EFFECTS OF MARKETING STRATEGIES ON PERFORMANCE OF THE HEINEKEN BRAND IN NAIROBI CENTRAL BUSINESS DISTRICT (CBD)

BY

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DECLARATION

I declare that this research project is my original work and has not been submitted to ant other university for examination

Signature…… Date……

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D61/60644/2013

This research project has been submitted for examination with my approval as a university supervisor

Signature…… Date……

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DEDICATION

I dedicate this project to my entire family members especially my brother, the late David Mwangi Kinyanjui. Although you are not here with us, I will always value the motivation a got from you.

ACKNOWLEDGEMENT

I would like to thank the almighty God for the strength, perseverance and grace he gave me during the project. It has been a long journey which would have not been successful and complete had he not been by my side.

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ABSTRACT

The development of marketing strategy is necessary for success not only in developed markets which have extreme competition and with the players attempting to gain market share, but also the emerging markets where the elements of product, price, promotion and distribution are recognized as valuable sources for competitive advantage. The greatest challenges facing marketers in today's changing business environment is the development of the decisive strategic thinking and analytical skills required to adapt swiftly and effectively to the environmental and market changes. Selecting strategies for fast changing markets begin with the identification and evaluation of potential market changes and the strategy implications. Emerging from this process should be a strategic vision for the future. Marketing strategies includes all basic, short-term, and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives. The study will be guided by two theories i.e. the resource based theory and the theory of planned behaviour. The study used a descriptive cross sectional survey research design. A cross sectional survey was undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in the study. The population of interest was outlets selling premium beer within Nairobi CBD. The estimated number of outlets selling premium beer in Nairobi CBD is 258 outlets. The cluster sampling survey method was used in this study. There were four clusters based on geographic location of the outlets namely: North, South, East and West of the Tom Mboya monument on Moi Avenue. The researcher randomly selected 15 outlets from the cluster. Data was collected using a semi structured questionnaire. The respondents were outlet managers within Nairobi CBD. Data was analyzed using SPSS. Findings show that the most of the respondents were managers from all the outlets that the researcher visited for data collection. The study found out that majority of the respondents had at least a secondary education and hence understood the information sought by this study. The level of education is very significant in contributing to differences in the responses given by the respondents. The study concluded that most of the respondents have worked between 0-5 years in their respective outlets. The findings indicate that the majority of these organizations have been operating for long enough to understand the effects of marketing strategies on performance of the Heineken Brand. The results indicates that most of the beer selling organizations in Nairobi Central Business District are limited companies. The findings indicates that all the respondents represented by 100% indicated that they sell all the brands provided by the researcher. The findings indicate that performance of Heineken in Nairobi CBD is affected by rebates, digital space management, online campaigns and public relations to a greater extent. Sale promotion, reliability and availability of the product also affects its performance but to a small extent. The findings of the study indicate that the most of the organizations enjoy less level of market competitive advantage. Findings indicate that the majority of the organizations have less market share. From the findings, the market share attribute to marketing strategies is less than 5% in many organizations. Findings indicate that the highest percentage will attribute less than 5% of their annual gross profits to implementation of marketing strategies implemented by Heineken.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The development of marketing strategy is necessary for success not only in developed markets which have extreme competition and with the players attempting to gain market share, but also the emerging markets where the elements of product, price, promotion and distribution are recognized as valuable sources for competitive advantage. The greatest challenges facing marketers in todays changing business environment is the development of the decisive strategic thinking and analytical skills required to adapt swiftly and effectively to the environmental and market changes. Selecting strategies for fast changing markets begin with the identification and evaluation of potential market changes and the strategy implications. Emerging from this process should be a strategic vision for the future. Marketing strategies includes all basic, short-term, and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives (Shaw, 2012). The study will be guided by two theories i.e. the resource based theory and the theory of planned behaviour.

Heineken expects to notice better performance of its brand in the market and increased sales. This will be observed from the outlets that sell the Heineken brand and how the brand has affected the organisation performance after implementation of the marketing strategies. Successful implementation of marketing strategies leads to better performance of the organisation. Organizational performance comprises the

actual results of an organization as measured against its intended outputs (or goals and objective).

1.1.1 Marketing strategies

Different authors have described marketing strategies in different ways. According to (Shaw, 2012) A marketing strategy is an overall plan of marketing actions you intend to take in order to accomplish a specific goal for your company.(Jain, 2000) defines strategic marketing as looking at the whole of a company's portfolio of products and markets, and a managing the portfolio to achieve the company's overall goal. Knowing the marketing as described by (Kotler, 2009, p.p 45) is a societal process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others. A marketing strategy specifies a target market. Marketing strategies includes all basic, short-term, and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives (Shaw, 2012)

Marketing strategy has been seen to be part of the long term planning of the marketing function. Utilizing the concept of segmentation and positioning, marketing strategy was defined as a means that identifies the target markets towards which activities are to be directed and the types of competitive advantages that are to be developed and exploited in each target market. The marketing targeting strategy aims to select groups of customers that the management wishes to serve in the product market. Once the company's target markets are identified and their relative importance to the firm is determined, the management will be in a position to select the company's positioning strategy. The market positioning strategy is the

employment of the organization's product, distribution, price and promotion activities to position the company's offerings in a meeting the needs and wants of the target market.

1.1.2 Organizational performance

Organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.) Organisational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objective). Organisational performance is the concept of measuring the output of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency or increase the effectiveness of the process or procedure. The primary goals of organizational performance are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and services (Chiquan, 2004). Organizational performance at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the view point of customers.

In an increasingly dynamic and information - driven environment, the quest by business leaders and management researchers for performance measures which reflect competitive productivity strategies, quality improvements and speed of service is at the forefront of managing company performance to be meaningful, company performance should be judged against a specific objective to see whether the objective is achieved. Without an objective, a company would have no criterion for choosing

among alternative investment strategies and projects. For instance, if the objective of the company is to maximize its return on investment, the company would try to achieve that objective by adopting investments with return on investment ratios greater than the company's current average return on investment ratio. However, the selection of the performance indicators, does not have defined boundaries as there are a number of purposes to which performance measurement can be put, although not all performance measurement can be used for all purposes. Even though individual firms tend to utilize firm specific performance indicators appropriate to their needs, for many firms the main performance indicators would typically include some combination of financial; market, competitor, human resource, internal business process and environmental indicators (Camp, 2008).

1.1.3 Marketing strategies and organisation performance

According to (Shaw, 2012) A marketing strategy is an overall plan of marketing actions you intend to take in order to accomplish a specific goal for your company.(Jain, 2000) defines strategic marketing as looking at the whole of a company's portfolio of products and markets, and a managing the portfolio to achieve the company's overall goal. It is a picture of what a firm will do in some market place. (McCarthy and Perreault, 2014) noted that the target market is a fairly homogenous group of buyers to whom an organization wishes to appeal. One of the overall goals of the organisation is improved performance. Organisational performance is the concept of measuring the output of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency or increase the effectiveness of the process or procedure. Marketing strategies are aimed at enhancing organisation performance.

The primary goals of organizational performance are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and services (Chiquan, 2004). Organizational performance at the operational or individual employee level usually involves processes such as statistical quality control. The development of marketing strategy is essential for success not only in developed markets which have intense competition and with the players attempting to gain market share, but also the emerging markets where the elements of product, price, promotion and distribution are recognized as valuable sources for competitive advantage. This importance becomes even more vital in the case of developing markets where local producers are coming under increasing pressure to become more competitive in order to face the intense competition from their foreign counterparts. Wards and Leandowska (2008) note that organizations aspiring to encounter the difficulties of the fast changing market environment and increasing the global competition need strategic decisions to be founded on well-conceived strategies. Well developed and clearly defined marketing strategies and plans are a must if the organization is to achieve its objectives in the markets in which it operates.

1.1.4 Beer industry in Kenya

The beer industry can be categorized in two main categories i.e. the beer category and the spirits category. The beer category can further be categorized into two i.e. the mainstream beer category and the premium beer category. In order to understand the beer industry better it is important to understand the evolution of the beer industry in Kenya. Beer industry in Kenya dates back to 1922 when two brothers from England, George and Charles Hurst, started brewing beer in Kenya (Evelyn and Margaret, 2005). The two formally incorporated their business as a private company under the name of Kenya Breweries Ltd. In 1929 the first malted barley beer was brewed and

the first batch delivered to New Stanley Hotel where it was opened with mixed reaction. In 1930, the first lager beer was brewed and released into the market. By 1938 the company was recognized for its beer after it won the first brewing award in an international competition. Bottled beer consumption was exclusive for whites in postcolonial era until1947 when Africans were allowed to drink formal sector beer. Kenya Breweries Ltdbecame a public limited company in 1934, after which it incorporated Tanganyika Breweries and changed its name to East Africa Breweries Ltd making the first move into the East African market.

Kenyan-owned Keroche Industries launched its operations in 2008 with hopes to tap aspring of consumer loyalty among a growing middle class in East Africa's largest economy. Keroche Industries has a 40,000 bottle-per-day capacity. Keroche has brands such as Summit Lager and Summit Malt brands which are sold using existing distribution networks. At the time of its launch, Keroche's Managing Director hoped to share a 25-30 percent market share in five years. Another big player is Kenya WineAgencies Ltd (KWAL) whose line of products, wines and spirits commands a strongmarket share. Kenya wines Agencies limited is a government owned agency with the sole purpose of distributing wines and spirits in Kenya.In the year 2007 Heineken beer was introduced in the Kenyan market with Maxam ltd as the main distributor of the brand. In 2011 the main company set its East African offices in Nairobi with the aim of supporting Maxam in sales and marketing. Maxam has remained the sole logistics partner of the Heineken brand. Heineken has continued to grow its market share through its aggressive marketing campaigns. Castle Breweries, a SABMiller subsidiary, closed its Kenyan operation after four years in 2002, citing high import duties as a sign of local hostility.

SABMiller has re-introduced its brand through its subsidiary, crown beverages located in Ruiruabout north of Nairobi city. Their main brands are castle, peroni, castle lite, redd, redds vodka and milk stout. Since their comeback they have acquired a very small market share due to the competitive nature of the beer industry in Kenya. There are other players in this industry such as Bavaria which is an imported beer from Holland. Bavaria is distributed by the Jovet Kenya limited as the main company is yet to set an office in Kenya. Their main brands are Bavaria 8.6, Bavaria 0.0 and Bavaria original. Another player is Sierra which was introduced in the Kenyan market in 2008, brewed by ozzbeco brewery. Their main brands are Sierra platinum and Sierra blonde.

1.1.5 Heineken brand in Kenya

Heineken East Africa Import Company (HEAIC) is a subsidiary of the Heineken Group which is a multinational and one of the world's leading brewer available in over 170 countries in the world. The Heineken story is the story of a family, a business, but especially a beer: Heineken beer. Heineken is a lager beer which with its green bottle and red star has written history all over the world. The Heineken story began almost 151 years ago in 1864 when Gerard Adrian Heineken acquired a small brewery in Amsterdam. Since 1873, the unique Heineken A-yeast has guaranteed the pure, premium taste of Heineken beer. Heineken was first brewed in 1873 and recipe has remained unchanged ever since. The quality of Heineken was recognized in Paris in 1889 when it received the Grand-Prix prize for the world's best beer. In Kenya Maxam ltd has been the official distributor of Heineken from 2007. The multinational set its office in Kenya in 2011 to assist in sales and marketing of the brand. The office has been charged with the responsibility of developing and implementing marketing strategies with the aim of growing the market share in Kenya. Though Heineken has

many brands, in Kenya they lay focus on the Heineken brand only which is sold in three SKU's i.e 330ml can, 330ml bottle and the 500ml can. According to a report by Euro monitor international the Heineken brand has shown significant growth. The brand is now available in more than 4000 outlets from 1200 outlets in 2012and a growth in sales volume from 15,000 hectoliters in the year 2012 to 17,000 hectoliters in the year 2014. This tremendous growth has been attributed to the various marketing strategies adopted by Heineken to succeed in the premium beer segment.

1.2 Research problem

The market is a dynamic place that is ever changing. With the changes in the market place this calls for modern and competitive marketing strategies. Marketing strategies involve a more skill-based strategic thinking, innovation, execution, critical thinking, positioning and the art of warfare (Sidorowicz2007). The firms in Kenyan beer industry compete in marketing various brands of locally produced beer. Beer market has been experiencing challenges due to economic hardships that have continued to affect beer industry, coupled with high taxes, stiff competition from other beverage sub sectors and low consumer spending (Evelyn &Margaret, 2005). Heineken has not been an exceptional; it has also faced numerous challenges. In order to keep up with the challenges and win in the market place it has developed various marketing strategies. The various strategies are aimed at making the Heineken brand competitive, gain a market share and like any business make a profit.

Numerous studies have been done in Kenya on marketing strategies. For instance: Mugwe (2012), studied on competitive strategies adopted in the beer brewing industry in Kenya. Similarly, Mwangulu, (2014) studied on the factors influencing marketing of alcoholic beverages in Kenya. Also, Obiero, (2008) studied on the competitive strategies applied by cement manufacturing firms in Kenya. In addition, Mutua,

(2011) embarked on a study on: Relationship marketing strategy as a tool in gaining competitive advantage in the mobile telephony industry in Kenya. Internationally, bishnu, (2004) studied on marketing strategy, contextual factors and performance: an investigation of their relationship, marketing intelligence and planning. Similarly, John, (1995) embarked on a study of competitive marketing: a strategic approach. Also, Richard and Giligan, (2008) researched on, strategic marketing management: planning, implementation and control. In addition, Dale, (2005) presented a study on, rethinking strategy marketing: achieving breakthrough results. There is no known study in Kenya which has ever been done on the effects of marketing strategies on performance of the Heineken brand in Nairobi CBD. This study sought to establish: What are the effects of the marketing strategies on the performance of the Heineken brand?

1.3 Research objective

This study was guided by the following objective:

To establish the extent to which the marketing strategies adopted by Heineken have influenced the performance of the brand.

1.4 Value of the study

The findings of the study will deeply contribute to the existing body of knowledge in marketing to the future researchers and academicians who will use as reference in their studies. The study findings will greatly assist the marketing firms with useful information to make informed decisions on the strategies to be adopted in marketing beer products. It will also provide guidance on how to measure the success of the various strategies adopted and how to overcome challenges.

The study findings will also benefit potential brewers and investors in the beer industry as it will provide a guide on how to penetrate the market and learn the various marketing strategies that could help them to succeed in the business. These finding will be of help to the potential investors in making their business plan and strategies. To the government of Kenya it will assist in formulating policies that will assist firms in the beer industry to acquire a better trading environment to gain competitive advantage.

The study will be of help to the government in formulating and implementing policies that will aid is establishing fair competition in the beer industry. In addition it will guide on the area to improve on as the market is dynamic and the needs of the investors are always changing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The business world has turned out to be very competitive in the recent past as every organization aims at a given market share. This has prompted the need for adoption of marketing strategies that will drive the projected volume sales and sales growth. Also, due to the market dynamics it is very important for companies to alter their marketing strategies in order to compete effectively. This chapter discusses the literature review of the study. The aim of the literature review is to explore the existing and the available information covered by various researchers in a certain topic.

2.2 Theoretical foundation

Understanding effectiveness of marketing strategies is best achieved by gaining in depth knowledge of two theories namely: Resource based view theory and theory of planned behavior.

2.2.1 The Resource based view theory

The resource based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers in way that customers consider appropriate. The RBV highlights the firm as a unique collection of resources, but the theory emphasizes that not all of these resources possesses the potential to provide the firm with sustained competitive advantage (Barney, 1991). The RBV contends that the possession and identification of key resources embodying these essential features along with their effective development and deployment that allows the firm to achieve and sustain competitive advantage.

Resource based strategy theorists such Barney (1991) argued that sustained competitive advantage stemmed from the acquisition and effective use of bundle of destructive resources that competitors cannot imitate. Destructive resources have four attributes; they are valuable, rare, imperfectly imitate and non-substitutable. Barney further defines these key resources to include "all assets, capabilities, organizational processes, firm's attributes, information, knowledge etc. controlled by a firm and that enable it to conceive and implement strategies that are efficient and effective".

This theory is applicable to the study in that the resources to be used to achieve competitive advantage in the market are the marketing department. The marketing department is charged with the responsibility of developing and implementing marketing strategies.

2.2.2 Theory of planned behavior

The theory of Planned Behaviour (TPB) was developed by Ajzen and Fishbein (1980). The theory assumes that behavioral intention is the most important determination of behaviour. Behavioral intention is believed to be influenced by a person's attitude towards performing behaviour, and whether individuals who are important to the person approve or disapprove of the behaviour. This theory offers a clearly defined approach that allows the investigation of the influence that attitude, personal and cultural determination and volitional control have on consumers' intentions to buy products. The TPB is relevant to this study because it offers a clearly defined approach that allows change of consumer behaviour. It is the task of the marketer to influence the consumer towards consumption through the effective implementation of marketing strategies.

2.3 Marketing strategies for competitive advantage

According to (Shaw, 2012) A marketing strategy is an overall plan of marketing actions you intend to take in order to accomplish a specific goal for your company.(Jain, 2000) defines strategic marketing as looking at the whole of a company's portfolio of products and markets, and a managing the portfolio to achieve the company's overall goal. Marketing as described by (Kotler, 2009) is a societal process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others. A marketing strategy specifies a target market and a related marketing mix. It is a picture of what a firm will do in some market place. (McCarthy and Perreault, 2014) noted that the target market is a fairly homogenous group of buyers to whom an organization wishes to appeal. The marketing mix are the controllable variables the company puts together to satisfy the target group. Marketing strategy therefore targets a certain group of buyer and this may be different from targeting the mass group which is known as mass marketing. Mass marketing is different from target marketing in that mass marketing considers everyone as a potential customer and that everyone is the same. On the other hand target marketing perceives buyers to be having different tastes, preferences and needs.

According to Wheelen and Hunger (2004) a competitive marketing strategy is a business strategy which focuses on improving the competitive position of a company's products within the specific industry the company serves. Competitive advantage has been described as Marketing oriented competitive strategy allows marketing to decide the direction pursued by a business as well as adopt a support role in relation to strategy. Marketing competitive strategy uses various approaches for achieving differential advantage over competitors such as focusing on a particular

market segment, product differentiation, using better approaches to distribute and improved promotional activities and adopting competitive pricing. The success of the company derives from the unique benefits it offers to customers and its consistent implementation of an effective marketing competitive strategy.

Pricing strategy involves deciding more that how much, where, when and how a buyer will pay are the key decisions. Before the product is developed, the marketing strategy is formulated, including target market selection and product positioning. There usually is an exchange between product quality and price, so price is an important variable in positioning. There are several elements in pricing strategy to consider in any market condition prevalent. These are: price is fundamentally about value and customers place prices within the context of perceived value. Price can be changed in a number of ways apart from the absolute level, such as by time form or terms of payment. Prices can be set at different levels across multiple products and services to achieve different objectives for positioning and contribution. One of the four major elements of the marketing mix is price. Pricing is an important strategic issue because it is related to product positioning. Furthermore, pricing affects other marketing mix elements such as product features, channel decisions, and promotion. There is no single formula to determine pricing.

Marketing communication entails four types of media: advertising, direct marketing, public relations and sales promotions. A concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluates the strategic role of a variety of communications disciplines such a advertising, direct response, sales promotion and public relations. The media strategy is about attempting to ensure that a company's message is seen or heard by the right people, in the right place, in the right environment, with the right frequency and weight at the right price.

It seeks to answer the questions: where is the communication going to appear? How frequent? And how much will be spent?

This therefore takes various medium which include: advertising, direct marketing, public relations and sales promotions. Advertising is a paid communication by an identified sponsor with the aim of informing and influencing one or more people. It is mainly long term, with the aim of creating awareness and altitude change. Direct marketing may also be applied in marketing communication. Direct marketing is a short term and long term initiative which involves recording, analysis and tracking of customers direct responses in order to develop loyalty. Its main aim is customer retention. Public relations is another medium commonly used. Public relations (PR) is the formulation, execution and sustained effort to establish and maintain goodwill and mutual understanding and reciprocal goodwill between an organization and its stakeholders. Its aim is to increase credibility, visibility and reputation of the brand in the short run and in the long run. Sales promotions are also very common in most industries. Sales promotion is any initiative undertaken by an organization to promote an increase in sales, usage or trial of a product or service. Its main focus is to increase trial among consumers, improve shelving space and position, increase sales and gain a listing.

Porter (2001) Argued that e-marketing can only be used to create value if companies focus on industry structure which determines profitability and sustainable competitive advantage which allows a company to outperform the average. So what is e marketing? Internet marketing, or online marketing, refers to advertising and marketing efforts that use the Web and email to drive direct sales via electronic commerce, in addition to sales leads from Websites or emails. The internet offers considerable scope for operating at a lower cost. E-marketing strategies have huge

market impacts which include: bargaining power of channels has been dampened, barriers to entry have been reduced, buyers have more information, efficiency has increased, greater substitution and intense competition, market expansion, reduced need for sales force and established channels. The key characteristics of the e-marketing environment is that it is largely 'smart' (Glazer, 1999) as opposed to dump static markets which are fixed and have poor information. Smart markets are dynamic, turbulent and information rich and are based on new kinds of products, competitors and customers.

Innovation can be defined as introduction of something new or a new idea, method or device. Liddell (2004) suggested that innovation is delivering unmet customer needs or finding way better ways of doing something. Given that most theories of business eventually become obsolete, the key competency for any organization that wants to survive in the marketplace is the ability to innovate. Innovation can be used to find comfort zones in the marketplace. The best strategic place for any organization is to occupy a space that the rivals have no interest in or cannot easily emulate. New business models attack existing markets by emphasizing different product or service attributes than established organizations do. The kind of new attributes may be price, convenience and speed of execution, design, selection, location and ease of use. There are various activities used by market leaders, challengers and niche players who use innovation as a competitive tool in the marketplace, these include: additions to existing lines, cost reductions, improvements, new product lines and repositions. Small firms use the judo strategy which is basically, an innovation strategy which outwits larger rivals based upon skill rather than size and strength.

Distribution strategy is a vital element in creating value and has a direct value and has a direct bearing on marketing and delivery, installation, repair and servicing as well as outbound logistics (West, 2010). Distribution is about making a product available to the target customer. Customers' core wants are: availability, speedy delivery, reliable supply, range of choice, empathy when supply is interrupted, convenience, service and support and a good price. For distribution to be effective there are various distribution options are used, these include: Direct/online**:** direct selling can be achieved by the use of internet, telephone, mail, catalogue some form of direct advertising or own distribution network. Direct channels can provide a reliable supply and a good price, and can be extremely convenient by saving the physical requirement to shop. However, it is prone to challenges of availability, speedy supply, and range of choice, empathy when supply is interrupted, service and support. Direct channels are best when the strategy is cost focus for niche or mass markets. Consumers are often prepared to sacrifice negative like speedy delivery against benefits of a lower price.

Sales force**:** this is basically the use of sales force. The sales force option uses alternatives such as the company setting up its own sing another organization and hire on a contractual basis. This is best applicable in the B2B across all markets. Sustaining a longer term customer relationship requires developing a close personal bond between both parties. Salespeople tend to liaise regularly with a distinct and small group of senior managers, whatever the size of the company. The decision to select, continue or terminate a purchase or contract at larger corporations has long been known to be the product joint decision making process, which involves a large number of decision makers and influencers. West (2010) noted that individuals within the company assume different roles that have direct and indirect influence on the sales force relationship. Users are the most easily identified by a salesperson. Buyers,

senior managers may be easily identified but can often be more conspicuous than their real importance to the decision. Influencers may include finance directors and production managers. The decider may be the buyer at times.

Intermediaries**:** An intermediary channel has to be used when it is difficult or impossible for a supplier to meet its customers. This has a sense of ownership. It may involve selling products through an identified shop that the organization does not own. There are several types of intermediaries which may include: agents, distributors, franchise, merchants and wholesalers. Intermediaries enable firms to offer buyers availability, speed of delivery, reliable supply, range of choice, empathy when supply is interrupted, convenience and service and support. The major trade off of the intermediaries is a lack of control which the direct opposite of direct channel. Suppliers are often at the mercy of intermediaries as to where their products are places on the shelves and how they are priced and conquest effect on sales and margins. Competitors may offer all kinds of inducements to intermediary channels to preempt your products for shelf space, stocking and advice.

Market intelligence according to Cornish (2007) is the process of acquiring and analyzing information in order to understand the market (both existing and potential) to determine the current and future need and preferences, attitudes and behavior of the market and to assess changes in the business environment that may affect the size and nature of the market in future. Competitive intelligence describes the broader discipline of researching, analyzing and formulating data and information from the entire competitive environment of any organization. Market intelligence helps in market and customer orientation to promote external focus, identification of new opportunities so as to identify new trends in market and competitors; one is able to get early warning of competitor moves. This enables counter measures thus minimizing

investment risks by detecting threats and trends early, better customer interaction, inherit intensified customer market view better market selection and positioning it enables the company to understand where your offer fits and discover untapped or under-served potential market, more efficient and cost effective information (Cornish, 2007).

2.4 Factors influencing marketing strategy

Whatever strategy you ultimately choose must take into account several factors like: The Company's position in the market: Factors like market share or sales volume should be analyzed, that is to say, every aspect which can contribute to determine the level of strength of the company respecting customers and competitors. Secondly, the company's mission, policies, objectives and resources: This shows the importance of the values in the foundation of the company, reason why it will center bound aspects to products and services as well as to marks and marketing strategies West (2010). Thirdly, the competitors marketing strategies: We should not only know our company but also the behavior of the competitors, potential and the capacity to add and remove it in products, segments, markets, distribution channels, etc. One of the clearest indicators that a company thinks, and it acts with mentality of strategic marketing it is the level of depth that makes of its competitors. To get knowledge about the purchasing behaviors, motivations and perceptions of those who are the direct responsible of our products it will also be key when making strategic decisions in marketing. There exist multitude of failures in marketing and more concretely in the formulation and implementation of the strategy due to a lack of data about the consumers (West, 2010).

Fourthly, the projected life cycle stage: The implications of the product life are key when defining the marketing strategy since they try to foresee which will be the evolution of the sales in the future. This aspect is also related with the visualization of future behaviors. One of the most interesting applications from my point of view is the one of determining the best moment or good moment in which the company should enter in the market keeping in mind the positions of the competitors and the level of uncertainty in the environment. Lastly, the general economic conditions in which you must do business: Should we look for turbulent markets or should we escape from them? How they will affect us such questions as the "evolution of the rents in our consumers"? Is the company prepared at cultural level to enter in cost strategies? Can the company deal with certain levels of uncertainty? Answering to these questions will also help to establish appropriate parameters to formulate marketing strategies.

2.5 Empirical review

Several studies have been undertaken to identify the marketing strategies but according to Shaw, (2012) every organisation adopts its own marketing strategies aimed at achieving the overall goal of the organisation. According to Cravens et al. (2009), the development of marketing strategy in the complex and challenging business environment requires forming a strategic vision and selecting the market targeting and positioning strategy for each market target. At the core of the process is the understanding of the marketing environment and competition around.

Delaleny (2006) point that organizational performance can be evaluated by quality of service and products, satisfying customers, market performance, product innovation and business relationships. On the other hand, Hoque et al, (2000) in their study of organizational performance based on balance scorecard, stated that organizational

performance can be appraised by return on investment, sales and market growth and profit are important factors that can be measured by organizational performance. In all these performance measures there exists a positive relationship between marketing strategies and organizational performance.

CHAPTER THREE

RESEARCH METHODOLODY

3.1 Introduction

This chapter details the various approaches that will facilitate the execution of the study to satisfy the research objectives. This includes the research design to be adopted by the researcher, the population, sampling and the data collection method and data analysis.

3.2 Research design

The study used a descriptive cross sectional survey research design. A cross sectional survey was undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in the study. A cross sectional survey enables data to be collected across several respondents at the same time (Cooper and Schindler, 2003). A descriptive research design is used when the researcher is clear about the issues at hand and seeks to describe them systematically and precisely (Kothari, 2007). Descriptive studies are supposed to describe who, what, where, when and how of a known phenomenon.

3.3 Population of the study

Mugenda and Mugenda (2003) defined population as the entire group of individuals, events or objects having a common observable characteristic. The population of interest was outlets selling premium beer within Nairobi CBD. The estimated number of outlets selling premium beer in Nairobi CBD is 258 outlets according to an outlet census conducted by Heineken in September 2014.

3.4 Sample size

The cluster sampling survey method was used in this study. The researcher will cluster outlets in the central business district. There were four clusters based on geographic location of the outlets namely: North, South, East and West of the Tom Mboya monument on Moi Avenue. The researcher randomly selected 15 outlets from the cluster. The outlets within the cluster were heterogeneous while the clusters was homogenous. Cluster stratified sampling method was used to determine the number of outlets in each cluster.

3.5 Data collection

Primary data was collected using a semi structured questionnaire. The respondents were outlet managers within Nairobi CBD. The questionnaire was used to collect both qualitative and quantitative data using open ended questions and closed ended questions respectively. The questionnaires was administered by hand-delivery method to enhance response rate. Others were emailed to the senior managers depending on the accessibility and time available. The data was consolidated and analyzed.

3.6 Data analysis

Filled questionnaires were checked for completeness, edited and coded in order to facilitate analysis. Descriptive statistics was used to analyze data by way of mean, mode and standard deviation. Regression and correlation was used to analyze the relationship between the variables of the study.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION

4.1 Introduction

The purpose of this research was to investigate the effects of marketing strategies on performance of the Heineken Brand in Nairobi Central Business District (CBD). This chapter focuses on the response rate, data analysis, presentation and interpretation of findings. The data was gathered from questionnaires as the research instrument. The questionnaire was designed in line with the objectives of the study. The study employs various statistical tools for extracting information on the effects of marketing strategies on performance of the Heineken Brand in Nairobi Central Business District (CBD).

4.2 Response rate

The response rate is the proportion of the sample that participated in the research as intended in all the research procedures. The study mainly targeted outlets selling premium beer within Nairobi CBD. A total of 50 questionnaires were administered to the firms from the target population in collecting data with regard to the effects of marketing strategies on performance of the Heineken Brand in Nairobi Central Business District (CBD). The questionnaire return rate results are, those who responded were 39 making it 78% and those that were not filled were 11 making it 22%.

From the study, 39 out of 50 target organizations filled in and returned the questionnaire contributing to 78%. This commendable response rate was made a reality after the researcher made personal calls to remind the respondent to fill-in and return the questionnaires as well as explaining the importance of their participation in this study. The questionnaires that were not returned were due to reasons like, the respondents not being available to fill them in at that time and with persistent follow-ups there were no positive responses from them. The response rate demonstrates a willingness of the majority of the targeted sample to participate in the study.

4.3 Demographic characteristics

The research mainly targeted outlets selling premium beer within Nairobi CBD. As such the results on demographic characteristics of these respondents were investigated in the first section of the questionnaire. They are represented below.

4.3.1 Organizational position of the respondents

The respondents were further required to indicate their position in the outlet that they work in. The results are tabulated below in table 4.2.

Table 4.1: Organizational position of the respondents

	Frequency	**Percent (%)**
Manager	32	82.1
Director	3	7.7
General manager	2	5.1
Owner	2	5.1
Total	**39**	**100**

According to the research results depicted in table 4.2 above, majority of the respondents were managers contributing to 82.1%, 7.7% represent directors, 5.1% general managers and another 5.1% represents owners.

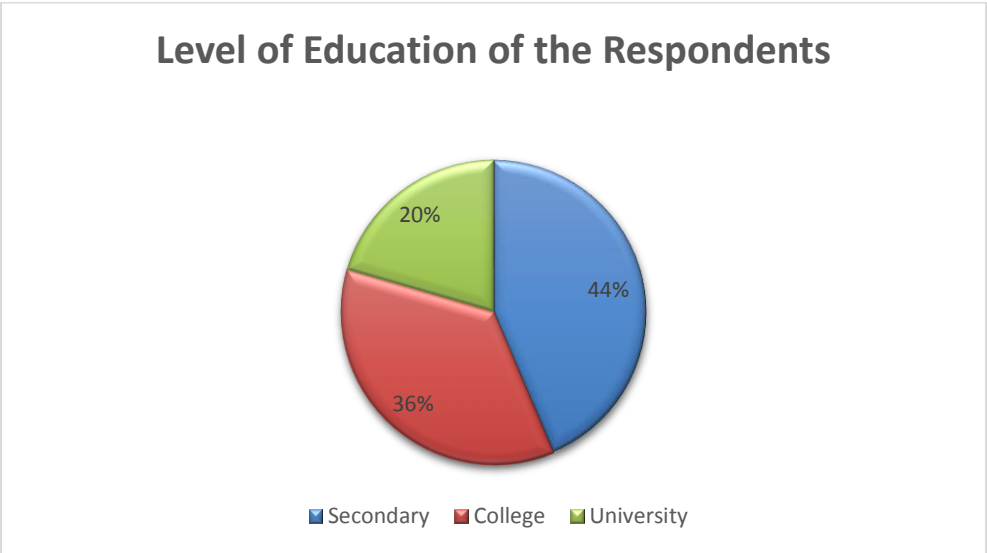
This is an indication that most of the respondents were managers from all the outlets that the researcher visited for data collection.

4.3.2 Level of education of the respondents

The level of education is a major factor in determining the level of understanding of various issues including those with a social dimension. In this study, the effects of marketing strategies on performance of the Heineken Brand in Nairobi Central Business District (CBD) is determined on how well they understand the brand before selling it.

The difference in the level of education might contribute to differences in the responses given by the respondents. This study therefore sought to investigate the education level achieved by the respondents. The responses on this question are depicted in figure 4.1 below:

Figure 4.1: Level of Education of the Respondents

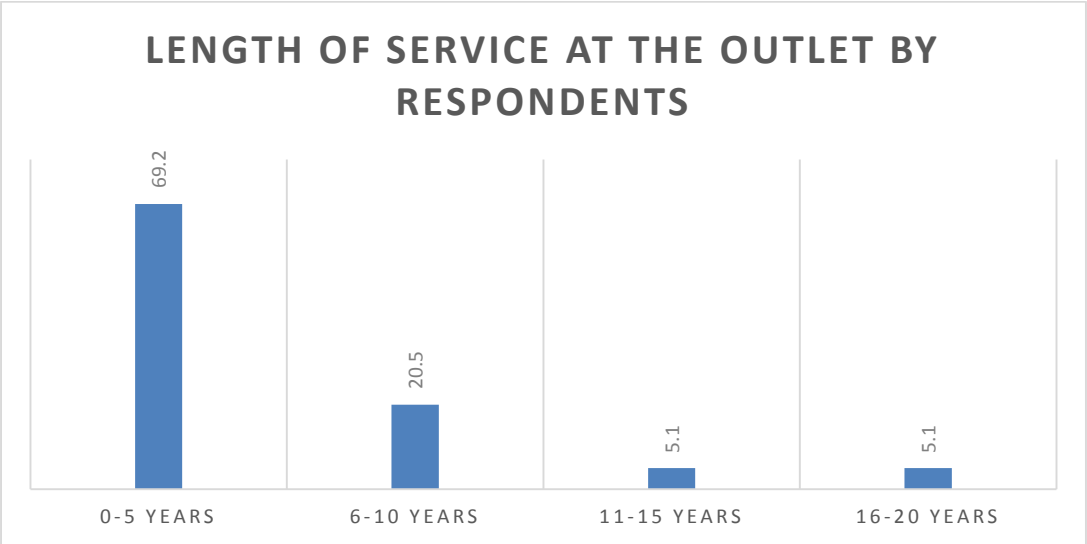


The study results reveal that 44% of the respondents had acquired secondary school level of education, 36% of the respondents indicated that they had acquired college level of education, while 20% of them had acquired university level of education. These results imply that majority of the respondents had at least a secondary education and hence understood the information sought by this study.

4.3.3 Length of service at the outlet by respondents

The study looked at the length of service of the respondents at their respective outlets and the following was observed as represented in figure 4.2 below.

Figure 4. 2: Length of work at the outlet by respondents



From the figure above, most of the respondents 69.2% indicated that they have served in their respective outlet lets between 0-5 years, 20.5% have worked between 6-10 years, 5.1% 11-15 years while another 5.1% have worked for 16-20 years. From the observations, it will be concluded that most of the respondents have worked between 0-5 years.

4.3.4 Length of operation of the organization

Respondents were asked to indicate how long the organization has been in operation. The results are shown in the figure 4.3 below.

Figure 4.3: Length of Operation of the Organization

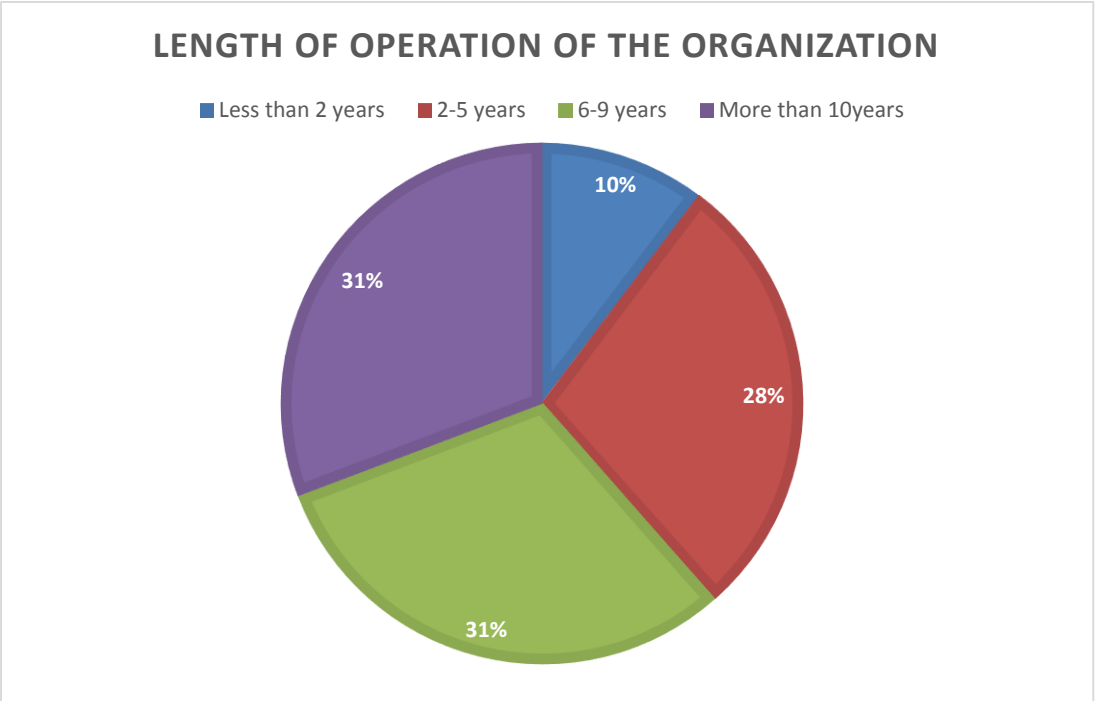


Figure 4.3, shows that 31% of the respondents indicated the organization has been operating for 6-9 years, another 31% also indicated that their organization has been operating for more than 10m years, 28% noted that their organization has been operating for 2-5 years while 10% indicated that it has been operating for less than 2 years.

The results imply that the majority of these organizations have been operating for long enough to understand the effects of marketing strategies on performance of the Heineken Brand.

4.3.5 Form of ownership of the organization

The respondents were further required to indicate the form of ownership of the organization they worked for. The results are shown in table 4.3 below

Table 4.2: Form of ownership of the organization

	Frequency	**Percent**
Limited company	34	87.2
Partnership	1	2.6
Sole proprietorship	4	10.3
Total	**39**	**100**

According to the research results depicted in table 4.3 above, majority of the respondents 87.2% noted that the form of ownership of the organization is a limited company, 10.3% indicated that is sole proprietorship organization while 2.6% indicated that it's a partnership. This indicates that most of the beer selling organizations in Nairobi Central Business District are limited companies.

4.3.6 Brands sold in the organization

Respondents were requested by the research to indicate the various brands they sell. They were asked to tick against the brands that they sell. The brands that were provided are; mainstream beers, premium beers, wines, spirits and non-alcoholic drinks. The findings indicates that all the respondents represented by 100% indicated that they sell all the brands provided by the researcher.

4.4 Adoption of the marketing strategies

The study sought to find out how the adoption of the marketing strategies effect the performance of the Heineken Brand in Nairobi Central Business District (CBD). The results are represented in the table 4.4 below.

Table. 4.3: Adoption of the marketing strategies

	Mean	Std. Deviation
Cash discounts	2.38	0.907
Rebates	4.64	0.668
Price increases	3.23	0.959
Advertising of the brand	3.08	0.870
Sales promotion	2.15	1.014
Public relations	3.41	0.850
Online campaigns	3.77	1.063
Digital space management	4.15	0.844
New products	2.36	0.811
Improvement of packaging	2.33	0.806
Rebranding	3.08	0.984
Availability	1.77	0.810
Reliability	1.92	0.839
Speed of delivery	2.26	0.880
Reaction to competitor activity	2.97	0.843
Innovation to beat competitors	3.10	0.968

From the findings in the table, majority of the respondents were in agreement that rebates affects the performance of Heineken Brand. This statement scored the highest mean of 4.64.Others agreed that digital space management also affects the

performance of the Heineken Brand. Respondents also agreed that online campaigns affects the performance of Heineken Brand with a mean score of 3.77, those who agreed on public relations scored 3.41 and those who agreed with advertising of the brand scored a mean of 3.08. Few respondents agreed that Sale promotion, reliability and availability affect the performance of Heineken Brand with mean scores of 2.15, 1.92 and 1.77respectively.The findings indicate that performance of Heineken in Nairobi CBD is affected by rebates, digital space management, online campaigns and public relations to a greater extent. Sale promotion, reliability and availability of the product also affects its performance but to a small extent.

4.5 Organizational performance

4.5.1 Level of competitive advantage

The research sought to find out the level of competitive advantage that the organization enjoy within Nairobi. The findings are shown in table 4.3.

Table 4.4: Organizational performance

Level of Competitive Advantage			**Organizational Market Share**		**Market Share Attribute to Marketing Strategies**	
	Freq	Perc	Freq	Perc	freq	Perc
Less than 10%	37	94.9	37	94.9	26	66.7
10%-20%	2	5.1	2	5.1	13	33.3
Total	**39**	**100**	**39**	**100**	**39**	**100**

Findings indicate that 94.9% of the organizations enjoy less than 10% of competitive advantage while 5.1% of the organizations indicated the enjoyment of 10-20% of competitive advantage. The findings of the study indicate that the most of the organizations enjoy less level of market competitive advantage.

4.5.2 Organizational market share

The study requested the respondents to indicate the approximate proportion of the market share that their organization commands in Nairobi CBD. The results are represented in table 4.3above.From the table above, 94.9% of the respondents indicated that their organizations have approximately less than 10% of the market share while 5.1% noted that their organizations have approximately 10-20% market share. Findings indicate that the majority of the organizations have less market share. On the other hand the respondents were requested to indicate what proportion of the market share they can attribute to marketing strategies implemented by Heineken. The results are shown in table 4.3above.

From the table, 66.7% of the respondents indicated that their organizations have a proportion of less than 5% of the market share attributed to marketing strategies implemented by Heineken while 33.3% noted that their organizations have an attribute of 6-10% of the market share to marketing strategies implemented by Heineken. From the findings, the market share attribute to marketing strategies is less than 5% in many organizations.

4.5.3 Annual gross profit for 2013 and 2014

Respondents were asked by the study to indicate the approximate annual gross profit of their respective companies in the last two years (2013 and 2014). The results are shown in the Table 4.4 below.

Table 4.5: Annual gross profit for 2013 and 2014

2013 Annual Gross Profit			**2014 Annual Gross Profit**	
	Freq	Perc	Freq	Perc
1000,000-5,000,000	9	25	8	23
5,000,001-10,000,000	13	35	16	39
Above 10,000,001	17	40	15	38
Total	**39**	**100**	**39**	**100**

From the findings above for 2013 annual gross profit, 40% of the respondents indicated that their organizations had above 10,000,001 as gross profit, 35% indicated between 5,000,001 while 25% represented 1,000,000 – 5,000,000 per annual as gross profit. From the table above, 39% of the respondents indicated that their organizations had a gross profit of 5,000,001-10,000,000 annually in 2014, 38% had above 10,000,001 while 23% had between 1,000,000 - 5,000,000 annual gross profit for 2014.Further, the study asked the respondents to indicate based on annual gross profit indicated above, what proportion of it they can attribute to implementation of marketing strategies implemented by Heineken. The results are shown in table 4.8 below.

Table 4.6: Gross profit attribute to implementation of marketing strategies (2013)

	Frequency	Percent
Less than 5%	26	68
6%-10%	13	32
Total	**39**	**100**

From the table, 68% of the indicated that their organizations attributes less than 5% of their annual gross profits to implementation of marketing strategies implemented by Heineken while 32% attributes 6-10% of their annual gross profits towards the implementation of marketing strategies implemented by Heineken.

Table 4.7: Gross profit attribute to implementation of marketing strategies (2014)

	Frequency	Percent
Less than 5%	26	66.7
6%-10%	12	30.8
16%-20%	1	2.6
Total	**39**	**100**

From the table, 66.7% of the respondents indicated that their respective organizations for the year 2014 will attribute less than 5% of their annual gross profits to implementation of marketing strategies implemented by Heineken, 30.8% will attribute 6%-10% of their annual gross profits to implementation of marketing strategies implemented by Heineken while 2.6% will attribute 16-20% of their annual

gross profits to implementation of marketing strategies implemented by Heineken. Findings indicate that the highest percentage will attribute less than 5%of their annual gross profits to implementation of marketing strategies implemented by Heineken.

4.5.4 Organization annual sales turnover for 2013 and 2014

The study requested respondents to indicate the approximate annual sales turnover of their organization in the last two years (2013 and 2014). The result is shown in table 4.7 below.

Table 4.8: Organization annual sales turnover for 2013 and 2014

Organization Annual Sales Turnover for 2013			**Organization Annual Sales Turnover for 2014**	
	Freq	Perc	Freq	Perc
1000,000-5,000,000	5	12.8	3	7.7
5,000,001-10,000,000	9	23.1	11	28.2
Above 10,000,001	25	64.1	25	64.1
Total	**39**	**100**	**39**	**100**

For 2013, the findings indicate that, 64.1% of the respondents there respective organizations had annual sales turnover of above 10,000,001, 23.1% had 5,000,000 – 10,000,000 while 12.8% had 1,000,000 –5,000,000 respectively. From the table, 64.1% indicated that their organizations had an annual turnover of above 10,000,001, 28.2% had 5,000,001-10,000,000 while 7.7% had 1,000,000-5,000,000 annually.

Further the study requested the respondents to indicate based on the annual sales turnover above the proportion of it can you attribute to implementation of the marketing strategies by Heineken. The findings are represented below.

Table 4.9: annual sales turnover

Annual Sales Turnover Attribute to Implementation of the Marketing Strategies (2013)			**Annual Sales Turnover Attribute to Implementation of the Marketing Strategies (2014)**	
	Freq	Perc	Freq	Perc
Less than 5%	26	66.6	25	64.1
6%-10%	11	28.2	12	30.8
11%-15%	2	5.2	2	5.1
Total	**39**	**100**	**39**	**100**

From the table, for 2013 66.6% of the respondents indicated that their organizations attributes less than 5% of their Annual Sales Turnover to Implementation of the Marketing Strategies, 28.2% attributes 6-10% while 5.2% attributes 11-15%.From the table, for 2014 66.4% of the respondents indicated that their organizations attributes less than 5% of their Annual Sales Turnover to Implementation of the Marketing Strategies, 30.8% attributes 6-10% while 5.2% attributes 11-15%.Findings indicate that from both years most of the organization attributes less than 5% of their Annual Sales Turnover to Implementation of the Marketing Strategies.

4.6 Relationship between marketing strategies and organization performance

The study requested respondents to indicate the relationship between Marketing Strategies and Organization Performance. The result is represented below.

Table 4.10: Relationship between marketing strategies and organization performance

Market Share			**Gross profit**		**Sales volumes**	
	Freq	**Perc**	**Freq**	**Perc**	**Freq**	**Perc**
Pricing strategies	2.33	0.577	2.38	0.544	2.36	0.668
Marketing communication	2.77	0.986	2.72	0.972	2.64	0.959
E-marketing strategies	4.03	0.873	4.00	0.918	4.03	0.903
Product innovation and development	2.33	0.701	2.31	0.614	2.23	0.627
Distribution strategies	1.90	0.680	1.77	0.627	1.74	0.637
Market intelligence	4.00	0.688	4.00	0.761	3.95	0.793

From the findings, majority of the respondents were in agreement that E-marketing strategies highly affects relationship between Marketing Strategies and Organization Performance of Heineken Brand. This statement scored the highest mean of 4.03. Others agreed that Market intelligence also affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 4.00. Respondents also agreed that marketing communication affects relationship between Marketing Strategies and Organization Performance of Heineken Brand but to the middle extent having scored a mean of 2.77.

Few respondents agreed that Distribution strategies affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 1.90.

From the findings, majority of the respondents were in agreement that E-marketing strategies and market intelligence highly affects relationship between Marketing Strategies and Organization Performance of Heineken Brand. This statements scored the highest mean of 4.00. Others agreed that marketing communication also affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 2.72. Respondents also agreed that product innovation and development affects relationship between Marketing Strategies and Organization Performance of Heineken Brand but to the neutral extent having scored a mean of 2.31. Few respondents agreed that Distribution strategies affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 1.77.

From the results, majority of the respondents were in agreement that E-marketing strategies highly affects relationship between Marketing Strategies and Organization Performance of Heineken Brand. This statement scored the highest mean of 4.03. Others agreed that Market intelligence also affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 3.95. Respondents also agreed that marketing communication affects relationship between Marketing Strategies and Organization Performance of Heineken Brand but to the middle extent having scored a mean of 2.64. Few respondents agreed that Distribution strategies affects relationship between Marketing Strategies and Organization Performance of Heineken Brand having scored a mean of 1.74.

4.7 Relationship between marketing strategies and market share

The study requested respondents to indicate the relationship between Marketing Strategies and market share. The result is represented below.

Descriptive Statistics

Table 4.11: Descriptive statistics

	Mean	Std. Deviation	N
Market Share	2.8932	0.5414	39
Pricing strategies	3.4188	0.64308	39
Marketing communication	2.8803	0.75505	39
E-marketing strategies	3.9615	0.89137	39
Product innovation and development	2.5897	0.67738	39
Distribution strategies	1.9829	0.65761	39
Market intelligence	3.0385	0.83811	39

The results indicated that E-marketing strategies has a high influence to the market share of the Heineken having a mean of 3.96, others with high influence are pricing strategies, market intelligence and marketing communication having a mean of 3.41, 3.03, and 2.88 respectively. Also distribution strategies have a lower influence to the influence of Heineken having a mean of 1.98.This implies that for the performance of Heineken in the market share of it must be highly influenced by; E-marketing, pricing strategies, market intelligence, market share and marketing communication.

Correlations

Pearson correlation coefficient was used to examine if there is any correlation between marketing shares and performance of Heineken. Table 4.10 presents the findings.

Table 4.12: Correlations

		Y1	X1	X2	X3	X4	X5	X6
Pearson Correlation	Market Share	1						
	Pricing strategies	0.569	1					
	Marketing communication	0.579	0.63	1				
	E-marketing strategies	0.7	0.519	0.671	1			
	Product innovation and development	0.507	0.492	0.702	0.62	1		
	Distribution strategies	0.356	0.356	0.455	0.298	0.397	1	
	Market intelligence	0.497	0.572	0.666	0.486	0.523	0.391	1

Results indicated a strongly positive relationship between market share and performance of Heineken having a correlation coefficient of 0.497. This implies that the stronger the market strategies, the more likely they are to perform. The results also revealed that pricing strategies are positively related to acceptance of Heineken having a correlation coefficient of 0.569. This implies that the easier the pricing strategies the more users will be willing to buy Heineken. The results revealed that marketing communication is positively related to market share having a correlation coefficient of 0.579. This implies that the more users feel the marketing communication, the higher the market share for Heineken level.

There was a positive significant relationship between E-marketing and market share having a correlation coefficient of 0.7. This means that e-marketing strategies positively influences market share of Heineken. This implies that the more users feel the e-marketing strategies, the higher the market share for Heineken level. The results revealed that product innovation and development is positively related to market share having a correlation coefficient of 0.507. This implies that the more users feel the product innovation and development, the higher the market share for Heineken level.

The results revealed that there was a positive significant relationship between distribution strategies and market share having a correlation coefficient of 0.356. This means that distribution strategies positively influences market share of Heineken. This implies that the more users feel the distribution strategies, the higher the market share for Heineken level. The results revealed that there was a positive significant relationship between market intelligence and market share having a correlation coefficient of 0.497. This means that market intelligence positively influences market share of Heineken. This implies that the more users feel the distribution strategies, the higher the market share for Heineken level.

Model Summary

The study used the regression model to predict the extent to which marketing strategies and market share to the performance of Heineken. It presents the model summary of the regression equation. Table 4.11 presents model summary

Table 4.13: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750a	0.562	0.48	0.39048
a Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication				

The model shows the extent to which independent variables influence the dependent variable. The results in the above Table indicate that a combination of marketing strategies and market share have 56.2% (R square= 0.562) predictive potential for Heineken performance. This means that 56.2% of the variance in Heineken performance is attributed to Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, and Marketing communication.

Anova Results

The findings in Table 4.12 presents the ANOVA results which reveal that marketing strategies, market share and performance of Heineken.

Table 4.14: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.259	6	1.043	6.841	.000b
	Residual	4.879	32	0.152		
	Total	11.138	38			
a Dependent Variable: Y1						
b Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication						

Since the P value is actual 0.000 which is less than 5% level of significance, the regression model was significant (sig. <.000) and therefore fit for the study.

Coefficients of the Model

Table 4.15: Coefficients of the model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.698	0.375		1.861	0.072
	Pricing Strategies	0.187	0.133	0.222	1.399	0.172
	Marketing communication	-0.008	0.152	-0.01	-0.049	0.961
	E-marketing strategies	0.317	0.101	0.523	3.137	0.004
	Product innovation and development	-0.001	0.138	-0.001	-0.006	0.996
	Distribution strategies	0.076	0.11	0.092	0.688	0.497
	Market intelligence	0.057	0.106	0.088	0.537	0.595
a Dependent Variable: Market Share						

All the predictor variables had a p-value of less than 0.375 which means that they are significant predictors of Heineken performance.

The regression model becomes:

$$Y=0.698+0.187X_1 – 0.008X_2+0.317X_3 – 0.001X_4+0.076X_5+0.057X_6$$

This implies that Heineken performance is highly influenced by positive market share towards it. If you know the level of market share, it is possible to predict their level of performance. Market share is a statistically significant predictor of market performance of Heineken therefore it can explain an increase or decrease in the performance of Heineken. This implies that if you know the level of market share to use Heineken, it becomes easy to predict their performance in the market.

4.8 Relationship between marketing strategies and gross profit

The study requested respondents to indicate the relationship between Marketing Strategies and market share. The result is represented below.

Descriptive Statistics

Table 4.16: Descriptive statistics

	Mean	Std. Deviation	N
Gross Profit	2.8632	0.51707	39
Pricing strategies	3.4188	0.64308	39
Marketing communication	2.8803	0.75505	39
E-marketing strategies	3.9615	0.89137	39
Product innovation and development	2.5897	0.67738	39
Distribution strategies	1.9829	0.65761	39
Market intelligence	3.0385	0.83811	39

The results indicated that E-marketing strategies has a high influence to the gross profit of the Heineken having a mean of 3.96, others with high influence are pricing strategies, market intelligence and marketing communication having a mean of 3.41, 3.03, and 2.88 respectively. Also distribution strategies have a lower influence to the gross profit of Heineken having a mean of 1.98.This implies that for the performance of Heineken in the market share of it must be highly influenced by; E-marketing, pricing strategies, market intelligence and marketing communication.

Correlations

Pearson correlation coefficient was used to examine if there is any correlation between gross profit and performance of Heineken. Table 4.16 presents the findings.

Table4.17: Correlations

		Y2	X1	X2	X3	X4	X5	X6
Pearson Correlation	Gross profit	1						
	Pricing strategies	0.634	1					
	Marketing communication	0.597	0.63	1				
	E-marketing strategies	0.712	0.519	0.671	1			
	Product innovation and development	0.499	0.492	0.702	0.62	1		
	Distribution strategies	0.303	0.356	0.455	0.298	0.397	1	
	Market intelligence	0.473	0.572	0.666	0.486	0.523	0.391	1

Results indicated a strongly positive relationship between gross profit and performance of Heineken having a correlation coefficient of 0.712. This implies that the stronger the E-marketing strategies, the more likely they are to perform. The results also revealed that pricing strategies are positively related to acceptance of Heineken having a correlation coefficient of 0.634. This implies that the easier the pricing strategies the more users will be willing to buy Heineken.

The results revealed that marketing communication is positively related to market share having a correlation coefficient of 0.597. This implies that the more users feel the marketing communication, the higher the market share for Heineken level. There was a positive significant relationship between market intelligence and gross profit having a correlation coefficient of 0.473. This means that market intelligence positively influences gross profit of Heineken. This implies that the more users feel the market intelligence, the higher the gross profit for Heineken level.

The results revealed that product innovation and development is positively related to gross profit having a correlation coefficient of 0.499. This implies that the more users feel the product innovation and development, the higher the gross profit for Heineken level. The results revealed that there was a positive significant relationship between distribution strategies and gross profit having a correlation coefficient of 0.303. This means that distribution strategies positively influences gross profit of Heineken. This implies that the more users feel the distribution strategies, the higher the profit for Heineken level. The results revealed that there was a positive significant relationship between E-marketing strategies and gross profit having a correlation coefficient of 0.712. This means that E-marketing strategies positively influences gross profit of Heineken. This implies that the more users feel the E-marketing strategies, the higher the gross profit for Heineken level.

Model summary

The study used the regression model to predict the extent to which marketing strategies and gross profit to the performance of Heineken. It presents the model summary of the regression equation. Table 4.17 presents model summary.

Table 4.18: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777a	0.604	0.529	0.35474
a Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication				

The model shows the extent to which independent variables influence the dependent variable. The results in the above Table indicate that a combination of marketing strategies and gross profit have 60.4% (R square= 0.604) predictive potential for Heineken performance. This means that 60.4% of the variance in Heineken performance is attributed to Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, and Marketing communication.

Anova Results

The findings in Table 4.17presents the ANOVA results which reveal that marketing strategies, gross profit and performance of Heineken.

Table 4.19: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.133	6	1.022	8.122	.000b
	Residual	4.027	32	0.126		
	Total	10.16	38			
a Dependent Variable: Y2						
b Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication						

Since the P value is actual 0.000 which is less than 5% level of significance, the regression model was significant (sig. <.000) and therefore fit for the study.

Coefficients of the Model

Table 4.20: Coefficients of the model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.67	0.341		1.965	0.058
	Pricing Strategies	0.278	0.121	0.345	2.291	0.029
	Marketing communication	0.032	0.138	0.047	0.232	0.818
	E-marketing strategies	0.297	0.092	0.513	3.236	0.003
	Product innovation and development	-0.023	0.126	-0.03	-0.18	0.858
	Distribution strategies	0.012	0.1	0.015	0.121	0.905
	Market intelligence	0.003	0.096	0.005	0.03	0.976
a Dependent Variable: Gross Profit						

All the predictor variables had a p-value of less than 0.375 which means that they are significant predictors of Heineken performance.

The regression model becomes:

$Y=0.67+0.278X_1+0.032X_2+0.297X_3+-0.023X_4+0.012X_5+0.003X_6$

This implies that Heineken performance is highly influenced by positive gross profit towards it. If you know the level of gross, it is possible to predict their level of performance. Gross profit is a statistically significant predictor of market performance of Heineken therefore it can explain an increase or decrease in the performance of Heineken. This implies that if you know the level of profit to use Heineken, it becomes easy to predict their performance in the market.

4.9 The Relationship between market strategies and sales volume

The study requested respondents to indicate the relationship between Marketing Strategies and sales volume. The result is represented below.

Table 4.21: Descriptive statistics

	Mean	Std. Deviation	N
Sales Volume	2.8248	0.54872	39
Pricing strategies	3.4188	0.64308	39
Marketing communication	2.8803	0.75505	39
E-marketing strategies	3.9615	0.89137	39
Product innovation and development	2.5897	0.67738	39
Distribution strategies	1.9829	0.65761	39
Market intelligence	3.0385	0.83811	39

The results indicated that E-marketing strategies has a high influence to the sales volume of the Heineken having a mean of 3.96, others with high influence are pricing strategies, market intelligence and marketing communication having a mean of 3.41,

3.03, and 2.88 respectively. Also distribution strategies have a lower influence to the influence of Heineken having a mean of 1.98.This implies that for the performance of Heineken in the sales volume of it must be highly influenced by; E-marketing, pricing strategies, market intelligence and marketing communication.

Correlations

Pearson correlation coefficient was used to examine if there is any correlation between sales volume and performance of Heineken. Table 4.20 presents the findings.

Table 4.22: Correlations

		Y3	X1	X2	X3	X4	X5	X6
Pearson Correlation	Sales volume	1						
	Pricing strategies	0.632	1					
	Marketing communication	0.604	0.63	1				
	E-marketing strategies	0.694	0.519	0.671	1			
	Product innovation and development	0.572	0.492	0.702	0.62	1		
	Distribution strategies	0.417	0.356	0.455	0.298	0.397	1	
	Market intelligence	0.482	0.572	0.666	0.486	0.523	0.391	1

Results indicated a strongly positive relationship between sales volume and performance of Heineken having a correlation coefficient of 0.694. This implies that the stronger the E-marketing strategies, the more likely they are to perform. The results also revealed that pricing strategies are positively related to acceptance of Heineken having a correlation coefficient of 0.694. This implies that the easier the pricing strategies the more users will be willing to buy Heineken.

The results revealed that marketing communication is positively related to sales volume having a correlation coefficient of 0.604. This implies that the more users feel the marketing communication, the higher the sales volume for Heineken level. There was a positive significant relationship between market intelligence and sales volume having a correlation coefficient of 0.482. This means that market intelligence positively influences sales volume of Heineken. This implies that the more users feel the market intelligence, the higher the gross profit for Heineken level.

The results revealed that product innovation and development is positively related to sales volume having a correlation coefficient of 0.572. This implies that the more users feel the product innovation and development, the higher the sales volume for Heineken level. The results revealed that there was a positive significant relationship between distribution strategies and sales volume having a correlation coefficient of 0.417. This means that distribution strategies positively influences sales volume of Heineken. This implies that the more users feel the distribution strategies, the higher the sales volume for Heineken level.

The results revealed that there was a positive significant relationship between E-marketing strategies and gross profit having a correlation coefficient of 0.694. This means that E-marketing strategies positively influences sales volume of Heineken.

This implies that the more users feel the E-marketing strategies, the higher the sales volume for Heineken level.

Model summary

The study used the regression model to predict the extent to which marketing strategies and sales volume to the performance of Heineken. It presents the model summary of the regression equation. Table 4.21 presents model summary.

Table 4.23: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781a	0.61	0.537	0.37344
a Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication				

The model shows the extent to which independent variables influence the dependent variable. The results in the above Table indicate that a combination of marketing strategies and sales volume have 61% (R square= 0.61) predictive potential for Heineken performance. This means that 61% of the variance in Heineken performance is attributed to Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, and Marketing communication.

Anova Results

The findings in Table 4.22 presents the ANOVA results which reveal that marketing strategies, sales volume and performance of Heineken.

Table 4.24: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.979	6	1.163	8.341	.000b
	Residual	4.463	32	0.139		
	Total	11.442	38			
a Dependent Variable: Y3						
b Predictors: (Constant), Market intelligence, Distribution strategies, E-marketing strategies, Pricing strategies, Product innovation and development, Marketing communication						

Since the P value is actual 0.000 which is less than 5% level of significance, the regression model was significant (sig. <.000) and therefore fit for the study.

Coefficients of the Model

Table 4.25: Coefficients of the model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.422	0.359		1.176	0.248
	Pricing Strategies	0.275	0.128	0.323	2.159	0.038
	Marketing communication	-0.023	0.145	-0.031	-0.156	0.877
	E-marketing strategies	0.272	0.097	0.442	2.81	0.008
	Product innovation and development	0.089	0.132	0.11	0.671	0.507
	Distribution strategies	0.121	0.105	0.145	1.147	0.26
	Market intelligence	-0.007	0.101	-0.01	-0.065	0.948
a Dependent Variable: Sales Volume						

All the predictor variables had a p-value of less than 0.422 which means that they are significant predictors of Heineken performance.

The regression model becomes:

$$Y=0.422+0.275X_1 – 0.023X_2+0.272X_3+0.089X_4+0.121X_5 – 0.007X_6$$

This implies that Heineken performance is highly influenced by positive sales towards it. If you know the level of sales volume, it is possible to predict their level of performance. Gross profit is a statistically significant predictor of market performance of Heineken therefore it can explain an increase or decrease in the performance of Heineken. This implies that if you know the level of sales volume to use Heineken, it becomes easy to predict their performance in the market.

4.10 Correlations analysis

Pearson correlation coefficient was used to examine if there is any correlation between performance and marketing strategies. Table 4.24 shows the findings.

Table 4.26: Correlations analysis

		Performance	**Marketing Strategies**
Pearson Correlation	Performance	1	
	Marketing Strategies	0.718	1

Results indicated a strongly positive relationship between performance and marketing strategies having a correlation coefficient of 0.718. This implies that the stronger the marketing strategies, the more likely they are to perform.

4.10.1 Results of model goodness of fit test

The study used the regression model to predict the extent to which marketing strategies can determine the performance of Heineken. It presents the model summary of the regression equation. Table 4.25 presents model summary.

Table 4.27: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.718a	0.516	0.503	0.36978		
a Predictors: (Constant), X1						

The model shows the extent to which independent variables influence the dependent variable. The results in the above Table indicate that a combination of performance and marketing strategies have 51.6% (R square= 0.516) predictive potential for the performance of Heineken. This means that 51% of the variance in the performance of Heineken is attributed to marketing strategies.

4.10.2 Results of Anova

The findings in Table 4.20 presents the ANOVA results which reveal that marketing strategies has a significant effect on performance of Heineken.

Table 4.28: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.391	1	5.391	39.422	.000b
	Residual	5.059	37	0.137		
	Total	10.45	38			
a Dependent Variable: Y						
b Predictors: (Constant), X1						

Since the P value is actual 0.000 which is less than 5% level of significance, the regression model was significant (sig. <.000) and therefore fit for the study.

4.10.3 Estimated model

The findings in Table 4.9 presents the coefficients of the regression model.

Table 4.29: Coefficients of the model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.922	0.314		2.933	0.006
	X1	0.665	0.106	0.718	6.279	0
a Dependent Variable: Y						

All the predictor variables had a p-value of less than 0.106 which means that they are significant predictors of performance of Heineken.

The regression model becomes:

$Y=0.922+0.665X1$

This implies that performance of Heineken is highly influenced by marketing strategies towards it.

4.8 Discussion of findings

The study found a strongly positive relationship between performance and marketing strategies having a correlation coefficient of 0.718. The stronger the marketing strategies, a firm will increase its performance. According to Wheelen and Hunger (2004) a competitive marketing strategy is a business strategy which focuses on improving the competitive position of a company's products within the specific industry the company serves. The success of the company derives from the unique benefits it offers to customers and its consistent implementation of an effective marketing competitive strategy.

The study found that pricing influences the performance of an organization though not to a larger extent. There are several elements in pricing strategy to consider in any market condition prevalent. These are: price is fundamentally about value and customers place prices within the context of perceived value (Porter, 2001). One of the four major elements of the marketing mix is price. Pricing is an important strategic issue because it is related to product positioning. Furthermore, pricing affects other marketing mix elements such as product features, channel decisions, and promotion.

The study found that performance of Heineken in Nairobi CBD is affected by rebates, digital space management, online campaigns and public relations to a greater extent. Sale promotion, reliability and availability of the product also affects its performance

but to a small extent. According to Porter (2001), e-marketing can only be used to create value if companies focus on industry structure which determines profitability and sustainable competitive advantage which allows a company to outperform the average. The study found that E-marketing strategies highly affects relationship between Marketing Strategies and Organization Performance of Heineken Brand. E-marketing strategies have huge market impacts which include: bargaining power of channels has been dampened, barriers to entry have been reduced, buyers have more information, efficiency has increased, greater substitution and intense competition, market expansion, reduced need for sales force and established channels (Glazer, 1999). McCarthy and Perreault (2014) noted that the target market is a fairly homogenous group of buyers to whom an organization wishes to appeal.

The study found distribution strategy as the least strategy that affects performance of Heineken Brand. Customers' core wants are: availability, speedy delivery, reliable supply, range of choice, empathy when supply is interrupted, convenience, service and support and a good price (West, 2010). Consumers are often prepared to sacrifice negative like speedy delivery against benefits of a lower price. West, (2010) noted that individuals within the company assume different roles that have direct and indirect influence on the sales force relationship. Users are the most easily identified by a salesperson.

4.9 Chapter summary

The study found that strongly positive relationship between performance and marketing strategies having a correlation coefficient of 0.718. It found that performance of Heineken is highly influenced by marketing strategies towards it. Rebates, digital space management, online campaigns and public relations affects the performance of Heineken to a greater extent.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four; it also gives the conclusions and recommendations of the research based on theobjective of this research. The objective of this research was to: To establish the extent to which the marketing strategies adopted by Heineken have influenced the performance of the brand in Nairobi Central Business District.

5.2 Summary of findings

Findings show that the most of the respondents were managers from all the outlets that the researcher visited for data collection. The study found out that majority of the respondents had at least a secondary education and hence understood the information sought by this study. The level of education is very significant in contributing to differences in the responses given by the respondents. The study concluded that most of the respondents have worked between 0-5 years in their respective outlets. The findings indicate that the majority of these organizations have been operating for long enough to understand the effects of marketing strategies on performance of the Heineken Brand. The results indicates that most of the beer selling organizations in Nairobi Central Business District are limited companies. The findings indicates that all the respondents represented by 100% indicated that they sell all the brands provided by the researcher.

The findings indicate that performance of Heineken in Nairobi CBD is affected by rebates, digital space management, online campaigns and public relations to a greater extent. Sale promotion, reliability and availability of the product also affects its performance but to a small extent. The findings of the study indicate that the most of the organizations enjoy less level of market competitive advantage. Findings indicate that the majority of the organizations have less market share. From the findings, the market share attribute to marketing strategies is less than 5% in many organizations. Findings indicate that the highest percentage will attribute less than 5% of their annual gross profits to implementation of marketing strategies implemented by Heineken.

Findings indicate that from both years most of the organization attributes less than 5% of their Annual Sales Turnover to Implementation of the Marketing Strategies. E-marketing strategies highly affects relationship between Marketing Strategies and Organization Performance of Heineken Brand. Distribution strategies affects relationship between Marketing Strategies and Organization Performance of Heineken Brand.

5.3 Conclusions

The study concludes that, positive relationship exist between marketing strategies on performance of the Heineken Brand. This entails that for any organization to diversify effectively and increase its market share investment in product innovation is critical. It further concludes that rebates affects the performance of Heineken Brand having scored the highest mean of 4.64. Also digital space management, online campaigns and public relations affect the performance to a greater extent.

5.4 Recommendations

Based on the research findings, the researcher made some recommendations that are aimed at strengthening the marketing strategies on performance of the Heineken brand. The researcher recommended that organizations/outlets should strengthen their research portfolio. Improved research will enable organizations/outlets to develop more effective customer retention strategies by identifying both their “at risk” and most valuable customers. In doing so these organizations will increase customer retention and attraction, acquire profitable customers and create more effective marketing strategies on performance of the Heineken brand.

To build on competitive advantage through marketing strategies on performance of the Heineken brand outlets in Nairobi CBD should understand the similarities and differences among customers in specific geographic regions and demographic segments in order to serve their customer better especially on varied population. Segmenting will enable these outlets to create more precise sells, rather than sending general offers to the entire customer database.

Finally the researcher continues to recommend the following quick win strategies for the outlets: - Optimizing the company customer relationship management strategy to improve the customer experience and increase retention; Leveraging companies marketing, branding and customer self-care strategies to build customer loyalty and Strategic partnership in key areas such as technology and promotions.

5.5 Suggestions for further research

This paper examined the effects of marketing strategies on performance of the Heineken Brand in Nairobi Central Business District. Further research should investigate the level of success of Heineken Brand marketing strategies on its performance in Kenya. More also what is the future of the industry as customer's needs and expectations keep on changing as technology advances and competition increases.

Whereas literature linking the effects of marketing strategies to Heineken performance is replete, we were not able to establish significant effects of marketing strategies on export performance. This perhaps suggests the existence of an intervening variable connecting marketing strategies and export performance. Additional insights could be gained by capturing and exploring such mediated effects on export performance.

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APPENDICES

APPENDIX I: Questionnaire

The data collected will be used for academic purposes only and will be treated with strict confidence.

Section 1: Demographic information

Q1. Please indicate your position in the organization_____

Q2. What is your highest level of education?_____

Q3. How long have you worked in this organization?_____

Q4. How long has your organization been in operation?

Less than 2 years [ ]

2-5 years [ ]

6-9 years [ ]

More than 10years [ ]

Q5. What is the form of ownership of your organization?

Limited company [ ]

Partnership [ ]

Sole proprietorship [ ]

Q6. What are the various brands sold in your outlet?

Mainstream beers [ ]

Premium beers [ ]

Wines [ ]

Spirit [ ]

Non alcoholic drinks [ ]

Section 2: Adoption of Marketing Strategies

Q7. Indicate by ticking (√) the appropriate box the extent to which your organization has adopted the following marketing strategies

Marketing strategies	**To a very large extent**	**To a large extent**	**To a moderate extent**	**To a small extent**	**Not at all**
	5	**4**	**3**	**2**	**1**
1. Pricing strategies • Cash discounts • Rebates • Price increases					
2. Marketing communication • Advertising of the brand • Sales promotion • Public relations					
3. e-marketing strategies • Online campaigns • Digital space management					
4. Product innovation and development • New products • Improvement of packaging • Rebranding					

5. Distribution • Availability • Reliability • Speed of delivery					
6. Marketing intelligence • Reaction to competitor activity • Innovation to beat competitors					
7. Any other (please specify)_____					

Section 3: Organization performance

This section intends to measure the performance of the organization in terms of market share, gross profit and sales volumes.

Q8. What level of competitive advantage does the company enjoy within Nairobi CBD? (Tick once)

Less than 10% [ ] 10%-20% [ ] 21%-30% [ ]

31%-40% [ ] 41%-50% [ ] more than 50% [ ]

Q9. (a) Please indicate the approximate proportion of the market share that you r organization commands in Nairobi CBD. (Tick once)

Less than 10% [ ] 10%-20% [ ] 21%-30% [ ]

31%-40% [ ] 41%-50% [ ] more than 50% [ ]

(b) Based on the market share indicated in the above Q9 (a) , what proportion of the market share can you attribute to marketing strategies implemented by Heineken.

Less than 5% [ ] 6%-10% [ ] 11%-15% [ ]

16%-20% [ ] 21%-25% [ ] more than 25% [ ]

Q10. (a) Indicate the approximate annual gross profit of your company in the last two years

Year	Less than 1,000,000	1000,000-5,000,000	5,000,001-10,000,000	Above 10,000,001
2013				
2014				

(b) Based on annual gross profit indicated in Q10 (a) above, what proportion of it can you attribute to implementation of marketing strategies implemented by Heineken.

Year 2013

Less than 5% [ ]

6%-10% [ ]

11%-15% [ ]

16%-20% [ ]

21%-25% [ ]

More than 25% [ ]

Year 2014

Less than 5% [ ]

6%-10% [ ]

11%-15% [ ]

16%-20% [ ]

21%-25% [ ]

More than 25% [ ]

Q11. (a) Indicate the approximate annual sales turnover of your organization in the last two years

Year	Less than 1,000,000	1000,000-5,000,000	5,000,001-10,000,000	Above 10,000,001
2013				
2014				

(b) Based on the annual sales turnover indicated in Q11 (a) above. What proportion of it can you attribute to implementation of the marketing strategies by Heineken.

Year 2013

Less than 5% [ ]

6%-10% [ ]

11%-15% [ ]

16%-20% [ ]

21%-25% [ ]

More than 25%[ ]

Year 2014

Less than 5% [ ]

6%-10 [ ]

11%-15% [ ]

16%-20% [ ]

21%-25% [ ]

More than 25%[ ]

Section 4: Relationship between Marketing Strategies and Organization Performance

Q12. Pleases indicate with a tick (√) where appropriate the extent to which the following marketing strategies influence performance in your organization in terms of market share, gross profit and sales volumes.

Performance / **Marketing strategies**	**Market share**					**Gross profit**					**Sales volumes**				
	To a very large extent	**To a large extent**	**To a moderate**	**To a small extent**	**Not at all**	**To a very large**	**To a large extent**	**To a moderate**	**To a small extent**	**Not at all**	**To a very large**	**To a large extent**	**To a moderate**	**To a small extent**	**Not at all**
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
1. Pricing strategies															
2. Marketing communication															
3. E-marketing strategies															
4. Product innovation and development															
5. Distribution strategies															
6. Market intelligence															

Appendix II: List of outlets in Nairobi CBD

1. Achievers
2. Amar bar
3. Ambassador
4. Apple bees
5. Arizona hotel
6. Batis bar
7. Batis wines and spirit
8. Beams
9. Beams annex
10. Berns bar
11. Bilmas bar
12. Black and white
13. Bobos
14. Bonds
15. Borabora
16. Boulevard
17. Brackets pub
18. Brown chupa
19. BS wines
20. Bulls grill
21. Bush shade
22. California bar
23. Capital inn
24. Chancery
25. Chef in a box
26. Choices
27. Circles
28. City casino
29. City space
30. City wall hotel
31. Club 65
32. Club allure
33. Club allure
34. Club bettyz
35. Club bulls
36. Club envy
37. Club geo
38. Club ntyce
39. Club sevens
40. Club sylk
41. Court yard
42. Daily dose bar
43. Dala lounge
44. Dancing spoon
45. Delta hotel
46. Diplomat
47. Disney pub
48. Dodis
49. Dovecage
50. Downtown
51. Drinking spree
52. Edge
53. Emma accra
54. Empire grill
55. Eureka
56. Evening star
57. Eves wines and spirit
58. Express bar
59. Famous bar
60. Famous inn
61. Fiesta hotel
62. Florida 1000
63. Florida 2000
64. Fontane bar
65. Frelas
66. Friends and dinners
67. Galileo xtreme
68. Garden inn
69. Gatitu bar
70. Geezs bar
71. Gg’s wines
72. Giggles
73. Gikeno bar
74. Gloria pub
75. Golden drops
76. Goodhope
77. Grace villa
78. Greton hotel
79. Hadasa hotel
80. Happy bar
81. Hawks pub
82. Heri heights
83. Heritage grill
84. Heron court
85. Hill park
86. Hilton
87. Hips pub
88. Hotel central park

89. Hunters wines and spirit
90. I club
91. Intercontinental
92. Irima pub
93. Jay fine wines and spirit
94. Jazz bar
95. Jerry city 1
96. Jerry city 2
97. Jeyfine wines
98. Jk pub
99. Jossy pub
100. Juvette wines
101. Kafico
102. Kahama hotel
103. Kinangop pub
104. Kindu bay
105. Kings pub
106. Kings road wines
107. Kivi hotel
108. Kk bar
109. Klub hydaz
110. Kwetu wines and spirits
111. Laico regency
112. Lavish lounge
113. Lazaros bar
114. Lidos
115. Lilians wines
116. Lips pub
117. Little g
118. Living water pub
119. London pub
120. Lovers pub
121. Magomano bar
122. Mamito's
123. Mang' hotel
124. Mashariki
125. Mashariki wines
126. Mchaka wines
127. Meladen
128. Meridian hotel
129. Metro hotel
130. Milano
131. Milans wines
132. Milele bar
133. Milestone
134. Miligan wines and spirits
135. Mist
136. Modern green
137. Mojos
138. Monte carol
139. Muna tuna
140. Museum wines and spirit
141. Mwalimu wines and spirits
142. Nairobi club
143. Nairobi kitale
144. Nairobi safari annex
145. Nairobi safari club
146. Nakumatt lifestyle
147. Nakumatt Ronald ngara
148. Nation lounge
149. Nawas
150. Ngamini
151. Ngatho bar
152. Nicks grill
153. Njoguini
154. Norfolk
155. Notebook
156. Noves bar
157. Nyakahuho
158. Nyams pub
159. Nyanza house
160. Oakwood
161. Olive restaurant
162. Palms casino
163. Panafric hotel
164. Pango
165. Paris hotel
166. Parkside
167. Parliament bar
168. Peeks pub
169. Peoples pub
170. Pioneers pub
171. Pipes
172. Police canteen
173. Popular pub
174. Prime bar
175. Promise wines
176. Pronto
177. Proposors pub
178. Psys
179. Public service
180. Queens pub
181. Raga
182. Railway club
183. Railway golf club

184. Rainforest
185. Raoyal breeze
186. Ravers
187. Red robin
188. Red tape
189. Rico
190. Rivers park
191. Roast house
192. Romanos pub
193. Ronalo
194. Rumours
195. Saape
196. Sabina joy
197. Sagret hotel
198. Sagret hotel milimani
199. Samba
200. San Valencia
201. Sandton hotel
202. Sandton palace
203. Sapecia
204. Sarafina
205. Scratch
206. Seasons
207. Secrets
208. Seekers
209. Senses pub
210. Serena hotel
211. Shadows
212. Shebeen
213. Silvermine bar
214. Simmers
215. Sisal inn
216. Six eighty
217. Sizzling bar
218. Sky world
219. Slater wines and spirits
220. Smooth lounge
221. Songea
222. Sports bar
223. Spree
224. Stall 62
225. Stanley
226. Stefy wines and spirits
227. Stemax
228. Steps
229. Stima hotel
230. Sunrise hotel
231. Sunset pub
232. Super stars pub
233. Tabby wines
234. TAC bar
235. Tahiti
236. Tana wines and spirits
237. Tanagers
238. Texas pub
239. The den
240. Tiffany
241. Timers
242. Topbar
243. Trantoria
244. Tribeka
245. Tropez
246. Uchumi agakhan walk
247. United Kenya club
248. Valet
249. Vesba
250. Wakawaka
251. Wakulima sports bar
252. Wallet
253. Wamuthoni wines and spirits
254. West house
255. Wine bar
256. Winkers
257. Young pub
258. Zanze