

AN INVESTIGATION INTO TECHNOLOGY MANAGEMENT TO CREATE SUSTAINABLE COMPETITIVE ADVANTAGE WITHIN THE FAST MOVING CONSUMER GOODS (FMCG) BEVERAGE INDUSTRY

Devendran Nainaar

Mancosa Graduate School of Business,
16 Samora Machel St, Durban, 4001,

SOUTH AFRICA

Email: ir@mancosa.co.za

John Masson

Mancosa Graduate School of Business,
16 Samora Machel St, Durban, 4001,

SOUTH AFRICA

Email: ir@mancosa.co.za

ABSTRACT

Technologies are evolving rapidly, making it difficult for organisations to manage to keep abreast with the latest technologies. This research study examines the influence of technology management to create a sustainable competitive advantage within Gauteng's beverage organisations. Fast-Moving Consumer Goods (FMCG) organisations today are exposed to innovative and advanced technologies that are aimed at improving overall organisational efficiency and production. Management's support structures and approaches are essential in ensuring that technologies, either old or new, are maintained and accepted by employees. Beverage industries are facing great difficulty when old technologies have to be maintained, leading to increased maintenance cost, inexperienced technical staff members, and the inability by management to implement efficient technology management procedure and practices. Although beverage organisations still persist with legacy systems, which have definite functionalities, these systems are limiting organisational growth to comply with emerging technologies and new business requirements. Additionally, new technology integration into existing business systems are proving difficult due to improper technology management and lack of positive acceptance by employees. The quantitative research study examined the ability of beverage organisations to manage technologies according to predefined technological principles and activities, in order to create a sustainable competitive advantage. Recommendations to the research study includes up-skilling of staff, utilisation of well-defined technology management frameworks, two-way communication, change-management processes and intelligent manufacturing systems. The conclusions definitely highlight the importance for beverage organisations' management to follow a technology management framework that supports and facilitates technical staff to implement new technologies and migrate legacy systems effectively. New technologies must be seen by employees as a positive change for beverage organisations to increase efficiency.

Keywords: Beverage organisations; manufacturing; fast-moving consuming goods; technology management.