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Proactive Survival Strategies and Economic Goals Attainment in an Emerging and Challenging Table Water Subsector in Port Harcourt, Nigeria

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Abstract

This study examined proactive survival strategies and economic goals attainment among table water producing firms in Port Harcourt, Nigeria. The study adopted descriptive cross sectional research design. Data was interpreted using the modified 5-point Likert statistical scale while the hypotheses were tested using the two-way Analysis of Variance (ANOVA) statistical tool. The study revealed that there is significant relationship between strategic planning as a proactive practice and attainment of profitability objective among the firms. Secondly, that product innovation as a proactive management technique significantly contribute to the attainment of return on investment as business performance objective among the studied firms; and lastly that organizational unfreezing practices as proactive management activity significantly contribute to the realization of economic value creation objective. The conclusion drawn is that proactive survival and management strategies is a strategic management and organizational positioning tool necessary for achieving business economic goals and sustainable growth.

1.0 INTRODUCTION

Nigeria in recent time has become a major and key component of the African market accounting for almost half of West Africa's population and boasts one of the largest youth populations in the world and has taken steps and significant forward looking strategies in developing its socioeconomic index over the last 15 years. This position has thus place the country as one of the emerging markets in the African continent. The place of Nigeria as an emerging market have called for diverse research both in the academia and in economic investigation circles (Abbah, 2013). This is because emerging markets hold tremendous opportunities for entrepreneurial orientation, development, growth and empowerment, capital formation, and economic growth of businesses. It is however regrettable that one of the major indices for measuring emergent economies in their strict sense and nature in the Nigerian perspective which is sound institutional frameworks and policy directives in line with the World Bank and IMF is missing even though they seems to be present. This according Khanna and Palepu, (1997) and Palepu and Khanna, (1998) creates voids in the various economic sectors and the general business environment thus not encouraging massive direct foreign investments and also possessing survival problems to local businesses.

It follows that the prevalence of institutional voids and policy challenges causes survival challenges coupled with a critically uncompromising RUDE (Rapidly changing; Uncertain; Dynamic and Engaging) environmental climate. With these challenges, Nigerian most businesses struggle to meet up the environmental challenges thus run at loss. While some businesses grow at snail speed, 80% of them dies before their fifth year of operation leaving only 20% of them to survive the shock of the RUDE and uncompromising environment (UNIDO ITPO, 2017; Akinbogun, 2008; Osamwonyi and Tafamel, 2010; Oseni and Oseni, 2015; Obi, Ibidunni, Tolulope, Olokundun, Amaihian, Barishade and Fred, 2018). It thus go to say that businesses in Nigeria in a bid to survive in the RUDE environment adopt various survival strategies ranging from unwholesome practices to acceptable survival practices of direct marketing, downsizing, owner or owner-family-member management, cost minimization etc (Eneh, 2010; Eze, 1999). Worthy of note is that most of the unwholesome survival strategies adopted by Businesses in Nigeria is carried out in connivance with government regulatory agencies and their officials since that have been the way out for their existence. Thus, this method of survival affects regulatory competence of the agencies of government to protect property rights and ensure the creation of wealth (Utomi, 2008).

The foregoing is true of businesses in the table water subsector in Port Harcourt, Nigeria where many table water sprang up in their numbers but also dies in the first five years of their operation. Most table water businesses have all gone down as a result of the RUDE operating environment while some that are in existence have also failed to operate at or attain the required capacity, carve a niche or exist as a local survivor. It is therefore the direction of this study that proactive survival strategies are required by businesses in the table water subsector in Port Harcourt, Nigeria by adopting established proactive survival strategies, can confront the various RUDE challenges facing them before time in order to ensure that their occurrence does not affect their business operation negatively and also positioning them to achieve their desired level of competitiveness and sustainability goals (Pollyn and Doobie, 2018; Srinivasan, Rangaswamy and Liliën 2005; Liu and Héino, 2013). By embracing proactive survival strategies, Businesses can direct effort and resources towards achieving the economic value goals of profitability, value creation, return on investment, economic value added etc. The adoption of each MSME-fit proactive survival strategy in the table water subsector can go a long way to determine the resiliency and adaptation of each MSME to the dynamics of the market and industry it serves (Grant, and Ashford, 2008). It follows from the foregoing that Business failures arise as a result of operators/entrepreneurs failing to adopt MSME-fit survival strategies and practices which would have positioned them to deal with changes before they occur thus putting the business in the positive path towards achieving desired level of sustained competitiveness.

The attainment of business economic goals does not just happen; they are triggered by careful analysis and adoption of appropriate managerial and strategic options. As managerial option, proactive survival strategies stems from the need for businesses to successfully achieve economic goals in an unstable environment both in the short and long term of their existence. Therefore, businesses economic goals of profit maximization, revenue maximization, higher market share, economic value added, wealth and value creation, balance growth rate etc are achievable in the short or in long term by businesses especially table water firms through the adoption of organization-fit survival strategy. Thus, by adopting proactive survival strategies, managers in the table water subsector can plan ahead, develop innovative products and channels of reaching consumers in addition to coordinating people to learn and gain new insights of objective attainment. Therefore, this study examined the contributory effect of proactive managerial practices and the attainment of business economic objectives among table water firms in Port Harcourt, Nigeria using C-Way Nigeria Limited and La Sien Bottling Company Limited considering the fact that many table water producing firms as Ololo water, TK water, Wonder

water, Beulah water, Bliss water etc came into the market in their numbers in Port Harcourt and also went out of business and market in their numbers not been able to compete favourably with such established table water like EVA, C-WAY, SWAM, Nestle etc.

1.1 Statement of the Problem

The benefits of the adoption of proactive survival strategies by managers in the midst of the prevalence of institutional voids and policy challenges is generally to ensure that firms are not put in a 'rat race' position to achieve their objectives but in a dominant position in the industry they serve leading to organizational stability and competitiveness. It follows that the non-adoption of proactive strategies by managers for the strategic and creative management of organizations has often led to unethical business practices like 'accounts padding' leading to tax evasion, expense account misrepresentation, incomplete disclosures to government and other stakeholders by management, connivance with government regulatory officers to produce substandard products/product adulteration, unfair competition and unfair employment practices like staff casualization, outsourcing and unfair dismissals. It follows that when managers fail to adopt and apply proactive management strategies in running organizations, it puts the organization under undue stress, strained business operations resulting to business losses, loss of competitive advantage and stunted growth which in turn affect attainment of growth, profitability, competitive and sustainability objectives. Thus, the absence of proactive strategies and mindset leads to clueless managerial incompetence which makes it uneasy for managers to match business expectations with the speedy tide of competitiveness, change and kick the growth engine back into gear. All of these put the manager and the organization (Davis, 2016).

Therefore, the attainment of business economic objectives of profitability, wealth and value creation, economic value added, revenue maximization, return on investments, can be influenced through the adoption of appropriate and organization-fit survival strategies which is the main stay of this study. This study therefore bridges the gap in knowledge and literature by holding that proactive survival strategies and behaviours are required by managers as a strategic tool for critically analyzing the RUDE environment towards the attainment of business economic goals in an uncompromising business theater of war. The study therefore proposes that by adopting organization-fit proactive survival strategies, managers and organizations can readily determine the path to follow before time, and the type of arsenal (weapons of war) necessary to deploy to win business war towards the attainment of the economic goals.

1.2 Objectives of the Study

The primary objective of the study was to identify the contributory influence of proactive survival strategies towards the attainment of business economic goals by selected table water producing firms in Port Harcourt Metropolis. The specific objectives of the study are to:

- i. To ascertain the extent to which strategic planning as a proactive management practice enhances the attainment of profitability objective of table water producing firms in Port Harcourt.
- ii. To examine the extent to which product innovation leads to the realization of return on investments objective among table water producing firms in Port Harcourt.
- iii. To determine the contributory effect of organizational unfreezing as a proactive management strategy for achieving economic value creation by table water producing firms in Port Harcourt.

1.3 Research Questions

- i. To what extent does strategic planning as critical survival strategy contribute to the attainment of profitability goal of table water producing firms?
- ii. To what extent does product innovation as a survival lead to the attainment of return on investments objective for table water producing firms?
- iii. To what extent does organizational unfreezing as a survival strategy contribute to economic value creation among table water producing firms?

1.4 Research Hypotheses

H₀₁: There is no significant relationship between strategic planning practices and attainment of profitability objective.

H₀₂: Product innovation does not significantly contribute to return on investments objective among table water producing firms.

H₀₃: Organizational unfreezing does not significantly contribute to realization of economic value creation objective among table water producing firms.

2.0 REVIEW OF RELATED LITERATURE

The review of literature in this study will encompass the conceptual review, contextual, theoretical and empirical reviews of the subject matter of proactive management strategies and the economic viability of table water firms.

2.1 Conceptual Review

The various variables of the study as captured in the objective of the study is fully discussed and given clarification.

Proactive Survival Strategies

Business not government establishments have remained agents of growth and sustainable economic development in Nigeria (Okon and Edet, 2016). However, it is reported by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN, 2004; SMEDAN/NBS, 2013) that 80% of startup and established businesses in Nigeria does not survive their first 5 years in business or struggle to achieve sustainable growth and profitability (Agwu and Emeti, 2014) coupled with lack of definite strategies to profitably run their business activities bearing in mind that the development and sustenance of business activities is of course every critical to the sustainability and rapid transformation of Nigeria to becoming one of the twenty largest economies in the world by 2020.

As a result of the plethora of challenges and pressures faced by businesses in Nigeria from an uncompromising RUDE environment they operate, critical survival strategies necessary to run and guide their day-to-day operations becomes vital as they strive to realize their planned level of competitiveness. They are also primary targets of the epileptic RUDE environment that affect their operations and attainment of sustainability objectives (Meyer, 2017).

Pfeiffer, Goodstein and Nolan (1989) note that proactivity as human and organizational adaptation and survival strategy is the act of deciding before time what to happen and setting out to make it come to fruition. It is also the best ways of inventing the future from the now (Sculley and Bryne, 1987). It creates time and events consciousness in managers and makes them take strategic lead through effective knowledge management. It also makes managers not to wait for business success to come to them, but rather deal with expected challenges in advance (Aspinwall and Taylor, 1997). It brings about forward thinking and anticipatory business strategies with the intention of achieving sustainable business objectives while taking essential safety measures to mitigate inherent risk (Bindl and Parker, 2010; Thomas, Whitman and Viswesvaran, 2010). Proactive managers' stress strategies that encompass strategic system and approach to planning, unfreezing business practices, effective risk management, market mapping, and elimination of defensive behaviours that arise from business failures, effective organizing and careful analysis of business risk coupled with high level innovativeness (Okorie and Ewurum, 2008; Hiem, Torrents, Leyes, and Vicent Fernandez Alarcon, 2006; Imaga, 2001; Argyris 1990).

Measures of Proactive Survival Strategies

The following measures are conceptualized as necessary survival strategies by businesses in the table water operating environment.

A. Strategic Planning as A survival Strategy

Planning is a major activity of managers and a variety of planning techniques are adopted to achieve organizational objectives. One of such technique is strategic planning. First, planning is the managerial process of deciding in advance what is to be done and how it is to be done (Terry, 2014). Planning therefore involves the formation of organizational objectives, formulation, evaluation and the selection of appropriate policies, strategies, tactics and actions required to achieve the objectives which Sado (2014) note is a general process of determining organizational objectives or goals and the best means an objective can effectively be attained. Hence, the very purpose of planning is to ease the accomplishment of organizational objectives in a most efficient manner to reduce business risks.

In my own opinion, strategic planning is a management activity for setting priorities, directing energy, achieving effective resource allocation, strengthening operations, and alignment of employees and other organizational stakeholders towards the attainment of common goals. It ensures organizations intended outcomes/results (output) exceeds the inputs and serves as a control mechanisms for guiding the execution of corporate strategies by bringing together the competence and skills of all managers to confront problems facing the organization. Thus effective strategic planning reduces uncertainty by anticipating and mitigating risk (Bryson, Edwards, and Van Slyke, 2018; Nzewi, Ebele, Jesuwunmi, Daniel, and Stanley, 2017; Miller and Cardinal, 2017).

B. Product Innovation as Survival Strategy

Organizations are known by their products or services delivered timely to their consumers and customers. To gain an edge over competitors, there is need for innovativeness of all organizational people whether managers or subordinates. In line with this reasoning, Jobber, David, Ellis-Chadwick and Fiona (2013), argue that product innovation deals with improvement of an old product, conception and development of new products, changes in design of established product, or use of new materials or components in the creation of conceptualized products. Product innovation includes introduction of new products, enhancing or rebranding old product quality, improving overall product performance, radical innovation (developing a totally new product) and incremental innovation (that aimed at improving existing products in line with marketing trends).

C. Organization Unfreezing as A Survival Strategy

This is a situation where people are moved from a condition of not being ready to change dictates to being prepared and enthusiastic to take the first step towards making change happen through education, co-option, collaboration, inducement, and action orientation. In this regard, Kreitner and Kinicki (2004) agree with the social psychologist Kurt Lewin who developed the three stage concept of planned-change which elucidate how to initiate, manage, and stabilize any change process. Unfreezing as a first stage of the planned-change practice involves creation of motivational strategies to adopt change. It is a planned strategy to encourage replacing old behaviours and attitude with those desired by management. Therefore, managers, who adopt proactive management strategies, must unfreeze the organization for employees to embrace proactive life style. When this happens it leads to increase in value creation, service delivery and asset value of the organization (Cameron and Green, 2009).

Measures of Economic Goals of Nigerian Businesses

Business economic goals can be measured in terms of:

A. Return on Investment (ROI)

Return on investment is a measure of gains or losses generated by an investment in relation to the amount of money invested therein. It is usually expressed as a percentage and is normally used for analyzing financial decisions and comparing a company's profitability or efficiency of different investments portfolios which a firm utilizes in generating profit. Also known as the accounting rate of return, Pandey (2005) note that ROI is a financial analysis tool used to determine the profitability or otherwise of investment portfolios. It may as well be referred to as the total or net assets ratio that indicates to managers how a firm is really performing, and how managers can use it as action plans to improve business performance (Brigham, 1995).

B. Profitability

Profitability as a performance measurement standard assesses the economic added value of firms. It measures the returns of a firm in relation to either sales or shareholders equity which are usually calculated in percentage. It measures the operating efficiency organizations and show how effective management has been in utilizing the resources of a firm. Profitability indicates the extent to which a firm generates profit from the application of its factors of production. Soteriou and Zenios (1999) advocated that profitability and its analysis focuses on the correlation between revenues generated and expense outlays and levels of desired profits achieved relative to the size of investments in the business determined through the use of profitability ratios (group of ratios

which shows the combined effect of liquidity, assets management and debt management on operating results). Commonly used measures of profitability ratios are profit margin on sales, return on common equity (ROE), basic earning power (BEP), and return on total assets (ROA). By monitoring a firm's profitability levels, managers can measure business financial performance in a given year period.

C. Economic Value Creation

Value creation is the essence and foundation of successful businesses. It is one of the major indices that defines the direction of a business and used to measure the performance of a business. It is the starting point of business success story and the driving force of businesses to create and deliver value in an efficient manner towards profitability. It follows that value is an indispensable, desirable and trans-situational goals which businesses must pursue that varies in importance and serve as guiding business principle (Schwartz, 1992).

Economic value is thus a measure of the benefit provided by a good or service to customers and is created when the business and its customers willingly enter into mutually beneficial transactions of giving and obtaining value (Pulic and Kolakovic, 2005). The mutually beneficial transactions that help in creating value become the building blocks of the free market system (Argandona, 2011). From the foregoing, economic value is created by businesses from a wide range of interactions, activities, relationships, causes and effects such as pricing strategy and operational efficiency (Moussaoui, 2017), brand equity (Krishna, 2015) and cost of capital. Other drivers of economic value creation include but not limited to customer relations (Tate and Bals, 2016), societal expectations, environmental concerns (Smida and Sakal, 2014; Isaksson, 2012), innovation and corporate governance values such as integrity, trust and teamwork that support value creation (Isaksson, 2012). Economic value is also created when the price of that consumers pay for the goods and services is greater than the cost of production. Thus the economic value derived by the business is the cumulative difference between the consumer surplus (the difference the highest price that consumers are willing to pay for goods and the actual paid) and the producer surplus which is the difference between the price sellers actually sell their goods and services and the total cost of producing the goods or service consumed by the consumers.

3.0 METHODOLOGY

3.1 Research Design

The cross sectional descriptive research design was adopted for this study which involves the generation of data through the use of questionnaire based on measures of the conceptualized variables. The descriptive analysis allow for critical analysis of data and development of/and testing of specific hypotheses based on the conceptualized variables.

3.2 Population, Sample and Sampling Procedure

The population of the study consists of 120 respondents (100 from CWAY and 20 of La Sien) made up of twenty (20)senior managers, thirty (30) middle level managers and forty-two (42) supervisory personnelof the study organizations. However, a sample of ninety-two (92) was selected using the Taro Yamane (1967) approach. The modified proportional simple random technique was adopted in the administration of the questionnaire in the two organizations.

3.3 Source of Data and Instrumentation

Primary data was used in this study which involves the administration of the structured questionnaire on the respondents by the researcher.The structured questionnaire entitled “*Proactive Management Strategies for Economic Goal Attainment (PROMSEGA)*” among table water producing firms in Port Harcourt was developed and administered. The questionnaire wasbased on the 5-point Likert modified scale format as follow: very high extent (5), high extent (4), moderate extent (3), low extent (2) and very low extent (1).

3.4 Data Analysis

Data generated through the questionnaire was analyzed using descriptive research technique involving the use of simple percentages and interpretation of responses based on the modified Likert five point scale (Jackson, 2009). The hypotheses were tested using the Analysis of Variance (ANOVA) statistical tool.

4.0 DESCRIPTIVE ANALYSIS AND EMPIRICAL RESULTS

4.1 Data Presentation and Interpretation of Results

Table 1 – Instrument Administration and Retrieval

S/ N	Category of Staff	No. ministered	No. Retrieved	Percentage (%) Retrieved
1.	Senior Management	20	18	90.00
2.	Middle Managers	30	25	83.30
3.	Supervisors	42	25	59.5
	Total	92	68	

Source: Field Data, 2019

Table 1 show that a total of 92copies of the questionnaire were administered while 68 copies of itwas returned and used for the analysis and drawing inferences.

Table 2 –Demographical Data

S/ N	Department Affiliation	Frequency	Percentage (%)
1.	Marketing/Sales	34	50.00
2.	Administration/HR	7	10.29
3.	Accounts/Finance	9	13.24
4.	Agency Relations	10	14.71
5.	Business Development	8	11.76
Total		68	100

Work Experience of Respondents			
1.	1- 5 years	28	41.18
2.	6 - 10 years	23	33.82
3.	11 - 15 years	17	25.00
Total		68	100

Educational Status of Respondents			
1.	MBA/M.sc/MPA/M.ED	20	29.41
2.	BA/BSc/Bed/HND	34	50.00
3.	ND/NCE	14	20.59
Total		68	100

Source: Field Data, 2019

Table 2 showed respondents have the requisite working experience and higher educational standing to give just and fair opinion on the subject matter under study since proactive management requires an understanding of strategic personnel to be carried out.

Table 3 – Extent to which profitability objective is achievable through proactive management strategies

Question	RESPONSES					N	\bar{X}	Decision
	VHE (5)	HE (4)	ME (3)	LE (2)	VLE (1)			
To what extent is profitability objective achievable through adoption of proactive management styles/strategies	17	17	19	10	5	68		

in the table water industry?

Percentage (%) Values	25	25	27.94	14.71	7.35	100		
Weighted Values	85	68	57	20	5	235	3.46	Accepted

Source: Field Compilation and Analysis, 2019

In table 3, 79.94% of the respondents are of the view that profitability as an economic objective of the firms is achievable with the adoption of sound proactive management strategies.

Analysis of Responses based on Research Objective One: Strategic Planning as a Proactive Management Practice leads to the attainment of Profitability objective

Table4– Extent to which strategic planning enhance organizational profitability

S/N	Questions	RESPONSES					N	\bar{X}	Decision
		VHE (5)	HE (4)	ME (3)	LE (2)	VLE (1)			
a.	Extent to which strategic planning enhances revenue growth as a profitability measure?	12	13	28	11	4	68		
	Percentage (%) Values	17.65	19.12	41.17	16.17	5.88		100	
	Weighted Values	60	52	84	22	4	222	3.26	Accepted
b.	Extent to which strategic planning contribute to higher return on assets as a profitability measure?	24	16	14	4	10	68		
	Percentage (%) Values	35.29	23.53	20.59	5.88	14.71		100	
	Weighted Values	120	64	42	8	10	244	3.59	Accepted
c.	Extent to which strategic planning lead to increase in operating profit?	20	20	8	10	10		68	
	Percentage (%) Values	29.41	29.41	11.76	14.71	14.71		100	
	Weighted Value	100	80	24	20	10	234	3.88	Accepted
d.	Extent to which strategic planning lead to increase in return on equity?	10	8	15	17	18	68		
	Percentage (%) Values	14.71	11.76	22.06	25	26.47		100	
	Weighted Value	50	32	45	34	18	179	2.63	Rejected

	improvement contribute to higher return on investments?	17	20	5	9	17	68		
	Percentage (%) Values	25	29.41	7.35	13.24	25	100		Rejected
	Weighted Value	50	80	15	18	17	180	2.64	
c.	Extent to which radical innovation contribute to higher return on investments?	14	9	15	17	13		68	
	Percentage (%) Values	20.59	13.24	22.06	25	19.12		100	
	Weighted Value	70	36	45	34	13	198	2.91	Rejected
d.	Extent to which incremental innovation contribute to higher return on investments?	20	20	10	15	3		68	
	Percentage (%) Values	29.41	29.41	14.71	22.06	4.41		100	
	Weighted Value	100	80	30	45	3	258	3.79	Accepted

Source: Field Compilation and Analysis, 2019

Analysis in table 5 shows that new product development and incremental innovation as proactive management strategies contributes to the attainment of return on investments objective as shown by respondents opinion while product improvement and radical innovation practices as proactive management strategies does not contribute to the attainment of return on investment objective. It is therefore necessary to state that product innovation as a proactive management strategy though necessary to position an organization to compete favourable in the industry is not completely seen as such.

Table 7 – Extent to which economic value creation objective is achievable through proactive management strategies

Question	RESPONSES						\bar{X}	Decision
	VHE (5)	HE (4)	ME (3)	LE (2)	VLE (1)	N		
To what extent is economic value creation objective achievable through adoption of proactive management styles/strategies in the table water industry?	18	34	6	5	5	68		
Percentage (%) Values	26.48	50	8.82	7.35	7.35	100		
Weighted Values	90	136	18	10	5	259	3.81	Accepted

Source: Field Compilation and Analysis, 2019

In table 7 it is generally agreed that that economic value creation objective is attainable through proactive management strategies.

Analysis of Responses based on Research Objective Three: Organizational Unfreezing as a Proactive Management Practice necessary to create economic value.

Table8 - Extent to which organizational unfreezing contribute to economic value creation objective

S/N	Questions	RESPONSES					N	\bar{X}	Decision
		VHE (5)	HE (4)	ME (3)	LE (2)	VLE (1)			
a.	Extent to which collaboration as an organizational unfreezing strategy leads to generating increased net assets?	13	17	26	12	0	68		
	Percentage (%) Values	17.65	25	41.17	16.17	0		100	
	Weighted Values	60	68	84	22	0	234	3.44	Accepted
b.	Extent to which effective communication and enlightenment as organizational unfreezing strategies lead to improving organizational net assets values?	24	17	17	0	10	68		
	Percentage (%) Values	35.29	25	25	0	14.71		100	
	Weighted Values	120	68	51	0	10	249	3.66	Accepted
c.	Extent to which action re-orientation as organizational unfreezing strategy lead to achieving positive net assets values?	14	20	32	0	2		68	
	Percentage (%) Values	20.59	29.41	50	0	0		100	
	Weighted Value	70	80	102	0	0	252	3.71	Accepted

Source: Field Compilation and Analysis, 2019

The outcome of the analysis in table 5 indicate that collaboration, effective communication and enlightenment and action re-orientation as organizational unfreezing and proactive change management strategy contribute to economic value creation among table water producing firms.

4.2 Analysis of Results

The results of the analysis of the hypotheses are summarized in the tables below.

Table 9 – Contingency values for Analysis of Hypothesis One

Statement of Hypothesis	Source of Variation	Sum of Squares	Degrees of freedom	Mean Square (Variance)
There is no significant relationship between strategic planning practices and attainment of profitability objective	Between Samples	145.85	4	36.4625
	Within samples	604.50	20	30.2250
	Fcal	MS _b /MS _w		1.206
	Fcritical (table valueV ₁ :V ₂) at 0.05 significance level			2.87

Decision:
Fcal > Fcritical, H₀ is accepted

Source: Author's Computation, 2019

Table 10 – Contingency values for Analysis of Hypothesis Two

Statement of Hypothesis	Source of Variation	Sum of Squares	Degrees of freedom	Mean Square (Variance)
Product innovation does not significantly contribute to the attainment of return on investment objective	Between Samples	106	4	26.50
	Within samples	449	20	22.45
	Fcal	MS _b /MS _w		1.180
	Fcritical (table valueV ₁ :V ₂) at 0.05 significance level			2.870

Decision:
Fcal > Fcritical, H₀ is accepted

Source: Author's Computation, 2019

Table 11 – Contingency values for Analysis of Hypothesis Three

Statement of Hypothesis	Source of Variation	Sum of Squares	Degrees of freedom	Mean Square (Variance)
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Organizational unfreezing does not significantly contribute to realization of economic value creation objective	Between Samples	1380.82	4	345.21
	Within samples	353	10	35.3
	F _{cal}	MS _b /MS _w		2.78
	F _{critical} (table value V ₁ :V ₂) at 0.05 significance level			3.480

Decision:

F_{cal} > F_{critical}, H₀ is rejected and H₁ accepted

Source: Author's Computation, 2019

4.3 Discussion of Findings

This study examined pro-active survival and management practices and their effect on economic goals attainment among table water producing firms in Port Harcourt using C-Way Port Harcourt Limited and La Sien Bottling Company Limited. First, literature revealed that pro-active survival and management is a strategic and critical management tool capable of positioning and repositioning organizations to be resilient and adapt to the ever dynamic, changing and RUDE environmental conditions leading to the attainment of desired economic goals, competitiveness and sustainability.

Empirical analysis showed that there is significant relationship between strategic planning as a proactive survival strategy and attainment of profitability objective among table water producing firms. This finding first, is at variance with the works of Goerdel (2006) that proactive managerial behaviours influences organizational performance but support the findings of Okorie and Ewurum (2008) that proactive management does not lead to better profitability reporting. It holds that profitability is not a sustainable economic goal though it is a primary business objective of business. Secondly, the empirical studies revealed that product innovation as a proactive management technique does not significantly contribute to the attainment of return on investment as an economic or business performance objective among the studied firms. This goes to show that proactive management practices does not influence return on investment objective. Rather it is influenced by market forces which shape the managers' and organizations' direction of innovative practice to adopt and to bring about innovative products that can compete favourably in the market.

Thirdly, empirical studies revealed that organizational unfreezing practices as proactive management activity significantly contribute to the realization of economic value creation objective. This finding is in contrast with the findings of Vough, Bindl, and Parker (2017) that

proactive work behaviors do not contribute to organizational performance but works better at managing change at higher organizational level. It follows that organizational unfreezing as a proactive management practice consisting of effective communication, action re-orientation, collaboration and employee enlightenments is a necessity to achieve change processes in the organization and when positive change in work and managerial behaviour take place, the organization can achieve its economic goals, efficiency, effectiveness and competitiveness.

5.0 CONCLUSION AND RECOMMENDATIONS

Empirical reviews and analysis in the study shows that pro-active survival and management practices are strategic management tool and organizational positioning strategy necessary for achieving business economic goals and sustainable growth. It becomes imperative to conclude that effective managerial actions and business success are ingredients of proactive management practices and strategic management tool that can be likened to the biblical ‘Stone of David’ capable of killing all business challenges that confront businesses and if overlooked can lead to business failures. It follows that when an effective pro-active strategy is in place, organizations will not only be adaptive but also forward looking towards the achievement of desired level of competitiveness and sustainability.

In the light of the above and the empirical analysis, it becomes necessary to recommend that:

1. Management and managers should on a regular basis adopt proactive behaviour that will trigger proactive survival strategies which will form part of the strategic planning processes and activities of the organization.
2. Critical analysis and investigative behaviours which are core proactive survival and management behaviours for business positioning, performance and growth should be put place with the support of an innovative team.
3. Managers in the table water sub sector should on a continuous basis go for training and retraining in the areas of strategic planning that will provide them with proactive skills for effective business management.
4. Knowledge acquisition, sharing and transfer practices should form the basis for proactive management of business which will serve as a counter mechanism for reactive tendencies in the strategic management process.

5. To proactively manage organizations toward achieving desired economic goals in a RUDE environment, managers should continuously adopt and adapt proactive change management strategy of continuous organizational unfreezing through education, whole-system planning and employees' visioning.
6. To overcome the problem of product innovation, sound market mapping strategies capable of identifying market dynamics and consumer changing should be business focus as it is capable of generating forward thinking strategies.
7. The tenets of product innovative teams should be adopted by table water producing firms as a necessity for effective research, conceptualization, development and marketing in the table water industry.

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