mount Kenya University

³ PhD candidate of Business Administration & Management, Mount Kenya University

E-mail: mokihiko@yahoo.com, henrygommans@gmail.com, nickagush@hotmail.com,

Abstract

This study aimed at establishing the degree of conformity of mission statements, vision statements, and core value statements, of collapsed or under receivership companies in Kenya. To achieve its goals, the study used secondary data collected in newspapers, journals, blogs and internet sources that concerned the twelve (12) companies above while the hypothesis formulated was tested with standard deviation and correlation to determine the relationship between vision, mission statement and the collapse or being put under receivership. Looking at twelve (12) businesses that collapsed or put under receivership in the last twenty years in Kenya, the study established that such collapse or being put under receivership is indeed attributable more to not having mission statements, vision statements, and core value statements, in place. Out of twelve (12) companies in the list of collapsed or under-receivership, eleven (11, 91.67%) operated without a mission statement, vision statement and core values statement. Only three (3, 25%) had vision and mission as well as core value statements. Indeed, only one (1, 8.3%) had a stated vision and mission as well as core

value statements before and after collapse or under-receivership. Two of them (2, 16.6%), seem to have developed their vision and mission as well as core value statements after resuscitation efforts were done. This means that nine (9, 75%), of the companies above operated without any stated vision and mission as well as core values to guide them. Only one company (1, 8.33%) had a mission statement, vision statement and core values statement before its collapse or being put under receivership. The recommendation of the study is that all companies should have in place the vision, mission statements as well as core values, should not simply draft their vision, mission and core value statements and go on with their business as usual but rather should follow or create conformity between their vision, mission statements as well as core values and their day-to-day operations and decisions by putting up measures like having a specific person or personnel in the company who ensures that the company conforms to its vision statements, mission statements and core values as well as ensuring that vision statements, mission statements and core values are well understood by the rank and file in the company and is also adhered to.

Key words

Vision statement, mission statement, core values, collapsed, under-receivership, companies

Introduction

The purpose of the study was to establish the Degree of Conformity of the mission statements in companies that collapsed or were put under receivership within the last twenty years in Kenya. The study came up with a list of twelve companies which either collapsed or were put under receivership. The study established that companies without mission statement, vision statement or core values were more prone to collapse than those which did have the statements. Further, the study established that companies need to conform to what is in their mission statements, vision statements and core values lest they contradict their actions with what they drafted in their mission statements. Secondary data was collected for this research.

Methodology and Techniques Used

The study came up with twelve (12) companies that either collapsed or were put under receivership. Data was secondary data collected in newspapers,

journals, blogs and internet sources that concerned the twelve (12) companies above while the hypothesis formulated was tested with standard deviation and correlation to determine the relationship between vision, mission statement and the collapse or being put under receivership.

Case Study

The study came up with twelve (12) companies that either collapsed or were put under receivership as follows:

Public Company with

Government Shares/Control:

1. Kenya Planters Co-operative Union (KPCU)
2. Kenya National Assurance
3. Kenya Meat Commission
4. Pan Paper Mills
5. Nyayo Bus Service
6. Miwani Sugar Company
7. Muhoroni Sugar Company

Private Companies with

Government Shares/Control:

8. Kenya Bus Services Ltd
9. Uchumi Supermarket Limited

Private Companies without

Government Shares/Control:

10. Blue Shield Insurance (Kenya)
11. Karuturi, Naivasha

12. Mugoya Construction & Engineering Company

Results and Discussion

What is the place and importance of vision and mission statement as well core values? Ireland & Hitt, (1992) says that the corporate mission statements is an important tool of managerial practice and are largely used in strategic management and Bart (1997) and Williams (2008) adds that it gives organizational activities a sense of direction, helps to build and communicate a desirable image of a corporation and improves employees' motivation and performance.

Papulova (2014) cited the significance of vision and mission development for enterprises in Slovak Republic and came up with startling findings, that hat only 24 companies out of 242 (9,92%) did not have a vision in 2012 of these companies (without vision) were mostly micro and small enterprises (83, 43%) as it could be assumed. Small enterprises are in general less strategically oriented. Papulova continued to document that 11 companies (4, 55%) even stated that they will not consider creating a vision in the future. The rest of the companies feel the absence of vision. 22 companies (9%)

feel that vision is just a formal document without any strategic purpose. 26 companies (10, 74%) understand the importance of vision in strategic terms.

Papulova said that the majority of companies (69, 60%) consider vision as a basis for their strategy and that strategy is headed towards vision and continued to say that the vision of 90 companies (37, 19%) was created by its founder. Only 4 companies (1, 65%) used consulting services in order to help create vision. The rest of the companies used team approach to vision creations (35% strategic groups, 17% group of managers from various levels and departments). 141 companies (58, 26%) are satisfied with their vision statements and are able to identify themselves with their vision.

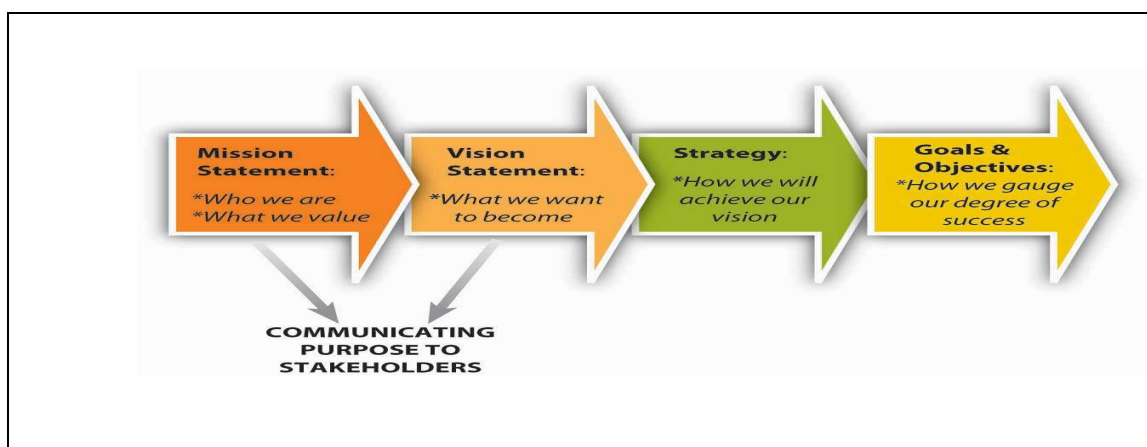
A study conducted by Olalekan (2012) about the influence of vision and mission statement on organizational effectiveness, an appraisal of a private sector experience in Nigeria found out that organizations with no vision and mission statements performed significantly worse than those with vision and mission statements.

Ilesanmi (2011) wrote about the role of strategic vision process in business development and highlighted several reasons why strategic vision is

beneficial to the organization, among them being that it provides a consistent and constant sense of direction to the organization by being the ‘light at the end of the tunnel’., it inspires the management to move towards a defined course, it helps the organization to define, set and clarify his or her goals as well as provides the management with a sense of warmth and encouragement when the going gets tough, guides the generation and development of strategies for the organization among other reasons.

Carpenter, Bauer, and Erdogan () says that mission and vision statements play three critical roles: (1) communicate the purpose of the organization to stakeholders, (2) inform strategy development, and (3) develop the measurable goals and objectives by which to gauge the success of the organization’s strategy. These interdependent, cascading roles, and the relationships among them, are summarized in the figure.

Figure 1 Key Roles of Mission and Vision



From http://images.flatworldknowledge.com/carpenter/carpenter.fig04_004.jpg

While Schein (1985) says that values are a fundamental aspect of organizations, Pant & Lachman (1998) distinguish the bridge between values and core values by pointing out that values are ‘core values’ when their influence on what people do supersedes

that of most other values in the value system. Denison (1990) emphasizes the positive impact that a “strong culture” can have on effectiveness and argues that a shared system of beliefs, values, and symbols, widely understood by an organization’s members, has a positive

impact on their ability to reach consensus and carry out coordinated actions. A high degree of shared meaning and a common frame of reference can increase an organization's capacity for coordinated action and promote a more rapid decision process. But Deal and Kennedy (1988) went further by singling out what they called "shared values" which they said define the fundamental character of their organization, the attitude that distinguishes it from all others. In this way, they create a sense of identity for those in the organization, making employees feel special. Moreover, values are a reality in the minds of most people throughout the company, not just the senior executives. It is this sense of pulling together that makes shared values so effective." Collins and Porras (2000) typify core values as the 'central and enduring tenets of the organization'. They form the 'glue that holds an organization together as it grows, decentralizes, diversifies and expands'. They remain fixed while business strategies and practices endlessly adapt to a changing world.

Several management writers gave several ways in which core values can contribute to an organization. While Bradshaw (2012) points out that strong value alignment can result in increased

job satisfaction, which is associated with greater levels of organizational commitment, Furnham & Gunter (1993) believed that an official set of core values can contribute to optimizing the 'internal integration' and 'coordination' within the organization while Enz (1986) added that they help creating more sense of unity. Robbins (1996) said that core values ensure that everyone in the organization is on the same track.

But it was Kotter & Heskett (1992) who enumerated the actual or practical benefits of core values when they found that revenues for firms with values affirming the legitimate interests of employees, customers, and stockholders (ownership), and encouraging leadership at all organizational levels (empowerment), increased by an average of 682% over an 11 year period, as compared to 166% for firms that didn't have those. Employees are more productive and satisfied when opportunities exist for them to act like stakeholders.

Did those companies that either collapse or were put under receivership had vision, mission and core values in place, and if they had, did they value them? We come up with four scenarios as follows:

Had and Valued	Had but never Valued	Never had but Valued	Never had and Never Valued
<p>These companies had in place vision, mission statements as well as core values and seems to follow their stipulations to the letter</p>	<p>These companies had in place vision, mission statements as well as core values but did not seem to follow their stipulations to the letter</p>	<p>These companies never had in place vision, mission statements as well as core values but seem to follow some stipulations similar to having them</p>	<p>These companies never had in place vision, mission statements as well as core values and likewise never seem to follow any stipulations of having them</p>

To start with the State parastatal, The Kenya Planters Co-operative Union (KPCU), one of the government parastatal which, according to the business daily was placed under receivership in October 2009 after it failed to pay Sh644 million to Kenya Commercial Bank (KCB). Even as Wahome (2014) cites KPCU woes having started in the 1990s after the sector was liberalised without the regulator, Cofffee Board of Kenya, never cushioning the union thereby making some farmers who owed the union loans estimated at sh800 million they had taken to buy inputs go without paying, and even as private players steadily eroded the market share of KPCU, leading to its inability to meet its financial obligations, the state parastatal can be assumed not to value any of the

statements because it is not known to have had any.

Another notable State parastatal is Kenya Meat Commission (KMC) which went under in 1991 due to what Nzia and Kathuri (2009) called theft and mismanagement had a stated vision, mission and core values in place but it is not clear whether it always had this or drafted the vision, mission and core value statements after it was re-opened on 26th June, 2006 after 15 years of closure. Yet another state parastatal that collapsed was The National Youth Service buses, which was entrusted in the hands of The National Youth Service (NYS), an organization created just after independence. The NYS website cites the history behind the coming of NYS buses saying that in 1986 the relations between the Kenya Bus Services, which

ran urban services in Nairobi and Mombasa and which was still UK-owned, reached a new low which prompted the then President Moi to intervene and create his own bus service which was officially launched in October 1986 with 6 buses known as DAF and, within two years he managed to set up a company with 89 buses. But the President grand plans, personnel and profits were not to be. Waweru (2013) writes that the success story would sooner turn to despair, and Nyayo Bus Service (NBS), as it came to be known, is now remembered as yet another government white elephant, joining the list of yet another case where graft eroded all gains, and, Waweru continues, in 1995 a local daily wrote that of 367 buses countrywide, only 55 were operational with the others “either collapsed or vandalized.” Today NBS is no more and there are no plans to revive it. Did NBS have a stated vision, mission statement or core values to guide it in the murky world of business? Not that one that is known of.

Probably due to entirely different reasons, another transport company to go under was Kenya Bus Services Ltd. According to Mukabanah, the Managing Consultant, Kenya Bus

Service Management Ltd, was introduced the first local bus in Kenya by the Overseas Transport Company of London using a fleet of 13 buses on 12 routes. Mukabanah continues to say that in 1966 the City Council of Nairobi (CCN) gave United Transport Overseas Services (UTOS) the then owners of Kenya Bus Services Ltd (KBS) a monopoly franchise to operate a bus service in return for a 25% shareholding stake in KBS which was, and still remains, the first form of Private Public Partnership (PPP) in Public Road Passenger Transport (PRPT).

With the introduction of State-owned Nyayo Bus Service Ltd in 1986 and shortly thereafter, the Nyayo - London look – Taxis, as well as a deregulated and untaxed informal sector, saw KBS facing serious competition. Then came in what Kamau (2013) calls the unlicensed, unlicensed, unhygienic and dangerous matatus which were faster, cheaper and less formal than other public transport, notably KBS. Even when KBS changed its name to Stagecoach - Kenya Bus In 1991, after having been bought by Stagecoach International of Britain, seven years of operation in 1998 saw Stagecoach experiencing heavy losses

as a result of unfair and wasteful competition from the Para-transit Sector, a charged political climate where several buses were burned with no compensation from the government, a corrupt government regime, high accident rates, high inflation and interest rates, devaluation of the Kenya Shilling; coupled with effects of the Elnino rains. This forced Stagecoach to sell 95% of its shares to a group of Local Investors who renamed it Kenya Bus Services Ltd. In all these, did the company have a stated vision and mission statement and core values? Yes, it had a vision and mission statement but not core values. However, these statements were available after the company was relaunched.

Though its financial deterioration started way before it actually collapsed, Uchumi Supermarket Limited collapse caught almost everyone by surprise in what Mr Masterten-Smith, the CEO, when making the announcement conceded, "It will be a huge shock," In its website, Uchumi reports that in early 2000s the company started to experience financial and operational difficulties occasioned by a sub-optimal expansion strategy coupled with weak internal control systems. But it was some six years

later, on 31st May 2006 that the Board of Directors resolved that the Company ceases operations and on 2nd June 2006, the Debenture Holders placed the Company under receivership, simultaneously the Capital Markets Authority (CMA) suspending the Company's listing on the Nairobi Securities Exchange (NSE).

Wahome (2006) reported that Uchumi has been ailing since 2001, when its board, then led by Mr. Chris Kirubi, engaged in an extravagant expansion programme that eventually pushed the company into a cash flow crisis and finally into the red. Maina (2011) was later to report a former Trade and Industry Permanent Secretary David Nalo telling the court that weak management and a poor human resource policy led to the collapse of the Uchumi chain of supermarkets. Nalo said that Uchumi may have gone under because the Board and Management undertook ambitious expansion programmes that resulted in serious cash flow problems. In the same article, Maina reports that businessman Chris Kirubi and former directors are being tried in connection with the alleged irregular sale of Uchumi Supermarket branches in Nairobi. They allegedly caused Uchumi

Aga Khan Walk branch to be sold through fraudulent means. The property was sold to Allgate Ltd for Sh147 million and then leased back to the supermarket at an inflated monthly rent of Sh1.7 million. And, though Uchumi Supermarket is one company with all vision, mission statements as well as core values, it seems to have adopted this after its revival.

Miwani and Muhoroni Sugar Companies that are already under receivership, Oyuke (2012) documenting that the sector is slowed down by ageing infrastructure, high production costs and long maturing cane variety with low sucrose content, among other problems. Oloo(2008) blogged that the the sale of Miwani land is fraudulent and smacks of high-level corruption . And, though Miwani's vision, mission statements as well as core values are unavailable, Muhoroni has had in place its vision, mission statements as well as core values and went on with them into receivership.

Even as the company was closed in 2009 following heavy loses, among them a 100 million electricity bill owed by then Kenya Power and Lighting Limited and other debtors include Kenya Commercial Bank (sh689 million), Barclays Bank(sh531

million), Bank of Baroda (sh200 million), EcoBank(sh47.5 million) and Development Bank of Kenya (sh67 million) which saw 4000 workers lose their jobs and Webuye town literally grinded to a halt, Pan Paper Mills had no stated vision and mission statement as well as core values.

Probably, the latest company to collapse is a blue chip private company touted as the world's cut flower giant, Naivasha-based Karuturi which woe could be traced in 2008 its ownership changed hands from when it was known as Sher Agencies, to Karuturi. Mwangi (2014)says that with at least Sh400 million owed to CFC Stanbic Bank and other creditors, while the Kenya Revenue Authority(KRA) is demanding Sh962 million in alleged tax evasion after the firm was found guilty of transfer mispricing, the then a darling of job seekers is now debt laden and employees have gone unpaid for months are striking. Again, Karuturi never had stated vision and mission statement as well as core values.

Due to many reasons including ethical reasons, insurance companies have also been victims of collapsed or being placed under receivership. Lukiza (2011) placed an article that talks about Blue Shield Insurance

(Kenya) which was placed under statutory management by the Insurance Regulatory Authority (IRA) in 2011, restricting it from transacting any new insurance business. Why was this done? Lukiza continues that the cause of its downfall in false claims perpetuated by individuals and cartels, mostly from the Public Service Vehicles (PSV) sector. It is estimated that 50% of all claims in the public service vehicles sector are false, a 'monster' that has 'swallowed' several other insurance companies in Kenya including United Insurance, Kenya National Assurance, Liberty, Stallion, Standard Assurance, Lakestar and Invesco-which the Matatu Owners Association (MOA) has managed to revive. Again, Blue Shield never had stated vision and mission statement as well as core values.

Private companies are not spared either, one of such companies placed under receivership being Mugoya Construction and Engineering Company. In January 2nd, 2007, Mugoya had over Sh3 billion unpaid debts to Kenya Commercial Bank (KCB), which was nearly 30 per cent of the total of nonperforming loans at the time. Oyuke (2007) says that Mugoya Construction and Engineering Company was owned by a politically

well-connected Ugandan by the name Mr. James Isabirye alias Mugoya who was contracted for virtually all major construction projects running into billions of shillings and put up many landmark buildings around Kenya. However, even as the formal receivership from Kenya Commercial Bank (KCB) landed in his desk, Oyuke says Mr. James Isabirye faces prosecution in his home country over allegations of bribery, accused of offering a bribe to National Social Security Fund (NSSF) officials to influence them award a construction tender to his firm. Again, Mugoya never had stated vision and mission statement as well as core values.

The study aimed at testing two hypotheses, that is, Hypothesis 1: H_{01} There is no significant relationship between companies having or not having the organizational mission and vision as well as core values and their collapse or being put under receivership.

Hypothesis 2: H_{02} There no significant relationship between conforming and not conforming to organizational mission and vision as well as core values and the reason of company collapse or being put under receivership.

Hypothesis 1: H₀₁ There is no significant relationship between companies having or not having the organizational mission and vision as well as core values and their collapse or being put under receivership.

Out of twelve (12) companies in the list of collapsed or under-receivership, only three (3, 25%) had vision and mission as well as core value statements. Indeed, only one (1, 8.3%) had a stated vision and mission as well as core value statements before and after collapse or under-receivership. Two of them (2, 16.6%), seem to have developed their vision and mission as well as core value statements after resuscitation efforts were done. This means that nine (9, 75%), of the companies above operated without any stated vision and mission as well as core values to guide them. Only one company (1, 8.33%) had a mission statement, vision statement and core values statement **before** its collapse or being put under receivership. Eleven others (11, 91.67%) operated without a mission statement, vision statement and core values statement. Two others companies, (2, 16.67%) developed their mission statement, vision statement and core values statement. This means that

they saw the need of the statements much later.

The great percentage of those companies that collapsed without any mission statement, vision statement and core values statement point to the fact that there was a need to have those statements. The fact that two of those companies that they saw the need of the statements much later shows the place and significance of the statements in the life of a company. Hence, the first hypothesis that there is no significant relationship between companies having or not having the organizational mission and vision as well as core values and their collapse or being put under receivership is proved right. Indeed, there is a significant relationship between companies not having the organizational mission and vision as well as core values and their collapse or being put under receivership.

Hypothesis 2: H₀₂ There no significant relationship between conforming and not conforming to organizational mission and vision as well as core values and the reason of company collapse or being put under receivership.

	Vision Statement	Mission Statement	Core Values
1. Kenya Planters Co-operative Union (KPCU)	Not available	Not available	Not available
2. Kenya National Assurance	Not available	Not available	Not available
3. Kenya Meat Commission http://www.kenya.meat.co.ke/index.php?option=com_content&view=article&id=74&Itemid=64	To be a preferred world class meat and meat products processor	To procure, process and market high quality meat and meat products at competitive prices using efficient, effective and environmentally friendly systems to the satisfaction of customers and other stakeholders	<ul style="list-style-type: none"> • Customer Service Excellence • Teamwork • Integrity • Best People • Continuous Improvement and Innovation
4. Pan Paper Mills	Not available	Not available	Not available
5. Nyayo Bus Service	Not available	Not available	Not available
Kenya Bus Services Ltd Relaunch: http://kenyabus.net/Supplement%202.pdf	To be the most professional Bus Management Company in Sub-Saharan Africa	To develop, promote and professionalize equitable and sustainable transport enterprise	
7. Miwani Sugar Company	Not available	Not available	Not available
8. Muhoroni Sugar Company	To be a competitive producer of high quality sugarcane products	To profitably produce high quality sugarcane products	<ul style="list-style-type: none"> • Leadership • Commitment • Teamwork • Integrity • Innovativeness
9. Uchumi Supermarket Limited	To be the supermarket of choice in the Eastern African Region.	To provide quality Customer Service, Maintain quality and motivated manpower, and to ensure the company's long-term professional and financial viability; while protecting the environment.	In everything we do, we live our values: <ul style="list-style-type: none"> • Integrity & Transparency • Networking. • Team-work • Commitment & Accountability • Quality Service Professionalism • Social Responsibility
10. Blue Shield Insurance (Kenya)	Not available	Not available	Not available
11. Karuturi, Naivasha	Not available	Not available	Not available
12. Mugoya Construction & Engineering Company	Not available	Not available	Not available

Among the twelve companies that collapsed or put under receivership, we come up with the following matrix:

			TOTAL
Had and Valued	These companies had in place vision, mission statements as well as core values and seems to follow their stipulations to the letter	None	0
Had but never Valued	These companies had in place vision, mission statements as well as core values but did not seem to follow their stipulations to the letter	Muhoroni Sugar Company	1, 8.33%
Never had but Valued	These companies never had in place vision, mission statements as well as core values but seem to follow some stipulations similar to having them	None. This could not possibly be listed here	0
Never had and Never Valued	These companies never had in place vision, mission statements as well as core values and likewise never seem to follow any stipulations of having them	<ol style="list-style-type: none"> 1. Kenya Planters Co-operative Union (KPCU) 2. Kenya National Assurance 3. Kenya Meat Commission 4. Pan Paper Mills 5. Nyayo Bus Service 6. Miwani Sugar Company 7. Kenya Bus Services Ltd 8. Uchumi Supermarket Limited 9. Blue Shield Insurance (Kenya) 10. Karuturi, Naivasha 11. Mugoya Construction & Engineering Company 	11,91.67

The issue of conformity or non-conformity of the vision and mission statements as well as core values with the reality on the ground can only apply to the only company that had its the vision and mission statements as well as core values in place before its collapse or being put under receivership. This company is Muhoroni Sugar Companies, a Public Company with Government Shares/Control. The mission of Muhoroni company was (and still is) to be a competitive producer of

high quality sugarcane products. Its vision is to profitably produce high quality sugarcane products. Its Core values are leadership, commitment, teamwork, integrity and innovativeness. However, apart from factors beyond its control affecting its collapse or being put under receivership like ageing infrastructure, high production costs, long maturing cane variety, low sucrose content, the company also had unethical issues like corruption, fraud, bad leadership and mismanagement, the

same issues that went against their well stated core values statement. This means that had the company heeded to the tenets of its core values, it could have avoided some of the major issues that contributed to its collapse or being put under receivership. So, the hypothesis that there no significant relationship between conforming and not conforming to organizational mission and vision as well as core values and the reason of company collapse or being put under receivership is proved wrong. These companies had in place vision, mission statements as well as core values and seems to follow their stipulations to the letter.

Eleven of the twelve companies that collapsed or were put under receivership did not have stated vision, mission and core values before their collapse or being put under receivership falling into of never-had-and-never-valued category . Only one company had in place stated vision, mission and core values statements. Despite its having the mission statements, the company fell into of had-but-never-valued category. Two of the companies seem to have put in place the vision, mission and core value statements after their collapse

Conclusions

That many companies collapsed or were put under receivership lacked vision, mission and core value statements point to the correlation between those companies reason of collapse or being put under receivership and their lack of those statements. Therefore, there is higher likelihood of companies that lack vision, mission and core value statements collapsing or being put under receivership than those that have those statements in place.

Again, that one company that collapsed or was put under receivership had all the three statements in place shows the high relationship between having the mission, vision statements and core values and the need to follow what companies stipulate in their vision, mission and core value statements. Hence, having the vision, mission statements as well as core values and not following their stipulations is the same as not having them in the first place.

Again, that two of the companies' revival plans after their collapse or being put under receivership was to have the vision, mission statements as well as core values in place points to the central role played by such statements.

Recommendations

1. All companies should have in place the vision, mission statements as well as core values.

2. All companies should not simply draft their vision, mission and core value statements and go on with their business as usual. Rather, they should follow or create conformity between their vision, mission statements as well as core values and their day-to-day operations and decisions.

3. In other words, companies should put measures in place to following their well stipulated statements. Some of the measures include having a specific person or personnel in the company who ensures that the company conforms to its vision statements, mission statements and core values.

4. In so doing, such an officer ensures that vision statements, mission statements and core values are well understood by the rank and file in the company and is also adhered to. Hence, he/she/they organize occasional or annual events for education and evaluation of vision statements, mission statements and core values

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