



BUSINESS GROWTH STRATEGIES AND PERFORMANCE OF FOOD AND BEVERAGE MANUFACTURING FIRMS IN UASIN GISHU CITY COUNTY, KENYA

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ABSTRACT

The general objective of this study was to examine the influence of business growth strategies on performance of food and beverage manufacturing firms in Uasin Gishu City County, Kenya. The study's specific objectives were: market penetration strategy, and customer focus strategy on performance of food and beverage manufacturing companies in Uasin Gishu City County, Kenya. The study's theoretical framework includes review of competitive strategy theory and resource based theory. This study adopted cross-sectional survey design for purposes of suitably addressing data collection and analysis. The target population was 246 respondents from food and beverage manufacturing firms in Uasin Gishu City County, Kenya which was the unit of analysis whereas study informants was managers in-charge of strategy and business development, and constitute the unit of observation. Proportionate stratified random sampling technique was used to select respondents and self-administered questionnaires based on five-point Likert scale were distributed using drop and pick-up method. Pilot testing was undertaken to test the validity and reliability of the questionnaire and pilot data analysis was done using Statistical Package for Social Sciences version 28. Results now presented in tables and graphs with clear explanations given based on the findings. The pilot results was over 0.7 for reliability and 0.5 for content validity index. The study concludes and recommends that performance of food and beverage manufacturing companies in Uasin Gishu City County, Kenya has been affected by business growth strategies, hence the need to implement this study findings.

Key Words: Business Growth Strategies, Performance of Food and Beverage Manufacturing Firms, Market Penetration Strategy, customer focus strategy

Background of the Study

Strategy and its influence on firm performance has been the subject of discussion for a long time and a firm's strategy entails determining its long-term goals and objectives, acting to achieve them, and allocating the necessary resources (Aaker & Moorman, 2023). Strategy outlines the market in which the organization operates or plans to operate and offers a model of the priorities, objectives, goals, and plans put forth to achieve them. It entails selecting the range of activities in which an organization differentiates itself in order to evaluate a sustainable difference in the market; the distinction between the chosen activities and the way they are conducted (Gordon & Langmaid, 2022).

All strategy concepts share a fundamental theme that a firm can achieve its objectives by strategically focusing its efforts in alignment with changes in the external environment (Alsharari, 2024). Organizations that select and afford to concoct a conglomeration of strategies are in a better standing for long-term performance when equated to those who elect not to or adopt only one strategy (Finnegan, 2022). Conversely, if an organization has resources that have the potential to create cutting edge performance, full actualization is not realized if the firm lacks capacity to explore available capabilities. This process involves creation and execution of strategies for performance improvement, but it is always challenging to get strategy right, because it is difficult to develop strategy in a speculative environment and changing reality, thus the discordance on having a collective ground on what constitutes key concepts for performance (Sorensen, 2021).

Strategic management practice consists of three basic elements, strategy formulation, implementation, evaluation and control (Wheelen & Hunger, 2008). It is within these three elements that strategic management practices are manifested and is also described as the strategic management process. The concept of organizational performance is core to businesses because the major objective of businesses is to make profits. Iravo et. al., (2013) state that one of the important questions in business has been why some organizations succeed and why others fail and this has influenced a study on the drivers of organizational performance. Awino (2011) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Njihia et. al., (2013) highlight performance measurement as one of the tools which helps firms in monitoring performance, identifying the areas that need attention, enhancing motivation, improving communication and strengthening accountability

Statement of the Problem

Majority of food manufacturing companies intend to expand and boost their sales and profits hence adopt growth strategies to raise the size, income, and market value of companies (Bunde & Lewa, 2024). It involves figuring out how to beat your rivals in a race in a comprehensive manner and determining the most effective path to get there. Diagnosis takes into account the complete procedure, researching the competitors and comprehending the current metrics and benchmarks, which comprise consumer analysis and knowing how to increase audience engagement; a well-crafted guiding policy that explains, clarifies, and communicates the procedure and the desired outcome; and, lastly, a cogent action that delves into the specifics of tactics, operations, and governance.

With approximately 65% of businesses failing within their first decade, it is apparent that a solid growth strategy is essential for survival and according to the Kenya National Bureau of Statistics Economic Survey report 2023, the country's reliance on foreign foodstuffs posted a sharp increase. Kenya's import dependency ratio (IDR) worsened from 15.5% in 2022 to 16.4% in 2023 especially the IDR for edible oils and animal products which worsened from 18.9% and 2.9% in 2022 to 19.4% and 4.2%, respectively, in 2023, indicating increased

reliance on imports of the given commodities. Recognizing the high cost of starting and running a manufacturing industry, the state in its 2022-2023 budget resolved to help the sector by advancing supplementary financing (Sulasmi *et al.*, 2023).

Farida and Setiawan (2022) examined business strategies and competitive advantage focusing on the role of performance and innovation. Morettini *et al.*, (2023) reviewed process and strategies of growth in medium-sized fast-growing firms. Kadenyeka and Mwasiaji (2023) reviewed business level strategies and performance of selected supermarkets in Uasin Gishu County, Kenya. Hence there is a knowledge gap in specific review of the appropriate thematic Business growth strategies that can be adopted by food and beverage manufacturing companies for the aim of improving their organizational performance. This study was to review market penetration, market development, product development and diversification strategy and their influence on performance of food and Beverage Manufacturing firms in Uasin Gishu City County, Kenya. Hence bridge the knowledge gap.

Objectives of the Study

General Objective

The general objective was to examine the relationship between business growth strategies on performance of food and beverage manufacturing firms in Uasin Gishu City County, Kenya.

The specific objectives of the study were;

- i. To assess the effect of market penetration strategy on performance of food and beverage manufacturing firms in Uasin Gishu City County, Kenya.
- ii. To analyze the effect of customer focus strategy on performance of food and beverage manufacturing firms in Uasin Gishu City County, Kenya.

LITERATURE REVIEW

Theoretical Framework

Competitive Strategy Theory

Competitive strategy theory was developed by Porter (1979) in seminal work that provided a framework for analyzing and formulating business strategies. The theory is widely regarded as a cornerstone of strategic management with its central premise being that businesses operate in a competitive environment, and success depends on the ability to outperform rivals. Dias *et al.*, (2023) noted that there are five forces that shape industry competition: threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and the intensity of competitive rivalry. The theory posits that businesses must identify and analyze these forces to develop a strategy that enables them to create and sustain a competitive advantage.

Competitive strategy theory emphasizes on understanding the unique dynamics of an industry and recognizes that different industries have different structures and competitive forces, and that a strategy that works well in one industry may not be effective in another (Kaur, 2022). This recognition has led to a greater focus on industry analysis and the development of industry-specific strategies. It focuses on creating a sustainable competitive advantage where businesses must develop a unique value proposition that sets them apart from their rivals and creates a barrier to entry. This requires a deep understanding of the customer needs and preferences and the ability to deliver a product or service that meets those needs better than anyone else.

A firm's relative position within its industry determines whether a firm's profitability is above

or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage (Sklenarz *et al.*, 2024). There are two basic types of competitive advantage a firm can possess: low cost or differentiation and the two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry. Achieving competitive advantage requires a firm to make a choice about the type of competitive advantage it seeks to attain and the scope within which it will attain it.

Competitive strategy theory has also been subject to criticism where it has been argued that the theory overemphasizes the role of competition and neglects other factors that can influence business success such as innovation and collaboration (Kurtmollaiev *et al.*, 2022). Additionally, the theory has been deemed to be too rigid and does not account for the complexity and unpredictability of the business environment yet managing complexities is an essential skill for leaders because it involves dealing with the unpredictable and dynamic nature of the modern business environment, and complexity is often a byproduct of positive business changes like innovation, growth, and expanding product portfolios. The theory emphasizes that a strategy that works well in one industry may not be effective in another thus it is the study's dominant theory.

Resource Based View Theory

The resource-based view (RBV) of the firm was first put forward by Wernerfelt (1984) and was developed further and improved upon by Barney (1991). It has garnered a great deal of support in the business literature and its central tenet is that a firm's capacity and resources determine its competitive advantage and the theory supposes that a firm's competitive advantage can stem from four characteristics of its resources: value, uniqueness, imperfect imitability, and non-substitutability. Priceless resources allow a business to take advantage of opportunities, avert environmental threats, and create or execute strategies that increase productivity and effectiveness in the workplace (Chadwick, 2021).

The resource based view of the firm posits that a company can outperform other companies by combining its technical, human, and other resources. People are a valuable resource and so it is critical to make the most of their skills and knowledge while utilizing ergonomics to forestall outflows. Prominent models influencing a firm's chances of recording profits show that a firm's internal elements such as its capabilities and resources determine its capacity for profit-making. The theory's viewpoint revealed that organizations can gain a competitive edge by developing new potential capabilities through learning and skill acquisition, as well as by gradually accumulating both tangible and intangible assets (Corrado *et al.*, 2022).

The resource-based perspective posits that a small number of firms that possess valuable resources are in a better position to control those resources and generate a sustained competitive advantage by creating new submissions in response to market demands and reconfiguring existing resources. Kim (2022) noted that asset-based perspective of the company offers a convincing theoretical framework for examining how companies achieve their strategic goals, with the theory specifically suggesting that organizations could be viewed as collections of individuals and resources, with resources typically being taken from different firms and applied in different ways to create differentiation. The theory explains diversification strategy and product development strategy.

Conceptual Framework

The conceptual framework represents the nature of relationship between independent variables, specifically denoted by market penetration strategy and customer focus strategy which are hypothesized to influence performance of food and beverage manufacturing companies in Uasin Gishu County, Kenya as the dependent variable. This is shown in Figure

2.1;

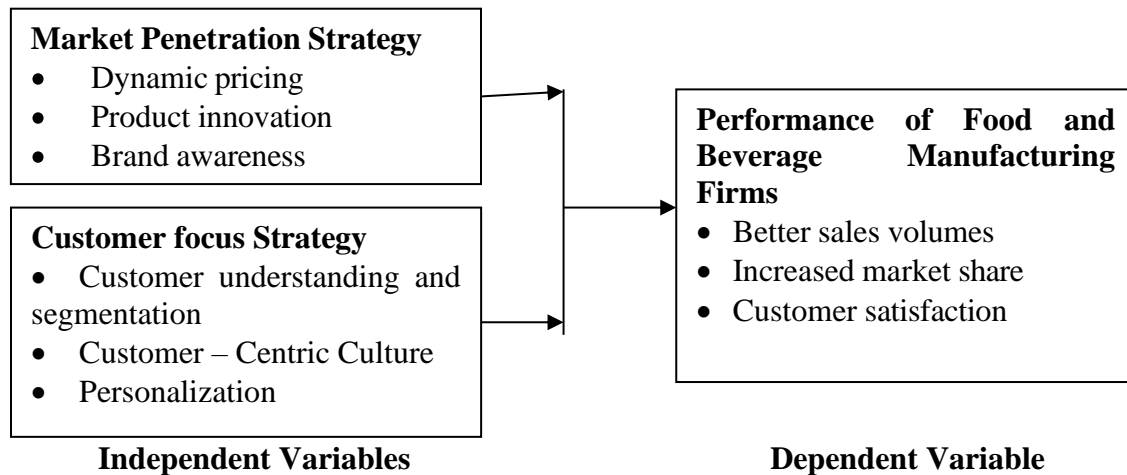


Figure 2. 1: Conceptual Framework

Market Penetration Strategy

Market penetration involves selling of existing products or services into already existing markets with the aim of increasing your market share. For an effective market penetration strategy, there must be a successful product and a detailed understanding of the market and competitors (Chepkorir, 2023). Common tactics include increasing the market share of current products, increasing the usage by existing customers, dominating growth markets and driving out competitors from a saturated market. Different strategies help in increasing the market share of existing products, including price adjustments, sale promotions, targeted advertising and opening of new distribution channels such as online sales.

Customers can be segmented to identify a new demographic for your product such as a different age group and businesses often rely on advertising and marketing to attract and sell to specific demographic groups in their markets. In a saturated market, there may be a need to find another approach to drive out competitors like raising or lowering prices and heavily promoting products which can help in making the market unattractive or inaccessible to smaller competitors (Babayev & Balajayeva, 2023). Businesses can compete on price and offering or may look at ways of increasing usage by existing customers by way of introducing loyalty schemes or add value to the existing product or service to encourage more frequent use.

Market penetration is often expressed as a rate or a ratio that measures product's performance against the total market and also relates to the number of potential customers that buy a company's products instead of a competitor's product (Handoyo *et al.*, 2023). As a metric, market penetration is expressed as a percentage and can also be calculated by taking the current sale volume of products and dividing by the total sale volume of all similar products on the market and the result is then converted into a percentage. Companies must regularly monitor their market penetration to identify any upward or downward trends. The higher the market penetration rate, the more likely it is that the business will be considered a market leader in the industry.

Customer Focus Strategy

A Customer focus strategy is an approach where a company prioritizes understanding and addressing the needs, preferences, and experiences of its customers in order to build long-term relationships, improve customer satisfaction, and drive business growth. This strategy requires businesses to gather and analyze customer feedback continuously, adapt products and services

based on customer insights, and deliver consistent, personalized experiences. In a highly competitive and rapidly changing market, such as in Kenya, adopting a customer focus strategy is increasingly seen as essential for gaining a competitive edge.

According to Kotler and Keller (2016), customer focus is the cornerstone of competitive advantage in modern business. It allows firms to differentiate themselves by offering superior customer service, more relevant products, and meaningful engagement, all of which are critical in markets where customer expectations are continuously evolving.

Performance of Food and Beverages Manufacturing Firms

Organizational performance assesses an organization's place in the market and denotes the capacity to satisfy the needs of stakeholders; and performance also denotes the extent to which the operations satisfy customers' needs while simultaneously meeting the performance targets which are primary measurements (Lee & Raschke, 2020). Most practitioners combine both financial performance and non-financial performance metrics and adopt a more balanced approach to performance measurement. It is widely believed that a company's financial performance, which measures how effectively it uses its resources to generate revenues, should be its ultimate goal. Alternatively, non-financial performance measures refer to long-term business goals or future performance metrics.

Operational performance heralds the financial health and capacity for producing products and services and is used to measure organizational performance as businesses use external determinants to utilize internal resources as part of their innovation strategy. Operational performance and financial performance are just two of the ideas that are used to gauge how well an organization is performing and typically assessed using a collection of variables that reflect an organization's internal processes in terms of the characteristics of product quality, process efficiency, and productivity (Palepu *et al.*, 2020). Productivity, effectiveness and efficiency of internal processes are adopted to gauge operational performance, whereas indicators like profitability, return on investment, and share price are used to gauge financial performance.

Because it is challenging to separate performance from the context in which it is utilized, it is one of the most puzzling concept in management to conclusively define because it changes depending on the individuals, groups, and industries involved. The capacity of an organization to create value in the present and future directly relates to performance, which conjures up the capacity to fulfill previously established goals and lowering the disparities between aims and means, however, organizational performance has metrics directly tied to the organizational structure and not to its potential social and economic repercussions (Muldoon *et al.*, 2022).

Empirical Review

Market Penetration Strategy and Performance of Food and Beverage Manufacturing Companies

Bukoye *et al.*, (2023) reviewed impact of penetration strategy on the performance of manufacturing industry in North West Nigeria. The findings showed that the penetration strategy's price and product components had a significant impact on the performance of the manufacturing sector in North West Nigeria, both positively and negatively. That was necessary for the market penetration plan to be implemented effectively with spending more energy and time on a promotion to raise brand awareness. Due to the unfavourable impact, an efficient marketing plan was employed that raised product awareness in such places.

Shannaq *et al.*, (2024) reviewed maximizing market impact with an in-depth analysis of the

market penetration strategy and its effective tools for sales growth and brand expansion in the e-commerce markets of Oman and Bahrain. The findings indicated a substantial revenue increase in Bahrain, expected to rise from 988.10 million to 1458.00 million, and in Oman, from 1695.00 million to 2543.00 million between 2023 and 2028. The projected annual growth rate was estimated to be 8.09% for Bahrain and 8.45% for Oman. User penetration rates suggested the dominance of beverage and fashion products in Bahrain, whereas food, beverage, and fashion are expected to lead in Oman.

King'ori *et al.*, (2023) reviewed market penetration strategies and market performance of small and medium-tiered deposit-taking Saccos in Kenya. From the study results, when market penetration strategies such as service, brand, pricing and promotion differentiation are effectively induced by small and medium-tiered deposit taking savings and credit cooperative societies, the resultant effect was growth in sales revenue and market share, an increase in the number of new customers growth, service delivery excellence as well as growth in the number of innovations. Furthermore, small and medium deposit taking SACCOs were better engrained in the market, making them suitable to serve customers' needs and attain a better position in the market when compared to other competitors.

Customer Focus Strategy and Performance of Food and Beverage Manufacturing Companies

Muiruri *et al.* (2021) investigated the influence of customer focus on the competitiveness of food and beverage manufacturing firms in Kenya. The research found a strong positive correlation ($r = 0.792$, $p = 0.000$) between customer focus and firm competitiveness. Regression analysis indicated that customer focus significantly predicts firm competitiveness ($\beta = 0.768$, $p = 0.000$). The study emphasized the importance of after-sales services, customer engagement, and customer contact as key platforms for implementing customer focus strategies. Despite recognizing customer focus as a critical strategic driver, the study noted that many firms did not fully embrace these drivers, which could explain their continued lack of competitiveness.

Muteshi (2018) analyzed the relationships between firm-level strategy, capabilities, organizational culture, and performance in food and beverage manufacturing companies in Kenya. The study found that while firm-level strategy positively influenced non-financial performance indicators such as internal business processes and learning and growth, customer focus alone was not statistically significant in predicting overall performance. However, firm capabilities, including human capital, research and development, information technology, and marketing, were found to have a substantial impact on the relationship between firm-level strategy and performance. The study concluded that a combination of firm-level strategy, capabilities, and organizational culture is essential for enhancing performance.

Kyengo *et al.* (2019) examined the effect of marketing capability on the performance of food processing firms in Nairobi City County, Kenya. The study revealed that marketing capability positively affects firm performance. It recommended that management of food processing firms ensure adequate resources are acquired and provided for advertising activities. An appropriate policy should be developed to inform investment decisions and practices related to advertising.

Kiiru *et al.* (2022) investigated the influence of customer orientation on the performance of small and medium enterprises (SMEs) in animal feed manufacturing in Kenya. The study found that customer orientation positively influenced the performance of these SMEs. It highlighted the importance of understanding customer needs and preferences in enhancing business performance.

RESEARCH METHODOLOGY

This study adopted cross-sectional survey research design for purposes of determining the prevalence of a phenomenon, circumstances, problems and issues, which gather the opinions of a sample of the population as it exists at the time of the study and multiple variables of the study can be analyzed. Munyasya and Muathe (2023) carried out an empirical investigation on understanding growth strategies and performance of Cement Manufacturing firms in Kenya and adopted a similar research design. The study target population was 246 respondents from food and beverage manufacturing firms in Uasin Gishu County, Kenya. The study employed census survey as the respondents were few. Entire elements. This constituted the unit of analysis while the unit of observation was the key informants working in the subject companies, being the accessible population of the study and were the following; managers in charge of strategies, the appointing authority and manager in- charge of finances in the targeted food and beverage manufacturing firms in Uasin Gishu County, Kenya (KAM 2003)

Data collection instrument was questionnaire and other information relevant to the study. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SSPS) version 28. Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA and multiple regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent. The multiple regressions formula below was applied in this study.

RESEARCH FINDINGS AND DISCUSSION

Out of 221 questionnaires that were circulated to the respondents, 189 of the respondents dully filled and returned questionnaires; yielding a response of 85.8%. This was considered to be a very reliable response rate for the generalization of study findings is in line with Sharma (2018), states that a response rate of 70% and above is believed to be a reliable response rate. This was less 11 (10%) respondents who were pilot tested.

Descriptive Statistics

In this section, the study presents findings on Likert scale questions on the role of inventory management practices and performance of FBM firms in Uasin Gishu City County, Kenya. The study specifically presents the effect of market penetration Strategy, customer focus strategy, on performance of preference group's FBM firms in Uasin Gishu City County, Kenya. Respondents were asked to use a 5-point Likert scale where 5 (SA) = Strongly Agree, 4(A) = Agree, 3(UD) = undecided, 2 (D) = Disagree, and 1(SD) = Strongly Disagree. Results obtained were interpreted using means and standard deviations where a mean value of 1-1.4 was interpreted as; (SD) =strongly disagree, (D)= disagree, N= neutral, (A)= agree and (SA) = strongly agree.

Market Penetration Strategy

Respondents were requested to give their responses in regard to Market penetration Strategy in a five point Likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Results obtained were presented in Table 1 below. Respondents were requested to give their opinion on the variable Market penetration Strategy. From table 1, the respondents unanimously agreement that Market penetration Strategy ensured performance of FBM firms and periodic review in Uasin Gishu City County in Kenya viable with agreement of a mean was 3.742, and Standard Deviation of 1.0600; Through their experience in Uasin Gishu City County the respondents gave neutral response with a mean of 3.533 and Standard Deviation of .9200; their skill has contribution to the quality and innovation of the market penetration Strategy with strongly agree a Mean of 3.903, and Standard Deviation of .9005;

level of education in Market penetration Strategy it is important to put in place and maintain procurement the respondents gave a strongly agree with a Mean of 4.061, and Standard Deviation of .18949; The management of Uasin Gishu City County in Kenya implements performance of FBM firms award the respondents disagreed with a Mean of 3.541 and SD=1.3018); and Market penetration Strategy enhances performance of FBM firms at Uasin Gishu City County in Kenya, they agreed with a Mean of 3.566, Standard Deviation of .7015. This finding agrees with the findings of Nyile *et al.* (2022) who observed that clear description of Market penetration Strategy, enhance effective performance of FBM firms in Uasin Gishu City County, Kenya.

Table 1: Market Penetration Strategy

Statement	Mean	SD.
My firm ensures their experience		
Sharing through Real time basis	3.370	1.060
Through market penetration Strategy in Uasin Gishu City County Kenya has been able to make decisions on timeliness	3.531	.9200
logistics has contribution to performance of Uasin Gishu City County, Kenya	3.903	.9005
By Quick, frequent & accurate Strategic partnership strategy		
It is important to put in place Market penetration Strategy	4.061	.18949
The management of strategic evaluation in virtual integration	3.541	1.3018
Market penetration Strategy enhances performance of Uasin Gishu City County, Kenya.	3.566	.8015

Customer Focus Strategy

Respondents were asked to give their responses in regard to customer focus strategy on performance of FBM firms in Uasin Gishu City County in Kenya i.e. 5 point likert sale where SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, and SD= Strongly Disagree. Their responses are presented in table 2 below:

From table 2, respondents, respondents agreed that customer focus strategy ensure performance of FBM firms Uasin Gishu City County in Kenya; the respondent gave a Mean of 4.037 and Standard Deviation of .7307; decision making on performance of FBM firms Uasin Gishu City County in Kenya , they gave strongly disagree with a Mean of 4.002 and Standard Deviation of .7307; output of customer focus strategy can affect performance of FBM firms in Uasin Gishu City County in Kenya; the gave strongly agree with a Mean of 4.206, Standard Deviation of .18907; In cases of health workers systems to embrace a better performance of FBM firms in Uasin Gishu City County in Kenya they gave a Mean of 4.009 and Standard Deviation of .8073; Alternative customer focus strategy to performance of FBM firms in Uasin Gishu City County in Kenya ;most of the respondents were neutral with a Mean of 3.925 and Standard Deviation of .7306; and to enhance market share results, our county has in recent time conducted modern sensitivity resolution towards performance of FBM firms in Uasin Gishu City County in Kenya; they gave a Mean of 4.104 and Standard Deviation of .7055.

These findings are in line with the findings of Nyile *et al.* (2022) who observed that the characteristic of customer focus strategy are the best value reaction to sort out non-performance of, after Customer focus strategy, for resolving return on investment. The problem areas giving rise to disputes are mainly related to Uasin Gishu City County’s matters.

Table 2: Customer Focus Strategy

Statement	Mean	SD.
My county a embrace customer focus strategy on performance of Uasin Gishu City County in Kenya.	4.034	.7307
My Firm embrace decision making change on performance of Uasin Gishu City County in Kenya.	4.003	.7307
My firm embrace output doctrine n performance of Uasin Gishu City County in Kenya	4.009	.18973
In cases of customer focus strategy on performance of FBM firms in Uasin Gishu City County in Kenya	3.925	.8306
Alternative customer focus strategy for money process on performance of FBM firms Uasin Gishu City County in Kenya	4.104	.8055
To enhance customer focus strategy processes on performance of Uasin Gishu City County in Kenya	4.053	.7105

Performance of FBM Firms in Uasin Gishu City County

Respondents gave their level of agreement on various statements relating with performance of FBM firms in Uasin Gishu City County, Kenya . The results were as presented in Table 3 below: From the research findings, respondents were in agreement that performance of FBM firms in Uasin Gishu City County in Kenya is being affect by strategic management agility, they gave 63.2%; when asked about customer satisfaction and its effect on performance of FBM firms in Uasin Gishu City County in Kenya they gave strongly agree of 60.7 %; When the respondents were asked to show their level of agreement on how less complaints affects performance of FBM firms in Uasin Gishu City County in Kenya they gave strongly disagreed of 9%; When also the respondents were asked to show their level of agreement on return on investment of the in Kenya government on performance of FBM firms in Uasin Gishu City County in Kenya they gave They gave agreed of 59.7%; Alternative strategy to contribute to Product innovation strategy on performance of FBM firms in Uasin Gishu City County in Kenya they gave neutral of 42.5% and through strategic application, performance of private is measured by quality, flexibility, Product innovation strategy on performance of FBM firms in Uasin Gishu City County in Kenya they gave disagreed of 74.2%. The outcome is in line with the findings of Mutai and Osoro (2021) they observed that some of the factors that contribute to inefficiency in public procurement as corruption, delayed payments, poor planning, statutory amendments, insufficient use strategic evaluation low public participation, and improper payment procedures negatively affects performance of FBM firms Uasin Gishu City County in Kenya in Kenya.

Table 3: Performance of FBM firms in Uasin Gishu City County

Statements	Yes (%)	No (%)
Customer Satisfaction an affects performance of FBM Uasin Gishu City County in Kenya	52.2	47.5
No. of FBM firms can affects their performance Of FBM in Kenya	60.6	36.4
Access to less complaints can affect performance of FBM in Kenya44 can affects performance of private state corporation Uasin Gishu City County in Kenya	59.7	41.3
Complaints can affects performance of FBM firms Uasin Gishu City County in Kenya	42.2	57.5
performance of FBM firms in Uasin Gishu City County in Kenya	74.1	25.9

Pearson Correlation Analysis

The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors such as Market penetration Strategy, and Customer focus strategy and performance of FBM firms in Uasin Gishu City County, Kenya.

Table 4: Correlation Coefficients

		Performance of FBM firms	Market penetration Strategy.	Customer focus strategy
Performance Of Uasin Gishu City County	Pearson correlation	1		
	Sig. (2-tailed)			
Market penetration Strategy	Pearson correlation	.534*	1	
	N.	189*		
	Sig. (2-tailed)	.000		
Customer focus strategy.	Pearson correlation	.152*	.240	1
	N	189*	189	
	Sig. (2-tailed)	.000	.035	189

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between market penetration strategy and performance of FBM firms in Uasin Gishu City County in Kenya ($r = 0.534$) and Customer focus strategy and performance of FBM firms in Uasin Gishu City County ($r = 0.152$). This is tandem with the findings of Ongeru and Osoro (2021), who observed that all independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

Regression Analysis

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination. Findings in table 5 reveal a positive relationship between the performances of FBM firms in Uasin Gishu City County in Kenya,

Table 5: Regression coefficient Results

	Unstandardized coefficients	Standardized coefficients	T	Sig.	
	B	Std. Error	Beta		
(constant)	-.132	.060	-1.144	4.004	.002
Market penetration Strategy	.464	.132	.555	5.472	.003
Customer focus strategy.	.256	.115	.321	2.657	0.001

b. Dependent Variable: performance of FBM firms in Uasin Gishu City County in Kenya

A unit change in market penetration Strategy would thus lead to a .464 effect on performance of FBM firms in Uasin Gishu City County in Kenya sector *ceteris paribus*; while a unit change in customer focus strategy would lead to .256 of sector on performance of FBM firms in Uasin Gishu City County. This finding is in line with the findings of Ongeru and Osoro (2021). This implies that among other factors, Market penetration Strategy, and Customer focus strategy are significant determinants of performance of FBM firms in Uasin Gishu City County, Kenya.

Conclusion

Market Penetration Strategy

The study concludes that there is a positive relationship between Market penetration Strategy and Performance of FBM firms. Speciation identification, periodic design assessment, continues improvement and proactive assessment are among the Market penetration Strategy factors that significantly influenced the performance of FBM firms in Uasin Gishu City County, Kenya. The study further concludes that by implementing Market penetration Strategy has enhanced performance of FBM firms in Uasin Gishu City County, Kenya, leading to operational increase in efficiency and effectiveness. Therefore, the study concludes that FBM firms in Uasin Gishu City County, Kenya has significantly increased their strategic ' quality management in the In Kenya government in strategic management practices.

Customer Focus Strategy

The researcher concludes that there is a positive relationship between Customer focus strategy and performance of FBM firms in Uasin Gishu City County, Kenya. Partnership enforcement policy, collective bargaining, alternative dispute resolution processes, free expression of concerns by involved practices are among the coordination factors that significantly influenced the performance of FBM firms in Uasin Gishu City County, Kenya. The researcher further concludes that by adopting alternative coordination and partnership mechanisms as it was observed at Uasin Gishu City County in the level of performance of FBM firms in Uasin Gishu City County has increased. Therefore, the study concludes that Uasin Gishu City County in Kenya has been experiencing significant increase in service delivery through embracing proper coordination in the strategic management practices.

Recommendations

Market Penetration Strategy

The study recommend that Market penetration Strategy formalizes relations between practices within a robust legal framework, but is much more besides; it is an opportunity to define the arrangements that encompass every aspect of what outcomes the Uasin Gishu City County in Kenya wants from the strategic and how it wants the relationship to work. This means that the In Kenya needs to take an active role in the development of the quality mechanism early on; it should not be left as a supplementary activity post negotiation. At preparation of every quality management can contribute to strategic evaluation on performance of FBM firms in Uasin Gishu City County, Kenya. Proper Market penetration Strategy can result to high procurement in Uasin Gishu City County, Kenya.

Customer Focus Strategy

This researcher recommends that customer focus strategy had a strong relationship with performance of FBM firms in Uasin Gishu City County, Kenya. When relationship are not properly managed, they may cause strategic delays, undermine team spirit, increase delay costs, and, above all, damage business relationships. With the increase in the number of participants in a strategic management, it is obvious that more business interactions and arguments end up with an increase in the number of strategic relationship disputes. Research in preventing and resolving relationship disputes supports the effort for better understanding and harmonization of the different cultures. Therefore, this study recommends to the management of Uasin Gishu City County in Kenya to enhance and upgrade on the implementation of all applicable alternative disputes resolution mechanisms so to protect relationship with its stakeholders in the strategic management practices.

Areas for Further Studies

This research focused on market penetration Strategy, and customer focus strategy and performance of FBM firms in Uasin Gishu City County, Kenya. The study therefore recommends a further study to be conducted to other counties in Kenya. Then get their findings and compare with this and agree or disagree. The study also recommends replication of the study in other sectors such as manufacturing sector and public sector to allow comparison of research findings. Future researchers an investigate the factors affecting strategic management best practices broadly in all areas of concern in this profession on performance of FBM firms the strategic management practices.

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