

**INFLUENCE OF MARKETING STRATEGIES ON PERFORMANCE OF NKCC
IN ELDORET CITY UASIN GISHU COUNTY**

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DECLARATION AND APPROVAL

Declaration by the Candidate

This research proposal is my original work and has not been presented for a degree in any other University.

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Approval by University Supervisor

This research proposal has been submitted for examination with my approval as University Supervisor.

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DEDICATION

The project is a dedication to my adorable daughter Valeria as well as Son Glenn for their ever-present love and support. May you reach greater heights than your mother. As for you my husband Emmanuel, thank you for all the encouragement and support.



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Amen. Blessings to you as well!.

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ABSTRACT

The study investigated marketing strategies including Market development, market penetration, diversification, and product development. The purpose of the study was to determine the effects of marketing strategies on the performance of New Kenya Cooperative Creameries Limited. The research was governed by the ensuing particular objectives; to determine the effect of market penetration strategy on the performance of New Kenya Cooperative Creameries Limited, to determine the influence of diversification strategy on the performance of New Kenya Cooperative Creameries Limited, to determine the influence of market development strategy on the performance of New Kenya Cooperative Creameries Limited, and to determine the effect of product development on the performance of New Kenya Cooperative Creameries Limited. The target population for this research was the managers of the milk marketing cooperatives and the dairy farmers. Since the target population was small, a census of active cooperatives was taken hence the selection of 16 cooperative managers and a sample of 140 active cooperative farmers. Structured questionnaires were being employed to collect data. Data collected was coded and systematically organised to facilitate data processing using Statistical Package for Social Sciences (SPSS) version 27. Data was analysed utilizing multiple regression examination, in which the dependent variable was regressed on independent variables. These findings will help strengthen the cooperatives' performance. The study found that New Kenya Co-operative Creameries Limited adopted marketing penetration, diversification, market development, and product strategies to a moderate extent. Market penetration and diversification strategies did not have a significant effect on brand performance. Market development and product strategies however significantly affected performance. The study also established that a good correlation exists between marketing strategies and performance. The study concluded that marketing strategies significantly, affect the performance of New Kenya Co-operative Creameries Ltd. The study recommended that managers should therefore concentrate their limited attention and resources on finding the right marketing mix that will improve the firm's performance. In addition, marketing managers and supervisors need to comprehend the fact that although some elements still exert a positive and significant effect on the firm performance, the firms should also endeavour to examine the potential value creation of marketing strategies and align this value to their overall strategy.

LIST OF ABBREVIATIONS

ACDI/VOCA: Agricultural Cooperative Development International/Volunteers in

Overseas Cooperative Assistance

ANOVA: Analysis of Variance

DDP: District Development Plan

IOF Investor-Oriented Firms

N.K.C New Kenya Cooperative Creameries

KDB Kenya Dairy Board

NDP National Development Plan

NIE New Institutional Economics

OLS Ordinary Least Squares

SACCOS Savings and Credit Cooperative Societies

SDCP Smallholder Dairy Commercialization Programme

SPSS Statistical Package for Social Scientists

TCE Transaction Cost Economics



CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter comprises of operationalization definition of key terms, assumptions of the study, limitations, and delimitations of the study, scope of the study, significance of the study, the research questions, objectives of the study, purpose of the study, statement of the problem, and background of the study.

1.2 Background of the Study

Regarding research by Ansoff and Dowell (2019), the existing trading conditions are difficult, and dynamics and intense competitive have made business to re-conceptualize their approaches and processes comprehensively (Stanley *et al.*, 2016). The strategic plans have been put in place as a result of providing guidance towards technological creativity, customer focus, change, and competitiveness, which are constituents of response (Robbins & Barnwell, 2020). Companies implement preventive strategies across departments and formulate reactive measures, including marketing plans, to respond comprehensively. Additionally, the strategy to find the ideology includes the progress procedure to ensure a successful outcome. At the same time recognized by the Supreme Court of Kenya (2017), basically outcomes of a strategy are as good as the strategy itself and the procedure in the same manner. According to Nadradi (2016), the philosophy of marketing of the plan-do-check-act is customized according to the management of strategies procedure, which encompasses the combination of strategy, execution, and appraisal. Implementation of strategy is critical to the outcomes of the strategy in this sense.

The dairy industry is the most developed of the livestock subsectors and is comparatively well-developed relative to the dairy industries of other countries in sub-Saharan Africa.

The industry, like other agricultural subsectors, is dominated by small-scale farmers. The major types of cattle kept for milk production are the improved exotic breeds and their crosses (collectively called dairy cattle) and the indigenous (zebu) cattle, which provide milk for communities in the drier parts of the country. Though a zebu, the Sahiwal is usually grouped with the exotic cattle because it is regarded as an improved dual-purpose breed. The improved dairy cattle contribute about 60%, and the zebu cattle about 25% of the national milk output. Market-oriented dairy farming in Kenya, where exotic cattle are dominant, is concentrated in the crop-dairy systems of the high-potential areas where feed supply and disease control are much better than in the country's arid and semi-arid lands (ASALs). Zebu cattle, which constitute about 70% of the total population of cattle in Kenya, are widely distributed and are found in all agroecological zones of the country due to their adaptation to highly diverse environments. About 70% of the herd is found in the ASALs of the country.

Slatter and Olson (2019) and Dobni (2018) made recommendations according to the strategic marketing field, which has the propensity to lean to improve the implementation of the process of strategy. Unsuccessful strategic execution is witnessed by up to 90 per cent, according to Raps (2017), which justifies these recommendations. All firm strategists expect favorable outcomes to come out of strategic plans. Turnaround is considered significant to avoid disastrous strategy failures, and it is of interest to the market players. Marketers and strategists are compelled to know the principles and dynamics that are the basis of strategic marketing to mitigate unsuccessful strategic marketing. Several theories are the basis of strategic marketing revivals, such as the Dynamic Capability Theory (Teece

et al., 2017), Knowledge Based Theory (Nelson & Winter, 2018) as well as Resource Based View Theory (Penrose, 1959).

According to Wangondu (2020), the implementation of strategies is all the time related to certain challenging factors and runs across board firms. In a research study by Thompson, Strickland, and John (2020), the challenges are very volatile to the extent that only some industry participants can overcome them by mitigating them within a strategic development plan. Nyariki & Thirtle (2021) state that the dairy industry in Kenya is not an exception because performance depends on many factors. The resulting challenges are inevitable if the factors are not adequately managed. Studies by Nyariki (2019) and Rap have found that strategic execution processes are one of the main areas that are venerated among the challenges, and they provide a link between an organization's target environment and the process in which the company develops strategies to meet its strategic goals and objectives. Therefore, for New Kenya Co-operative creameries to be successful, more emphasis must be placed on executing strategy. It is noted that Kenya's Cooperatives are among the strongest in Africa controlling approximately 43% of the country's GDP. They have provided employment opportunities to over 400,000 to their citizens. There are approximately 15,000 registered cooperatives with around twelve million members. The collaboration between the county governments and the National sector ensures that food security is maintained country wide.

1.3 Statement of the Problem

To maintain or increase their market share, enter new markets or territories, build brand or line extensions, acquire new technology, and lower expenses and risks, businesses have been compelled to create marketing strategies (Oliver, 2015). One crucial prerequisite for

a company's survival is its expansion. While stagnation, or a state in which growth has halted, is typically an indication of issues that a firm may encounter in the future, negative growth of a SME is frequently a harbinger of troubles. In actuality, development frequently provides practical benefits. Firm expansion is necessary for new endeavours to guarantee a sufficient output volume for a successful enterprise.

Growth can be used as a tool to increase profitability by expanding the market share of the company. Other comparable objectives include attaining economies of scale or ensuring business continuity in the face of rising demand. A higher size also increases the company's credibility in the marketplace, and expansion may open up new commercial prospects. According to Njeru (2018), increasing the firm's net worth can also be seen as a driving force behind its expansion.

Nairobi, Kenya's air travel providers must constantly adapt their business strategy due to fierce price rivalry. Due to the numerous unpredictable issues that business owners must contend with, the market creates unique competitiveness. Air travel agencies have expanded and received new investments as a result of the overall economic growth in Kenya and the consistent rise in tourism-related revenue. To be eligible for the IATA, the international trade association for air travel, hospitality companies are using performance management and measurement (Njeru, 2018).

Research studies have been done on marketing strategies for the growth of small and medium businesses. Globally, Gajanayake (2022) did a study on the impact of marketing strategies and behaviour of Small and Medium Enterprises on their Business Growth, the economic growth of developing countries can be sustained by the expansion of the private sector in Sri Lanka, Trivedi (2018) did a study on marketing strategies of Small and

Medium-sized in India and Mulunga (2020) did a study on factors affecting the growth of microfinance institutions in Namibia. Local studies include Njanja (2019), who conducted a study on management strategies affecting the performance of micro, small, and medium enterprises (MSMEs) in Kenya. Obonyo (2018) carried out a study on marketing strategies adopted by supermarkets for a competitive edge in Kisii Town Supermarkets (Kenya); Magunga (2020) did a study on the effects of marketing strategies on the performance of insurance companies in Kenya. Statistics or attempts need to be made to investigate the influence of marketing strategies on the growth of small and medium businesses in air travel agencies in Nairobi, Kenya. Therefore, this study wishes to determine the influence of marketing strategies on the growth of small and medium. The question remains to be addressed: what is the influence of marketing strategies on the growth of small and medium businesses in air travel agencies in Nairobi, Kenya?

Ondimu (2015) carried out concerning research about marketing strategies and performance for chosen Commercial Banks in Kenya and showed a unique turnaround strategy exhibited a positive influence on the performance. All particular above studies have been done in non-identical circumstances; therefore, the research intends to establish the marketing strategies that should be adopted by NKCC in order to fill the gap.

1.4 Purpose of the Study

The purpose of the research was to find out the influence of marketing strategies at New Kenya Cooperative Creameries Limited.

1.4.1 Objective of the Study

- i) To determine the effect of market penetration strategy on the performance of New Kenya Cooperative Creameries Limited.
- ii) To determine the influence of diversification strategy on the performance of New

Kenya Cooperative Creameries Limited. iii) To determine the influence of market development strategy on the performance of

New Kenya Cooperative Creameries Limited.

iv) To determine the effect of product development on the performance of New Kenya Cooperative Creameries Limited.

1.5 Research Questions

The research was guided by the following study questions:

- i) How does the market penetration strategy affect New Kenya Cooperative Creameries Limited?
- ii) What is the influence of the diversification strategy on the performance of New Kenya Cooperative Creameries Limited?
- iii) What is the influence of market development strategy on the performance of New Kenya Cooperative Creameries Limited?
- iv) What is the effect of product development on the performance of New Kenya Cooperative Creameries Limited?

1.6 Significance of the Study

Firm performance will gain from the research, and scholars studying strategic marketing will discover handy measures to prove information that will be of substantial benefit to the literature analysis. The research will contribute to the current strategic literature on the success of turnaround strategies and strategic marketing in the context of other methods. The information discovered in this research will provide insight into a holistic study of the dairy industry as a whole.

The dairy industry will acquire additional value for dairy firms across the border, and those participating will gain more knowledge and experience to deal with strategic marketing

challenges facing them. The firms will be able to make superior decisions concerning quantifying ways to cut corners on the issues realized and challenges aimed at the intended strategic goals based on the information provided by the critical information from the study. It will also gain outside insight on how the public views the company and how to ensure that it meets the expectations of all stake holders such as the farmers, workers and the customers at large. This study will be very instrumental to all of us and will ensure that the company excels since increased market share leads to more profits to the company. The findings of the research will be beneficial to regulation updates, and policy drawings will be made based on the results of the research which will benefit international regulators, dairy cooperative societies, the Ministry of Agriculture, the Ministry of Trade, Industry and Cooperatives, and the Kenya Dairy Board. The outcomes can only be realised when it is most practical to minimise the challenges bedevilling the dairy sector in Kenya through controllable prudential regulations and legal and political manoeuvres. The move will improve the legal and political environment and promote trade related to the dairy industry. The government and regulators will use the research findings to institute an effective structure for the dairy subsector. It is my hope that this will be a mirror to the counties who have in the recent past invested in agricultural sector by supporting farmers with inputs and mechanization through acquiring chillers for the raw milk as well as tractors to help farmer plough and plant animal feeds. It will help them to discover the challenges such as market structures and market linkages. That face Cooperatives and understand market demands

1.7 Scope of the Study

The research goals are to is to investigate factors influencing the marketing strategies of

NKCC, as a research study of Uasin Gishu County. This research will be carried out at NKCC in Uasin Gishu. The variables under consideration in this study will be market penetration strategy, diversification strategy, product development strategy and product development strategy of NKCC. There were 82 respondents and the research was conducted at the branch of NKCC AT Ainabkoi subcounty.

1.8 Study Limitation

The researcher would experience certain limitations based on the nature of data needed, the time available, and the reaction of respondents, amongst others. Depending on the type of data required, the respondents involved may not be willing to give out information as it may amount to the loss of competitive secrets and other marketing strategies.

Finally, this research will rely primarily on quantitative methods to identify the influence of marketing strategies on corporate branding in New Kenya Co-operative Creameries Ltd. The study would also include a qualitative component in designing the research, which would provide more comprehensive insight into marketing strategies because of the nature of the variables.

The study, being a case study, may give a vague picture of the telecommunication industry. This was resolved by ensuring that the data collection instrument was reliable and valid and improving the data collection scope. Since the respondents would be marketing managers, supervisors and personnel, time was a constraint because they were busy attending to marketing issues, and some could need more time to answer the questions. Consequently, this resulted in a few responses needing to be received.

Many respondents are afraid of future victimization and are worried about disclosing firm secrets to third parties, which prevents them from voluntarily sharing sensitive and vital

information. Researchers can take several steps to ensure confidentiality and privacy for research participants. Informed consent was obtained from participants. Anonymisation uses anonymous data or replaces identifying information with codes. Secure storage stores data in safe locations, such as locked cabinets or password-protected files. Secure transfer uses encryption when sending data over the internet. Access control limits access to master code lists and critical codes. Data deletion of data that is no longer needed. Data handling complies with university policies for handling and storing data. Ethical review of the research is ethically reviewed.

In order to overcome this, the researcher will endeavor to ensure the respondents' confidentiality at the highest level possible, especially regarding the information they give. The respondents will also receive assurances that their data will be used only for research and academic purposes.

Due to the unavailability of the appropriate timing, the researcher will have to carry out a number of come to see as well as make arrange meetings in advance at the homes of the target respondents.

1.9 Delimitation of the Study

The researcher handled the problem of respondents' reluctance through a personal introduction and a letter from the university and relevant authorities. The researcher also assured the respondents that the information given would be treated with utmost confidentiality. Assurance was also given to the respondents that the facts obtained were solely for academic reasons, and final copies would be given to the respondents for surety. This limitation was resolved by giving the respondents more time to read, understand and

fill in the questionnaires and on request, the researcher took the respondents through the questionnaire to enable them to take less time to fill in the questionnaire.

The researcher gave the respondents room to make other comments that would help capture some aspects of qualitative response.

A proper explanation should be rendered by the researcher on how to overcome the challenges and satisfactory reasons for carrying out the research work and why the participants should be fully part and parcel of its victory.

1.10 Assumption of the Study

1. There are challenges faced by NKCC in maintaining its marketing strategy.
2. Market penetration strategy influence performance at NKCC.
3. Diversification strategy influence performance at NKCC.
4. Market development strategy influence performance at NKCC.
5. Product development strategy influence performance at NKCC.

1.11 Operational definitions of Key terms

Marketing Strategy: A marketing strategy is a process that can allow an organization to concentrate its limited resources on the most significant opportunities to increase sales (Morgan, Whitley, Feng & Chari, 2019). In this study, New KCC will use the marketing strategy to increase their market share.

Place Strategy: Place strategy relates to how customers get products or services (Kotler & Armstrong, 2017). In this study, the place strategy will be the strategy used by New KCC to ensure that their customers can get their products and services.

Price Strategy: Price strategy relates to the cost of products to attract or retain consumers (Popescu & Ion, 2019). In this study, the price strategy will be the strategy

to be used by New KCC to price their products to attract and retain consumers.

Product Strategy: Product strategy deals with the physical appearance of the product, packaging, and labelling information, to influence whether consumers notice a product in-store, examine it and purchase it (Cooper, 2019). In this study, New KCC will use the product strategy to brand their products to attract and retain consumers.

Promotion Strategy: A promotion strategy is a deliberate effort to encourage customers to tell others about their services (Steinhoff *et al.*, 2019). In this study, New Kenya Cooperative Creameries Limited will use the promotion strategy to promote their products and services in the market.

Sales Performance: Muola (2017) defines sales performance as the amount of offers completed within a pre-established time compared to pre-established sales levels. This research posits that sales performance may be the sales level of telecommunication firms in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents in background of the study market penetration strategy, market penetration strategy, diversification strategy, market development strategy, product development strategy, theoretical review, Porter's five forces model, Ansoff's theory, Resource-Based View theory, summary of literature and research gap and conceptual framework.

2.1 Theoretical Review

2.1.1 Dynamic Capability Theory

Multinational strategy study as well as in what manner it results to central competence in organisations is the concept and work of Garry and Prahalad (2021). According to Amy, Gary, and Teece (2017), a comprehensive clarification of dynamic capabilities is the capacity to reconfigure external and internal competencies, upholding and addressing more unstable environment(s). The concept of dynamic capabilities is rooted in the resource based view of a firm. Several factors surround the firm's resources, and assuming they exist according to a resource based view has been critiqued as a big error. The existing gap attempted is to be bridged by the dynamic capabilities approach. The gap is bridged using a process approach that targets protection of the resources of the firm from effects negative effects of the competitive environment. To boost its suitable competitive advantage, a business can take up dynamic resources using dynamic capabilities as a precaution, and the ensuing outcome and their effect will be experienced at the expectations of the stakeholders.

The theory was developed by Teece, Pisano and Shuen (2017), according to the theory.

Capabilities are a firm's capacity and abilities to deploy resources, usually in combination with the firm's processes, procedures, and demands. Dynamic capability is the organizational ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments. They reflect an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 2018). It emphasizes that successful firms in a tightly competitive market can demonstrate rapid and flexible product innovation, together with management capable of effectively coordinating and redeploying internal and external competencies. Marketing capabilities are part of the dynamic capabilities organizations can explore through marketing strategies to realize improved brand performance.

Penrose (1959) emphasizes that value creation does not come from the possession of resources but from their use, and how much value is created depends on how these resources are combined within the firm. DCT emphasizes the key role of marketing strategies in appropriately adapting, integrating, and reconfiguring an internal firm's skills, resources and functional competencies to match the requirements of a changing environment. Dynamic capabilities build, integrate or reconfigure operational resources and do not directly affect the output where they reside but indirectly contribute to the output of the firm through other operations. In its relevance, the theory argues that firm brand performance can be enhanced when marketing capabilities are reconfigured, recombined and reallocated according to the needs of the company (Arief & Basuki, 2015). This involves exploring innovation capabilities in areas of pricing, product development, promotion and distribution of goods and services to achieve improved brand performance.

Dynamic capabilities emphasize enhancement and review of resources, while the resource based view emphasizes these resource selections more. Research by Ovenil and Bie (2022) posits that the long term goal of an organisation is to survive and succeed in an unstable and ever-changing business environment, and dynamic capabilities play an important role here. In the long run, a marketing plan may result in a competitive advantage even though its implementation may not directly be linked to instant gains. Utilising a firm's core competencies will facilitate the firm's short-term competitive advantage, as emphasised by the dynamic capability theory of an organisation. The dynamic capability theory has many inconsistencies in explanations, lacks logic, and does not have a strong theoretical background (Teece *et al.*, 2017). In aligning resources to achieve the firm's strategic management implementation to achieve its objectives dynamic capabilities theory is still extremely resourceful.

2.1.2 Ansoff's Theory

The four directional strategies model, known as the product/market matrix, is a technique in support of a company-level strategic selection Ansoff (1987) developed. Where a firm target to introduce new products into current markets, among the directional strategies is product development. It needs the organisation towards developing improved services and products that may be demanded to current markets. This art of war can require the development of new competencies. According to Ansoff (2017), an art of war of product development is specifically fitting to a company in which the service or product requires to be varied in order to retain competitive advantage. A victorious product development strategy puts the marketing stresses on being first to market how they change, detailed insights into customer needs, research and development, and innovation.

The rise of Igor Ansoff in marketing strategies and literary writings is the least often attributed, and the majority is widely known. Ansoff's concepts lead from juxtaposing in a two-by-two matrix containing the product market concept and existing markets and existing products with new. According to research by Ansoff's (2018), establishing a two-product market in the original HBR paper paved the way for an HBR article three months prior that closely resembled similar concepts by Jones and Johnson (2017). According to scholars, market novelty spans among current products to new products these scholar's growth a three by three matrix grounded on new technological products and services. One of Ansoff's cells used the identical term diversification found in Jones and Johnson: product extension versus Ansoff's product development and market extension versus Ansoff's market development; in contrast, two of the cells utilised not far from pinpoint terms. Jones's and Johnson (2017) and Ansoff (2017) should especially have been amicable in the company of the advanced article, and his activities to understandably improve as well as extend some of the designs, although not cited (citations of earlier work were rare in business periodicals before the 1950s). The beneficial model can be for a company strategy, but it has many issues, as Ansoff's (1957, 2015) research on the product-market matrix from a marketing viewpoint spells out. From a marketing point of view, two main issues exist in Ansoff's matrix: useful cells and problematic cells.

A company can determine its future strategic growth direction with the use of the strategic grid presented by Ansoff product-market growth strategies. Ansoff (1965, 2017) lists four fundamental strategies for a company to expand its product and market portfolio. Ansoff provided a matrix that concentrated on the company's current areas of expertise and generic

tactics, which can be represented by four main alternatives: diversification strategies, product development, market penetration, and market development.

In the incidence of the current market and an existing product strategy, the market penetration strategy is the strategy, as suggested by Ansoff. The best way to use the strategy is not on condition that concerning how to as it happens utilise this strategy to penetrate the market, however there are no meaningful information.

2.1.3 Resource-Based View Theory (RBV)

In order to evaluate a firm's competitive edge by employing on specific resources the Resource Based View theory (RBV) happened to be entrenched by Penrose during 1959 (Barney, 1986). It involves using the organisation's resources and focusing on identifying a particular strategy to create a continual continuous viable competitive advantage. According to the performance of the firm theory will at all times depend on their particular capabilities and resources. In addition, competitive advantage is equivalent to achieving favourable performance because the resources employed are difficult to replicate by competitors and expensive, which are the main determinants, emphasised Wernerfelt (1984). The capabilities and resources utilised need to have unique features, as indicated by RBV. Value, rare, imperfectly imitable and that they are without substitutes are the attributes that are otherwise abbreviated VRIN according to Barney (1991) and Rumelt (1984).

The resource-based view theory can be used to elaborate competitive marketing strategies. This theory argues that competitive advantage lies in the resources that an organization can access and exploit and not in the ability to manage the environment (Campbell, 2019). It maintains that companies are well endowed with a bundle of resources in the form of assets,

competencies, processes, and substitutes that provide the organization with a competitive advantage. David (2017) denotes that since companies have different attributes at different levels and different bundles of resources, differences in organizational performance are likely to be witnessed. The theory further asserts that firms have three types of resources, namely, tangible resources, intangible resources, and organizational capabilities. Tangible resources include financial, physical, technological and organizational assets and thus are easily identified on the other hand intangible resources are more complex to identify and thus difficult to imitate. They include strategies a firm adopts over time, culminating in improved performance (Barney, 2016). Finally, organizational capabilities are skills and competencies that a firm combines to transform tangible and intangible resources into outputs, such as outstanding customer service (Dess *et al.*, 2017). The resource-based theory also argues that organizational resources in themselves are not necessarily a source of competitive advantage because rival firms may also possess similar resources. In this case, therefore, competitive advantage lies in the resources possessing one or more of other attributes such as valuable substitutes. A firm has to, therefore, sustain a competitive advantage as long as other firms are unable to duplicate the same attributes (Dess *et al.*, 2017).

In applying the theory, marketing ability as a resource is vital as it enables the application of strategic marketing resources and involves processes such as linkages, which can enable a company to experience better brand performance and sustainable competitive ability. Effective brand performance can also become a method of acquiring new resources and capabilities and even knowledge sharing or cooperative product development (Carter *et al.*,

2017). The argument is that enterprise resources carefully managed have the capacity to give the company an upper hand, ultimately leading to good brand performance (Miller & Ross, 2013). These resources are human, physical, organizational, financial and intangible. The argument is that organizations have valuable, rare, inimitable and non-substitutable resources that, when put into good use, lead to sustainable competitive advantage through superior operational excellence (Issack & Muathe, 2017).

The theory argues that a firm needs to harness its resources using the organizational repeatable knowledge that ensures it a competitive advantage. Grant (2017) posits that achieving and developing organizational competence is paramount to achieving competitive advantage, and, therefore, competitive advantage is sourced in the organization's ability to learn and apply knowledge rather than access resources. The theory further argues that competitiveness ought to be supported by a culture that encourages sharing and exchanging skills, competencies and capabilities through organizational learning.

In our study, the resource based view theory is relevant in particular capabilities in addition to resources ensue important parts of strategy formulation and execution. They make the basic restrictions that allow a firm to ground the major and its future strategic change framework. On its own, a strategy is a resource. Users need to appreciate something, given that RBV provides a comprehensive explanation of how a strategic marketing plan is considered an important resource to the organisation. The RBV varies from one study to another, eliciting many criticisms. According to research by Butler and Prem (2021), furthermore, its foundation is that the resources of the firm can be configured in many ways as a matter of course, producing a competitive advantage to an organisation. The postulate

as well as finite, insistent consequences. The theory explains the principles behind technology, information, and resource networking, resulting in superior marketing strategy execution.

2.2 Marketing Strategies

A study by Rushi (2022) documentation indicates that dairy companies have without a doubt that their services, as well as products, have much beneficial value to their users who feel there is much need today and in the current environment; however, in a competitive and dynamic market, marketing dairy services as well as products is necessary in order to remain relevant dairy operators should have to be proactive to remain competitive and in providing good quality products. To counter the possibility of disconnection between the users and dairy products, good marketing strategy management helps.

According to Jain (n.d.), strategic marketing as a conception deals with the following 3 factors: the corporation, competition and the consumers, which facilitate the capitalisation on their distinctive strengths to provide better customer value, achieve a precise superior company performance in terms of a clear definition of the market and from the competitors and succeed in the successful marketing strategy, focus diversify methods from competitors.

In order to satisfy the demands of the market, marketers study to find replies to inquiries regarding micro and environmental factors influencing enterprises and, once more, how the organisation will respond, how the organisation should respond, whether they are in place that exceeds or influences the promotion of New Kenya Cooperative Creameries and whether there are competitors operating within the environment. A study by Keller and Kotler (2016) an examination relating to the company legal, technological, social,

economic and political environment, can facilitate the company to point out the macro environmental forces that may impact the organisation.

According to Enz (2020), a marketing strategy is a comprehensive description of an enterprise's position, services, and products. This includes the general goals an enterprise aims to achieve, its relationships with the external and internal environment, and the profile of target markets. The provision of a roadmap and a unique method for a firm's objectives describe a marketing plan. To describe a strategy, one must consider a firm's objectives, mission, and total vision. An organisation tries to achieve an advantage and its direction through the proper utilisation of available resources in a challenging environment and the scope over a very long period of time to meet stakeholders' demands and market needs and expectations. A strategy refers to the organisational plan of action that aims to move the enterprise towards achieving its fundamental purposes and shorter-term objectives (Enz, 2010). Marketing strategies are not the same in all organisations (Shontz, 2019). According to Grunenwald (2017), some strategies are more limited in scope, some are comprehensive, and others are more aggressive. The scholar states that due to the unique nature of Kenyan communities, every dairy cooperative has unique marketing blending, and as such, one needs to find out what tools work best for one community and what marketing strategies work best for another community. In other words, we can find successful marketing blueprints for dairy cooperatives. Marketing must be simple; marketing needs to be practical, leading to a common sense of best strategies.

Choosing various techniques in steadiness and the proper percentage describes the composition of the marketing strategy. Different situations require different techniques because other organizations have other problems. Marketing strategy means a coordinated,

blended as well as comprehensive plan that combines four strategies: market penetration strategies, diversification strategies, market development strategies and product development strategies (Koontz & Rockwood, 2021).

Marketers research to meet the satisfy of the market as well as to respond adequately to queries from consumers, for example, how the organisations will react, micro and macro environmental factors influencing an enterprise, how the company should respond, whether they are in a position that affects the promotion of dairy cooperative creameries or exceeds, whether there are any competitors in operation within the environment, what the consumers have in mind concerning services and products offered, and marketers study in order to respond to queries about on how consumers' dynamic requirements need to met. A study by Keller and Kotler (2016) an examination relating to the company legal, technological, social, economic and political environment, can facilitate the company to point out the macro environmental forces that may impact the organisation. According to Enz (2020), a marketing strategy is a comprehensive description of an enterprise's position, services, and products. This includes the general goals an enterprise aims to achieve, its relationships with the external and internal environment, and the profile of target markets. The provision of a roadmap and a unique method for a firm's objectives describe a marketing plan. To describe a strategy, one must consider a firm's objectives, mission, and total vision. An organisation tries to achieve an advantage and its direction through the proper utilisation of available resources in a challenging environment and the scope over a very long period of time to meet stakeholders' demands and market needs and expectations. A strategy refers to the organisational plan of action that aims to move the enterprise towards achieving its fundamental purposes and shorter-term objectives (Enz, 2020). Marketing strategies are

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Organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. Organizational performance means the attainment of the organisation's ultimate objectives as set out in the strategic plan. Performance can be determined in various ways. It might stand for financial performance, market performance, customer performance or overall performance, depending on the researcher's context. Financial performance literally refers to financial measures, such as profit margin and return on investment (ROI). Although organizational performance is quickly thought to be simple and unequivocal, it is not just something one observes and measures. It is a relative concept defined in terms of some referent employing a complex set of time-based and causality-based indicators bearing on future realizations. Above all, performance is about the capability to generate future results (Lebas and Euske, 2022). Choosing various techniques in steadiness and the proper percentage describes the composition of the marketing strategy. Different situations require different techniques because other organizations have other problems. Marketing strategy means a coordinated, blended as well as comprehensive scheme of action which puts together four strategies: market

penetration strategies, diversification strategies, market development strategies and product development strategies (Koontz & Rockwood, 2021).

Marketing strategies in SMBs are typically those strategies and operational process options chosen by business owner or operator to ensure the superior performance and competitiveness of their business. The majority of the studies involving small business management were conducted in the 1980's and 1990's and many of their implications are still valid in Kenya's contexts. At a business unit level, they include the selection of strategies that competitively position the business in their environment (Porter, 1985).

Whilst at a functional level, they include managers' choices of marketing, operational and human resource strategies and business processes that facilitate the achievement of the organization's strategic goals. For the smaller business, Storey & Greene (2010) concluded that six factors significantly impact upon the performance of the business: legal structure, business size, age, industry sector and markets, location and ownership. Selecting strategies for success is one of the most important decisions for small businesses (Morris, Kuratko & Covin, 2020).

2.3 Market Penetration Strategy and Performance of NKCC

Organisational performance is a composition of three aspects of a company's financial performance: shareholders' return (total shareholder return, economic value added, etc.), product market performance (market share, sales, etc.), and financial performance (return on investment, return on assets, profits, etc.).

An organisation can utilise many techniques to calculate its financial performance, such as employee stewardship, corporate social responsibility (community outreach, corporate citizenship), customer experience, and financial performance (shareholder return). Many

studies have been carried out that have looked at the complex subject of performance. According to research by Ford and Schellenberg (2022), for instance, studies on a business's performance ended with a compulsion for additional differences of opinion on how to conceptualise performance. It is key to effective performance management to clearly appreciate external and internal factors and how they influence operations. According to Brignall and Ballantine (2016), the internal environment of the firm comprises the following systems, processes, responsibilities of the individuals, their roles, resources, culture, strategy, and structure.

The market or industry in which the organisation operates is described as its external environment. In many organisations, external environmental factors pose the most critical problems because they are uncontrollable and unpredictable, do not matter even to the best managers in the industry, and can bring about unsatisfactory firm performance. It is beneficial to know that the outcomes happen because of what drives them, as well as their management, to estimate the organisational performance. According to Mongiello and Harris (2001), the earlier research into performance measured and defined outcomes to be the financial outcomes of a firm. As Makina and Oundo (2020) indicated, the market condition has progressively become competitive, compelling organisations to put together strategies to remain relevant in the market, improve performance, and grow. Some of the strategies are growth strategies, that comprise market penetration, product development, market development and market diversification. Developing strategy means a well-planned vision of in which the company wishes to be and the techniques to achieve that vision (Saunders and Pearson, 2016). It refers to methods used by enterprises to pass down their business goals. Growth strategy is the process by which businesses devise techniques to

achieve their firm objectives, which are to increase turnover, volume, and size (Leminen and Westerlund, 2022). A growth strategy refers to a framework connecting capabilities concerning resources Coombs and Deeds (2020). Different resources make a competitive advantage, and various methods can identify the relative contribution of resources. A company can maintain a sustainable competitive advantage while staying within its area of expertise, which will be facilitated by creativity in entering new markets and services, innovation, and diversification.

2.4 Diversification Strategy and Performance of NKCC

The performance refers to real results or actual output of the firm as estimated instead of expected results. Organisational performance means the ultimate accomplishment of a business, which is evaluated using non-financially or financially based-indicators. Gibson et al., (2010) argue that organisational performance comprises several variables, such as effectiveness, efficiency, time spent achieving targets, and specific targets. In order to observe how a firm is doing, company performance is employed to measure product quality, market share, and levels of profits compared to its peers in the industry.

Diversification has become an incentive for creating synergy in market operations and achieving competitive advantage in the current turbulent business environment. The dairy firms are doing business in an environment that is competitive, particularly between companies producing similar products. There are three main forms of corporate diversification that have been practiced by a number of organizations around the world. The first type of diversification is the limited diversification. This form of business diversification occurs when a firm has all or most of its business activities under the same geographical area or industry. Companies that produce and sell a single line of products

are most likely to fall into this category of diversification. Firms that pursue limited corporate diversification strategy do not leverage their resources and capabilities beyond a single product or market. In this case therefore, limited corporate diversification is less similar to business level strategic planning (Geringer, Tallman & Olsen, 2020).

The other form of corporate diversification is related corporate diversification. This form of diversification usually happens when a firm starts to engage in more than one product or single market. This means that the company starts to produce more than one product and also ventures into other markets. If less than 70% of the revenue earned by a company comes from one product market and the multiple business lines are linked. The multiple businesses that a business firm pursues can be related in two ways. The first relationship may happen when most of the businesses operated by the company share inputs, production technology, distribution channels and even customers. Corporate managers are more likely to pursue business opportunities in new markets or industries if such industries share numerous opportunities and resources (Patricia, 2018).

The last form of corporate diversification is unrelated diversification. Under this form of corporate diversification, a firm pursues a number of business activities that are not totally related and may not be sharing any resources, production technology or even customers. In this case, less than 70% of the revenue of the company may come from a single product market but few business activities share any or no attributes. A number of companies across the globe engage in the production of a number of products that are different and require different inputs. Most companies that engage in unrelated diversification normally manage each and every business as if it were a standalone entity (Geringer, Tallman & Olsen, 2020).

Over many decades, social science scholars and managers have been fascinated by the influence of a diversification strategy on performance. According to Asrarhaghighi *et al.* (2018), nonetheless, results differ, and the assertions for diversification, with a number established, remain unresolved. Companies could select to alter to pull through the evolution of the environment of business (Ogollah & Nyangiri, 2015) for growth (Tsang & Su, 2015), profitability improvements (Tur & Yigit, 2022; Karimi, 2018); promote effectiveness in the employment of assets as well as initiate investment opportunities (Hasby *et al.*, 2017; Yildirim & Emel, 2016); to achieve efficiency and cost benefits to explore market opportunities and options (Sindhu *et al.*, 2014); and as a restructuring programme (Harrigan, 2022). It has been brought to a close that businesses differentiate between having a better market position, according to (Krivikapic *et al.*, 2017); otherwise, it was suggested that a diversification strategy makes a company squander its extra cash for economic use Akewushola (2015). According to Chen and Shyu (2019), several contradictory outcomes were adverse, while other results did not correlate with the variables, as per subsequent research. According to Jasper (2016), Nasiru *et al.*, (2011), and Manyuru *et al.*, (2017), diversification does not need to result in favourable performance, so not all companies make profits and positive returns. As per research by Ugwu and Uguwany (2013) and Tur and Yigit (2012), increased diversity in the firm portfolio results in a loss of control by senior executives and deteriorating firm performance. Research results showed that differentiated firms' outcomes fall as time passes, and the decision makers employed by the diversified strategies discover it increasingly difficult to avoid adverse performance over time (Schommer *et al.*, 2019).

2.5 Market Development Strategy and Performance of NKCC

Brealey (2019) defines firm performance as real estimates of results accomplished in comparison to planned outcomes, as well as how efficiently and effectively a firm uses its assets to create revenue for an enterprise. The evaluation of critical features of an enterprise's processes, systems, as well as programmes is part of performance measurement. The information may be utilised to gain superior decisions with time, and data is gathered and examined to consider how their procedure facilitates management.

According to Cameron (2016) the performance of a firm may be seen from various perspectives subject to the opinions of distinct stakeholders allowing giving them the value of the organisation to be brought into being from a different perspective. Every stakeholder of the firm maintains a distinct opinion concerning what is critical in their relationship with the company; for instance, the equity holders can be for expansion of the business despite lack of resources and decreasing cash flows, while the creditors of the company may think of the performance of the organisation capacity to make more cash as a priority, which corroborate the idea that favourable firm performance is but only one facet may lead, and the other may result in unfavourable performance.

According to Ansoff (1957), market development involves selling an already existing product into a market that was not buying the product before; the strategy can involve selling the product to different customer segment, selling the product in a new area or regions in which the product was not being sold or even in markets out of the country. The strategies each organization put in place to enter and operate in the new market plays important role in the ability of the organization to maintain its dominance in the market.

Some of the strategies used by organization to sustain the first mover advantage include creation of high switching costs. With existence of one product in the market, a customer adopts to the characteristics of the product and the pioneer company finding it difficult to change to other brands that later come into the market, this can be achieved by offering high quality products that meet the needs of customers (Wernerfelt, 2015). Companies entering a market that had not been explored needs to create appropriate distribution channel, appropriate product packaging, pricing.

Market development applies to improvement in sales through offering current stock to new markets, which, at first instance, means not returning any profits for the firm. This strategy makes a firm gain and maintains additional consumers of the products they are selling currently. According to Young et al., the strategy may be realised when they create new market segments by charging discriminative prices, using a new distribution channel, creating new dimensions, for instance, packaging, and entering a new geographical market. The base of Pyramid and Blue Ocean strategies are some of the strategies included in market development strategies. Blue Ocean's strategy can be described as tapping into uncontested markets and steering clear of the competition around the industry (Mauborgne & Kim, 2015). Red Oceans' strategy generates demand in new markets rather than competing for current market share, an instance whereby businesses brutally fight one another for a single market. The Pyramid Base mode of strategy includes increasing the size of the market share into areas of low-income communities (Mauborgne & Kim, 2015). Creating consumption capacity for consumers in communities with relatively low income is the primary strategy employed. A number of scholars think the Base of the Pyramid in developing countries is superior and better when compared to the market development

strategy of the Blue Ocean (Prahalad, 2015). According to Joshi and Bang (2018), nevertheless, there must be an encompassing point of view to developing the demand by the consumers to buy the products being sold as regards the pyramid's economic base. Market development art of war includes selling a product in a new location or place where it was not bought before, selling products in markets in other countries, and selling an already existing product in markets where it was not purchased before (Ansoff, 1957). The capability of a company to enter and maintain its dominance in a market depends on its strategies that it has established to enter and continue operating in the new markets. By creating a high switching costs has come to be important strategies used by a firm to improve and sustain its mover advantages. A study by Wernerfelt (1985) indicates a firm can achieve a more significant market share alongside providing excellent quality products which satisfies individual consumer requirements; the founder enterprises find it challenging to switch in place of the existing alternative types so as to reach the trade later, through making clients to embrace the product features as well as with the existence of one product in the market. Those businesses that enter a marketplace, particularly one that has yet to be explored, pricing, product packaging, and need to create appropriate distribution channels.

An organisation entering a market with monopolistic competition goes into the market for the first time. Being the first entrant into a market, in the majority of situations, allows a company to enjoy an original first-mover advantage. The results are that the enterprises will acquire superior customer loyalty and recognition, leading to a sustainable share of the market advantage before later competitors enter; this benefits the companies and gives them a monopoly-like status in the market, which rewards them with huge profits.

According to Marvin (2008), with superior new arrivals of competitors into more new markets, first movers will make losses in the shares market in the circumstances that lead the early bird or about by the first mover disadvantage.

Late entrants move on the investment of pioneers in locations such as customers' areas like personnel training, infrastructure development, and consumer education, and a few prior to the first-mover disadvantages include the free-rider impact. The profitability of the pioneer organisation is reduced, and the expenditures of doing business for the late entrants are diminished. This improves the number of risks of operating in new markets, which are unpredictable, putting the first movers at put at danger of meeting with the unrevealed. Marvin (2018), in the majority of cases, analyses the behaviour of consumers in an existing market. Late entrants have been able to research this, which provides them with the advantage of targeting appropriate and identifying necessary consumers in the market relying on their requirements, a drawback that the pioneer enterprise has to move in tandem together.

2.6 Product Development Strategy and performance of NKCC

New products and services are the lifeline of many corporations, small as well as big ones, according to Ewah (2018). The proficient success of many companies is determined by new product development. Companies double their bottom line through the launching of new products and can improve their efficiency at launching new products. An organisation may introduce an entirely new product that can be very attractive in the marketplace before a large market, and in that case, companies must develop new products to replace those that have become outdated. New product development to improve an organisation's competitive advantage constitutes a primary source of revitalisation and is a fundamental

process for every organisation (Bowen, 2016). According to Marsh and Stock (2017), all of an enterprise's dynamic capabilities for a new product are referred to as NPD. This means that NPD is a dynamic process requiring the combination and exploitation of unique characteristics that will satisfy market needs.

It has been argued that NPDS facilitates the giving of the way forward to enable customers to enjoy a diversification of choices Viljoen (2015), Stoner (2004) and Bryson (2019). Furthermore, NPDS makes a company better proactively prepare for the future and its long term goals to influence rather than react, initiate and shape its future actions and put in place controls of its destiny David (2017). Areas that need innovation and attention are facilitated.

It has been argued that the NPDS planning process may be employed to transform and position a firm Kotler (2016). It has been postulated that the importance of an excellent PDcreation means building an organisation that is able to develop successful outcomes and solid market positioning in spite of internal difficulties, potential competition, and ad hoc negative unpredictable events Gamble, Strickland and Thompson (2007). It is contended that NPDS makes it possible for a firm to acquire an effective, to the fullest extent, company to gain an effective and sustainable edge over its competitors, Ohmae (2016). It has been pointed out that potentially a scope of possible intrinsic values benefited from a firm by external stakeholders and the firm itself when new products are created Greenley (2016).

The argument is that there is a general belief that NPDS improves organisation effectiveness if wrongly pursued, the anticipated value may not be tapped, and it is argued that although there is a general perception. Poor strategy when developing new services

and products may not yield the expected value for the organisation, as Steiner (2009) points out.



2.7 Conceptual Framework

During the study, the independent variables will be product development strategies, market development strategies, product diversification strategies, and market penetration strategies. The performance of New Kenya Cooperative Creameries will be the dependent variable.

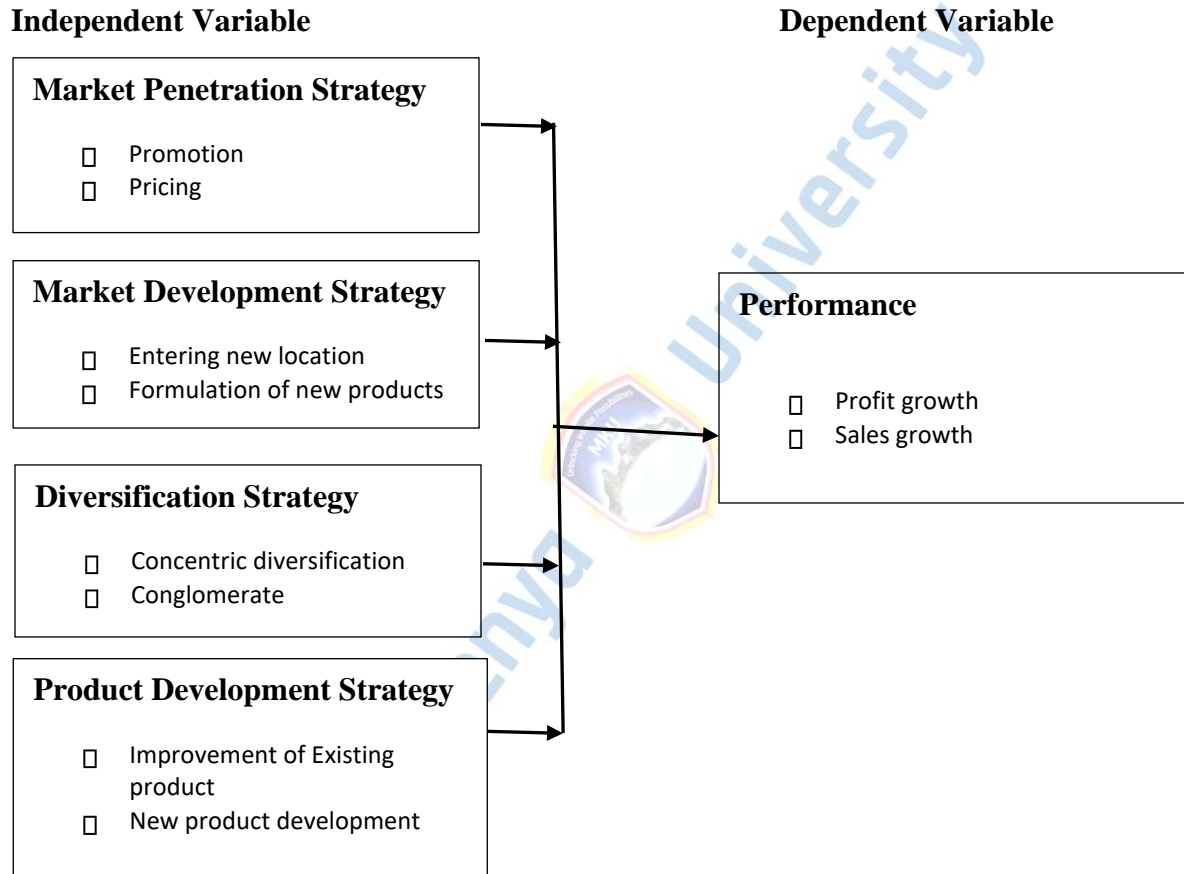


Figure: 2.0 Source Author (2024)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter includes the strategies that the researcher used to collect data from the field, the methods of analyzing this data, and presenting them in a way that was understood. It included the research design, target population, sampling design, data collection instruments, data collection procedures, and data analysis procedures.

3.2 Research Design

Research design is the plan and structure of investigation to obtain answers to research questions. The plan is the overall scheme or program of the research. A research design, therefore, expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on the relations of the problem (Cooper & Schindler, 2021). This research used a descriptive study design, which involved the creation of a profile of issues, collecting data and tabulating the variables under research or their interaction. The dependent variable of the research is performance of New Kenya Cooperative Creameries. This were represented by total output turnover, profit growth and sales growth of New KCC. The independent variables were marketing penetration strategies which will be represented by promotion and pricing; diversification strategy represented by concentric diversification and conglomeration; market development strategy represented by entering new markets and formulation of new products; and product development strategy represented by improvement of existing product, new product development and lead time.

3.3 Target Population

The research population is a specific or well-defined group of people, households, sets of things, firms, events, services, and elements which are investigated (Mugenda & Mugenda, 2008). Thus, a research study population should be able to fit a certain specification which the researcher is studying, and the population should be homogenous. This study targeted the New Kenya Cooperative Creameries Limited which is operations in Uasin Gishu County, a case of Ainabkoi Sub-County. The research was in particular target support staff, middle level management as well as the top-level management working for the New Kenya Cooperative Creameries Limited at Ainabkoi sub-county. The study population adequately represented that of the New Kenya Cooperative Creameries Limited in Uasin Gishu, Kenya which is significant representation.

Table 3.1: Target Population of Ainabkoi

Category	Target	Percentage
Finance Staff	76	65%
Middle Level Management	31	26%
Top Level Management	10	9%
TOTAL	117	100%

Source: National Employment Authority (2024)

3.4 Sampling design and procedure.

This research surveyed; therefore, the researcher will study the New Kenya Cooperative Creameries Limited in Uasin Gishu County, a case of the sub-county of Ainabkoi. From the target population of probably 117 participants using stratified rand sampling, a representative sample will be selected from each management level of staff at New Kenya Cooperative Creameries Limited at Ainabkoi sub-county to participate in the research.

Samples of approximately 30% of the original population provide reliable and excellent conclusions, Kothari (2014) states. Stratified samples, in which the original population inside every stratum is established, then a sample of about 66% adequately represents data collection, Mugenda and Mugenda (2012) state. The management and employees are considered acceptable for the research as they have a higher quality awareness and comprehension of the matter of question at the centre of contention and furnish particular instruction from a personal way of looking at it. The research will adopt Yamane's recipe to register the example as illustrated:

$$n = \frac{N}{(1 + N(e)^2)}$$

Where n=sample size N=population of the study

e=level of significance (5% level of significance)

N=target population =117

Applying the formula, $n = \frac{117}{(1 + 117(0.05)^2)}$

$n = 90$

Sample size = 90

Table 3.2: Target Sample Population

Category	Target	Sample Size	Percentage
Top Level Management	10	8	9%
Middle Level Management	31	24	26%
Finance Staff	76	58	65%
TOTAL	117	90	100%

Source: Author (2024)

3.5 Data Collection Methods and Procedures

The study tool in addition to instrument selected relied on target outcomes, expected data, design, objectives, research questions, research topic, and the characteristics of the participants. Each of the instruments and tools was operated with the intent to collect specific data. There are numerous methods of gathering the data, according to Cox (2012). For this study, a set of questions will be used, and primarily, data will be gathered directly from participants. The study instruments were arranged primarily on the objectives of the research. The questionnaires were made up of close-ended questions. The scholar was then administered a questionnaire (an instrument of survey) to every member of the study sample population. There are two parts of the research questionnaire, namely part one comprising personal data and information on backgrounds of participants and the second comprising level of education, age, and gender. This was validating the study to have knowledge of the environment of the participants. At the same time, the second section will zero in on the influence of the effects of marketing strategies on the performance of New Kenya Cooperative Creameries Limited in Uasin Gishu County, a case of Ainabkoi Sub-County. This made it possible for the scholar to be in a better place to analyse the effects of marketing strategies on the performance of recruitment agencies in Uasin Gishu County, in addition to any other components not alluded to by the research.

Uma (2016) is convinced that a set of questions is treasured mainly due to the fact that they are effective in terms of financial resources, researcher effort and researcher time. Spite of the fact that he in addition analysis of the primary questionnaire drawbacks: the effect of fatigue in circumstances where the questionnaire is long, respondent literacy, issues concerning self-deception, prestige biases, acquiescence, the famous halo effect, the

problem of unreliable or unmotivated respondents, and the simplicity of answers yielded. Both semi-structured and structured questionnaires will meet the research objectives and will be used in the research. Included in order to limit irrelevance to the objective will be the questionnaire of closed-ended questionnaire items. According to Bailey *et al.*, (2013), questionnaires make each respondent respond to the set of questions and provide an efficient way of collecting responses from a large sample prior to the quantitative analysis. Questionnaires prompt every participant to answer to provide an efficient way of gathering responses from a large sample before doing a quantitative analysis, according to Bailey *et al.*, (2013). Primary data will be critical for the research accordingly, in applying descriptive design.

3.5.1 Data Validity and Reliability.

The validity of the study refers to the accuracy of the research instrument which estimates the goals of the research in the absence of any form of differentiation. Moreover, content validity will be effective for this study. It considers the need to observe the investigations in the set of questions to give an assurance that every interrogation actually measures what they should measure. They were needed to examine the inquiries in the questionnaires. In case of any form of changes which identified, the researcher highlighted them in accordance with the proposals of the supervisors.

3.6 Testing Instruments of Reliability

The extent to which results are consistent and accurate over time and representative of the population in total under the research is referred to as reliability. If the research results can be replicated in another similar experiment, it means the instruments of the research study are considered reliable (Schindler and Cooper, 2015). Three types of reliability known in

quantitative study are the similarity of measurements within a given period, the stability of a measurement over time, and the degree to which a measurement given repeatedly remains the same (Miller and Kirk, 2016). The idea that uniformity accompanied by whatever a set of questions tests elements individually items outcomes hold out the carbon copy or test items are answered may be known through the test-retest technique at dual variable time periods, according to a study by Chandran (2014). Validity determines the extent to which the study accurately measures how the research results of the research are; on the other hand, it measures what it is supposed to measure Kothari (2014). The reasons for the research will be explained to the participants prior to the issuance of the questionnaires, followed by a telephone call to make sure that the research achieves its intended objectives.

3.7 Pilot Test Results

The Pearson's Moment Product Correlation Coefficient realised from the pilot Sample was $r = 0.79$. This value was used in Brown Prophecy formula in order to obtain the reliability of entire instrument. This was calculated as follows:

This value of correlation coefficient was significant compared to r maximum equal to 1 and r minimum equal to 0 and therefore the instrument was considered reliable.

Reliability is the capacity of the information collected from the data gathering tools to ensure uniform results in many trials. A dependable instrument should command in giving out results that are reliable in spite of whether the tool is employed during optional periods with the point of participating in answer examinations of a comparative report later on in time. Holding all other things constant, Cronbach's alpha reliability test will be employed to arrive at a decision similar to the use of a research set of questions. A well-grounded research tool should have a coefficient of at least 0.7. The research studies scoring less than

0.7 are deemed to be inconsistent in delivering consistent results and measuring inconsistent accuracy in estimating the study questions.

3.8 Data Analysis.

The researcher did develop a questionnaire and administered the research instruments on a physical one on one basis to a sample of 117 respondents currently working at New Kenya Cooperative Creameries in Uasin Gishu County. The scholar, for that reason, did request permission from the university and National Commission for Science, Technology & Innovation to gather research data. In addition, I was permitted and authorised, given a letter of introduction as permission to gather data, one must stick to scientific ways of doing research. The scholar did exercise control as well as care to make sure all the sets of questions are supplied to the participants, and to deliver this; the scholar must keep a document containing a list of tools administered and the recipient's identity.

The data gathered was then analysed using descriptive statistics employing Statistical Package for Social Sciences (SPSS) version 27 and then presented using frequencies, means and percentages. Figures, tables and frequencies are being employed in order to exhibit information and data. The data gathered through the open-ended questions was then analysed through content analysis techniques. The content analysis technique employed categorisation sets to make replicable and valid inferences about the gathered data and their circumstance Miller and Kirk (2016). This then provided a qualitative and systematic explanation of the research objectives. Multiple linear regression analysis will be carried out in addition to finding the correlation linking the performance and marketing strategies of New Kenya Cooperative Creameries Limited in addition to the variables of the research. The regression equation guiding the research will be

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon)$ Whereby Y

= Performance

X1 = Market Penetration Strategy

X2 = Market Development Strategy

X3 = Diversification Strategy B0 = constant of regression ϵ = error term β_0 , β_1 , β_2 and β_3

are the regression equation coefficients for every of the variables to be

analysed.



CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION

4.1 Introduction

The data analysis, interpretations, and presentation are covered in this chapter. While content analysis was used to analyse the qualitative data, descriptive and inferential statistics were used to analyse the quantitative data. The data was arranged as frequency tables, frequency distributions, and percentages to facilitate comprehension and interpretation of the results. A sample population of 90 respondents participated in the study. With 82 respondents out of the sample population, 91.1% of the respondents completed the surveys.

4.2 Representation of findings

4.2.1 Response Rate

This study targeted a sample size of 100 respondents out of which 96 filled in and returned the questionnaires, making a total response rate of 96% as shown on Table 4.1.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Top Level Management	30	36.46
Middle Level Management	14	16.67
Finance Staff	38	57.29
Total	82	100.00

The response rate was generally good and conforms to Mugenda and Mugenda (2003) stipulation, that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good while a response rate above 70% is excellent. In this case, the response rate obtained from this study can be classified as excellent and was sufficiently representative of the target population. This response rate was highly capable of producing useful results and make meaningful inferences. The study therefore proceeded.

4.2.1 Distribution of Respondents by Gender

Determining the respondent's gender category was the goal of the investigation. In order to guarantee equal participation from male and female respondents in this survey, this was sought after. According to the study's findings, the majority of respondents (61.3%) were men, while 38.7% were women. This suggests that both male and female participants were equitably included in the study, and as a result, gender bias was not present in the study's conclusions.

Table 4.2: Gender Category

Gender	Frequency	Percentage
Male	50	60.98
Female	32	39.02
Total	82	100.00

4.2.2 Gender of the Respondents

The results on the gender of the respondents indicated that 39.02% of the respondents were female, and 60.98% were male. The findings are presented in Figure 4.1.

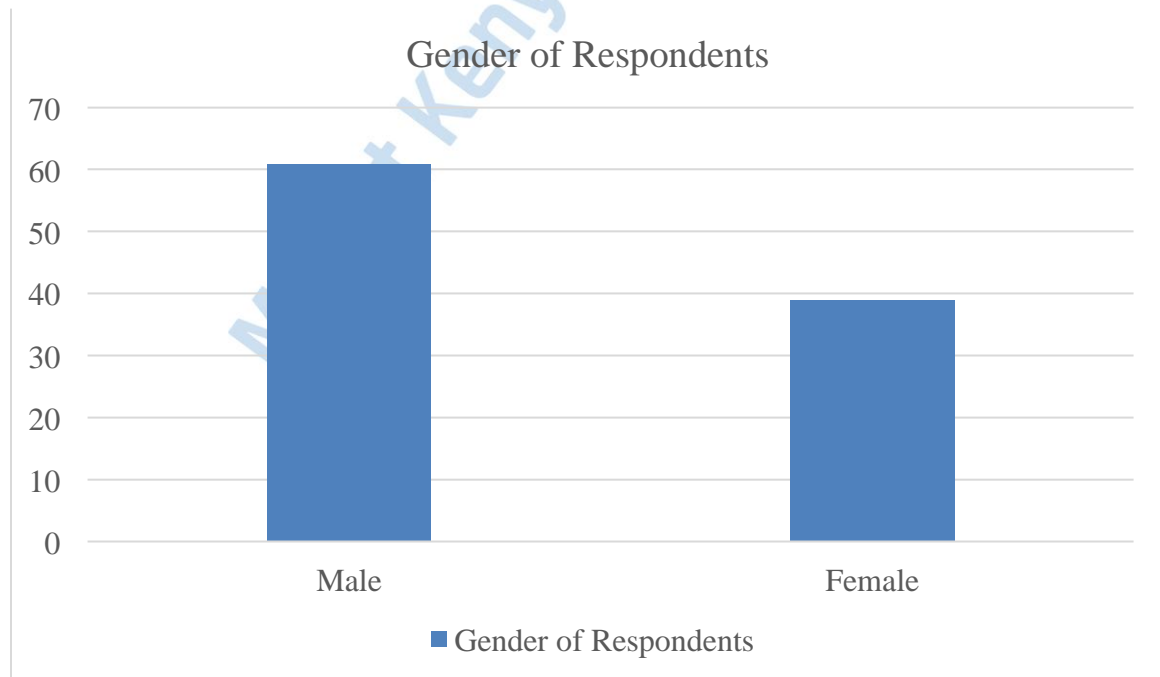


Figure 4. 1 Gender of the respondents

4.2.3 Age of the Respondents

The study explored the distribution of the age of respondents in managerial positions within the societies under focus. The Table 4.2 presents the distribution of age for the respondents.

Table 4.3: Age of Respondents

Age	Frequency	Percentage
18-28	14	17.07
29-39	22	26.83
40-50	24	29.27
Above 50	22	26.83
Total	82	100.00

From the Table 4.2 the age categories of the respondents results indicate that majority of the respondents were of the age category 40-50 years of age representing 29.27% of the total respondents. The second largest category were those aged above 50 years representing 26.83%, followed by 29-39 years at 26.83% while the least represented were those at age category 18-28 at 17.07%. The implication of this is that the management of the societies is evenly distributed among all the age groups.

4.2.4 Job Position

When asked to specify their level of management, respondents indicated that they worked at finance staff for the most part (43.67%), medium level management for 29.27% of them, and top level management for 27.06% of them. It is clear from the study's findings that a diverse range of organizational management levels comprised the respondents.

Table 4.3: Level job position

Job Position	Frequency	Percentage
Level Manage	23	27.06
Middle Level Management	24	29.27
Finance Staff	35	43.67
Total	82	100.00

4.2.4 Experience in the New Kenya Co-operative Creameries Ltd

The study wanted to establish the number of years that the respondent has worked in the New Kenya Co-operative Creameries Ltd. Table 4.3 establishes the working experience of the study respondents.

Table 4.4 Experience in the New Kenya Co-operative Creameries Ltd

Years of Experience	Frequency	Percentage
Less than 5	26	31.71
5-10	10	12.20
11-15	22	26.83
More than 15	24	29.26
Total	82	100.00

From Table 4.3, those who have served for less than 5 years were the majority at 31.71%.

They are followed by those with more than 15 years at 29.26%, then those with period

between 11-15 years at 26.83%. Those with 5-10 years as length of service were at 12.20%

The length of service depicted in the Table above is a good indicator of a category that have had experience in managing organizations.

4.2.5 Current Position Experience

The study wanted to establish the period of time the respondent has served in the current managerial position. The findings of Table 4.4 depict these findings. The period served in a managerial position is a good indicator on the extent to which a respondent has participated in managerial decision-making process impacting on the performance of the New Kenya Co-operative Creameries Ltd.

Table.4.5: Current Position Experience

Current Position Experience	Frequency	Percentage
Less than 5 years	41	50.00
5-10	17	20.73
11-15	19	23.17
More than 15	5	6.10
Total	82	100.00

The Table 4.4 indicates that majority of the respondents had spent less than 5 years in their current managerial position. This represented 50% of all the respondents. This was followed by those with 11-15 years of service who stood at 23.17, followed closely by those who had served in a managerial position for 5-10 years at 20.73%. The least are those who had served for more than 15 years in managerial positions as they stood at 6.10%. This shows that majority of the respondents had served in managerial positions for a period not more than 10 years. This is a good indicator that they have had ample experience in development and implementation of organizational strategies as majority of strategic plans runs for a period of 5 years.

4.2.6 Highest Level of Education

The study wanted to find out the level of education of the respondents involved in the management of New Kenya Co-operative Creameries Ltd. The results of analysis are as depicted in Table 4.5 below.

Table 4.6 Highest Level of Education

Highest Level of Education	Frequency	Per centage
Undergraduate	26	31.71
College Level	31	37.80
Graduate Level	25	30.49
Total	82	100.00

From Table 4.5 above majority of the respondents had attained college level education certifications as they were represented by 37.80% of all the respondents. They were followed closely by those with undergraduate qualifications, who represented 31.71% of

the respondents. Those with graduate qualifications stood at 30.49%. The education qualifications held by the respondents is a good indicator of their capability in managing the cooperative societies.

4.2.7 Management Level

The study explored the management levels of the respondents. It was observed that the company had a more bureaucratic mode of style and most decisions were made by the management while the workers implemented the set standards. The distribution helps understand the implementation of decisions within the societies and their impact on the performance of the respective societies.

Table 4.7 Management Levels

Management Levels	Frequency	Per centage
Senior management	34	41.46
Middle management	39	47.56
Lower management	9	10.98
Total	82	100.00

From Table 4.6 above majority of the respondents were from the middle management level. They were followed closely by those working at senior management category, who represented 41.7% of the respondents. The lower management stood at 11.1%. The positions occupied by the respondents were at levels of decision making that could influence the performance of the New Kenya Co-operative Creameries Ltd.

4.2.8 Level of Satisfaction with the Society Performance

The study wanted to establish the level of satisfaction of the respondents with the performance of the New Kenya Co-operative Creameries Ltd. This is captured in Table 4.7 below;

Table 4.8 Satisfaction with Performance of Society

Frequency	Per centage
------------------	--------------------

Yes	63	76.83
No	19	23.17
Total	82	100.00

The table above represents data on the satisfaction level of the respondents on performance of the New Kenya Co-operative Creameries Ltd. The results indicate that 76.83% of the respondents were satisfied with the performance of the NKCC. It is only 23.17% of the respondents were not satisfied with the performance of the societies.

4.3 Descriptive Analysis of Study Variables

This section contains a descriptive analysis of the study variables. Descriptive statistics like mean, standard deviation, kurtosis, and skewness have been used to explain the distribution of the variables.

4.3.1 Marketing Strategies

The study sought to assess the descriptive statistics of marketing strategies in New Kenya Co-operative Creameries Ltd. within Ainabkoi Sub-county. The respondents were asked to rate the extent of their agreement with statements focussing on resource allocation. From the responses, descriptive measures of central tendency and dispersion: mean, standard deviation, skewness, and Kurtosis were used for ease of interpretation and generalization of findings. The findings are shown in Table 4.8 below;

Table 4.9 Marketing Strategies

Statement	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistics	Statistics	Statistics	Std.	Statistics	Std.

				Dev.		Error
The promotion of organizational products influences profitability	3.7639	.79599	-.063	.283	-.548	.559
The product development strategy influences competitiveness in the market	3.9861	.92680	-1.282	.283	2.540	.559
The distribution strategy adopted by the organization affects the revenue	3.4444	.87031	-.484	.283	-.764	.559
The Pricing strategy adopted by the organization determines the revenue generated	4.0139	.91148	-.831	.283	.096	.559
The organization marketing programs are continuous in nature and directed to the right market segment.	3.5556	.83731	1.004	.283	-.807	.559
The distribution channel strategy utilized affects the growth of the enterprise	3.7917	.74941	1.082	.283	1.256	.559
The organization adhere to pricing differentiation according to levels of intermediaries and nature of products	3.7361	1.12579	-.735	.283	.004	.559

As from Table 4.8 the element “The Pricing strategy adopted by the organization determines the revenue generated” had the highest mean 4.0139 while the element “The distribution strategy adopted by the organization affects the revenue” had the least mean at a value of 3.4444. In terms of dispersion, the element with highest variation witnessed was that of “The organisation adheres to pricing differentiation according to levels of intermediaries and nature of products”, while the one with least dispersion or variability is the element “The organization marketing programs are continuous in nature and directed to the right market segment. Majority of elements were negatively skewed except the element “The organization marketing programs are continuous in nature and directed to the right market segment. In terms of Kurtosis the element with the highest value was “The product development strategy influences competitiveness in the market” with a value of

2.540. The results on the pertinent role played by marketing strategies on the performance of organizations have been confirmed in the study conducted by (Bategeka, Munyoki and Ogutu, 2012). This is similar to another study carried out by (Mungai, 2014) who established a positive and significant relation between marketing strategies and performance of organization.

4.3.2 Product Innovation

The study sought to assess the descriptive statistics of product innovations in New Kenya Co-operative Creameries Ltd. within Ainabkoi Subcounty. The respondents were asked to rate the extent of their agreement with statements focussing on product innovation and strategies. From the responses, descriptive measures of central tendency and dispersion: mean, standard deviation, skewness and Kurtosis were used for ease of interpretation and generalization of findings. The findings are presented on Table 4.9 below;

Table 4.10: Product Innovation

Statement	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistics	Statistics	Statistics	Std. Dev.	Statistics	Std. Error
New products developed are influencing the revenue collected	3.6250	.77709	.032	.283	-.401	.559
The organization has improved its products thus becoming competitive in the market	3.9861	.95671	-.766	.283	-.234	.559
Our products meet different consumer needs thus increasing our market share	3.9722	1.02052	-.679	.283	-.642	.559
The fortified products have given us an inch in the market thus increasing our revenue	3.6528	.69525	-.700	.283	.449	.559
The organization continues to maximize value from opportunities without constraint to existing models, structures or resources.	3.3333	.85580	-.015	.283	-.693	.559
There is a strong relationship between the number of new ideas generated and the number of new ideas successfully implemented	3.1250	1.04730	.046	.283	-.407	.559
Our products are competitive in the market due to their aesthetics, design and utility	3.9722	.82175	-.418	.283	-.375	.559

As indicated from Table 13.0 the element “The organization has improved its products thus becoming competitive in the market” with mean 3.9861 while the element “There is a strong relationship between the number of new ideas generated and the number of new ideas successfully implemented. had the least mean at a value of 3.1250. In terms of dispersion, the element with highest variation witnessed was that of “There is a strong relationship between the number of new ideas generated and the number of new ideas successfully implemented. while the one with least dispersion or variability is the element “The fortified products have given us an inch in the market thus increasing our revenue. Majority of the elements were negatively skewed except “There is a strong relationship between the number of new ideas generated and the number of new ideas successfully implemented. In terms of Kurtosis the element with the highest value was “The fortified products have given us an inch in the market thus increasing our revenue with a value of 0.449. Product innovation has been established as one of the core factors influencing organizational performance (Wong, 2014). This is associated due to the functions that are inherently associated with product innovation like, newer products, ease of use, reduced cost of production, safety among others (Mugo, 2014). The importance of continuous product innovation has been reiterated by (Wasike, 2014) who impute that production innovation is a measure of growth of the organization, giving it a competitive edge within the market.

4.3.3 Performance of New Kenya Co-operative Creameries Ltd

The study sought to assess the descriptive statistics of the performance of New Kenya Cooperative Creamers Ltd within Ainabkoi subcounty. The respondents were asked to rate the extent of their agreement with statements focussing on the performance of New Kenya

Co-operative Creameries Ltd. From the responses, descriptive measures of central tendency and dispersion: mean, standard deviation, skewness and Kurtosis were used for ease of interpretation and generalization of findings. The findings are shown on Table 4.10 below;

Table 4. 11 Performance of New Kenya Co-operative Creameries Ltd

Statement	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistics	Statistics	Statistics	Std. Dev.	Statistics	Std. Error
Operating profits	3.0972	.53497	1.799	.283	5.935	.559
Return on investments	3.0694	.38735	.687	.283	3.626	.559
Market share	3.3889	.76094	-.006	.283	-.326	.559
Sales growth rates	3.2917	.65944	-.394	.283	-.714	.559
Cash flow from operations	3.1667	.75059	.537	.283	.386	.559
Market development	3.3750	.91062	-.710	.283	.378	.559
New products/services development	3.5972	.86659	-.042	.283	-.625	.559
Cost reduction programmes	3.1806	.77508	.419	.283	.048	.559
Personnel development	3.1250	.90285	-.135	.283	.121	.559
Research and Development	3.3889	1.18150	-.174	.283	-1.044	.559
Work place relations	3.7917	.69073	.300	.283	-.860	.559
Employee health and safety	3.6528	.73465	-.222	.283	-.090	.559

As indicated from Table 4.10 the element “Work place relations” followed by “Employee health and safety” had the highest means which stood at 3.7917 and 3.6528 respectively. The element with the least mean was “Return on investments” with a mean of 3.0694. In terms of dispersion, the element with highest variation was “Research and Development” with a standard deviation value of 1.18150 while the one with least dispersion or variability is the element “Return on investment”. Majority of the elements were negatively skewed except, work place relations, cost reduction programs, cash flow from operations, return on investment and operating profits. In terms of Kurtosis the element with the highest value was “operating profits” with a value of 5.935.

4.4 Test for Reliability and Validity

The study adopted the Cronbach Alpha as the pertinent test for measuring the reliability of the research instrument. Test for reliability is applied for establishing the degree of consistency of the research instrument whenever it is administered to the respondents. The majority advisable levels of Cronbach Alpha coefficient is 0.5 and above for social and business studies. This study makes use of the Cronbach Alpha coefficient as the measure for testing reliability.

The results are indicated in the table below;

Table 4. 12 Test for Reliability

Construct	Number of items	Cronbach's alpha
Marketing Strategies	7	0.692
Product innovation	7	0.667
Performance of New Kenya Co-operative Creameries Ltd	12	0.692
<u>Overall items and their reliability</u>	<u>26</u>	<u>0.788</u>

To ensure that the validity of the study results is attained the experts in the School of Postgraduate were requested for advice on the structure of the questionnaire and the questions. Their views were taken into consideration to ensure that the subject matter was the one being tested. The study also reviewed various past studies to familiarize and borrow from their study instruments. During the piloting study the researcher was keen in ensuring that the structure, content, context and language of the respondent were aligned to ensure that it appealed to the respondents and easier to understand.

4.5 Correlation Analysis

The study wanted to establish the association between the independent variables and the dependent variables. This resulted in the application of the Pearson's correlation coefficient

(r). The correlation coefficient (r) is an indicator of the extent of association or relationship between the independent and the dependent variable. The value of (r) is between -1 and +1 where a value closer to +1 indicates a very strong positive relation, a value closer to -1 indicates a negative relationship, while an association with a null value indicates lack of association between the independent and dependent variable.

The independent variables of this study; marketing strategies and product innovation were each correlated with performance of the dairy cooperatives which was the dependent variable for this study. The study applied the Pearson Correlation technique to establish whether an association exists between the independent and the dependent variables. The magnitude and the direction of the association was also determined as indicated in the tables below.

4.5.1 Correlation Analysis between Marketing Strategies and Performance of New Kenya Co-operative Creameries Ltd.

The association analysis between marketing strategies and performance of New Kenya Cooperative Creamers Ltd was conducted and results generated. The Pearson correlation coefficient computed and tested indicated that the relationship between marketing strategies and performance of New Kenya Co-operative Creamers Ltd was found to be positively and statistically significant ($r = 0.74$, $p = 0.006$). The results indicate therefore that with effective marketing strategies the performance of the New Kenya Co-operative Creamers Ltd is also bound to improve. This is in support with the study conducted who established a positive and significant relationship between marketing strategies aspects like promotion of products, distribution and communication and performance of pharmaceutical firms.

4.5.2 Correlation Results of the Relationship between Product Innovation and Performance of New Kenya Co-operative Creameries Ltd

The correlation analysis between product innovation and performance of New Kenya Cooperative Creamers Ltd was conducted and results generated. The Pearson correlation coefficient computed and tested indicated that the relationship between product innovation and performance of New Kenya Co-operative Creamers Ltd was found to be positively and statistically significant ($r = 0.64$, $p = 0.031$). The results indicate that if the product innovation strategies are well implemented within the organization would result to improved performance of the cooperative societies. The finding concurs with those established who found a significant and positive relationship between the number of product innovations in an organization and its financial performance.

4.5.3 Correlation Results for All the Variables

The table 4.12 indicates the correlation between the independent variables and dependent variables. The magnitude of the relationship is between the variables; market strategies, product innovation and performance of New Kenya Co-operative Creamers Ltd. The findings of the table below indicate that the association between marketing strategies and performance of New Kenya Co-operative Creamers Ltd is positive and significant and stands at 0.74 while that between product innovation and performance of New Kenya Cooperative Creamers Ltd is 0.64 which is also positive and significant. The coefficient of association between marketing strategies and product innovation is positive and significant and stands at 0.65.

From the association analysis conducted none of the relationships between constructs has a correlation coefficient of more than 0.80 which indicates that the data is free from heteroscedasticity tendencies.

Table 4.13: Correlation Analysis

Factor	Marketing Strategies	Product Innovation	Performance	
Marketing Strategies	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	72		
Product Innovation	Pearson Correlation	.65**	1	
	Sig. (2-tailed)			
	N	72	71	
Performance	Pearson Correlation	.74**	.64**	1
	Sig. (2-tailed)	.006	.031	
	N	72	72	72

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

4.6 Answers to Study Questions

The answering of the study questions will be carried out through the use of simple and multiple linear regression models. This helps us to establish the coefficient of the effects between the independent variables and the dependent variable. Before delving into that the testing for linear regression assumptions is carried out.

4.6.1 Regression Analysis

The study sought to establish the contribution of each of the independent variables; marketing strategies and product innovation on performance of New Kenya Co-operative Creamers Ltd s. The regression models are summarised as below.

4.6.2 Testing of Regression Assumptions

As discussed in chapter three there are some pertinent assumptions that are held for one to establish the size of effect between the independent and dependent variables. In this study the assumptions of Normality and Homogeneity of variance were tested whether they have been met.

4.6.2.1 Normality

To test the normality of the independent variables the study made use of Shapiro-Wilk test.

The results are as indicated in the table below:

Table 4. 14 Normality Test

Factors	Statistics	Shapiro-Wilk	
		Df	Sig.
Performance	.956	72	.312
Marketing strategies	.884	72	.265
Product innovation	.812	72	.423

From Table 4.13, the p-values are 0.312, 0.265, and 0.423. We can reject the alternative hypothesis and conclude that the data comes from a normal distribution.

4.6.2.2 Test for Homogeneity of Variance

The test for homogeneity of the variance is carried out by the use of visual examination of a plot of standardized residuals (the errors) versus the standardized predicted value (regressed values).

4.6.3 Regression Analysis of Marketing Strategies and Product Innovations on the Performance of Dairy Cooperative Societies

Results in table 4.14, 4.15, 4.16 below show the amount of variation on the dependent variable explained by the independent variable. The results of regression analysis revealed that there is a significant positive relationship ($\beta = 0.128$, $p < 0.01$) between marketing strategies and performance of New Kenya Co-operative Creamers Ltd within Ainabkoi SubCounty. This means that increase in the application and implementation of marketing strategies in the New Kenya Co-operative Creamers Ltd will lead to better performance of the societies. Still on the same results of the regression analysis we find that there is a positive and significant relationship ($\beta = 0.213$, $p < 0.05$) between product innovation and performance of New Kenya Co-operative Creamers Ltd within Ainabkoi SubCounty. This

means that the continued introduction of new products into the market and improvement of production processes is bound to improve the performance of the Societies.

The independent variables reported an R value of 0.912 and $R^2 = 0.832$ which means that 83.2% of corresponding variations in the performance of the New Kenya Co-operative Creamers Ltd can be explained by both marketing strategies and product innovations. The rest of the variation 16.8% could be explained by other variables not included in our model.

The model is $Y = 2.028 + 0.128 \text{ Marketing strategies} + 0.213 \text{ Product Innovation} + \text{Error Term}$, where Y is the performance of New Kenya Co-operative Creamers Ltd.

The F test gave a value of $F(2, 69) = 7.817, p = 0.001$ which is relatively large enough to support the goodness of fit model explaining the variations in the dependent variable. This validates that marketing strategies and product innovations are useful predictors of performance of New Kenya Co-operative Creamers Ltd. The results of regression analysis revealed there was significant positive relationship between marketing strategies, product innovations and performance of New Kenya Co-operative Creamers Ltd. This implies that when the right marketing strategies are crafted for the right market segments there is bound to be an improvement in the performance of the society.

Table 4.15: Model Summary

Model R	R Square	Adjusted R Square	Std Error of the Estimate	R Square Change	F	df1

					Change	df2	Sig
						F	Change
1	.912 ^a	.832	.816	.678	.817	7.817	269 .001

^a Predictors: (Constant), Product Innovation, Marketing Strategies
 Dependent Variable: Performance Market

Table 4.16: ANOVA Analysis

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	1.696	2	.848	7.817	.001 ^b
	Residual	7.464	69	.108		
	Total	9.180	71			

^a Predictors: (Constant), Product Innovation, Marketing Strategies
^b Dependent Variable: Performance

Table 4.17: Regression Coefficient

Model		Unstandardised coefficients		Standardised coefficients	T	Sig.	Collinearity statistics	
		B	Std error	Beta			Tolerance	VIF
1	(Constant)	2.028	.340		5.963	.000		
	Marketing	.128	.086	.189	3.645	.006	.834	1.199
	Product innovation	.213	.127	.317	2.866	.0031	.834	1.199

^a Dependent Variable: PI

4.7 Summary of Data Analysis

This chapter focused on various statistical methods used to analyse data. The study utilized descriptive statistics like mean, standard deviation, skewness and kurtosis to describe the data. Inferential statistics was carried out through simple and multiple regression analysis.

This chapter made use of correlation analysis to establish the association between the independent and dependent variables. The next chapter will encompass the summary of major findings, conclusions and recommendations.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter focuses on discussion of the findings established during the data analysis section. This chapter therefore comprises of five sections which include; introduction, summary of major findings, conclusion, and recommendations for the study and suggestions for further studies. The introduction section introduces the reader to the contents of the chapter, while the summary of major findings indicates the objectives of the study, a summary of the methodology utilized and pertinent findings of the study. The third section referred to as the conclusion deals with the conclusions arrived at on the basis of the study objectives and the answers to the research questions. The fourth section comprises of the recommendations arrived at due to the results obtained through inferential statistics while the fifth section extrapolates the suggestions for further studies that the study feels will bridge gaps that the present studies did not tackle but believes will complement the present study findings.

5.2 Summary of Major Findings

The main objective of the study was to assess the determinants influencing performance of New Kenya Co-operative Creamers Ltd: a survey of dairy cooperative societies in Ainabkoi SubCounty. The specific objectives derived from the general objective were; to establish the effect of marketing strategies on performance of New Kenya Co-operative Creamers Ltd in Ainabkoi SubCounty and to find out the effect of product innovations on performance of dairy cooperative societies in Ainabkoi SubCounty.

The attainment of the above-listed study objectives dictated that the study adopt a descriptive research design. The design was selected due to its versatility in describing

phenomena. Descriptive research design can describe the existing phenomena taking into consideration the environment at hand. The design enabled the study to focus on a comprehensible and sizable population that would lead to study results generalization. To ensure this is accomplished the study adopted a stratified random sampling methodology out of the realization that there were different managerial levels within the New Kenya Cooperative Creamers Ltd. The population of interest was all the registered Dairy New Kenya Co-operative Creamers Ltd operating within Aianbkoi SubCounty. The respondents to the study included the top management, the middle level, and the lower level management.

The population of interest consisted of the 288 managerial staff leading the 72 New Kenya Co-operative Creamers Ltd within Ainabkoi SubCounty. The study adopted the drop-and-pick method in the administration of the questionnaire. The response rate was 82.7%. The study established that the selection and implementation of marketing strategies are very important in enhancing the performance of society. The management within the society has developed and adhered to the right market mix that brings optimal results to the organizational performance. The study focused on pricing, product, place, and promotional strategies an indicator that they are still relevant in the 21st century though changes in the consumption habits of the consumer and also changes in the communication media available to the consumer. The study returned a positive and significant relationship with the size of the effect being ($\beta=0.128$, $p=0.006$). The study therefore establishes the need to keep on utilising the traditional marketing strategies though it does not rule out the incorporation of other strategies like relational and digital marketing strategies. This study is consistent with that of Karanja (2014) who established a positive and significant effect

on the relationship between marketing strategies and the performance of SACCOs in Ainabkoi SubCounty. Similar results were established in the study Munyole (2015) whose main set up was on the distribution channels in the dairy industry located in the highlands of Kenya.

The study further established the pertinent role that continuous production innovation plays in improving the performance of the organization. Introduction of new products to the markets appeals to not only the existing customers but also to new class of consumers who may have never interacted with the organization. The study returned a positive and significant relationship between product innovation and performance of the organization with the size of effect being ($\beta=0.213$, $p=0.031$). This study therefore supports results of the study conducted by Wasike (2014) who found that innovative products contributed a large share in the performance of Haco Company in Nairobi Kenya. Similar results had been established in the study by Dioh (2012) who had found a strong relationship between innovation and performance of insurance industries in Kenya. Introduction of newer products to the market signifies a growing organization that is also ploughing back its profits to the benefits of the organisation and the consumers.

5.2.1 Market Penetration Strategies on Performance of New Kenya Co-operative Creameries Ltd.

The study established that New Kenya Co-operative Creameries Ltd adopted market penetration strategies to a moderate extent. The strategies included setting and reviewing prices of their products and services, followed by using operating costs to vary the prices from time to time and then reduction of prices of products and services as a competitive approach. The least practiced pricing strategy was emphasis on the use of market penetration as a basis of setting prices. The study also established that there was a

moderately positive and significant correlation between market penetration strategy and brand performance. Further, the study established that market penetration strategy did not have significant effect on performance.

5.2.2 Diversification Strategies on Performance of New Kenya Co-operative Creameries Ltd.

The findings establish that the New Kenya Co-operative Creameries Ltd adopted diversification strategy on a moderate basis. The most adopted diversification strategy was the use of operating costs to vary the prices from time to time, followed by the use of many different intermediaries to improve distribution of their goods and services and then having service innovation programs in place. It also adopted the introduction of different Stock Keeping Units in terms of yoghurts, Mala, powder milk, long life milk, butter, fresh and ghee. The products have different market niche and fit different demographic set ups so as to ensure that all the market shares are covered. The different SKUs also cover the diversification need in terms of pricing. There are stocks that are priced at a lower price according to the quality, quantity and location of the market. The least adopted diversification strategy practice was the establishment of policies for customer acquisition. Regarding correlation between diversification strategy and performance, the study found out that diversification strategy had a moderate positive and significant correlation with performance. The regression coefficients further established that diversification strategy did not have significant effect on performance since.

5.2.3 Market Development Strategies affect Performance of New Kenya Co-operative Creameries Ltd.

It was found out that market development strategy was averagely adopted to a moderate extent. The most adopted practice was the use of operating costs to vary the prices from

time to time, followed by the use of advertising programs to improve market development of its services and then the reduction of prices of products and services as a competitive approach. The least adopted practice was the use of many different intermediaries to improve distribution of their goods and services. The findings also established that market development strategy had a low positive but insignificant correlation with performance.

5.2.4 Product Strategies on Performance of New Kenya Co-operative Creameries Ltd.

The findings indicated that the company adopted product strategy to a moderate extent. The most practiced product strategies were the analyses of product life cycle of each product or service on a continuous basis, followed by the company ensuring that there is product and service variety and then there are service innovation programs in place. The least product strategy practiced was having product and service development department. Correlation coefficient revealed that product strategies had a strong positive and significant correlation with performance. The implication was that positive variations in product strategies had significant positive variation in brand performance. Finally, regression coefficients established that product strategies significantly affected performance.

5.2.5 Marketing Strategies on Performance of New Co-operative Creameries Ltd

The study established that a good correlation exists between marketing strategies and corporate branding. The coefficient of determination, or R square, showed that the variables used in the regression model account for 58.3% of the variations in performance. The adjusted R² of 57.4% on the other hand implied that marketing strategies adopted by New Kenya Co-operative Creameries Ltd account for 57.4% variations in their corporate performance. Further it was established that marketing strategy significantly affect brand performance of New Kenya Co-operative Creameries Ltd. This means that improved

marketing strategy practices led to improved performance of New Kenya Cooperative Creameries Ltd.

5.3 Conclusions

The study concludes that marketing strategies and product innovation as important factors in improving the performance of the organization. The study established that having the right product for the right market segment is vital for its success in the competitive market. The study also concludes that product differentiation is vital for the growth and performance of the societies. This is informed by the ability of the society to appeal to different kinds of tastes and preferences exhibited by the customers. It also in turn helps the organization implement its strategy of pricing differentiation as there is a presence of differentiated products that may be appealing to different market segments.

The study concludes that the marketing strategy employed by the organisation is tied to its growth and performance. The study established that the distribution strategy employed by the society affects the revenues collected. The marketing strategy determines how and where the customer accesses the product. Therefore, the study concludes that distribution strategy affects the growth of the business and the society should enter into a long lasting mutual relationship with the marketers for without them the cost of marketing may exceed the set budget. The study established that majority of the societies run continuous marketing programs thus concluding that marketing plays a pertinent role in informing and educating the consumer of the benefits and existence of the societies within the market.

The study concludes that product innovation strategies tend to improve the organisational standing within the competitive market. It is through the development of new products that the society is able to incorporate new consumer needs and keep up with the changing

consumer needs and preferences. The study concludes that the improvements made on the products contribute to the eventual performance of the society. The improvements can be taken as the ultimate incorporation of the organizations research and consumers desires to the new market offering. The continuous improvement of the products helps in meeting the consumers changing preferences and also leads in discovery of new products or processes that improve the production of the product. Increased search of better products are bound to discover new cost effective production methods within the cooperative societies. The continued search for innovative products opens the organization to better ideas and thus ends up improving the market offerings that improves the organisational performance.

5.4 Recommendations

5.4.1 Recommendations findings in this study

The study established a positive and significant relationship between marketing strategies and performance of New Kenya Co-operative Creamers Ltd. From these results we note the important role that marketing strategies plays in influencing the performance of New Kenya Co-operative Creamers Ltd within Ainabkoi SubCounty. The marketing strategies are of varied nature and the organizations should work on the right mix for optimal performance results. The study recommends for exploration of additional marketing strategies such as relationship marketing and digital marketing strategies. These strategies if incorporated with the cooperative societies marketing strategies will not only bring the personal relationships so desired by the consumers but will help in capturing the extent of contact of the target market with the organization and help in tracing and documenting the ever changing consumers tastes and preferences.

The study also recommends the integration of the NKCC departments for to effectively embrace the internal marketing strategies. Before rolling out the external oriented marketing strategies like distribution, pricing, and promotion the NKCC will be well placed by first implementing an internal marketing strategy drive. This ensures that all the NKCC departments buys into the mission of the organisation and ensures that what the organisation projects in the external environment is a manifestation of the self-belief of all or majority of employees. For this to be successful and implementable may require the redesigning of the society structures that allow not only vertical communication but also horizontal such that different NKCC departments can collaborate on different departmental projects. This leads to a solid and more unified organization that focuses on fulfilling the mission of the shareholders.

The study recommends the need to develop new products and reorient systems innovations sections or departments focusing on innovations within the societies. This will help in harnessing the employees' ideas and those gathered through various marketing strategies and eventually transforming them to marketable products. Much effort should be applied in developing innovations that creates links with the customer such that the societies do not play catch-ups in the needs of the customers. Without deliberate efforts in improving the innovation culture of the NKCC, the competitive ability of the NKCC will be limited.

This will hamper the attainment of the society's objectives. From the study it was established that utility, design and aesthetics of the NKCC's products play a major influence on the performance of the New Kenya Co-operative Creamers Ltd. This implies that to maintain the aesthetic value of new products and improving the existing ones requires close contact, evaluation and monitoring of the changing consumer needs. The

societies are therefore bound to improve their data collection and analysis methodology to be able to distinguish and identify those peculiar traits that makes the customer continue consuming the NKCC's products.

The study has established that beside the financial ratios that measure organizational financial performance there are other soft measures that may be used to establish its performance. Greater emphasis will be given to these measures like safety and relationship measures as they play an important role in building a pool of loyalty employees. The soft skills should be cultivated for without a good working environment improvement in employee production will be in vain. New Kenya Cooperative Creameries has been a giant in the dairy industry and was enjoying a monopoly in sales since the 1980's. However stiff competition from the upcoming dairy industries has seen the market share drop by 36%. It is therefore important that marketing strategies be put in place to revive the lost shares to other firms such as Brookside, Fresha and Delamare. NKCC being a Cooperative, it should be able to rise beyond the issues that hurt most cooperatives such as poor governance, embezzlement of funds so as to set itself apart and be at par in terms of competition.

5.4.2 Findings for future studies.

The study found a positive and significant relationship between marketing strategies, product innovation and performance of New Kenya Co-operative Creamers Ltd. The study established that the coefficient of determination stood at 0.832. This will be interpreted that the two factors explain 83.2 per cent of the variability in performance of New Kenya Cooperative Creamers Ltd in Ainabkoi SubCounty. This informs the call for other studies that will explore other factors influencing the performance of New Kenya Co-operative Creamers Ltd. Other factors like management competence, corporate governance,

technology, organizational design and structures, and environmental factors should be explored in order to establish their influence on the performance of New Kenya Cooperative Creamers Ltd within Ainabkoi SubCounty.

The study recommends that further studies be extended to include other primary producer's cooperative societies within Ainabkoi SubCounty. This will include the coffee, tea, bananas and horticultural produce cooperative societies and comparisons to be drawn from the results obtained. This provides a good platform of transferring the experiences from one producer cooperative society to another. The various strategies being utilized by these producer societies will be brought to light thus offering an opportunity for them to learn from one another. The study also recommends the inclusion of the board of directors in order to establish whether they have an influence in the performance of the cooperative societies. While marketing strategies are factors that may affect market share for NKCC, it is also important to note that factors like availability of raw products, in this case the milk, and prompt payment of the farmers, are other factors that should be kept in mind to ensure products are processed and issued on time so as to ensure that there are no stock outs in the market at any given point that may leave a gap for competitor products.

5.4.3 Kenya Vision 2030

Contribution to Kenya Vision 2030. This research will contribute to Strategic Objective 3: Enhance Food and Nutrition Security. The Ministry will enhance food and nutrition security by implementing the following strategies. Strengthen Strategic Food Reserve (SFR) The purpose of the SFR is to provide a strategic food reserve in physical stock and cash equivalent to stabilize food supply and prices in the country. The Ministry will strengthen the SFR to enhance the stocking of critical foodstuffs such as maize, beans, rice,

fish, powdered milk and corned beef under the management of the Strategic Food Reserve Oversight Board. The aim is to maintain at least 4 million (90 Kg) bags of maize in physical stock and its cash equivalent; 40,000 (90 Kg) bags of beans, 13,000 MT of rice; 10,000 MT of powdered milk, 5,000 MT of corned beef. Further, the government will establish Food Acquisition Programme in order to stabilize market prices for products from smallscale farmers who will be encouraged to form cooperatives in maize, wheat and potatoes, milk, meat and fish. Under the programme, the Government will buy 50% of its food requirements from small holder farmers.

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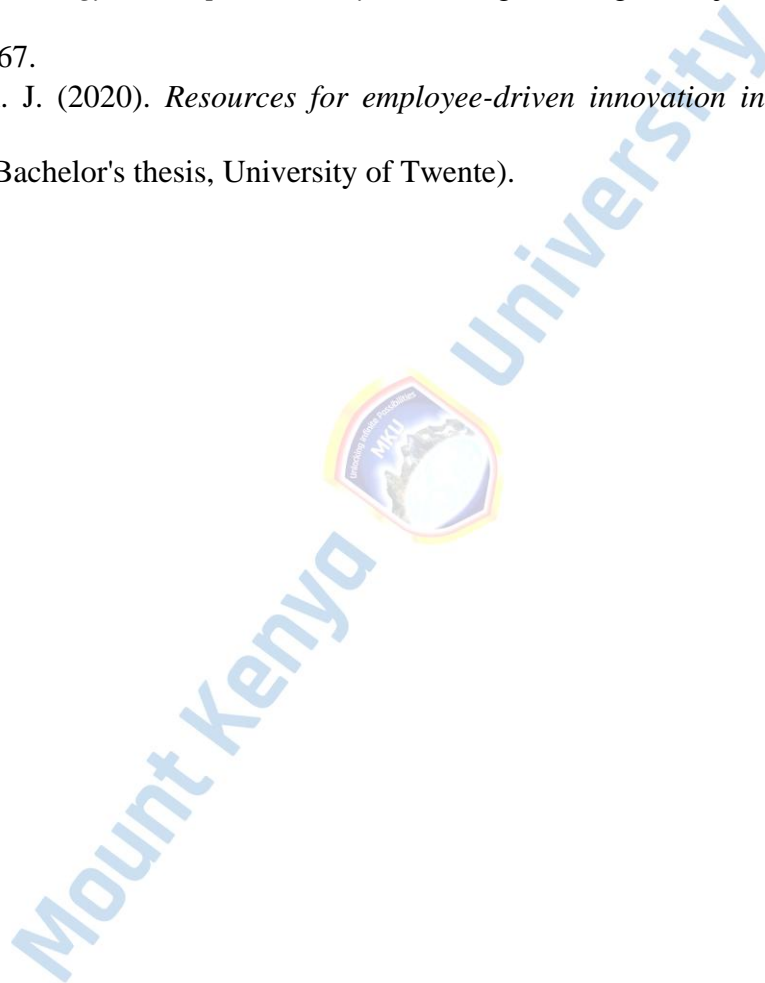
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APPENDIX I: QUESTIONNAIRE

I am a student of postgraduate studies at the Mount Kenya University, pursuing a master's Degree in Business Administration (MBA). I am undertaking a study on the effect of marketing strategies on performance of New Kenya Cooperative Creameries Limited. I will appreciate if you could respond to the questionnaire queries given and come forth with as honest response as you can.

Instructions: Tick where appropriate ()

Section A: Background Information

1 Gender Male [] Female [] 2 Age Below 20

21- 30 31-40 41-50 Above 50

3 For how long have you benefited in the project?

a) Less than 10 years

b) 10- 15 years

c) 16-20 years

d) Over 21 years 4 Level of education

a) Degree holder ()

b) Diploma holder ()

c) Secondary ()

d) Primary ()

Section B: Measurements of Study Variables

Instructions; Tick where appropriate

Measurement of Independent variables

Market penetration	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Pricing Strategy					
The pricing strategy normally influences market penetration					
Market penetration enables the company to come up with a pricing strategy					
Market Penetration enables the company to match its price with a desired market share they attract					
Market penetration is crucial for business performance					
Promotion	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Market penetration is essential for promotion strategies					
Market penetration enhances marketing activities that focus on attracting more customers to the product.					
Market penetration enhances search for new product distribution channels					
Market penetration enables access to new customers in the market					

Market penetration is essential for enhancing competitive advantage over competitors					
Market Development Strategy	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Supervisor Interaction with Team					
It enhances alignment of individual performance expectations with organizational goals.					
Supervisory activities enhances development in performance goals collaboratively with direct reports					
Provision of fair, constructive and timely feedback towards performance expectations and goals					
Nature of the work to be done by members					
Need for evaluation of employee's work that determines performance					
Level of complexity and nature of the job determines performance					

Members should team up with the need of achieving a general objective					
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Leadership					
Do you think leadership skills and self-efficacy perception enhances performance					
Self-leadership skills and self-efficacy perception enhances performance					
Leadership is a key foundation of empowering and enhancing performance					
Diversification Strategy					
Concentric Diversification					
Concentric diversification is significant in enhancing business performance					
Concentric diversification enables the recruitment agencies to leverage its resources effectively					
Concentric diversification enables risk minimization especially in the investment					
Concentric diversification influences good decision making on profitable investment					

Conglomerate Diversification					
Risk mitigation strategies are reinforced through					

conglomerate diversification in the company.					
Conglomerate diversification presents business opportunities to leverage on.					
Conglomerate diversification is a priority for new customer acquisition strategies					
Conglomerate diversification enhances new product and services features to enhance customers loyalty					
Conglomerate diversification enhances new service and product development in the organization					
Measurement of Dependent variable					
Performance of Recruitment Agencies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Sales Growth					
It is a significant and essential parameter for survival and financial growth of a firm					
It is an indicator of correct and working policies					

Market Share					
It shows the organization progress compared to the competitors					
It shows level of organization competitiveness					
Increases Turnover					
It is significance in establishing the financial performance of an organization					
It gives a measure of every shilling income earned on every asset					



APPENDIX II: Informed Consent

To Research Participant

C/O Mount Kenya University

July, 2024

Dear participant,

I Winnie Cheptoo Rutto, a Post Graduate student at Mount Kenya University, pursuing a degree of Masters of Business Administration wishes to request for your participation in a research thesis as project fulfilment for award of the degree. The study is titled **Influence of marketing strategies on performance of NKCC in Eldoret town Uasin Gishu County.**

As a participant in the research, you will be required to spare a few minutes to complete attached questionnaire. Your confidentiality will be protected: there will be no mention of your personal details anywhere throughout the research process or thereafter. No benefit shall accrue to you as a participant financially or otherwise. However, the research findings are expected to improve on knowledge and planning for all stakeholders.

You have a right to withdraw at any level. Any concern regarding this study should be raised with the undersigned.

Yours Faithfully,

Name of Participant (Optional)..... Sign.....

Contact/For any concerns

The Chairman, MKU IREC, P O Box 342-01000, THIKA

APPENDIX III: RESEARCH PERMIT NACOSTI

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