

# Marketing strategies and buyer behavior of customers at Eastern and southern african management institute Nairobi Campus *by* Muthengi C

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**MARKETING STRATEGIES AND BUYER  
BEHAVIOUR OF CUSTOMERS AT EASTERN AND SOUTHERN  
AFRICAN MANAGEMENT INSTITUTE NAIROBI CAMPUS IN KENYA**

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In this current business world of globalization, the quality of customer service is of great essence for any organization to be successful. Companies ought to make sure that they retain their customers by giving them reasons to be loyal and preventing them from moving to their competitors. According to Oghojafor (1998), all organizations need to constantly search their environment to know how to operate effectively. The reason for

this is because businesses face a lot of pressures as well as risks that impede the business in achieving its goals (Akdogan&Cingoz, 2012). Kraus, Harms, & Schwarz, (2006) posit that analysis of the external environment will increase efficiency and effectiveness in strategic planning for firms. The organizations need to consider the environmental forces before formulating and implementing policies (Mühlbacher, Dahringer, & Leihs,2006).It is in this regard that organizations are required to apply the best mix of marketing strategies in order to deliver quality customer service which will ultimately result to customer satisfaction, customer loyalty, customer retention and attraction of new customers.

This study was guided by two theories, Marketing Mix theory (Bitner1981) and Consumer Behavior theory (Blackwell et al.2006), specifically the consumer decision making model. The marketing mix initially comprised of 4Ps which were price, product, promotion and place but in 1970's marketers across the globe acknowledged that there was need to update Marketing Mix. This resulted to the creation of the Extended Marketing Mix in 1981 by Booms & Bitner who came up with additional three new elements to the 4 P's. The three new elements added were people, process and physical evidence. This now allowed the extended marketing mix to include products that are services and not just physical things. Thesecond theory is consumer decision making model. Bamossy et al. (2006) defines consumer behavior as the study of the processes involved when individuals or groups select, purchase, use or dispose off products, services, ideas or experiences to satisfy needs and desires.

Training and development institutions offer employee development programmes in different sectors such as governance, finance, management training, finance, information technology among others. There are a number of training institutions that offer these programmes in this region of East Africa. These include , Eastern and southern African management institute with offices in different countries in Africa, African Capacity and Research Institute based in Uganda, MS Training Centre for development cooperation based in Tanzania, Kenya school of Government and Kenya institute of Management both based in Kenya .This study was undertaken at Eastern and Southern African Management Institute Nairobi campus

### **1.1.1 Marketing strategies**

A marketing strategy incorporates various interrelated components. Brown and Sommers (1982) argues that the most critical element is market selection since it has a positive relationship <sup>15</sup> with the selection of the target market. Marketing strategies are the road map that an organization follows in order to achieve its main goal regarding the market share. The strategies should revolve within the 7ps (McDonald 1990).The strategies crafted should articulate how one will deliver the products or services in a way that will satisfy his or her customers. The strategies that will be discussed in this study are products quality, pricing strategies, advertising decisions and differentiation decisions.

<sup>44</sup> Kotler et al. (2002) defines quality as all the features and characteristics in a product that are capable satisfying a stated need or implied one. Parasuraman (1988) argues that if you improve product and service quality creates value for Consumer buyer behaviors

or consumers. The main <sup>15</sup> aim of providing quality products is to satisfy customers. Babakus and Boller (1992) posit that quality of service significantly depends more on the perceptions than the expectations of the customer. According to Lovelock (1996), all the other elements in marketing mix relate to expenses except pricing that generates revenue for the firm. Similarly, Kellogg et al., (1997) argues that effective pricing coupled with products that have been effectively developed, promoted and properly distributed will result to high profit.

Spencer, Joiner, and Salmon, (2009) posits that product differentiation is one of the commonly used strategic typology to achieve competitive advantage in an organization. Differentiation strategy entails the organization developing products that are unique to customers. These unique features should be valued by customers since they will satisfy their needs. Hoopes et al. (2003) argues that if you differentiate a service and combine with other factors, you create resources that cannot be imitated and are not substitutable. Chen Yi-xiu (2005) states that different types of advertisement combined with willingness to purchase result to positive perceived value by the customer. Promotion strategy must be differentiated from other strategies applied by other institutions.

### **1.1.2 Consumer buyer behavior's behavior**

Consumer behavior is <sup>23</sup> defined by Engel, Blackwell & Miniard (1990) as those activities that are directly involved in getting, consumption and disposal of products including the decision processes that comes before these actions. These activities are searching and making efforts to buy a product, Faison & Edmund (1977) define consumer behavior as that assumption that individuals have number of wants which create a cue

to buy. Kotler and Keller (2011) explained that it is crucial for manufacturers and services providers to understand the ways that consumers apply when choosing products and services as this will make them competitive against their competitors on different ways.

Marketers will apply what they know about consumers to draft strategies to enable them offer the right products and services to the clients that will meet their needs effectively.

<sup>61</sup> It is critical for any organizations to understand the Consumer buyer behavior's needs not only for survival but also to generate in a modern economy flooded with many products by competitors and multiple competing distribution points. Assael (1995) argues that the purchase decisions of consumers impact on the sales volume hence the firm's profits. Marketers should know the consumers wants and their behavior so as to draft their marketing strategies which if properly implemented, these marketing strategies will result to success.

### **1.1.3 Education sector in East Africa**

Education is the key that propels the growth of an economy. A country with an illiterate population will continue being poor and will always depend on foreign support. According to International Monetary Fund, Singapore is one of the countries that are doing well even though it is not rich in natural resources. A sustainable growth of a country can be achieved when its citizens are able to access education. Apart from basic, secondary and higher education, there is also training and development that is offered to employees. Training of employees has become crucial in all the organizations. This explains why training institutions play very critical role in all the countries across the globe.

There are various training institutions in East Africa. According to data obtained from the three countries in East Africa, a survey conducted in 2015 showed that there are fourteen training and development institutions in the region. The main objective of training industry offer trainings to employees so as to improve the efficiency of functions in the organization. Different organizations have benefited from programmes offered by training and development institutions in the following ways, improved employee performance, employees have become more productive, adherence to the quality standards, increased innovation in new strategies and products, reduction of employee turnover, enhancement of organization's reputation in the public, consistent experience as well as background knowledge, improved employee satisfaction and morale among other benefits.

#### <sup>48</sup> 1.1.4 Eastern and Southern African Management Institute

ESAMI is an inter-governmental management and development institute that is owned by ten governments located in the Eastern and Southern African region. The governments that own ESAMI are Kenya, Uganda, Tanzania, Malawi, Mozambique, Swaziland, Namibia, Zimbabwe, Zambia and Seychelles. ESAMI was established in 1980 and is a service institution that offers a high level of specialized trainings in the areas of consultancy and educations well as action- oriented management research.

All the programmes offered by ESAMI are drafted to address emerging needs for the clients that are spread across the continent. For the programmes to be able to meet the client's needs effectively ESAMI has been carrying out research based on needs assessment and participant's feedback. These programmes are offered in form of open

programmes which bring together participants from across the continent, tailor-made programmes which are offered as a solution to clients' specific needs and gaps

The clients select the dates and the venue where the programme will take place. ESAMI through its Business School also offers MBA degree and so far there has been tremendous success. The Nairobi office is tasked with marketing and coordinating all training programmes within Kenya. Through the Nairobi office, ESAMI has been able to train all cadres of staff from government Ministries, state corporations, private sector, employees from county governments and even private participants.

### **1.2 Research problem**

Organizations should be informed on how consumers act in response to different strategies used by a company to market its products. Peter & Olson (2008) examined the importance of Consumer buyer behavior in the market and the attention marketers should pay on its changes that are constant. Kotler et al., (1999) posits that <sup>60</sup> it is important for a company to understand how consumers react to various product features, advertisement appeals and product prices as this will keep the company competitive. Effective marketing strategies result to customer satisfaction, retention, attraction and loyal customers. This is very critical in sustainability of training institutions.



Training and development institutions are institutions offer employee development programme to help the employees become efficient in their work. According to the database of National Industrial Training Institute as at 2016, there are seven training and development institutions in Kenya with only four major institutions. This study will be carried out at Eastern and Southern Management Institute Nairobi campus. The campus has clientele spread across the whole country.

Numerous studies exist on marketing strategies and the performance of organization internationally, in Africa and locally. Internationally, a cross-sectional study on the <sup>37</sup> effects of marketing-related variables on business performance of small firms in China by Tang et al (2005) established that marketing strategies <sup>19</sup> have a positive relationship with the performance of small businesses in China. Another cross section study done by Lau (2000) in Malaysia examined the factors that influence the intention of students in Malaysia students to Study at Higher Educational Institutions. The findings were that there are three main factors that determined which higher education institution that a prospective student would choose, these were the education cost, how the degree was structured and influential people in the student's life.

Regionally, <sup>4</sup> Akinyele (2011) investigated the effect of strategic marketing in a firm's performance of the Nigerian oil and gas industry and the results were marketing strategies had no significant impact on the growth of businesses and therefore there was no evidence if strategies applied in marketing influence performance. Beneke (2010) undertook a cross sectional study on how marketing of higher learning institution to potential students affects its reputation and the conclusion was that to manage the

reputation of an institution is identified as critical for any institution of higher education. The management of an academic brand is very challenging.

A cross sectional study by Ayele (2012) examined which marketing strategies adopted by organizations to gain competitive advantages and their findings were product differentiation and market development strategies were used more. A descriptive study by Mbirithi (2013) to interrogate what were the various challenges that face management in public universities in Kenya and how the challenges impacted the quality of education revealed that since the universities are faced by various challenges this has resulted to compromised quality of education in the universities.

All studies that have been cited have concentrated on universities and other service institutions but they have ignored the training and development institutions. Secondly these studies have examined different variables from the variables of this study; the studies also have different contexts and different methodologies which limit their application in this study. From the cited studies it is evident that these studies did not address the influence of marketing strategies on the Consumer buyer behavior in training institutions. It is in this respect that the researcher sought to respond to the question: what is the influence of marketing strategies on consumer buyer behavior at ESAMI Nairobi Campus?

The main objective of this research was to assess how marketing strategies affect Consumer buyer behavior in Eastern and Southern African Management Institute (ESAMI) Nairobi.

This study has assessed marketing strategies in ESAMI to find out if the application of the marketing strategies is in tandem with the theory of the 7 ps in marketing and give proper <sup>51</sup> recommendations based on the outcome. Also findings of this study have added to the body of literature for this area under the study. The study was important since it has provided data that will help in interventions when adopting the application of the 7 ps of marketing mix and consumer decision making model.

This study will significantly benefit the management of ESAMI in acquiring data that has not yet been used anywhere else to enable them to effectively and efficiently apply the best mix of marketing strategies. The management will also gain more insights in understanding the gaps that exist regarding the marketing strategies currently applied. This study will also benefit the government in finding facts that are crucial in dealing with regulation of marketing strategies such as promotion.

Finally, this study will also benefit the government in finding facts that are crucial in dealing with regulation of marketing strategies such as promotion. The study is also beneficial to future researcher who would wish to study about how marketing strategies influence Customer satisfaction, retention, loyalty and acquisition. The study has provided background and reference information to research organizations and scholars who will be interested in undertaking researches within this area.

In this chapter the researcher has examined various studies which have been undertaken concerning marketing strategies and Consumer buyer behavior. The chapter has also articulated the theories that are relevant and which the study has been anchored to. The chapter has also discussed the theoretical review and conceptual framework which showed how the variables being investigated relate. The chapter has also demonstrated the studies that show positive relationship between the variables as well as those which have negative relationship. Finally the study has shown the knowledge gaps that exist.

This study has been anchored on two theories which are; the marketing mix theory (Bitner 1981) and consumer behavior theory (Blackwell et al. 2006).

### **2.2.1 The marketing mix theory**

Morden (1999) defines marketing mix as a blend of comprehensive strategies, tricks, policies used in operations, programme methods and other activities that a company allocates its resources in a way that will help the company achieve its objectives. The services or extended marketing mix was formulated by Booms and Bitner in 1981. This was an improvement of the old marketing mix also known as 4ps which was developed by Jerome McCarthy who was a professor in marketing. A different approach is adopted to market services as compared to marketing of goods. Goldsmith (1999) states that by forming the 7ps in the marketing mix, theorists' ventures in totally new theory of management separate from how marketing of tangible product is done. According to Fisher (1991) for service marketers to attain lasting competitive advantage, they should properly understand their unique competitive circumstances.

According to Cox (2004), consumer behavior determines how the marketing mix will be blended to achieve maximum benefits. This is because marketing mix is flexible and perhaps will need a mixture of tactics as compared to a set rigid of procedures. Although the 7ps frameworks is very popular and useful frame work, it poses some limitations such as not being able to tackle issues related to productivity, quality of services provided and also the issue of differentiation or uniqueness of services from the other providers that are not considered by the 7 p framework. Also the effectiveness of the promotion of the services is not addressed.

Since the theory of marketing mix is concerned with how organizations blend comprehensive strategies, tricks, policies used in operations, programmes, methods and other activities to achieve its objectives (Morden1999), the theory is critical to this study because the researcher seek to find out how well the marketing strategies can blended in ESAMI Nairobi campus in order to satisfy, retain, attract and make the customers loyal. The findings will also reveal the extent of influence of the strategies applied currently.

### **2.2.2 Consumer Decision Making Model**

This study has discussed the process that the consumer follows when making purchase decision which is outlined in five stages. There are several studies have been conducted to examine these five stages followed by the consumer when making a purchase decision. Even though the researches were conducted by different people, they reveal that there is a common view because they explain the stages in same way.

<sup>11</sup> Blackwell et al., (2006) formulated the model of consumer decision making process.

<sup>5</sup> Blackwell et al., (2006) believes that the five stages of consumer decision making process are as follows: problem recognition, information search, evaluation of alternatives, purchase decision made and post-purchase evaluation. According to Bruner (1993) stage one is need recognition and this occurs when a person recognizes the difference between what they have and what they want or need. The second stage that follows is consumer looks for information regarding the product that the consumer desires, Schiffman and Kanuk (2007). The next stage after obtaining the information is to analyze the options. Kotler and Keller (2005) deem this particular stage as crucial stages in a consumer will consider all the available alternatives putting in to consideration aspects such as size, the price of the product and also quality of the product. The final stage is the purchase stage and according to Backhaus et al., (2007) this stage is the most critical because this is where transacting happens and the deal is close. <sup>22</sup> The most renowned academic supporters of The Five Stage Model of consumer decision making comprise of Tyagi (2004), Kahle & Close (2006), Blackwell et al. (2006), and others.

The simple consumer decision making model provides a strong and elaborate framework for all the marketers in doing research and understanding their customers. However there is a need for the marketers to address some of the limitations which includes: The model cannot be applied uniformly to all the customers because customers are faced with unique situations and ultimately consumer buyer behaviors are free to follow whichever way that is convenient to them. Secondly it is evident that

a consumer may not necessarily go through all the stages as some of the stages may be skipped. <sup>21</sup> According to Schiffman, O’Cass, Paladino D’Alessandro and Bednall (2011) not all consumer decisions receive (or require) the same degree of information search, thirdly the model relies on the consumer cognitive ability that is being applied and this varies from one consumer to another. Finally the model assumes that delays of purchases are usually caused by unanticipated situational and perceived risks but this is not always the case.

The consumer decision making model is critical in this study because the researcher sought to understand how customers in ESAMI Nairobi campus react to the marketing strategies adopted. The reaction of the customer is depicted by their purchasing behavior. The model outlines the process that consumer goes through before making any decision to buy. Kotler and Keller (2012) posit that understanding consumer behavior significantly influences on how the business performs. In support of this, Lancaster et al., (2002) suggests that understanding consumer behavior is very critical in today’s business world especially due to severe competition in all the industries globally.

### **2.3 Marketing strategies and Consumer buyer behavior**

A proper marketing mix is critical in helping marketers achieve their goals, effectively, create demand for their products and confer a good image of their organizations. In training institutions, marketing mix plays a critical role in competitively positioning products at the market (Cirikovic, 2014). The different methods used to market a product have a major effect on buyer behavior’s behavior, choices, and the type of

product the consumer buyer will purchase (Seyed, 2011). Marketers are guided by marketing mix concept to assist them develop products that are presented to target markets (Pomeroy et al. 2010).

The unique combination of the 7ps is a strategy which is designed to create partnership between an organization and its target market <sup>8</sup> successful marketing depends on customers being aware of the products or services on offer, finding them available in favorably judging that practitioners of the offering in terms of both price and performance” (Meldrum & McDonald, 2007). This is not exception of training institutions. <sup>59</sup> According to Kotler and Keller (2012) understanding the behavior of consumers determines how a business performs. In support of this, Lancaster et al (2002) posits that having knowledge on consumer responses is very important in today’s business world especially due to severe competition in all the industries globally.

### **2.3.1 Quality of product and Consumer buyer behavior**

Organizations should differentiate their service quality because it is a powerful weapon that can face competition (Berry et al. 1985). Chai, Ding & Xing, (2009) in their study of the <sup>3</sup> importance of quality of products and services on customer satisfaction found out that loyal customers mostly lie in category of customers who have used higher quality products.

Customers become more loyal when an organization offers products that are of better quality. Similarly, a research conducted in Malaysian hypermarkets to examine the forces that drive loyalty by Tu, Li, & Chen (2011), the findings were customers loyalty



is as a resultant of customer satisfaction. So it starts with customer being satisfied. Saleh (2008) posits that institutions should enhance quality of products in order make the customer satisfied and this will translate to customer being loyal. Also, Flavio et al. (2009) posit that it is possible to integrate the quality of the product by improving on the quality control processes during production so as to increase the level of customer satisfaction and Verhoef& Lemon, (2013) supports flavio's argument.

### **2.3.2 Pricing strategies and Consumer buyer behavior**

Given today's competitive and turbulent business environment, organizations need to come up with effective pricing strategies that are able to influence their customers. Decisions on pricing ought to be drafted carefully taking in to consideration that they can affect the consumer purchase decisions because ultimately they can severely impact on the firm Choi and Mattila (2009). Kotler and Keller (2012) posit that unlike the other components of marketing mix, price generates revenue. A research done by Al-Salamin, Al-Baqshi, Al-Rassasi& Al-Salem (2015) on the impact of pricing on consumer buyer behavior in Saudi Arabiashowed thatconsumer's process of purchase is impacted negatively by prices of well-known brand. Teng (2007) posits that if a buyer is offered a price discount of a brand, then the buyer will consider buying the product.

On the other hand, Alford & Biswas (2002) argued that price consciousness influences only search intention and not purchase. Sinha and Batra (1999) stated that perceived category risk and perceived price unfairness of national brands in that category are significant antecedents of consumer price consciousness, and that variation in such price consciousness across categories is a significant reason why consumers buy private

label brands higher in some categories than in others. In contrary with the other studies, Moon, Chadee & Tikoo (2006), conducted a study on how culture, price and product type influences consumer intention to purchase. The study showed that individualism is the only culture dimension to have a significant effect on purchase intention while price does not affect the intention to purchase.

### 2.3.3 Promotion decisions and Consumer buyer behavior

Advertising is critical to any business because it persuades, reminds and informs customers about a product and this will ultimately influence the purchase decision (Ingavale, 2013). The various kinds of advertisement models are AIDA, DAGMAR and Lavidge and Steiner's Hierarchy-of-effects model. A study conducted by Bodum (2011) on whether advertisement impact on sales volume revealed that advertisement has a great impact on the sales volume of a product.

Similarly, a study by Amaechi and Long (2013) on the impact of point of purchase advertising on consumer buyer behavior found out that there is a connection between advertising and consumer behavior. Malik et al (2013) examined the effects of brand image and advertisement on consumers buying behavior. The results revealed that brand image has positive effects on consumer buyer behavior. The findings also revealed that advertisement influence consumer buyer behavior. On the other hand a study by Yelbert (2010) on the effects of advertisement of hair products on students purchase habits revealed that some people think that buyer are deceived by advertisement to purchase products that are of inferior quality.

### **2.3.4 Differentiation decisions and Consumer buyer behavior**

Porter (1985) posits that a firm can differentiate itself by having something that is unique and has value to the customers. Anderson et al., (1992) argue that customers are not only influenced by price but also other factors such as differentiated products. Even though differentiation may be the customer perception, organizations need to influence the customer perception towards their products (Jacquier, 2003). For differentiation to be successful, the organizations should ensure that the product is not competing on price but competing with other factors such as advertisement strategies, efficient channels of distribution, and features of the products and so on (Bennet2002).

In service industry, differentiation focuses on the processes while product differentiation puts more emphasis on the technologies as well as the final product. Homburg et al. (2010) investigated if customers are influenced by relative price difference or absolute price difference to choose products that are differentiated. The findings were the difference in absolute price does not impact on the selection of differentiated product, but people consider the relative price difference. People would wish to buy a product at a higher price where there is same quality difference. This response shows that there is bias in purchase decision making, (Azar,2004).

### **2.4 Empirical studies and knowledge gaps**

Various studies have revealed different results regarding the quality of product, pricing strategies, promotion and differentiation in relation to consumer behavior. Chai, Ding and Xing, (2009) in their cross sectional study on the <sup>3</sup>importance of quality of products and services on customer satisfaction found out that loyal customers mostly fall in category of customers who have used higher quality products. Similarly, Tu, Li, &

Chen (2011) in their cross sectional study of driving forces of hypermarkets customer loyalty an empirical study in Malaysia, found out that service quality significantly relate with the customer satisfaction which directly affects the customer loyalty.

A case study conducted by Bodum (2011) on whether advertisement impact on sales volume revealed that advertisement has a great impact on the sales volume of a product. A survey by Malik et al. (2013) examined the effects of brand image and advertisement on consumers buying behavior. The results indicated that brand image has positive effects on Consumer buyer behavior. Anderson et al., (1992) posit that consumers do not only make purchase decision based on price but also other factors such as differentiation.

On the other hand, a research case study done by Al-Salamin, Al-Baqshi, Al-Rassasi& Al-Salem (2015) on “the impact of pricing on Consumer buyer behavior in Saudi Arabia” revealed that prices of a product brand that is well-known negatively impact on the process of purchase while Alford&Biswas (2002) argued that price consciousness influences only search intention and not purchase. Locally, a descriptive cross sectional study by Owino (2011) on Influence of service quality and corporate image on consumer satisfaction revealed that there is a positive relationship between service quality and corporate image among university students in Kenya. On the other hand a case study by Langat (2016) on the influence of product, price, promotional, place and place of enterprise project management: A case study of Safaricom enterprise project in UasinGishu county Kenya showed that there is a positive relationship between fair pricing and overall performance.

The current study sought to address gaps in the previous studies. The studies have been conducted in different contexts and used different variables from the variables of this study. In addition previous studies used cross sectional studies while the current study used a case study of ESAMI Nairobi campus.

The chapter provided a comprehensive outline of the research method that was used. The chapter also presented the procedures and the <sup>13</sup> research design. The research design that was <sup>13</sup> adopted in this study is a cross sectional study. Also, the chapter discussed the population of this study. The researcher also discussed where the population of the study in this chapter. Data collection and the two kinds of data that was used in this study have also been discussed in this chapter. The researcher also explained the instrument that was used to collect the data. Finally the chapter also discussed how data was analyzed to come up with the findings.

<sup>6</sup> This study adopted a descriptive and cross sectional research design. Descriptive <sup>6</sup> research entails gathering data that gives events description, puts the data in an organized format, translate it in tables, and finally make predictions based on the data (Glass & Hopkins, 1984). As <sup>29</sup> Mugenda and Mugenda (2003) notes, when the <sup>29</sup> purpose of research happen to be accurate description of a situation or of an association between variables, then the suitable design is the one that maximizes reliability and minimizes biasness of the data to be collected and analyzed. In most cases the researcher uses visual aids to help the person in reading the information to understand how data has been distributed.

Application of this <sup>28</sup> research design is important because the researcher sought to maximize the <sup>28</sup> reliability of the findings. Customers of ESAMI are of two forms which are; the organizations and the participants sponsored by different organizations. The research interviewed representatives of the organizations and not the participants directly.

### <sup>13</sup> 3.3 Population of the Study

Mugenda and Mugenda (2003) argue that a target population is the total sum of the whole group of units that a researcher has interest in. Similarly, Kothari (2004) states that target population are the total set of components from which inferences are made during a survey. Population in this study adopted the definition of Kothari (2004) because this study used different organizations as its population. ESAMI has a total of one hundred organizations as customers in Nairobi campus. Data procured from ESAMI Nairobi office marketing department show that in the past three years (2014 -2017) forty organizations have sponsored their employees to train in ESAMI for at least three times during this period. The research interviewed representatives from all the forty organizations and therefore this was a census.

47 Primary and secondary data was used in the study. Primary data in was obtained using structured questionnaires based on 5 point likert scale. One questionnaire was distributed to human resources manager or head of training section of each of the selected organizations since they are concerned with employee training

The method of distribution of the questionnaires was drop and pick while other questionnaires were emailed to the respondents. The questionnaires were picked immediately after completion and others were emailed back. All the questionnaires had similar questions. Each variable had five questions. Primary data is usually reliable since it is first-hand information.

25 The collected data was compiled and edited to check for logical inconsistencies. The data was then coded according to the responses. The data was analyzed using descriptive statistics. Analysis was done using statistical package for social sciences (SPSS)

version. For the data to be well understood, computation responses of the mean, standard deviation and any other relevant statistics were accurately done.

Relationships between responses were assessed and were represented using tables and graphs and relationships of the variables were revealed using the regression and correlation analysis to come up with the findings from the available data.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Consumer buyer behavior,

$\alpha$  = Constant,  $\varepsilon$  = Error term

$\beta_1 - \beta_4$  = Correlation coefficient

$X_1$  = Product Quality,  $X_2$  = Pricing strategies,  $X_3$  = Promotion,  $X_4$  = Differentiation



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This chapter presents the analysis and findings of the study. The research data was obtained by use of a structured questionnaire. The collected data was analyzed using descriptive statistical instruments.

#### 4.2 Response Rate

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The results of the response rate are presented in table 4.1

**Table 4.1: Response rate**

Category	Frequency	Percentage
Returned questionnaire	36	90%
Unreturned questionnaire	4	10%
<b>Total</b>	<b>40</b>	<b>100%</b>

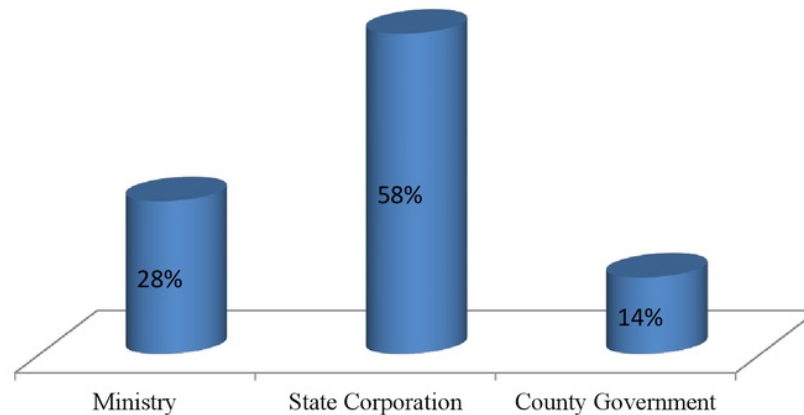
#### Source: primary data

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Out of the 40 questionnaires administered to respondents from the government ministries, state corporations, county governments and private organizations. 36 questionnaires were filled and returned representing 90% response rate, which was considered satisfactory to make conclusions for the study. According to Bailey (2000) a response rate greater than 70% is very good.

The study sought to collect data concerning the type of organizations that are clients to ESAMI. As such, the study respondents were representatives of ministries, state

corporations, county government and private organizations. This was relevant to assess the distribution of the respondents across the organizations.



**Source: primary data**

<sup>1</sup> According to the results shown in figure 4.2, majority 58% of the respondents were State Corporations, 28% of them were from government ministries while 14% of the respondents were from County Governments. No respondent came from the private organizations.

#### 4.4 Descriptive Analysis

##### 4.4.1 Product Quality

<sup>56</sup> Table 4.2 presents the results from the analysis done to ascertain how the quality of programmes offered by ESAMI Nairobi office influences buyer behavior of the customers.

**Table 4.2: Product Quality and consumer buyer behavior at ESAMI**

Statement	Mean	Std. Deviation
The programmes offered are of high quality	4.222	.590
The training programmes meet the needs of your organization	4.055	.753
The quality of the learning materials provided are of high quality	3.722	.913
The facilitators use the best delivery methods	4.027	.654
In over all, customers are satisfied by the quality of the products	4.111	.747
<b>Total average score</b>	<b>4.027</b>	<b>.731</b>

**1**  
Source: primary data

The results in table 4.2 shows that the programmes offered are of high quality to a great extent as evidenced by a mean of 4.222 and a standard deviation of 0.590. The respondents also indicated that the quality of the training materials offered are of moderate high quality as shown by a mean of 3.722 which is below than the total average mean and a higher standard deviation of 0.913. The total average mean and standard deviations shown on the table indicate that ESAMI offers high quality programmes since respondents have agreed with this to great extend as shown by an average mean of 4.027 and standard deviation of 0.590.

The findings confirm those of a number of researchers who established that high quality products positively influence consumer buyer behavior. For example, Chai, Ding & Xing, (2009) in their study of the importance of quality of products and services on customer satisfaction found out that loyal customers mostly lie in category of customers who have used higher quality products. Customers become more loyal when an organization offers products that are of better quality. Tu, Li, and Chen (2011) also

revealed that customers' loyalty is as a resultant of customer satisfaction through product quality.

#### 4.4.2 Pricing Strategies

Table 4.3 presents the results from the analysis done to ascertain how the pricing strategies adopted by ESAMI Nairobi office influences buyer behavior of the customers.

**Table 4.3: Pricing Strategies and consumer buyer behavior**

	<b>Mean</b>	<b>Std. Deviation</b>
The prices offered are affordable	3.111	.979
The customers get value for their money	3.777	.721
The prices of the products highly influence your purchase decision	3.388	.871
Discounts (fellowships) offered affect your buying behavior	2.722	1.278
Payment terms are favorable to the customers	3.805	1.166
<b>Total average score</b>	<b>3.361</b>	<b>1.003</b>

**Source: primary data**

3 According to the findings in table 4.3, the respondents indicated that payment terms are 27 favorable to the customers to a moderate extent as shown by mean scores of 3.805 and

<sup>13</sup> a standard deviation of 1.166. However, the respondents indicated that discounts (fellowships) offered affect their buying behavior to a less extent as indicated by a mean <sup>6</sup> of 2.722 standard deviation of 1.278. These findings means that agree to a moderate extend with all the statements regarding pricing strategies in ESAMI. This is shown by the average <sup>50</sup> mean score of 3.361 and an average standard deviation of 1.003. The findings are in tandem with Alford & Biswas (2002) who argued that price consciousness influences only search intention and not purchase.

#### 4.4.3 Promotion Decisions

<sup>55</sup> The researcher sought to establish the extent to which promotion decisions affect consumer buyer behavior at ESAMI. The respondents were asked to rate their opinion <sup>54</sup> with statements describing promotion decisions. This is shown on table 4.4

**Table 4.4: Promotion Decisions and consumer behavior**

	<b>Mean</b>	<b>Std. Deviation</b>
Advertisement influence your buying behavior regarding the product	3.222	1.098
ESAMI advertises its products adequately (frequency of adverts)	3.500	.845
The medium used to promote the products is effective	3.333	.956
The adverts provide all the information required by the customer to make a decision	3.666	.755
In overall customers are satisfied with the advertisement of the products	3.722	.701
<b>Total average score</b>	<b>3.489</b>	<b>0.871</b>

<sup>1</sup> **Source: primary data**

From the findings on Table 4.4, the respondents indicated that in overall customers are satisfied with the advertisement of the products, the adverts provide all the information required by the customer to make a decision and that ESAMI advertises its products adequately (frequency of adverts) to a great extent as shown by mean scores of 3.722, 3.666 and 3.500 respectively. On the other hand, the respondents showed a moderate extent on the influence of advertisement on their buying behavior regarding the product as indicated by a mean score of 3.222 and a standard deviation of 1.098.

The findings on the influence of advertisement on buying behavior regarding the product showed a varied response by the respondents as indicated by the standard deviation of 1.098. This shows that, some felt it greatly influences consumer buyer behavior while other respondents feel it has no influence at all. The findings on whether advertisements provide all the information required by the customer to make a decision is consistent with Bodum (2011) who found that advertisement has a great impact on the sales volume of a product. However, this does not mean that advertising affects the buying behavior of the existing products as indicated by Amaechi and Long (2013). The findings also confirmed Malik et al (2013) results which revealed that brand image has positive effects on Consumer buyer behavior.

#### 4.4.4 Differentiation Strategies

This study sought to ascertain the effect of differentiation strategies on consumer buyer behavior at ESAMI. The respondents were asked to state the opinion with statements on differentiation strategies. Their responses were as presented on table 4.5

**Table 4.5: Differentiation Strategies and buyer behavior**

	<b>Mean</b>	<b>Std. Deviation</b>
Products are highly differentiated from products from other training institution	4.250	.691
Different venues offered by ESAMI for the programmes as a form of differentiation influence the Consumer buyer behavior	4.361	.833
The programmes durations are convenient to all cadres of staff	3.888	.747
The programme contents are helpful to the staff and this influence the Consumer buyer behavior	4.250	.554
In overall, customers are satisfied by the forms of differentiation in ESAMI	4.055	.531
<b>Total average score</b>	<b>4.161</b>	<b>0.671</b>

**Source: primary data**

From the responses given on table 4.5, the respondents indicated that different venues offered by ESAMI for the programmes as a form of differentiation influence the Consumer buyer behavior <sup>39</sup> as indicated by a mean of 4.361 and a standard deviation of 0.833. This illustrate that ESAMI programmes are highly differentiated from products from other training institution andthat in overall, customers are satisfied by the forms of differentiation in ESAMI. The table also shows that the average mean score is 4.161 and average standard deviation is 0.671, this means that the respondents agree to a great extend with all the statements in the table 4.6 and this means clients are satisfied with differentiation strategies adopted by ESAMI. The findings on differentiation of venues by ESAMI is in line with Porter (1985) proposition that a firm can differentiate itself by having something that is unique and has value to the customers and this unique thing in ESAMI is having programmes in different venues across the globe.

#### 4.4.5 Consumer Buyer Behavior

The study wanted to establish the opinion of the respondents regarding the statements on consumer buyer behavior. Table 4.6 gives details of the responses.

**Table 4.6: Consumer Buyer Behavior**

	<b>Mean</b>	<b>Std. Deviation</b>
Your employer is satisfied with the quality of our programmes offered by ESAMI	3.722	.614
The quality of our programmes has influenced you to be loyal to the institution	3.861	.798
ESAMI has been able to be retain its clients because of the quality of their products	3.833	.810
The quality of ESAMI products plays a major role in attracting new clients	3.666	.894
Your employer is satisfied by the prices charged by ESAMI	3.361	1.018
The prices charged by ESAMI have influenced the loyalty of your employer	3.416	1.105
ESAMI has been able to retain its clients due to the prices charged.	3.027	1.081
The prices charged by ESAMI plays a major role in attracting new clients	3.222	.959
Your employer is satisfied by promotion strategies applied by ESAMI	3.194	.888
The advertisement strategies have influenced your loyalty to ESAMI	3.194	1.009
Promotion strategies used by ESAMI promotes retention clients	3.166	.845
The promotion strategies used by ESAMI play a major role in attraction of new clients	3.333	.956



Your employer is satisfied with differentiation decisions of ESAMI	3.777	.540
The differentiated products of ESAMI have influenced your loyalty	4.861	.444
Differentiation strategies applied by ESAMI promotes retention of the clients	4.083	.554
Differentiated products play a major role in attracting new clients	4.083	.554
<b>Total average score</b>	3.612	0.817

**Source: primary data**

The findings in table 4.6 show that customers are satisfied with the differentiation decisions. Differentiation has also influenced loyalty, promoted retention of the clients as well as played a major role in attracting new clients to a great extent as shown by mean score of 4.861, 4.083 and 4.083 and standard deviations of 0.444, 0.554, 0.554 and 0.540 respectively. The results as per the table also showed that quality of the programmes, price strategies adopted and promotion strategies applied also influence customer satisfaction, loyalty, retention and attraction respectively. Therefore promotion strategies influence the buyer behavior to a less extent as compared to the other three variables. The average mean score of 3.612 indicates that all the marketing strategies applied by ESAMI Nairobi campus influence the buyer behavior to a great extent.

**4.5 Inferential Analysis**

#### 4.5.1 Correlation Analysis

Pearson's correlations analysis was conducted at 95% confidence level. Table 4.7 below shows indicates the correlation matrix between the marketing strategies and Consumer buyer behavior at ESAMI Nairobi campus.

**Table 4.7: Correlation Matrix**

		consumer buyer behavior	Product Quality	Pricing strategies	Promotion decisions	Differentiation
Consumer buyer behavior	r Sig	1				
Product Quality	r Sig	.411*	1			
Pricing strategies	r Sig	.501**	.379*	1		
Promotion decisions	r Sig	.326	.595**	.494**	1	
Differentiation	r Sig	.210	.162	.206	.458**	1
		.218	.344	.227	.005	

Source: primary data

\*. Correlation is significant at the 0.05 level (2-tailed).

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

According to the table 4.7, there is a positive relationship between the marketing and consumer buyer behavior at ESAMI of magnitude .411, .501, .326, and .210 respectively. The positive relationship indicates that there is a correlation between the marketing strategies and consumer buyer behavior at ESAMI. Pricing strategies has the highest effect on consumer buyer behavior, followed by product quality then promotion decision strategies while differentiation have the lowest effect on the consumer buying behavior.

#### 4.5.2 Regression Analysis

The following section presents the outcomes of regression analysis. A multiple regression analysis was done to test the relationship between predictor variables. The results were as shown in table 4.8 below

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 <sup>a</sup>	.323	.236	.62806

Source: primary data

Table 4.8 provides R and R<sup>2</sup>. The R value represents a simple correlation which is 0.568. This shows a strong linear relationship between marketing strategies and consumer buyer behavior. On the total variation from the dependent variable indicated by R<sup>2</sup>, the study found that the marketing strategies studied can explain 32% of the consumer buyer behavior at ESAMI which is very small percentage. This therefore means the remaining 68% of the variations in consumer buyer behavior can be attributed by other factors other than the four independent variables.

Summary of One-Way ANOVA results of the regression analysis of the consumer buyer behavior and predictor variables was also analyzed and the results as shown in table 4.9.

**Table 4.9: Summary of ANOVA Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
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	Regression	5.833	4	1.458	3.697	.014 <sup>b</sup>
1	Residual	12.228	31	.394		
	Total	18.061	35			

Source: primary data

- a. Dependent Variable: Consumer buyer behavior
- b. Predictors: (Constant), differentiation, product, pricing, promotion

The results in the in table 4.9 the p-value of 0.014 which is less than 0.05 indicates that the regression relationship was statistically significant in predicting how product quality, pricing strategies, promotion decisions, and differentiation influenced the consumer buyer behavior at ESAMI. That is, there is no significant relationship between consumer buyer behavior at ESAMI projects and the independent variables (product quality, pricing strategies, promotion decisions, and differentiation strategies).

Table 5.0 shows the results of the regression coefficients in respect to the marketing strategies adopted by ESAMI Nairobi campus.

**Table 5.0: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.581	1.423		2.517	0.017
Product Quality	0.556	0.281	0.312	1.979	0.057
pricing strategies	0.565	0.19	0.674	2.974	0.006
Promotion decisions	0.436	0.243	0.033	1.794	0.083

Differentiation Strategies	0.367	0.086	0.393	4.267	0.000
----------------------------	-------	-------	-------	-------	-------

Source: primary data

From the regression results, multiple regressions were obtained as follows;

$$Y = 3.581 + 0.556X_1 + 0.565X_2 + 0.436X_3 + 0.367X_4$$

Where; Y= Consumer buyer behavior, X<sub>1</sub> = Product quality, X<sub>2</sub> = Pricing strategies, X<sub>3</sub> = Promotion decisions and X<sub>4</sub> = Differentiation strategies

According to the model, pricing and differentiation strategies <sup>53</sup> had a statistically significant positive relationship with the consumer buying behavior while promotion decisions and product quality had positive but not significant relationship with the dependent variable as their significance value (p-value>0.05) was more than 0.05. From the model, taking all factors (Product quality, Pricing strategies, Promotion decisions and Differentiation strategies) constant at zero, consumer buyer behavior at ESAMI would be 3.581 which <sup>36</sup> is statistically significant as shown by a p-value of 0.017 which is less than 0.05. The regression results also shows that product quality had positive but not significant relationship with consumer buyer behavior at ESAMI ( $\beta_1 = 0.556$ , P= 0.057). The study also found that pricing strategies had positive and significant relationship with consumer buyer behavior at ESAMI ( $\beta_2 = 0.565$ , P=0.006).

The study also found that promotion decisions had positive but not significant relationship with consumer buyer behavior at ESAMI ( $\beta_3 = 0.436$ , P=.083). The study also found that differentiation strategies had positive and significant relationship with consumer buyer behavior at ESAMI ( $\beta_4 = 0.367$ , P=0.000). The study can deduce that

the effect of pricing strategies and differentiation strategies employed by ESAMI has a statistical significance on consumer buyer behavior while those of product quality and promotion decisions is by chance as they cannot be explained by the regression model.

This chapter discusses the summary of key findings, conclusions and recommendations as presented based on the results from the analyzed primary data. The chapter also highlights suggestions on the areas for further research.

From the demographic information regarding the type of organizations that have trained their employees at least three times in the last three years (2014- 2017) it has been revealed that state corporations are the majority with 58%. The researcher also found out that none of the private organizations who are clients of ESAMI trained their staff more than three times within this period.

Regarding the product quality and buyer behavior, the study revealed that ESAMI offer high quality training programmes that meet the needs of their clients. The study also revealed that facilitators at the institution use the best delivery methods during their trainings. The researcher also found out that the clients are satisfied with the quality of programmes offered by ESAMI and this has influenced their buying behavior in ESAMI Nairobi campus. Similarly, this study also revealed that pricing strategy has a significant influence on consumer buyer behavior. It was specifically revealed that payment terms are favorable to the customers and that the customers get value for their money at the institution. It was also revealed that the discounts (fellowships) offered affect the institutions buying behavior to a great extent.

The findings regarding promotional decisions on consumer buyer behavior, the study found that customers are satisfied with the advertisement of the products as they provide all the information required by the customer to make a decision and that ESAMI advertises its products adequately (frequency of adverts). However, the

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influence of advertisement on their buying behavior regarding the product was moderate. This shows that, some felt it greatly influences consumer buyer behavior while other respondents feel it has no influence at all. The study found that differentiation strategies also influence consumer buyer behavior to a very great extent. Different venues offered by ESAMI for the programmes as a form of differentiation had an influence on the Consumer buyer behavior, products are highly differentiated from products from other training institution and that in overall, customers are satisfied by the forms of differentiation in ESAMI.

Finally, the findings on the buying behavior showed that the quality of the programmes offered by ESAMI have influenced the respondent's loyalty. The results also showed that ESAMI has been able to retain its clients due to the prices charged which is strongly supported by the favorable payments terms. The respondents are satisfied by promotion strategies applied by ESAMI and this has influenced the respondent's loyalty culminating to client retention to a moderate extent. Similarly, differentiation strategies applied by ESAMI promotes retention of the clients as well as attracting new clients to a great extent

### 5.3 Conclusion

The study concludes that the marketing strategies adopted by ESAMI had a significant positive influence on the consumer buying behavior. Thus, the kinds of marketing strategies activities undertaken by the institution influenced the buying behavior of the customers. The study concludes that various factors enhance the effectiveness of marketing strategies in training institutions. Strategies such as product quality, pricing strategies, promotion strategies, and differentiation strategies positively affect buyer



behavior. Hence, consideration and application of these strategies positively influence consumer buying behavior.

#### 5.4 Recommendations

The study recommends that ESAMI should continue offering high quality programmes which meet the needs of their clients. To do this successfully, ESAMI should continuously carry out researches regarding the emerging issues on employee development and the emerging issues facing organizations in the areas of human capital development. This will enable ESAMI offer quality programmes that will address all these issues and make organizations benefit from the training programmes. The study also recommends that the management of ESAMI should focus on the rationale of pricing strategies that are unique from other institutions so as to achieve a long term effect on increasing the institution's market share, improve sales volume, retain customers and reduce switching of customers.

The study found out that the promotion strategies used by ESAMI had a significant positive influence on the consumer behavior. The study therefore recommends that the management of the institution should formulate comprehensive and effective sales promotion strategies that seek to build brand awareness, creating favorable brand attitudes, gaining market share, inducing purchase, building brand loyalty and increasing sales. Finally, this study recommends that ESAMI should always offer highly differentiated programmes that are unique from the other training institution

The study suggests further research on the effect of marketing strategies on the institutions uptake by consumers. The study will supplement the findings of this study by providing information on the effect of marketing strategies on training institutions

and the role of marketing strategies in influencing consumer buying behavior. This research therefore should be replicated in other training institutions around the country in order to establish whether there is consistency in the institutions.

Secondly, since <sup>10</sup> this study sought to establish the influence of marketing strategies on consumer behavior in a training institution, similar studies should be done in other different service organizations as well as organizations that offer products in form of goods <sup>16</sup> for comparison purposes and to allow for generalization of findings on the influence of marketing strategies on consumer behavior in different organizations.

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