

**EXPORT MARKETING STRATEGIES AND PERFORMANCE,
KAKUZI PLC**

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DECLARATION

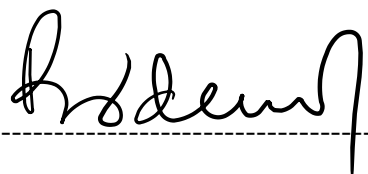
I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature:  Date: 29/11/2021

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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my dad Bshp Simon Kamonde Ndung'u, my mom Jane Wanjiku Kamonde, for their love and support and whose good examples have taught me to work hard for the things I aspire to achieve. To my siblings: Faith, Allan, Mary, Juliet, Sally and Raph for their moral support all through.

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ABBREVIATIONS AND ACRONYMS

BSC	Balanced Scorecard
CEO	Chief Executive Officer
FDI	Foreign Direct Investments
MNC	Multi National Corporation
USA	United States of America

ABSTRACT

Export marketing strategies are considered to influence firm performance directly or indirectly if effectively managed. Export marketing strategies are developed and implemented by the organizations with the aim of increasing sales volumes and sales growth. Kakuzi Plc has faced performance challenges in the last two decades and this has mostly been caused by reducing prices and increased competition from foreign agricultural firms. This has also been mainly contributed by intense competitive environment created domestically and complemented by regional integration initiatives. The objective of the study was to establish the effect of export marketing strategies on performance of Kakuzi Plc. This study was based on two theories, internationalization process theory and internalization theory. The research adopted a case study approach and an interview guide was used for collection of data. Content analysis was used to analyze data which was qualitative in nature. The study established that Kakuzi Plc differentiates its products from its competitors in the market in terms of packaging. The finding revealed that the pricing strategies is used often include market-based pricing, marginal pricing and full cost pricing. Kakuzi Plc sells to retailers, who in turn have their own distribution retail store outlets that sell directly to the customers. Kakuzi Plc promotion strategy also include in store promotion/ activations. Export marketing strategy have really helped Kakuzi to enhance performance. Export marketing approaches had a positive impact on customer satisfaction. The study recommends that the management of Kakuzi Plc should keep experimenting with export marketing strategies since they complement each other and boost performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A company's success may be affected directly or indirectly by its export marketing plans, depending on how well they're executed (Wulff, 2015). Firms are striving to export goods and services to other countries for the reason of enhancing their performance regardless of the factors that hinder international trade (Akinola, 2012). Rethinking on export marketing modes is regarded to be an alternative approach of improving performance of firms (Jendal, 2018). Firms in developing economies ought to be concerned with globalization which may amplify cannibalization of market share (Dolatabadi, Forgahani, Tabatabee & Faghani, 2013).

An internationalization process theory and an inside-out theory were used to guide this research. The internationalization process idea, proposed by Johanson and Wiedersheim-Paul (1975) and Johanson and Vahlne (1977), states that internationalization is a tiered process in which corporations go from early to late internalization phases. The internalization stages were defined by the organization's resource commitments, with the first stage identifying the lowest resource commitment and the last stage defining the highest resource commitment. Internalization theory by Buckley and Casson (1976) demonstrates the rise of multinational corporations (MNCs) and the motives behind countries pursue foreign direct investment. In case a company hires a subcontractor, the subcontractor may utilize technology in competing with the agency firm through contract interruption or spoiling the company's brand image.

This study is based on the argument that export market strategies have become a key driver in Kakuzi Plc performance. According to Kakuzi Plc annual report (2020), optimal export performance is yet to be achieved due to technological development mismatch, regulatory hurdles and poor export marketing strategies amongst others. Equally, Kabagambe, Ogutu and Munyoki (2012) contends that due to dwindling fortunes in the agricultural sector, a number of concerns have been raised by various stakeholders like the general public, the government, employers and investors this amplifies the desire for the current study.

1.1.1 Export Marketing Strategies

Export marketing strategies are policies or plans firms adopt with an aim of aiding their products and services in foreign markets penetration (Dolatabadi et al., 2013). Firms can use various export marketing strategies that range from: product strategy, pricing, distribution and promotions. Kotler (2010) regards export product strategy as plan where firms package their products in terms of brand names, quality, design, size, shape, colour and ingredients in order to appeal to customers in foreign markets. Iman et al. (2008) argues that pricing export strategy entails the degree to which firms devise various plans to determine the price foreign customers may consider appropriate to pay for goods and services. The means may include: fixing high or low prices for products based on economic forces or customer bargaining power and determining meanings of payment such as online or cash payment (Keller, 2010).

Further, distribution export strategy is described by Dolatabadi et al. (2013) as arrangements made by firms in availing products and services in foreign markets without delay. Distribution export strategies may include direct or indirect strategies. Direct export strategy is the capability of the firm to sell its goods and services directly to foreign

customer using its own established outlets or use its own staff (Dolatabadi et al., 2013) while indirect export distribution strategies is the capacity of the firm to sell its goods and services indirectly to foreign customers using other market intermediates such as agents or through formation of joint ventures, subsidiaries and signing contractual agreements (Iman et al., 2008).

Subsequently, Azizi and Samsinar (2008) describe promotional export strategies as communication channels used by firms to inform customers in foreign markets about existence of products and services in the market. Keller (2010) contends that firms can communicate about their products to foreign customers through print media, electronic media, direct marketing or outdoor publicity. The most common and effective means of communication when marketing products and services internationally is direct marketing which comprise of telemarketing, email repotes and social media campaigns (Kotler, 2010).

1.1.2 Firm Performance

Huang (2018) describes performance as entailing attainment of goals that an organization sets out to achieve. It entails an organization's ability of attaining its goal through efficient and effective utilization of its resources (Daft & Marcic, 2013). Bharadwaj, Chauhan and Raman (2015) believe that an organization's performance is a complex relationship with the following seven criteria: efficiency, reliability, productivity, effectiveness, quality of work, creativity and profitability. Performance is therefore closely linked to the achievement of all the seven criteria, which can be considered as performance goals. Even though there is no commonly agreed upon meaning of performance, an organization ought to have objectives and measure all outcomes based on the set objectives.

Organization performance is an important measure which helps determine the productivity, organizational efficiency and competence of a company. It may be seen as a measurement of the efficacy of resources to create goods of the type required in the long term by customers and society (Bain, 2016). Organization performance helps show the profitability of the firm which is measured with income and expense. Promoting organization performance is a vital task for business managers because a profitable business has the ability to survive (Chakravarthy, 2016).

Organization performance cannot be measured by any single index and this has resulted to reluctance in using both monetary as well as non-monetary performance measures of a business organization (Chakravarthy, 2016). Kaplan and Norton (1992) established the BSC, which has been used extensively by researchers to evaluate performance. Using the balanced scorecard, an organization may measure its progress toward achieving its purpose, vision, and overall strategy via several performance indicators. It acts as a statistic for measuring the overall performance of the company. When it comes to a company's success, it's not just about the bottom line (Kaplan & Norton, 1996). A standard performance indicator, the balance scorecard, will be employed in this investigation.

1.1.4 Kakuzi Plc

Since 1906, Kakuzi Ltd. has been in business.

The United Kingdom's Linton Park company owns and controls the Japanese gaming company Kakuzi (Kakuzi Plc, 2020).

Kakuzi Limited is in the business of growing, processing, and selling coffee and tea, as well as commercial milling and marketing of coffee and adding value to related products.

Among the company's three divisions are Tea, Coffee, and Others. Tea is grown and processed in the Tea sector. Coffee production and processing are the primary activities of the Coffee industry. It's also in this category that you'll find milk production, commercial coffee processing and distribution, value-added products, the rental of agricultural land, and equipment rentals. Located in Kenya, it has operations in Bomet, Nyeri, Mombasa, Kiambu, and Nairobi counties. Bomet and Mombasa counties are home to the company's tea, rental, and leasing businesses. Nyeri and Kiambu counties in Kenya are home to the company's coffee and dairy plantations. Aristocrats Tea & Coffee Exporters Limited, Kipkebe Limited, and Mweiga Estate Limited are among its subsidiaries. Currently, Kakuzi employs more than 2000 employees.

The Agriculture Priority Agenda (2018) proposes activities that will provide real outcomes and help stimulate competitiveness, improving the worldwide positioning of the agricultural industry. A stronger market for agricultural products may be obtained via the expansion of the agriculture business, which is a significant outlet for local commodities. Expanding this industry also has the added advantage of lowering the country's reliance on foreign imports. As the agriculture industry expands, it will provide more jobs. The good impact of agriculture on the economy may be seen in many different ways. Is agricultural expansion a worthwhile goal? That's the most important question here. The significance of the agricultural sector as a strategy has attracted a lot of attention in many developing nations, including Kenya. Large agricultural enterprises like Kakuzi are urged to design export marketing plans to ensure their relevance not just in Kenya but also outside borders.

1.2 Research Problem

An organization's success may be considerably affected by its export marketing strategy. Companies throughout the world are increasingly turning to international marketing entry strategies as a means of improving both their overall performance and competitiveness. Naidoo, Donovan, and Milner (2016) say that companies create and apply export marketing strategies to increase sales and sales growth. Since the total of a company's economic profit may be described in its sales volume, many businesses place great importance on sales volume (Ochola, 2015).

In the previous two decades, Kakuzi Plc has had to deal with declining pricing and rising competition from overseas agricultural companies. An intensely competitive climate fostered locally and supplemented by regional integration efforts has had a significant role (Kenya Economic Report, 2017). Kakuzi is using export marketing techniques that build long-term connections with consumers and other stakeholders in order to thrive in this challenging climate. Businesses run by Kakuzi Plc industries are looking to expand their consumer base, take advantage of profit possibilities that are accessible, compete globally, and fulfill the worldwide need for international in the global arena.

The export marketing tactics utilized by most multinational firms to enter international markets have been studied extensively by scholars. For global firms, Long (2017) conducted study on the usage of social media as a marketing strategy in China. Based on the open system idea, the research used a case study approach. China multinational firms embrace social media because it helps key decision makers obtain more information and boosts their confidence when making vital decisions. In Nigeria, Okokon and Adams (2018) conducted an evaluation of the marketing methods used by international

corporations in Nigeria. According to the results of the study, multinational Nigerian companies have adopted a marketing strategy that involves modifying marketing factors such as goods, promotion, pricing, and location. Due to contests and regional preferences, this helped satisfy those needs. A research conducted by Kazi (2017) examined the difficulties that South African Breweries Limited face while implementing export marketing strategy. Customers' loyalty and a company's ability to fight against competitors were shown to be critical to export marketing success in this research.

According to Sogo (2017), the use of export marketing tactics by Kenyan enterprises was enhancing their competitive edge. There were other factors that hampered competitive advantage, such as a shaky political climate and a fluctuating foreign currency, corporate rules and taxes. ICEA and the lion group conducted a research on the link between mergers & acquisitions and competitive advantage in 2017. The merger and acquisition strategy used by ICEA and lion group resulted in a competitive advantage. Despite this, the research indicated that the effectiveness of the merger and acquisition strategy's impact on competitive advantage was highly dependent on it. Kenya Seed Company Limited's export marketing methods were studied by Koech (2018) and the key obstacles they encountered were identified. A case study research approach restricts the investigation to just Uganda, Tanzania, and Rwanda. The study found that the Kenya Seed Company had difficulties in executing its export marketing objectives due to restrictive restrictions, currency volatility, and the selling of bogus goods.

There are still conceptual, contextual, and methodological gaps in this field, despite the fact that there have been earlier research. There is no unanimity on the impact of export market strategy on performance in terms of concepts. There have been a lot more local

research on export market strategies focusing on companies that aren't agricultural in nature. Methodologically, the studies carried out on export marketing strategies have mostly been quantitative in nature and therefore need for a qualitative study to compliment the findings. These are the gaps the current study intends to fill. The study will answer the following research question; do export marketing strategies affect performance of Kakuzi Plc?

1.3 Research Objective

The objective of the study was establish the effect of export marketing strategies on performance of Kakuzi Plc.

1.4 Value of the Study

This study contributed to development of theories in the field export marketing strategies. The study findings are very important to future researchers since they may be a benchmark. The results was important to the academics and researchers in recognizing gaps in research on related subjects as well as in evaluating empirical literature to establish further research fields.

The study's results were helpful to policymakers in measuring the development of policies linked to the agricultural industry role in the economy. Policymakers benefited from the study's results because they got insight into the connection among export marketing strategies and business success.

The results of this research provided additional information to practitioners. Such empirical data may most likely be utilized to develop and improve policies. The research will assist

the management and employees of Kakuzi Plc by increasing their understanding of export marketing strategies and how they may help them reach their performance objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter discussed theoretically and empirically reviewed literature on export marketing tactics, firm performance and relationship. The chapter began with an investigation of the theories underpinning these notions, an assessment of empirical studies on similarities and discrepancies and research gaps, and finally a summary of the evaluation of the literature that reveals the predicted relationship between study variables.

2.2 Theoretical Foundation

Reviewing existing literature is an important part of doing a thorough literature review since it allows you to learn about other people's findings and perspectives on a topic. This review will provide an in-depth look at the work that has already been done, laying the groundwork for interpreting the findings and overcoming the limitations of previous studies. It was founded on the theories of internationalization, internalization, and comparative advantage in this research. These theories were used to explain the study constructs and how they relate.

2.2.1 Internationalization Process Theory

Johanson and Vahlne (1977) proposed this theory, which notes that internationalization is a staged phase in which companies advance from early to late stages of internationalization. The stages of internationalization were determined by the organization's resource commitments, with the first stage being identified by the lowest resource commitment

while the last stage being defined by the largest resource commitment. As a result, phases of internationalization ranged from no export operation to establishing a subsidiary in a target market.

According to the Internationalization Process Theory, companies progressed from one stage to the next as they acquired a better understanding of their export markets. Increased awareness of international business promotes higher levels of internationalization through reducing the psychological gap between domestic as well as host countries. Incremental internationalization process theory is based on information as well as experience (Andersen, 1993), and it integrates a number of related strategies of identical explanatory capacity. According to both the Uppsala internationalization model and the innovation-related internationalization model, firms become international in a gradual and incremental phase with a restricted number of targeted geographic markets (Andersen, 1993).

The prevailing paradigms in internationalization process analysis, according to Zahra (2005), are incremental internationalization, intensified early cross-border interactions, and incremental internationalization. The gradualist approach to internationalization has been criticized. Because the world has changed dramatically since conventional internationalization theories were established, businesses have been forced to accelerate their export marketing processes on a regular basis. The increased degree of globalization in many industries may reduce the perceived uncertainty of entering foreign markets, which helps to explain why the rate of internationalization has increased. Apart from technological advancements, the emergence of a growing number of individuals with international business expertise has laid new groundwork for multinational corporations (Oviatt & McDougall, 1994). Internationalization process theory is found to be important

for the purposes of this study since it provides a theoretical basis for understanding how businesses track the internationalization stage-by-stage progress.

2.2.2 Internalization Theory

Buckley and Casson (1976) first proposed this idea, which was later accepted by Hennart (1986). (1982). To begin with, Coase established the theory in a national setting, whereas Hymer did it in an international one. Hymer (1976) identified two primary factors of FDI. The first was the advantage that particular corporations had in a given activity, and the second was the removal of competition. According to Buckley and Casson (1976), multinational firms coordinate their internal operations to take use of their distinct advantages. The theory demonstrates why businesses would rather sign a contract with a subcontractor in a foreign nation than invest in that country themselves.

RDT recognizes the influence of external factors on organizational behavior and, although

Internalization theory is based on the premise that multinational firms structure their operations internally to achieve unique advantages that they may use, as shown by Denisia (2010). Thus explaining why nations engage in foreign direct investment and how multinational enterprises have developed. The agent or the subcontractor may utilize technology to compete with the agency firm by disrupting the contract, or the agent may damage the company's brand image by hiring a subcontractor. According to Hymer (1976), FDI occurs only when the benefits of leveraging these peculiar advantages outweigh the costs of doing business in a foreign nation.

The vast majority of companies choose to place their money in another country's economy directly. Leasing or selling them to foreign firms is less lucrative for the business with ownership benefits. Internalization advantages mean that the firm would use FDI instead of contractual resource exchanges to capitalize on these advantages. Internationalization theory is important to this study because it offers a theoretical basis for understanding how organizations should internally structure their systems to gain from internationalization.

2.3 Export Marketing Strategies and Firm Performance

Export marketing strategies include all company reactions in order to guarantee that the target market has a favorable influence on the demand for their goods. Companies that want to live up to their customers' expectations work hard to learn about their clients' wants and requirements and then devise effective methods for meeting those demands (Snow & Hrebiniak, 2016). The following section discusses several methods of promoting products for export.

In Wilson et al. (2008), they explain that product strategies show the business unit's and the company being executer's objective. Brand positioning in a certain marketplace that will outperform the competition. For example, positioning the product so that it stands out among competitors; positioning the product so that buyers understand what you are, what you stand for, and how your product should be judged. As a result, various items are offered to satisfy the market's demands (Johnson & Scholes, 2015).

Because of the high levels of homogeneity within service groups, effective operating systems, and shared service delivery, a company's pricing strategy is crucial. A company's pricing strategy depends on the product's current market status and the organization's

overall goals. There are several pricing strategies for new goods that include penetration pricing, pricing strategies for well-established products, price leadership strategy, psychological pricing and price flexibility strategy (Kaplan & Palmer, 2017).

As stated by Kim and Mauborgne (2015), the company employs its distribution strategy to offer goods and services via various networks and channels in order to get them to the final user. The intermediaries include agents, distributors, retailers, and wholesalers. With the help of these components, businesses may better satisfy their patrons by providing them with high-quality services. Delivering goods to the customer's doorstep is essential for their convenience. A company's competitiveness may be measured by looking at how long it takes for a product to reach a client and how much it ultimately costs.

A marketer's toolkit for reaching out to potential consumers and persuading them to buy a product includes a variety of strategies and tactics. According to the marketing idea, the promotional strategy should be led by the demands of customers, and all organizational operations should be integrated in order to fulfill those customers' needs (Desimone, Werner & Harris, 2012). Direct client connection and advertising are two examples of this kind of interaction. Because small firms have a limited budget for advertising, they need a high level of salesmanship. In order to be successful, the marketing strategy must follow the marketing idea in order to satisfy the customer's wants by integrating all of the company's actions to accomplish that goal (Dubin & ALrbabah, 2015).

The Kaplan and Norton (1992) balanced scorecard has been widely utilized by earlier studies to assess performance. The balanced scorecard creates performance measurements on the basis of mission, vision, and firm strategy. It is used to evaluate the organization's

general performance. It encompasses the financial side of the organization, which determines the financial consequences of the organization's varied decisions. Another important issue to consider is customer pleasure. It emphasizes on the customer as well as the market, and it assesses key success criteria unique to these groupings. Another important statistic is internal procedures. It finds the high-performing business processes within the company. Lastly, a balanced scorecard stresses learning and growth, that are both important for a company's long-term success (Kaplan & Norton, 1996). Because it is well acknowledged as a performance measure, the balance scorecard will be utilized in this research.

Stowell (2014) suggests that financial performance is a measure of revenue growth which shows the leader's ability to attract the necessary finances to sustain the efficiency of the program. The operational cost and return on investments should be on monitoring. Organizations are required to increase revenue and ensure sustainability of their service offerings. In this study the respondent would be implored on how they are satisfied with the effort made by strategic leaders toward revenue growth in the organization.

Internal focus is related to the organization's effectiveness. To understand performance, it is crucial to appreciate the goals and strategies of the business and how effective they are. Effectiveness denotes to the degree by which a firm moves in achieving its mission and goals. Its indicators include formulated strategy with clear vision, mission, strategic objectives and feedback system for evaluations. Organizational effectiveness measures how successful organizations are in achieving their goals using the strategic objectives (Darrab & Khan, 2010).

Customer focus refers to a customer's sense of satisfaction after comparing their perceived performance to their expectations. The degree to which performance meets expectations determines the amount of satisfaction (Kotler & Keller, 2012). Similarly, Owino (2013) claims that customer satisfaction level is determined by how well the product/service characteristics meet the client's wants. When a customer's expectations are exceeded, the customer is said to be happy; nevertheless, when the customer's expectations are not met, the client is said to be unsatisfied. While Kotler and Keller (2012) argue that it is a choice made after a specific service meeting. According to Makgosa and Molefhi (2012), it is an emotional reaction that influences attitudes and is specific to consumption.

2.4 Empirical Review and Knowledge Gaps

Abadi, Demessie and Amare (2015) established that export marketing strategy had a positive significant impact on productivity of garment producing companies in Ethiopia. Research method used was cross sectional and census approach applied to choose 30 managers in garment manufacturing companies to whom structured questionnaires were administered to. Data was analyzed through univariate and bivariate approaches.

Omotayo (2009) in Nigeria revealed that export performance was a function of export marketing. Positivist philosophy and convenient sampling techniques were employed to choose the 107 responders. Interviews and questionnaires guides were utilized to gather the data. Export marketing strategy was investigated for its mediating effect on the association of controllable and uncontrolled components in the research. Export marketing strategy was operationalized as a marketing plan, mix and standardization. Export performance was operationalized as economic (sales, profit and cost) and strategic (market expansion and strategic response). The study concluded that even though export marketing

had a notable influence on export performance, there exists a difference between product innovation, promotional adoption, price competitiveness on export performance. Mediating effect of export marketing strategies on firm efficiency will be explored.

Ayan and Percuin (2005) established that export performance was a function of domestic market, marketing strategies and firm characteristics. Descriptive research design together with systematic sampling approach were used to pick 317 interviewees. Questionnaires were used to collect data, and structural equation modeling was used to analyze it. The study concluded that export performance was defined by internal factors like firm attributes and marketing strategies. However, it is pointed out that the study examined a direct relationship though it failed to investigate the interactions among the variables of this study. Furthermore, the analysis was carried out in Turkey that is a totally different environment in matters business as compared to Kenyan manufacturing sector. Moreover, Dolatabadi et al. (2014) in Iran recognized the significant positive relationship among marketing strategy mix on export performance of protein firms. Marketing strategies were operationalized as the 4 Ps (price, product, place and promotion).

Aggarwal (2017) conducted a literature review on the impact of globalization on business performance. The paper retrieved the history of Indian sector internationalization, their reasons for doing so, and the various internationalization approaches and methods they used to achieve their organizational goals. Finding the majority of research support the idea that exports and outward foreign direct investment have a positive correlation with corporate performance measures is the study's key conclusion.

Several research on multinational corporations' export marketing techniques have been

conducted, although some of them were done in other regions of the globe. The results cannot be applicable to the United States or other parts of the globe because of the very diverse environments. Aside from how export marketing methods affect the company's success, local studies were conducted. Therefore, this research aims to address a vacuum in information that currently exists.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

To achieve the study's research objective, a research method is necessary. This chapter comprised of the study design, instruments used to gather data and how to perform the data analysis. The concept explained how the study is performed, the structure of research, how information is gathered, and from whom information is eventually received in order to analyze the information, in light of the study's ultimate goal of generating results.

3.2 Research Design

Using Cooper and Schindler's (2014) definition, research design is a strategy that the researcher learns and that helps the researcher to answer questions accurately; effectively; objectively; and affordably. According to Khan (2008), a research design aims to improve research capacity to design an operational plan so that the numerous techniques and tasks required to complete the study can be undertaken while ensuring that the methods used are sufficient to provide valid, objective and exact answers to research concerns. Khan (2008).

This study used a case study research approach. A case study is an examination of a particular individual, institution, or phenomenon (Cooper & Schindler, 2014). It is suitable for this research since it included a thorough evaluation by a single institution, which is mainly focused on depth analysis rather than broad analysis. It is best suited if a comprehensive and thorough examination of a particular research unit is needed. Yin (2018) emphasized the case study's intensive and comprehensive monitoring of social units. A case study provides a first-hand look at a subject with elements that are not well

recognized or acknowledged. In a case study, nearly everyone in the unit was examined for unearthing patterns of behavior.

3.3 Data Collection

This study relied on primary data. An interview guide supplied in Appendix I served as the primary method for obtaining the data needed for the study. Using an interview guide was a wise decision for this case study since it was able to gather data from respondents and provide the researcher a better understanding of the study's results. The interview guide also provided the researchers with more up-to-date information and information that may not have been obtained by previous data collecting methods.

The targeted respondents for this research are five senior managers at Kakuzi Plc who sit in the board and are involved in strategy namely; CEO, marketing director, research and development manager, chief of operations and head of finance. The interview guide is comprised of numerous sections. The first section focused on the respondents' demographic information, whereas the other sections concentrated on the study objectives. To ensure that the investigative tool gets the information required from the participants, the researcher was asked open questions that, if the response was not evident, prompted more inquiry. The researcher conducted the interviews individually. Please maintain a record of all questions posed and their answers to these inquiries.

3.4 Data Analysis

The interview guide's data was analyzed qualitatively so that we could make generalizations about how the categories of data were linked. Researchers could describe, interpret, and criticize their research topic qualitatively because doing so quantitatively

would be difficult to achieve. In order to conduct a qualitative analysis, the content analysis was used.

In order to assess the answer, make conclusions and draw suggestions, content analysis was utilized. The content analysis comprised familiarizing the data, assigning preliminary data codes to represent the content, searching for patterns or themes in the codes via the many interviews, reviewing themes, defining and recognizing themes, and, in the end, making conclusions.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

In this chapter, the findings of the study will be presented in full. An important part of data analysis is narrowing down an enormous dataset to only what is necessary for achieving the study's primary goal (Cooper & Schindler, 2003). Research on the impact of export marketing techniques on Kakuzi Plc's performance was conducted. Kakuzi Plc top five executives were the focus of this investigation. Managing director, Research and Development Manager, marketing director, chief of operations and head of finance are Kakuzi Plc four most senior executives who sit on the board and are active in strategy.

4.2 Response Rate

The study was done using an interview guide in order to meet its goal. Initially, the researcher planned to interview five people. Only four of the five interviewees were able to be contacted. It was not possible to reach Research and Development Manager of Kakuzi Plc because he had prior commitments.

4.3 Background Information of the Interviewees

According to the report, three members of the leadership team were male and two were female. The respondents indicated the positions they held in the organization. To meet the study's goals, researchers focused on five members of Standard group plc executive leadership team. According to the findings, each respondent has worked for the company for over two years in a variety of positions and capacities. Low turnover suggested that

they understood Standard group plc strategic leadership and had the expertise and knowledge on the study subject matter to aid in the accomplishment of the research aim.

The respondents are involved in strategy formulation for the company.

4.4 Export Marketing Strategies Adopted by Kakuzi Plc

The purpose of this research was to determine Kakuzi Plc's export marketing tactics and their impact on business performance. The interviewees were asked to comment and elaborate how the firm uses Export marketing strategies.

4.4.1 Product Differentiation Strategies

Respondents to a question on Kakuzi Plc's export strategy said that product differentiation is the modification of a creation in order to make it more appealing to the target market. An existing product can be modified by improving its features, without alternating the benefits to be gained, in order to attract new users or to increase its users. Kakuzi Plc's product diversification strategy has been widely embraced by the company's informants, as seen by their comments. There are three product categories: Tea, Coffee, and Others, which the company sells. Grown and processed tea is part of the Tea sector. Coffee production and processing are the primary activities of the Coffee industry category. Dairy activities, commercial coffee milling and marketing, value adds to associated goods, the rental of growing land, and the leasing of equipment and machinery make up the second category. As a result, Kakuzi Plc has been able to establish itself as a market leader by offering a broad array of goods and services.

The second product differentiation strategy that the firm uses according to the feedback is product quality. According to the managers, the firm does not compromise on quality when

it comes to their products development. “Our products are always up to standard and are approved by the Kenya Bureau of Standards (KEBS). According to the managers, Kakuzi Plc products differentiates its products from its competitors in the market in terms of packaging. The organization package their products using bright colours and unique packaging. Their main product which is dairy products is packed in a skilnet. A skilnet is a generic term for a carton board box with glued or tab locked ends. Packaging of products using bright colours like red, purple and yellow helps to attract buyers to their range of products.

Respondents were asked to judge the effectiveness of the product strategy in place. There is evidence from the responses that Kakuzi Plc has a variety of distinctive items, such as tea, blueberry macadamia tea (macadamia), avocado, and coffee. Because they are all ISO-9001-2015 certified, they satisfy both the national and international requirements set by the Kenya Bureau of Standards. The firm was found to have used high-quality corporate packaging, branding labeling and product features, as well as customer-oriented items, in order to financially serve its customers' expectations. A favorable correlation between brand quality and design was also found by interviewers. The firm's improved sales and profitability may be directly attributed to the company's varied goods.

4.4.2 Pricing Strategy

Kakuzi Plc has implemented the price approach to a large degree, according to those polled when questioned about it throughout the exporting process. According to the data, Kakuzi Plc used a variety of pricing tactics to be competitive in the sector. Pricing tactics have a favorable impact on the competitiveness of a company, according to the research. According to a key respondent, prices of the products are set keeping in mind factors such

as profit margin, cost of production, competitors' prices and on the basis of demand. If the product is unique, Kakuzi Plc set prices on the basis of that differentiation. The study found that the most common pricing techniques are market-based pricing, marginal pricing, and full cost pricing. When pricing is dependent on the market, the company uses manufacturing costs plus a predetermined profit margin to determine prices.

The findings revealed that Kakuzi Plc uses temporary price reduction as a pricing strategy. Pricing strategy where Kakuzi Plc briefly lowers the cost of its goods with the purpose of boosting sales and attracting new consumers for a limited period of time. This, in turn, increases sales of the company's items and generates enough client traffic to improve total revenue. Kakuzi Plc's competitiveness was the primary goal of the investigation. Pricing tactics used by Kakuzi Plc, according to the company's main informants, have a good impact. This study's results show pricing techniques have aided the company's continual progress in every area including decision-making, sales revenue, market share and profitability.

4.4.3 Distribution Strategy

The respondents when asked on how Kakuzi Plc has adopted distribution as an export marketing strategy, they responded that the distribution strategy has been adopted to great extent. According to the respondents, Kakuzi Plc has implemented distribution strategies that include maintaining an effective distribution system to provide maximum turn-around time for supply and distribution operations, as well as efficient administration of all logistical tasks. The findings from the responded revealed that Kakuzi Plc uses producer – distributor- wholesaler- retailer- consumer” distribution channel. The findings revealed that Kakuzi Plc does not have dedicated distributors.

Instead, the firm has distributor organizations who they collaborate with to sell their products like Jumia Limited Kenya which is one of the distributors and stocklists organizations in Kenya. Through its distributors who in turn sell to wholesaler and retailers, all of their customers have been able to get access to products manufactured by Kakuzi Plc. The second distribution strategy adopted by Kakuzi Plc which is “producer- retailer-consumer” distribution channel entails where the firm distributes and sale directly to retail outlets which then are tasked in distributing the products to the consumers. Kakuzi Plc sells to retailers, who in turn have their own distribution retail store outlets that sell directly to the customers. This distribution channel strategy ensures the firms products are distributed across the market. According to a key informant, this type of distribution strategy is greatly used to a great extent by the firm.

According to the findings, the third distribution strategy used by Kakuzi Plc is “producer-consumer” distribution channel. This type of distribution strategy is where the producers of products sale directly to their customers. In Kakuzi Plc this is done through the use of van sales. This entails selling of all company products at the recommended firm prices by means of firm’s vans. The goods are not ordered in advance but are simply loaded onto a van in the hope of selling them. The firm's Kakuzi Plc has allowed it to provide its goods and services on time to the final client. They have also helped the company gather marketing information and boost promotional initiatives. A number of other factors, including physical accessibility, have helped Kakuzi Plc. attain consumer convenience for its product offerings, according to the survey respondents. Furthermore, the respondents believe that Kakuzi Plc can better comprehend the sales channels by improved segmentation of distribution inside the sales channels.

4.4.4 Promotion Strategy

The respondents when asked on how Kakuzi Plc has adopted promotion strategy as an export marketing strategy, they responded that the distribution strategy has been adopted to great extent. According to the interviewees, Kakuzi Plc employs an integrated marketing communications strategy as its primary promotion strategy. This strategy is designed to integrate all aspects of marketing communication, such as advertising, sales promotion, public relations, and direct marketing, rather than allowing each to operate independently. According to one respondent, all of these communication technologies perform better when used in concert rather than in isolation. Their total is larger than the sum of their parts - provided they speak consistently and with one voice at all times.

According to all responders, the company employs a wide variety of classic and non-traditional advertising approaches. The main channels include, television, radio, billboards and digital media across social media channels especially facebook. The firm runs promotions and does consumer education to ensure that all their consumers are aware of their new products. They ensure that customers participate in the roadmap towards the launch of new product or promotion release by ways of interviews, opinion, roadside shows and pre-test launches.

Kakuzi Plc promotion strategy also include in store promotion/ activations. This type of promotion is applicable in the present market. According to managers, in store promotion strategy is intended to bring buyers into a retail store and buy particular products being sold at the store. In store promotion entails various assortments of enticement methods, commonly short term, aimed to motivate quicker or greater purchase of certain products by buyers. It generates a positive effect on customer buying objective and form long-term

association with a buyer consequently creating brand image in buyer's mind. Examples of in store promotions used by Kakuzi Plc include special discounts offers, instant gifts, free items.

The study found that Kakuzi Plc's promotional methods have a beneficial impact on the company's performance since they aid to build brand loyalty. These promotional strategies influence Kakuzi Plc competitiveness as it creates a brand image in minds of buyer's hence accumulative profit margin for the firm. In addition, promotional strategies are used as tools to motivate consumers and create customer's intention to buy Kakuzi Plc product brands that eventually aids in attracting buyers to buy their products leading to increased sales. Secondly, "promotional strategy is used to introduce new products into the market" stated the marketing manager. These strategies assist in driving traffic into retail outlets and stores that sell Kakuzi Plc varied product ranges to reduce stock or to generate extra revenues for the firm.

4.4.5 Export Marketing Strategy

The respondents when asked on how Kakuzi Plc has adopted export marketing, they responded that the distribution strategy has been adopted to great extent. Key entry strategies that the company employed in establishing its presence in the Kenyan Market. Most of the respondents felt that selling to or via an intermediary is a reasonably inexpensive and simple approach to reach a new market. The company has strong distribution channel in the country. It has over 10 distributors who sell Kakuzi products in different parts of the world. The interviewees further stated that their distributors have in-market experience, reputation and contacts. One of the key challenge with indirect

strategies as stated by the interviewees was that, the company had less control over the actual final transaction and some agents tend to overcharge the end user. In Kakuzi, joint venture activities make available many chances to expand their businesses and spread risk in the Kenyan market. This is done by forming local contacts/parties that have influenced the facts and resources of a joint venture partner that has an acceptance of the market.

4.4 Export Marketing Strategies and Performance

Export marketing strategy have really helped Kakuzi to enhance performance. Influence of pricing strategies according to one of key informant is that it has helped the firm widen its revenue streams and consequently consumer base. Secondly, pricing strategies have influenced diverse price points to suit different market segments. Third, Temporary Price reduction causes a positive influence on the firm's competitiveness as it increases customer traffic and causes brand awareness for the Kakuzi Plc products.

When asked if product differentiation strategies had an influence on Kakuzi Plc performance, all respondents stated that there was a positive influence created by the various product strategies adopted by the firm. Some of the positive influence outcomes include acquiring of new customers to the brand, helping the firm to keep up with the changing shopping trend, maintaining loyal consumers and allowing the organization to play in different price points hence appealing to different market segment in the fast moving consumer sector.

This method is used to fight competition and to reach customers where general shops and hypermarkets fall short. It also causes a positive influence to firm performance as it increases customer base and improves sales turnover. According to the findings,

distribution and sale of products is done through online shopping platform like Jumia online shop. This strategy causes a positive influence on the firm's performance as it increases the firm presence in the digital market space.

Respondents said that promotions have been highly successful in building strong consumer loyalty to the brand, which has resulted in a larger client base and, therefore, more profitability. They said that the scholastic program had a positive impact on the company because of the internships and jobs that the sponsored students did for the company. A more successful type of promotion, according to Kakuzi's respondents, is integrated marketing communication (IMC).

All respondents agreed that export marketing approaches had a positive impact on customer satisfaction. Kakuzi has molded its management efforts by enhancing its customer connections and harmonizing corporate procedures. Kakuzi has been able to obtain a better knowledge of the consumer by providing them with tailored goods or services that may directly meet their requirements in key areas via close customer connection. As a result, Kakuzi was able to satisfy the demands of its clients quickly and in some instances exceeded the expectations of its consumers. Clients' real-time feedback mechanisms (live chats and emails) were a big help in getting this right.

4.5 Discussion of the Findings

According to the conclusions of the investigation, empirical knowledge is confirmed. Kakuzi Plc has made extensive use of tactics for product differentiation. The company's goods and services are divided into three categories: Tea, Coffee, and Other Products. The firm does not compromise on quality when it comes to their products development. Kakuzi

Plc products differentiates its products from its competitors in the market in terms of packaging. The organization package their products using bright colours and unique packaging. The findings agree with Kotler (2010) regards export product strategy as plan where firms package their products in terms of brand names, quality, design, size, shape, colour and ingredients in order to appeal to customers in foreign markets.

Kakuzi Plc had adopted various pricing strategies in the quest of remaining competitive in the industry. Pricing tactics have a favorable impact on the competitiveness of a company, according to the research. The findings agree Iman et al. (2008) argues that pricing export strategy entails the degree to which firms devise various plans to determine the price foreign customers may consider appropriate to pay for goods and services. According to the respondents, Kakuzi Plc has implemented distribution strategies that include maintaining an effective distribution system to guarantee the company's supply and distribution operations run as efficiently as possible, as well as managing all logistical activities efficiently. The findings disagree with Dolatabadi et al., (2013) direct export strategy is the capability of the firm to sell its goods and services directly to foreign customer using its own established outlets or use its own staff.

Kakuzi Plc's primary promotion approach is integrated marketing communications, which is aimed to ensure that all components of marketing communication, such as advertising, sales promotion, public relations, and direct marketing, operate well. Kakuzi Plc promotion strategy also include in store promotion/ activations. This type of promotion is applicable in the present market. The findings agree Azizi and Samsinar (2008) promotional export strategies as communication channels used by firms to inform customers in foreign markets about existence of products and services in the market. The findings with Keller (2010)

contends that firms can communicate about their products to foreign customers through print media, electronic media, direct marketing or outdoor publicity.

The company has strong distribution channels in the country. Kakuzi has more than ten distributors across the globe who offer its goods. According to the interviews, one of the main issues with indirect techniques was that the organization had less control over the final transaction and some brokers tend to overcharge the end customer. The findings with Dolatabadi et al., (2013) export marketing strategies are policies or plans firms adopt with an aim of aiding their products and services in foreign markets penetration.

An important part of Denisia's thesis is based on the premise that multinational firms structure their operations internally in order to achieve unique advantages that they may use (2010). Thus explaining why nations engage in foreign direct investment and how multinational enterprises have developed. It's possible that a subcontractor may utilize technology to compete with an agency firm by disrupting a contract, or that an agent could do harm to the organization's reputation. This notion is supported by the findings of this study. Customers and other stakeholders will benefit from Kakuzi's export marketing strategy, which aims to build long-term connections. Businesses run by Kakuzi Plc industries are looking to expand their consumer base, take advantage of profit possibilities that are accessible, compete globally, and satisfy the growing need for international in the global arena.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results, draws research conclusions, and makes suggestions in light of those findings. The chapter also discusses the limits of the study and offers ideas for future studies.

5.2 Summary of the Findings

An inquiry of the impact of Kakuzi's export marketing methods on the company's performance. The research found that Kakuzi differentiates its products from its competitors in the market in terms of packaging. The organization package their products using bright colours and unique packaging. Kakuzi Plc set prices on the basis of that differentiation. Market-based pricing, marginal pricing, and full cost pricing are among the most often used pricing techniques, according to the study's findings. The company sets prices based on the costs of production and a preset profit margin in market pricing.

The findings from the responded revealed that Kakuzi Plc uses producer –distributor- wholesaler- retailer- consumer” distribution channel. The findings revealed that Kakuzi Plc does not have dedicated distributors. Kakuzi Plc sells to retailers, who in turn have their own distribution retail store outlets that sell directly to the customers. Kakuzi Plc promotion strategy also include in store promotion/ activations. This type of promotion is applicable in the present market.

It was found that selling to or via an intermediary is a very inexpensive and simple approach to enter a new market. The corporation has a well-established distribution network across the nation. More than ten Kakuzi distributors distribute their goods over the globe. Using an export marketing approach, Kakuzi has seen significant gains in performance. Using export marketing strategies improved client satisfaction. Kakuzi has molded its management efforts by enhancing its customer connections and harmonizing corporate procedures.

5.3 Conclusions

The study concludes that Kakuzi Plc, has a great deal of product differentiation strategy. Customers may choose from a wide range of goods and services, including tea, coffee, and other options. Kakuzi Plc products differentiates its products from its competitors in the market in terms of packaging. The organization package their products using bright colours and unique packaging. The study also concludes that Kakuzi Plc had adopted various pricing strategies in the quest of remaining competitive in the industry.

In Kakuzi Plc, the respondents claimed that the company's distribution strategy includes an efficient distribution system in order to maximize supply and distribution turn around as well as an efficient administration of all logistical tasks. In order to maximize the effectiveness of all forms of marketing communication, including advertising, sales promotion, public relations, and direct marketing, Kakuzi Plc employs an integrated marketing communications approach.

According to the findings of the research, Kakuzi Plc's marketing plan includes in-store promotions and activations. The company has strong distribution channel in the country. There are over ten distributors selling Kakuzi items all over the globe via them. Finally, the research finds that Kakuzi's improved success may be attributed to its export marketing approach.

5.4 Recommendations of the Study

Kakuzi Plc's export marketing techniques should be emphasized more so that they can have a stronger impact on performance. Psychological pricing strategies may be used in addition to price leadership, formula-based pricing strategies, and set pricing strategies at retail stations.

The study recommends the industry maps out specifically what aspects of export marketing strategies are relevant to their industry and invests heavily into those aspects so as increase performance. The workers of Kakuzi Plc should participate in a training and development program that will allow them to learn new skills and techniques.

Management of Kakuzi Plc should keep experimenting with export marketing strategies since they complement each other and boost performance, according to the study. The research also suggests that the management of Kakuzi Plc allocate more resources to marketing department since the expenses of marketing strategies do not have a negative impact on the firm's competitiveness because they are often included into the final product, according to the findings.

5.5 Limitations for the Study

While conducting the investigation, the researcher encountered a number of roadblocks, including the firm's customary refusal to divulge material due to client confidentiality. Aside from that, some respondents might not want to provide the information because they did not believe it was of acceptable relevance to them. As a result, the time for data collecting was extended.

The onset of covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face-to-face meetings.

The researcher took more time than expected to conduct the study due to data collection which was involving. The sample included a small number of the firm's management. The study limitations were that the research was based on a case study of Kakuzi Plc. Some of the respondents were hesitant, to ensure the disclosure is not detrimental to the company. Mainly, the respondents gave general information to avoid exposing the company to competitors.

5.6 Areas for Further Research

The Export sector in Kenya was the subject of this research, although the analysis was limited to Kakuzi Plc and did not include other firms in the field. The study therefore recommends a similar study, which will incorporate other export firms to establish the

export marketing strategies that they have adapted and how they affect the organizations' performance.

In summary, combining the study suggests that a mixture of approaches used to undertake this research as a case study method may not have exhausted the problem or produced robust findings hence the need to use in-depth interviews together with surveys might assist solve the issues.

Customers' wants and demands, as well as external influences like technology advancements, competition, and legislation, are always shifting. Because of these alterations, management must adapt its approach to export marketing strategies and activities. After a period of time like 10 years, it is recommended that future researchers duplicate this study so that they may discover some of the export marketing strategies used at that time and compare their results.

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APPENDICES

Appendix I: Interview Guide

This interview guide is designed to collect data that will help in better understanding export marketing strategies and firm performance at Kakuzi Plc. The data collected by this interview guide will be held with strict confidentiality.

The purpose of this interview is to:

- i) Determine the export marketing strategies adopted by Kakuzi Plc.
- iii) Establish the effect of export marketing strategies on performance of Kakuzi Plc.

PART A: RESPONDENT PROFILE

- 1) What is your current position in the firm?
- 2) For how long have you been with the firm overseeing this function?
- 3) Are you involved in strategies of the firm?

PART B: EXPORT MARKETING STRATEGIES BY KAKUZI PLC

- 4) In your view, to what extent have you adopted product differentiation strategies in exporting Kakuzi Plc products?
- 5) In your view, can you conclude that pricing strategy has been adopted by Kakuzi Plc in the process of exporting goods?
- 6) To what extent do you think Kakuzi Plc has adopted distribution as an export marketing strategy?
- 7) In your view, comment on the use of promotion strategy by Kakuzi Plc as a way of export marketing?
- 8) Please suggest additional export marketing strategies you feel that Kakuzi Plc can use or are currently in use?

PART D: EXPORT MARKETING STRATEGIES AND PERFORMANCE

12) In your view, how has the performance at Kakuzi Plc been as a result of its export marketing strategies?

13) Can you conclude that the adoption of export marketing strategies has improved revenue growth rate in your firm?

14) Has Kakuzi Plc achieved increased innovativeness as a result of its export marketing strategies?

15) In your view, has customer base of Kakuzi Plc improved as a result of export marketing strategies?

Thank you for your co-operation