

**CORPORATE STRATEGIES AND MARKET LEADERSHIP IN
FAST MOVING CONSUMER GOODS MANUFACTURERS IN
NAIROBI, KENYA.**


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DECLARATION

This research project is my original work and it has not been presented to any other University for academic award.


Signature 

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This research project has been submitted for academic examination with my approval as the University Supervisor

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DEDICATION

I dedicate this research project to my family for their support and sacrifice.

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ABBREVIATIONS AND ACRONYMS

KIPPRA	Kenya Institute for Public Policy Research & Analysis
RBV	Resourced Based View
ROE	Return on Equity
P&G	Procter & Gambler
SPSS	Statistical Package for Social Sciences
SMEs	Small and Medium Enterprises
FMCGM	Fast Moving Consumer Goods Manufacturers

ABSTRACT

The study aimed at determining whether corporate strategies influences market leadership of FMCGM in Nairobi. This study was informed by the changes in the business environment and liberalization of the market that has brought more challenges than opportunities. Regulation of markets to encourage local competitiveness is quite significant not only towards empowering the manufacturing sector but towards also encouraging economic growth. Therefore, this study was valuable to the government in monitoring how corporate strategies are affecting growth of FMCGM in Kenya. The researcher was motivated to conduct this study to address corporate strategies applied by firms to achieve market leadership and competitiveness. Besides, various researches have been examined and it emerged that they give conflicting views concerning the study as such this research filled those particular gaps. The research created knowledge through provision of additional literature to future researcher for pursuing similar course. Research was informed by main theories such as contingency theory, decision based theory, and resource based view theory and general systems theory. In research methodology, descriptive research design aided the researcher towards addressing corporate strategies that have contributed to market leadership in FMCGM companies in Kenya. The researcher gathered data using structured questionnaires to obtain primary data. Similarly, data analysis was conducted using SPSS. The study presented quantitative data using charts, graphs and measures of central tendency. Study results revealed that corporate strategies influences market leadership of firms. The study established that respondents agreed that stability strategy positively contributes to organisation market leadership. Similarly, results identified that growth strategies contribute to organisation market leadership. Findings established that these strategies significantly enhance market leadership in the sense that they enable a company to develop mechanism of responding to market forces to control uncertainties. The study recommends for consideration of stability strategy to enhance organisation market leadership. This strategy will ensure that an organisation develop plans to sustain activities and to run business without challenges especially with resources. The study also recommends that considering that certain organisations have continuously faced challenges growing and expanding their portfolios, they should consider growth strategies in particular in new markets and opportunities to increase their potential. In relation to defensive strategy, the study recommends organisations to continuously scan the business environment to identify the strengths and weakness to ensure that the strategy is aligned to the environmental forces. Research further recommends for consideration of cost strategies that would maximise resources required for executing plans and objectives. Cost strategy adopted by a company should be responsive enough to prevailing market conditions to sustain business activities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Adoption of corporate strategy is traceable back in the 1960s when the need for strategic management in organizations was in demand because of increased competition among private organizations. Corporate strategies are directly featured in strategic management with aim of creating superior market position and making tradeoffs by choosing responsibilities and creating fit by aligning organizations activities, goals and structure to support one another towards the chosen strategy (Parker, 2014). Heelen and Hunger (2013) also added that corporate strategy plays a significant role towards market leadership of a company because through corporate strategies, they're able to have a definite direction of operation and specific goals to be achieved within a specified time.

Effective analysis of any concept relies heavily on the theoretical foundation (Laszlo & Zhexembayeva, 2014). Thus, this study will be anchored on four theories that address the integral approach of corporate strategies from a human perspective, system and capability perspectives. The theories under study are; contingency theory, system theory, decision-making theory and resources based view theory. Contingency theory focuses on the need for management to adopt strategies with respect to environmental changes. System theory addresses effectiveness of cohesion of different systems in an organization towards market leadership. Decision-making theory addresses how corporate managers make strategic decisions. Finally, resource-based view theory focuses on the need for proper utilization of resources in order to achieve market leadership.

Globalization and competition between local and foreign manufacturers have contributed to changes in customer taste and preferences. As a result, firms have opted to apply different corporate strategies to meet the growing market demand (Babafemi, 2015). Growth and market expansion remain the core focus of Fast Moving Consumer Goods Manufacturers in the global context. Regionally, Kenya is among countries where Fast Moving Consumer Goods Manufacturers control a large market share with a growth rate of 13% from 2007-2012. Internal factors which have fuelled industry growth include corporate strategies and downstream industry effectiveness (KMPG Report, 2017). As such, firms require strategic thinking and corporate strategies that promises

competitiveness. These strategies will provide the much needed competencies and capabilities to tailor efficient services to clients (Augier & Marshall, 2017). Nonetheless, the business environment is changing rapidly and companies are required to employ competent managers possessing strategic leadership acumen to handle business needs (Rumelt, 2012). Therefore, Fast Moving Consumer Goods Manufacturers requires worthy corporate strategies that when implemented will turn around activities while introducing new approaches to their business that will create new dynamics in the industry.

1.1.1 Corporate Strategies

Robbins et al (2018) defined corporate strategy actions undertaken by a corporate towards achievement of firms' objectives. In addition, achievement of corporate goals requires a firm to have clear vision, motivated teamwork and continuous engagement that requires the company to keep investors and customer motivated towards participation in corporate affairs. There exist four common types of corporate strategies adopted by firms towards achievement of long-term goals. These are; growth strategies, stability strategies, cost leadership and defensive strategies. David (2014) observed that for an organisation to remain effective in turbulent business environment, adopting one or two strategies is required. Adoption of integration strategies among global Fast Moving Consumer Goods Manufacturers has enabled companies such as Coca Cola to realise sales and revenue.

A study conducted by Mugambi (2013) established that growth and development of Fast Moving Consumer Goods Manufacturers in Kenya and Africa, in general, have been attributed by integration between growth strategies and defensive strategies. In growth strategies, manufacturers have invested heavily on diversification and market penetration. As a result of influx of international manufacturers in the local market, quite a huge number of Fast Moving Consumer Goods Manufacturers have found refuge in defensive strategies that enabled them to remain relative in the face of their customers.

1.1.2 Market Leadership

Rouse (2017) defined market leadership as a state that puts an organization in a better position compared to the competitors. As such, every organization is doing everything possible to gain leadership and control the market. The scholar further noted specifically three determinant of market leadership which are; market share, customer loyalty and net

revenue generated. Some companies such as Coca-Cola, Proctor and Gamble, Unilever, Johnson & Johnson, Pepsi and Nestle are some of the good examples of FMCG companies that control not only regional leadership but also global leadership with a market share supposing over 60% of global producers of FMCG.

According to Zanger (2015), market leadership is attributed by the ability of a company to own control of relevant technology in whatever market the business is operating in and being first in implementing this technology towards creation of products and services which are in line with customer taste and preferences. For instance, growth and market leadership of Apple Company has been attributed by effective implementation of modern technologies in production of quality, reliable and standard products that are ranked top in terms of quality and customer preference. Rothfeder and Kleiner (2016) argued that market leadership is most challenging in today's business environment because of the complexity involved in markets. An organisation might have a patent attached to her technology but through research and development, competitors always come up with improvised products than the original products.

1.1.3 Fast Moving Consumer Goods Manufacturers in Kenya

Fast moving consumer goods are commodities which are sold by companies at low cost and are highly perishable compared to slow-moving consumer goods. Manufactures of fast-moving consumer goods consider targeting a larger market that concentrating on specific marketing because sale in large quantity determines firm performance (Meister, 2013). In this case, packaging and pricing are the most significant factors in the production and selling process. KIPPRA Statistics (2015) Fast Moving Consumer Goods Manufacturing industry contributes to 13%-20% of Kenya economy in low and peak seasons respectively. Similarly, the industry contributes to 20%-25% of employment in Kenya. International manufacturers with larger market share such as Coca-Cola, Unilever, P&G and BAT have dominated the Fast Moving Consumer Goods Manufacturing industry locally. However, Local Fast Moving Consumer Goods Manufacturers have steadily grown because of industrialization and economic growth.

Kenyan is among the leading countries in Africa with high potential rate of growth in production and purchase of FMCG with a total growth of 17%. Increased demand of

Food, beverages' and personal care has attributed to growth of Fast Moving Consumer Goods Manufacturing in the country. Some of the companies with largest market share are; - Unilever, P&G, Wrigley Company, British America Tobacco, Kenya Breweries Limited and Coca-Cola (KPMG, 2017).

According to Ojwang (2014), fast moving consumer goods are the largest and most competitive sector in Kenya. As a result high competition, companies have been compelled to adopt strong corporate strategies and strategic leadership towards performance. These manufactures have considered product diversification, market penetration and cost leadership. The industry is perfectly competitive and, in this case, manufacturers are not only required to use corporate strategies but adopt strategic leadership to remain relevant.

1.2 Research Problem

Kelly et al. (2017) pointed out that that fast moving consumer goods sector have for two decades generated remarkable growth through mass production process. However, model which fuelled growth in this industry is now facing major challenges with a change in consumer behaviour, taste and preferences and high focus on most reliable and brands where quality is of late a significant factor in the purchase of consumer goods. Most of the Fast-Moving Consumer Goods Manufacturers experiences a challenge with maintaining their market share as opposed to the previous five years down the line. This has necessitated the need to formulate new corporate strategies in order to maintain competitiveness.

A report published by M cynsey (2018) adoption of growth strategies only as it has been witnessed over years in most of the Fast-Moving Consumer Goods Manufacturers (FMCGMs) is slipping in most aspects, especially on top-line growth. For instance, a report conducted by S&P 500 from 2012-2017 identified that Fast Moving Consumer Goods Manufacturers have lagged with a market share of 6% hence sparking a major concern on corporate strategies adopted by manufacturers to increase market share. Locally, studies conducted by (Mugambi, 2013; Miring'u, 2014; Ojwang, 2014) revealed that rising competition, lack of technical capability, utilization of corporate, low

technology development in Africa and rapid competition among foreign FMCG are some of the factors influencing the performance of local FMCG manufacturers in Kenya.

It is clear in these studies that the FMCGs manufacturing industry is facing serious challenge in Kenya and Africa in general. The challenges mentioned remains unsolved since there are limited studies that addressed how these challenges can be resolved towards market leadership. International FMCGs based in Kenya depends heavily on the parent company for strategic approach, technology and resources hence having little contribution towards development of the local industry.

A study conducted by Rasheed (2015) on growth or retrenchment strategy choices for declining entrepreneurial firms in Florida USA used a case study to determine how firms employ different strategies towards performance. The findings of the study identified that in entrepreneurial use defensive strategies such as avoiding entry into a very competitive market in fear of losing market share. Others adopted proactive approaches such as reconnection with customers and company expansion from SMEs to corporate.

Similarly, Kiragu (2016) performed research on impact of innovation on performance and market leadership in insurance sector in Kenya using descriptive research design to determine how innovation influenced market leadership. This study found that as a result of technological change and increase in global competition, insurance companies are forced to invent quality products in order to remain competitive. Therefore, product innovation was identified as a key strategy for market leadership.

The first study focused on impact of retrenchment strategy on entrepreneurial performance in Florida. The research did not emphasise on corporate strategy creating a gap that researcher strives to fulfil. Similarly, second study discussed effect of innovation on performance and market leadership of insurance firms in Kenya. The study did not as well emphasise on the prevailing strategies creating a gap that research strives to address. The research therefore addressed the stated problem. Do corporate strategies influence market leadership of fast moving consumer goods manufacturers in Nairobi?

1.3 Research Objective

The main aim of this study was to determine whether corporate strategies influence market leadership of FMCGM in Nairobi.

1.4 Research Questions

- i. What are the corporate strategies influencing market leadership of fast moving consumer goods manufacturers in Nairobi?
- ii. Does corporate strategy have effect on market leadership of fast moving consumer goods manufacturers in Nairobi?

1.5 Value of the Study

Changes in the current business environment and liberalization of the market have brought more challenges than opportunities. Regulation of markets to encourage local competitiveness is quite significant not only towards empowering the manufacturing sector but also towards encouraging economic growth. This study is valuable to organizations especially with formulation of corporate strategies which gives them competitive advantage. Research findings were useful to managers in addressing corporate strategies that they need to consider in order to acquire market leadership and become profitable. Indeed, managers require efficient strategies that enhances business practices and market leadership altogether.

The need for the adoption of multiple corporate strategies is really wanting in FMCGM in local and global markets. Globalization has brought about foreign direct investment where international companies have invested in the local market hence shaping how companies compete. Based on this, the study is important to Fast Moving Consumer Goods Manufacturers towards who are eager to grow and embrace the new market paradigm. This study established that organisations places emphasis on corporate strategies they have adopted to improve company affairs. Findings provided a basis for developing new corporate policies that may render competitive advantage.

Additionally, this study is significant to other manufacturers in addressing the challenges associated with corporate strategy and market leadership in the manufacturing sector. Furthermore, research findings validated the theories which organisations consider in

persuasion of market leadership. This will encourage market players to strategically position themselves to tap new market opportunities promising competitiveness. Lastly, the changing business environment requires sufficient documentation with aim of referencing and providing significant literature to future researchers. This was provided for by the research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presented relevant literature on corporate strategies and market leadership in fast-moving consumer goods manufacturing. It dealt specifically with theoretical review, determinants of market leadership, empirical studies and conceptual framework. Mugenda (2014) defines literature review as collection of scholarly materials which address theories and findings in relation to the area of study.

2.2 Theoretical Review

This section addressed theories in relation to corporate strategies and market leadership. The theories under study are; contingency theory of strategic management, system theory, decision-making theory and resource-based view.

2.2.1 Contingency Theory

Contingency theory of strategic management was introduced by Fred Fielder in 1970s. The theory strongly rebuked the aspects of classical theories that stipulated specific methods or techniques in which organizations should be led (Hofer, 2017). According to Fielder, contemporary changes in the business world have limited guarantee on the achievement of market leadership by focusing on specific strategies. In relation to this sentiment, the theory considered that market leadership can be attained through adoption of strategy that fits internal need of a company in consideration of the environmental circumstances. Contingency theory links management with a strategic approach and how corporate can consider effective application of management approaches towards the achievement of competitive advantage. Traits which a leader possesses or adopts towards organizational management serve a significant purpose towards ensuring that an organization remains competitive (Pratono, 2016).

This theory is criticised on the premise that causation is assumed but not explained. It assumes that because environmental conditions and company design features are correlated that this is the best fit implying that firms which possess inferior fits can be selected and identified through the process of survival for the fittest. However certain institutions may as well survive with poor fits for reasonable time since their market is profitable to support their activities while others survive because of the subsidy that they

receive from government or parent company. This assumption doesn't consider that risks averting managers may replicate what other might have done so long as it's a success regardless of existing solutions that may prevail. This can limit managers from identifying new and viable opportunities (Perrow, 2017). Thus in relation to this study, it is quite evident that contingency leadership effectively address that achievement of market leadership in any organization has a close relationship with adoption of contingency leadership style. This theory examines the need for corporate managers to have desirable traits, a good relationship with employees and scan the business environment with aim of addressing the needs of the company in relation to resource availability, capabilities and external environment (Redding, 1976).

2.2.2 General System Theory

General system theory is one of the contemporary theories that have been used by researcher to elaborate deeper on the importance of interacting between different systems towards organizational success. Ludwing Von Bertalanffy first outlined the general system theory in 1968. According to Ludwing, general system theory addresses inputs, transformation process or rather strategies towards performance, outputs, feedback and the environment. There are two systems that shape organizational performance, such as closed vs. open system (Vallacher and Nowak, 2017). System application has been generally significant in addressing corporate strategies and market leadership (Pfeffer and Salancik, 2018). Application of closed system has been considered less effective compared to the application of an open system in strategic management. A closed system does not interact with the external environment while open system is influenced by external environment in different perspectives based on the nature of the organization.

This theory also roots for order which is an expression of individual's general need for viewing the society. Such order is bestowed by laws which inspire this theory. According to Downing Bowler (1981), all systems or forms of institutions have certain common features and it's presumed that remarks concerning these traits are universally applicable generalisation. It's again possible to identify rational universals which are applicable to all systems at all levels. Alter (2018) addressed that in relation to system theory, organisational success depends on interactions between different systems. The ability of

an organization to adopt different strategies towards market leadership generally coincides with the application of system theory in strategic management. In relation to this study, the choice of a suitable strategy fully relies on business environment, inputs, organizational stability and customer feedback.

2.2.3 Decision-Making Theory

According to Steele et al. (2015) one of the major challenges companies face is in making strategic decisions. A decision may mean a sequence of activities that involves problem recognition, information search, defining and selecting the best alternative (Nitisha, 2017). The process of decision-making theory was introduced towards addressing this challenge. Herbert Simon first introduced decision-making theory in 1948. The theory identified that decision-making focuses addressing the reason why corporate managers or firms make optimal decisions under the influence of constraints, uncertainty and assumptions. Hansson (2015) identified that decision-making theory can be broken into two branches: normative and descriptive decision. Normative decision-making is concerned with the ability of the decision-maker to come up with optimal decisions through full rationale. Normative decision-makers are considered more accurate when making corporate decisions. For instance, if a production manager believes that customers purchase is based on quality of products offered in the market, a rational decision-maker will consider procuring materials to enhance quality production.

Decision making theory assumes that people select their action optimally on the basis of individual preferences and opportunities or constraints with which they face. This means that a person's decision and action prevails over other social actions that might crop in. A decision made by an individual is therefore determines the outcome of his action. Decision theory assumes that people would do their best on their roles depending on circumstances and their views. As such, decisions would vary with circumstances and level that they are mooted (Courtney, 2001). An individual decision cannot hold the same for a group or an organisation as a whole. Managers would make decisions which suit every situation and choices which propel the organisations to greater heights. However, this theory maybe faced with inadequate information and uncertainties that may make it difficult for managers to make rational decisions. As a result, they may relay on other

means to arrive at decisions (Green, 2002). In relation to this study, adopting corporate strategies in an organization is based on either normative decision-making or descriptive decision-making. In normative decision-making, corporate managers choose what best suits the organization based on their rationale or rational thinking. The choice of descriptive decision-making is based on observable behaviour from internal or external influence. For instance, change in business environment technology and competitiveness pushes corporate leaders to consider descriptive decision making (Hansson, 2015).

2.2.4 Resource-Based View Theory

The theory states that because of changing business environment, organizations can achieve competitive advantage through full exploitation of strategic resources (Barney, 2014). Strategic resources, in this case, were defined as capabilities, assets, organizational processes, knowledge and information which are valuable, rare, inimitable and absolutely non-substitutable. According to resource based view, main strategic role of a corporate manager is to establish potential resources and evaluate whether those resources are indeed strategic resources. Lastly, corporate managers must develop, nurture, protect and effectively utilize resources that meet stated criteria towards organizational performance. This theory assumes firms have unique competencies and capabilities which distinguish from others. It's on this premise that a company may execute strategic plans to achieve set objectives. Company resources would be distinctive thus cannot be imitated by rivals. This ability gives them strength and capacity to compete effectively.

Miller (2003) argued that RBV lacks substantial managerial implications meaning managers should develop and secure meaningful resources to succeed. This assertion however does not provide how this can be achieved. Besides, this theory suggests that managers have full control of resources in a company. This assumption may not hold because often decision regarding resources is vested on owners' because agents may have conflicting interests. Priem and Butler (2017) examined whether RBV propositions are relevant to strategic management. Research identified that indeed resources based theory as quite influential in strategic management and competitive advantage. The study added that through effective application of strategic resources, firms can cut on production cost, be unique, and produce quality products and services and improved overall performance.

Therefore, research based view influences corporate choices and market leadership of fast moving consumer goods through production of non-imitable, quality and valuable goods.

2.3 Determinants of Market Leadership in FMCGM

Amongst the key determinant of market leadership is market share. Farris et al (2015) defined market share as the percentage of the market accounted for by a specific company in a specific industry. Corporate marketing is among the most significant strategies companies use to growth in sales and customer attraction. However, the quality of the product, brand image and customer services are quite important towards growth in market share. Armstrong and Greene (2017) conducted a study on competitor-oriented objectives; they identified that market share is said to be a key indicator in market competitiveness. For instance, in the soft drink industry, Coca-Cola controls a market share of 48%, Pepsi 35% while other firms control only 17%.

Similarly, customer loyalty as defined by Mehta et al (2016) is the company's ability to retain customers for a long period of time. In relation to the fact that there are dynamic shifts and changes in the business world, organizations always tend to keep being innovative, attentive and focused on how to maintain and retain their customers. Sage (2016) quoting the Pareto rule identified that 80% of company's sales come from 20% of loyal customers. This clearly indicated that customer loyalty is very key in determining organizations market leadership.

Carcello (2018) defined revenue as total income that a business has from its operations. Other than market share and customer loyalty, an organization is always determined to generate revenue which is a measure of returns generated from sales among other activities such as interest, royalties and fees. Revenue from manufacturing companies such as fast consumer goods is offered to sales, sales revenue or net revenue. Revenue increases with an increase in sales and through increased sales; an organization is able to control a larger market share hence resulting in market leadership.

2.4. Influence of Corporate Strategies on Market Leadership

According to Porter (1996), corporate strategies are largely employed by organisations concerned about achieving market competitiveness. Stability strategy for instance is a corporate strategy applied by a company to stop any growth operations and focus on maintaining market position by conducting business with caution, improving on current customer service and reducing short-term expenditure. Through stability strategies, organizations can improve customer loyalty through focus. In corporate strategy, organizations tend to expand their market through market penetration, product development and repackaging, market development, diversification and merging with other companies. Through growth strategies, firms enhance their market share hence indicating a relationship between growth strategies and market share.

A study conducted by Atkinson (2016) on strategy implementation; a role for balanced scorecard in manufacturing sector established that implementation of corporate strategies has direct relationship with market leadership. The study further addressed that manufacturing companies which have experienced sustainability and financial performance relies heavily on corporate strategies and strategic leadership. The study recommended the need for manufacturing entities to align business capabilities with corporate strategies towards market leadership.

Acikgoz (2018) conducted a study on product strategies of companies in the FMCG industry in Istanbul. The study examined P&G Company and established that in relation to the fact that corporate strategies such as product diversification and development, branding and packaging have greatly influenced companies' performance. Similarly, through strategic leadership, top management has ensured that employees are motivated and engaged in production and service delivery resulting in an integrated strategic approach towards market leadership.

Similarly, fast moving consumer goods manufacturers largely employ defensive strategies to avoid takeover, unhealthy competition or forced acquisition. This corporate strategy is used by firms to avoid losing market share, flank defence to avoid competitive entry into the market not covered or pre-emptive defence which is considered as the first attack aimed at other companies. Defensive strategies contribute to customer and market

share maintenance. Finally, cost strategies, in this case, are aimed at aiding overall operation and production cost in a company. In the manufacturing sector, firms use cost leadership strategy to enhance gross and net revenue of a company (Atkinson, 2016).

2.5 Empirical Studies

This section presents review international and local literature in relation to corporate strategies and market leadership in FMCG.

A study conducted by Awaluddin (2014) on effects of corporate strategies on company performance in Indonesia used secondary data to determine the relationship between strategies adopted by telecommunication companies in Indonesia and organizational performance. From the results, the study revealed that telecommunication companies have adopted stability strategies to remain competitive in the market through strategizing different ways or earning profit apart from the provision of telecommunication services. The study identified that these strategies have contributed to market share growth with 7-10% in the year 2013-2014. The study also added that adoption of corporate strategies has resulted to increase in customer base from 100 Million customers to 160 Million customers in a period of fewer than 5 years.

Acquaah and Ardekani (2018) conducted research on effects of differentiation strategies on market performance of listed companies in Ghana. Study applied descriptive research methodology and primary data as a source of information. Study results revealed that adoption of product differentiation strategies as a growth strategy has contributed to customer retention and an increase in products and services demand. The study added that differentiation strategies create uniqueness and are associated with product quality which results in customer satisfaction thus market leadership.

Odu et al (2016) conducted a study on impact of business strategy to firm performance in Nigeria. Research which adopted case study of selected manufacturing companies identified that strategies which enhances performance of companies are important to firm leadership in current business environment. The study advised local manufacturers to invest in research and development towards establishing strategies which can have significant influence on organizational performance because adoption of strategies depends significantly on organization capabilities. However, the study responded on the

use of cost leadership strategy as means of saving on cost to fund research and development.

Oira (2017) investigated the influence of corporate strategy on performance of insurance companies in Kenya. Research that focused on descriptive research design identified that growth of insurance entities have been attributed by the adoption of different strategies not only towards product development or product sale but also through. The study identified that most of the insurance firms have focused on the integration of growth and cost leadership strategies through product development, market expansion and cutting on operation cost using modern and digital advertisements.

Research conducted by Kiragu (2016) on influence of innovation on performance and market leadership in insurance companies focused on descriptive research design to determine how innovation has shaped the market leadership of insurance firms. Advanced technology and rising global competition have compelled insurance companies to keep innovating their products and services in order to remain competitive. In this case, product innovation was considered to be a major strategy for market leadership.

Miring'u (2014) performed research on effects of corporate strategy on performance of commercial banks in Kenya. Research that focused on descriptive research design towards identification of effectiveness of strategies used by commercial banks concluded that corporate strategies adopted by banks create new market position and enhances their performance such as ROE and revenue growth. In relation to the fact that the study did not address the context of Fast Moving Consumer Goods manufacturing, the findings clearly identified that there is relationship between corporate strategy and organizational performance.

2.6 Conceptual Framework

Conceptual framework refers to a hypothesized model which explains research concepts. It consists of independent and dependent variables. Independent variables make meaning by their own while dependent variables do not (Mugenda and Mugenda, 2014). As illustrated in Figure 2.1.

Independent variables



Dependent variable



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to techniques applied by a researcher to present approaches which addresses the stated research problem (Obwatho, 2014). This section focuses on research design, study population, sample design, data collection and analysis.

3.2 Research Design

This is a strategy that a researcher employs to collect required study information. In other terms, it is a tool which brings meaning to different information that supports decision making (Saunders et al., 2017). In this study, researcher adopted cross sectional research survey that examines data from a population at one specific point in time. This makes it possible to obtain data from a large population or sample under consideration. Thus, this approach improves reliability of data.

Cross sectional study assisted the researcher in addressing corporate strategies that have contributed to market leadership in fast moving consumer goods manufacturers in Nairobi. This design allowed the researcher to collect information quite quickly and it made it possible to secure required data at relatively lower cost using surveys to amass a large amount of information from the population. Quite often researchers apply this design to study the prevailing characteristics of the population under consideration in order to derive conclusive information.

3.3 Target Population

This comprise of entire group of respondents to whom the researcher used to draw sample size (Mugenda and Mugenda, 2014). The study target population consists of all the 215 Fast Consumer Goods Manufacturers in Kenya. These are registered consumer goods manufactures in Nairobi Kenya with manufacturing companies' controlling 40% of the market share (World Bank Study, 2016). The study targeted these firms to address how corporate strategies contribute to market leadership.

3.4 Sample Design

Sample size represents a smaller group retrieved from the target population with the aim of enhancing decision-making and study effectiveness (Obwatho, 2014). This study adopted stratified random sampling design. Yin (2013) brought forward a sampling formula that has been applied to determine study population. This formula provides that the lower the coefficient of variation (CV) and error margin (e), the more reliable sample size.

The convention is $CV \leq 30\%$ and $e \leq 1\%$

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

Where; n is the desired sample size

e is error margin

N is the accessible population

C represents coefficient variation

Thus taking $CV = 10\%$ and $e = 1\%$

$$n = \frac{215 \times 0.1 \times 0.1}{0.1 \times 0.1 + (215-1) 0.01 \times 0.01} = 68$$

Sample size = 68

3.5 Data Collection

Data collection presents methods which are employed by the researcher to gather relevant information from the respondents. This study mainly adopted primary sources of data to address the research problem. The researcher administered questionnaire to senior managers where the target respondents were strategic manager, finance manager, human resource manager, marketing and operation managers to provide relevant information required for study. In each company one questionnaire was administered, filled and data analysed. This technique provided detailed data that addressed the research problem thereby validating the study.

3.6 Data Analysis

Data analysis entails evaluating data using logical and analytical reasoning to support decision making (Obwatho, 2014). Quantitative data was collected for research. Data collected was summarised, edited and coded in different categories as per responses that were given by respondents then entered into SPSS for analysis.

Descriptive statistics involves description of findings such as percentages, frequencies mean, and standard deviations. The analysed quantitative data was presented using charts and tables.

Quantitative analysis produced reports through percentages, use of tables and measures of central tendency. Quantitative data was presented using statistical methods including bar charts, pie charts, frequency counts and percentages to make appropriate inferences.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents research results based on formulated research questions. It analyses study variables on corporate strategies and market leadership of FMCGM in Nairobi. This research aimed at determined whether corporate strategies influence market leadership of FMCGM in Nairobi. Independent variable is corporate strategy which includes stability strategy, growth strategy, defensive strategy and cost strategy while dependent variable is market leadership.

4.2 Response Rate

The response rate of the research was very high since out of 68 questionnaires that the researcher distributed to respondents, 55 of them were duly filled and returned for data analysis as shown in Table 4.1. In this case, the response rate was satisfactory. Mugenda and Mugenda (2003) reiterated that a response rate of 50% is reasonable for analysis and that a response rate of 60% is adequate while a 70% response rate is termed excellent.

Table 4.1 Response rate

Response rate	Number	Percentage (%)
Responsive	55	80.88
Non-responsive	13	19.12
Total	68	100.00

Source: Field Work (2020)

The response rate as presented in Table 4.1 was satisfactory with 80.88% considered adequate to inform the study. This also shows that repondents positively availed the much needed information required to inform the study. However, 19.12% of the targeted respondents failed to provide information thus they did not form partof the findings. This is also illustrated as follows;

4.3 Demographic Information

The general information of study was used to determine background information of participants. Demographic information includes age, gender, education level and work experience.

4.3.1 Gender of Participants

Research sought to establish gender of respondents to determine whether there was a fair representation in the study. Results indicate that 51% of respondents were male while 49% were females meaning that most of organisations involve men in corporate strategy matters because of diversity in thinking, exposure and ability to make fast decisions.

Table 4.2 Gender of Participants

Gender	Number	Percentage (%)
Male	28	51
Female	27	49
Total	55	100

Source: Author (2020)

Similarly, results depict firms to have invested key corporate roles on males as opposed to females and this can be attributed to company culture. Men can work for extra hours to ensure that activities are achieved whereas females are tied by family obligations which require dire attention. Also, most firms are largely dominated by males giving them considerable opportunity to spearhead corporate strategies.

4.3.2 Age of Participants

The research further sought to establish age distribution to ensure that respondents were properly distributed to gather diverse views for the study in terms of age. Results were presented as follows in Table 4.3.

Table 4.3 Age of Participants

Age Category	Number	Percentage (%)
26 – 30	6	10.91
31 – 35	14	25.45
36 – 40	21	38.18
41 and Above	14	25.45
Total	55	100.00

Source: Author (2020)

Based on the results, it is clear that majority of respondents were in age category of 36-40 years which is 38.18% of all the respondents, followed by age category 31-35 years and 41 and above years with 25.45% and the least of the respondents were in age category 26-30 years which represented 10.91%. This shows adults are entrusted with critical corporate roles as opposed to millennial because of their adverse experience on strategy.

4.3.3 Education Level

The researcher determined the education level of respondents that participated in study. This was majorly to help determine the level of understanding that they are having towards the research study and the result was as follows,

Table 4.4 Education Level

Education level	Number	Percentage (%)
Secondary	7	12.73
Graduates	23	41.82
Postgraduates	25	45.45
Total	55	100.00

Source: Author (2020)

Results provide that many respondents possess postgraduate education representing 45.45% of respondents followed by graduates at 41.82% and lastly those with secondary education at 12.73%. Therefore, result shows that majority of employees involved in corporate strategy are highly learned and experienced therefore are well placed to make sound decisions for the interest of the company.

4.3.4 Years of Work Experience

The study determined the working experience held by respondents to ascertain the extent to which their responses could be reliable to make conclusions. Results were presented in Table 4.5 which indicates that majority of employees in fast moving consumer goods manufacturing firms have 11 – 15 years experience in their respective companies.

Table 4.5 Years of Work Experience

Years of work experience	Percentage (%)
1 – 5 years	7.27
6 – 10 years	30.91
11 – 15 years	36.36
Above 15 years	25.45
Total	100.00

Source: Author (2020)

Research findings indicate that majority of respondents at 36.36% had 11-15 years of experience, 30.91% have 6-10 years, 25.45% above 15 years' experience and 7.25% of the respondents 1-5 years of experience. Results established that employees with few years of work experienced are largely not involved in matters corporate strategy leaving this core function to highly experienced staffs with a wealth of experience, skills and knowledge required to transact important corporate matters.

4.4 Descriptive Analysis on Strategies and Market Leadership

This section presents findings of the research variables to create conclusive meaning.

4.4.1 Stability Strategy and Market Leadership

The researcher assessed the impact of stability strategy on market leadership of firms. In order to establish best conclusion, researcher developed various statements and presented to respondents to indicate their level of agreement with each statement in a scale of 1 -5 where 5 = strongly agree (SA), 4 = agree (A), 3 = undecided (U), 2 = disagree (D) and 1 = strongly disagree (SD). Data was analysed using descriptive statistics and findings presented and interpreted. Using these point allocation as variable and absolute frequencies, weighted mean and standard deviation were determined. The higher the mean, the more respondents agreed with the statement while the lower the standard deviation, the close the data is to the mean implying a high level of agreement with the statements. Results were presented in Table 4.6.

Table 4.6 Statement on Stability Strategy

Descriptive Statistics	Percentage					μ	σ
	1	2	3	4	5		
Statements							
Stability strategy positively contributes to organization market leadership	1.8	1.8	16.4	50.9	29.1	4.04	0.838
Effective implementation of stability strategy in my organization has resulted to market leadership	0	0	5.5	58.2	36.4	4.31	0.573
Lack of stability strategy compromises organization	0	0	12.7	49.1	38.2	4.25	0.673

market leadership		
Weighted Average	4.20	0.695

Source: Author (2020)

These results indicate that many respondents at 50.9% concurred that stability strategy positively contributes to company market leadership. This was followed by those who strongly agreed at 29.1%, those who were neutral were 16.4% while those strongly disagreed and disagreed were both 1.8% thereby giving a mean and standard deviation of 4.04 and 0.838 indicating agreement by majority of respondents.

Also, on the statement whether effective implementation of stability strategy in my organization has resulted to market leadership, most of the respondents agreed to that statement represented by 58.2 %, followed by those who strongly agreed 36.4% and those who were neutral 5.5%. There were no respondents who disagreed to that statement thereby giving a mean response and standard deviation of 4.31 and 0.573 respectively.

Concerning whether lack of stability strategy compromises organization market leadership, many respondents agreed represented by 49.1%, followed by 38.2% who strongly agreed to the statement while 12.7% were neutral. No respondent strongly disagreed or disagreed with that statement therefore indicating a positive response with a mean and standard deviation of 4.25 and 0.673.

Therefore based on study results, it's clear that an organisation would maintain stability depending on resources and capabilities that they have to drive change. Ideally resources are key to executing company agenda and it determines whether the course of action being taken would be enhancing organisational affairs. This concurs with the resource based view proposition which asserts that an organisation would thrive when resources are available to sustain it activities and maintain stability.

4.4.2 Growth Strategy and Market Leadership

The researcher wanted to ascertain whether growth strategy influence market leadership. Their views were measured using a 5-point Likert scale determining extent with which they agreed or disagreed with the various items concerning them.

Using these point allocation as variable and absolute frequencies, weighted mean and standard deviation were determined. The higher the mean, the more respondents agreed with the statement while the lower the standard deviation, the close the data is to the mean implying a high level of agreement with the statements. Study findings were presented as follows.

Table 4.7 Statement on Growth Strategy

Descriptive Statistics	Percentage						
	1	2	3	4	5	μ	σ
Statements							
My organization has adequate growth strategies that have contributed to market leadership	0	1.8	10.9	45.5	41.8	4.27	0.732
Implementation of growth strategies contributes to the market leadership of our company	0	0	3.6	58.2	38.2	4.35	0.552
Poorly formulated growth strategies can hinder business success and excellence in long run	0	0	0	38.2	61.8	4.62	0.49
Weighted Average						4.41	0.591

Source: Author (2020)

The Table 4.7 above shows that, on the statement that organization has adequate growth strategies that have contributed to market leadership, 45.5% and 41.8% of the respondents Agreed and strongly agreed respectively. While 10.9 were neutral and 1.8

disagreed, thereby giving a mean and standard deviation of 4.27 and 0.732. This shows a majority of the respondents agreed to the statement.

On the statement whether Implementation of growth strategies contributes to the market leadership of our company 58.2% of the respondents agreed, 38.2% strongly agreed while 3.65% were neutral thereby giving a mean response of 4.35 and standard deviation of 0.552.

Concerning whether poorly formulated growth strategies can hinder business success and excellence in long run, 38.2% and 61.8% of respondents agreed and strongly agreed respectively thus giving a mean and standard deviation of 4.41 and 0.490 respectively.

The findings produced weighted average of mean and standard deviation of 4.41 and 0.591 respectively where average mean and standard deviations were above average. This clearly identified that many respondents concurred with the statement, which deduced growth strategy as important for optimum market leadership of fast moving consumer goods manufactures.

This result clearly shows that growth strategy is core to achieving market leadership in a competitiveness business environment. However in order to achieve such success, managers must make informed decisions which ensures organisational activities are closely monitored and implemented using available resources to realise set agenda. Such decisions may include allocating resources efficiently and economically to viable business units and employing right skills and capabilities to solve company concerns.

4.4.3 Defensive Strategy and Market Leadership

The researcher assessed the impact of defensive strategy on market leadership of firms. In order to establish best conclusion, researcher developed various statements and presented to respondents to indicate their level of agreement with each statement in a scale of 1 -5 where 5 = strongly agree (SA), 4 = agree (A), 3 = undecided (U), 2 = disagree (D) and 1 = strongly disagree (SD). Data was analysed using descriptive statistics and findings presented and interpreted.

Using these point allocation as variable and absolute frequencies, weighted mean and standard deviation were determined. The higher the mean, the more respondents agreed with the statement while the lower the standard deviation, the close the data is to the mean implying a high level of agreement with the statements. Analysis was performed using descriptive summary statistics and the findings were as follows;

Table 4.8 Statement on Defensive Strategy

Descriptive Statistics	Percentage					μ	σ
	1	2	3	4	5		
Statements							
Defensive strategy significantly enhances market share of the company	0	0	38.2	58.2	3.6	3.65	.552
Effective implementation of defensive strategy improves organizational activities leading to market leadership	0	1.8	40	34.5	23.6	3.80	.826
Lack of defensive strategy compromise business success and market leadership	0	0	34.5	45.5	20	3.85	.731
Weighted Average						3.76	0.70

Source: Author (2020)

Study results established that defensive strategy significantly enhances market share of the company, 38.2%, 58.2% and 3.6% of respondents were neutral, agreed and strongly agreed respectively thereby giving a mean response rate of 3.65 and standard deviation of 0.552.

On the statement that effective implementation of defensive strategy improves organizational activities leading to market leadership 1.8% of the respondents disagreed,

40% were neutral while 34.5% and 23.6% of the respondents agreed and strongly agreed, thereby resulting to a mean and standard deviation of 3.80 and 0.826 respectively.

Concerning whether lack of defensive strategy compromise business success and market leadership, 34.5% of respondents was neutral while 45.5% and 20% agreed and strongly agreed hence resulting to a mean and standard deviation of 3.85 and 0.731 respectively.

Similarly, results produced a weighted average mean and standard deviation of 3.76 and 0.70 where both indicators were above average. This clearly established that many respondents were in agreement with the statements, which deduced defensive strategy has a relationship with market leadership of fast moving consumer goods manufacturers.

Based on research finding, defensive strategy plays important role in ensuring proper implementation of organisational activities because it creates an environment where external threats don't undermine prevailing activities. This strategy enhances company market share and it promotes competitive environment where an organisation can thrive. This view concurs with the proposition brought forward by contingency theory which asserts the need for a company to control uncertainties hindering effective execution of plans. Simply minimise external threats in order to achieve desirable outcome.

4.4.4 Cost Strategy and Market Leadership

The researcher assessed the impact of cost strategy on market leadership of firms. In order to establish best conclusion, researcher developed various statements and presented to respondents to indicate their level of agreement with each statement in a scale of 1 -5 where 5 = strongly agree (SA), 4 = agree (A), 3 = undecided (U), 2 = disagree (D) and 1 = strongly disagree (SD). Data was analysed using descriptive statistics and findings presented and interpreted.

Using these point allocation as variable and absolute frequencies, weighted mean and standard deviation were determined. The higher the mean, the more respondents agreed with the statement while the lower the standard deviation, the close the data is to the mean implying a high level of agreement with the statements. Analysis was conducted using descriptive summary statistics and the findings were presented as follows.

Table 4.9 Statement on Cost Strategy

Descriptive Statistics	Percentage					μ	σ
	1	2	3	4	5		
Statements							
This strategy maximizes resources required to execute key company agenda	0	0	20	43.6	36.4	4.16	0.73
Through cost strategy, our company has attained efficiency, productivity and value for money which contributes to market leadership	0	0	1.8	1.8	38.2	4.36	0.52
Ineffective cost strategy hinders implementation of plans and objectives in the organization	0	0	1.8	34.5	63.6	4.62	0.53
Weighted Average						4.38	0.59

Source: Author (2020)

The findings in Table 4.9 above indicated that 43.6% and 36.4% of respondents agreed and strongly agreed respectively that cost strategy maximizes resources required to execute key company agenda while 20% of the respondents were neutral. No respondents disagreed. This gave a mean and standard deviation of 4.16 and 0.73 accordingly.

In determining whether cost strategy enabled company to attained efficiency, productivity and value for money contributing to market leadership, 38.2% of respondents strongly agreed whereas 1.8 % of respondents represented those who were neutral and those who agreed. This gave a mean and standard deviation of 4.36 and 0.52.

Concerning whether ineffective cost strategy hinders implementation of plans and objectives in the organization indicated that 1.8% of respondents were neutral while 34.5% and 63.6% represented respondents that agreed and strongly agreed respectively thereby giving a mean and standard deviation of 4.62 and 0.53 accordingly.

Again, results produced a weighted average mean and standard deviation of 4.38 and 0.59 where both indicators were above average. This clearly identified that many respondents concurred with the statements, which deduced cost strategy as significant for market leadership of fast moving consumer goods manufacturers.

In other words, cost strategy is directly related to market leadership because it maximises resources required to effect change. With cost strategy, an organisation would economically utilize inputs while executing activities thereby reducing wastages which may have undermined effective implementation. This would make it succeed depending on how it interacts between different systems. Therefore, this sentiment agrees with the general system theory which reiterates that success of a company would depend on the interactions between different systems that supporting each other to actualise the intended results.

4.4.5 Market Leadership

The researcher also assessed impact of stability strategy on market leadership of firms. In order to establish best conclusion, researcher developed various statements and presented to respondents to indicate their level of agreement with each statement in a scale of 1 -5 where 5 = strongly agree (SA), 4 = agree (A), 3 = undecided (U), 2 = disagree (D) and 1 = strongly disagree (SD). Data was analysed using descriptive statistics and findings presented and interpreted.

Using these point allocation as variable and absolute frequencies, weighted mean and standard deviation were determined. The higher the mean, the more respondents agreed with the statement while the lower the standard deviation, the close the data is to the mean implying a high level of agreement with the statements. Results were clearly presented and interpreted as illustrated in Table 4.10.

Table 4.10 Statement on Market Leadership

Descriptive Statistics	Percentage						
	1	2	3	4	5	μ	σ
Organization market share increased steadily over past 5 years	0	0	14.5	49.1	36.4	4.22	.686
Organization has experienced growth in revenue over the past 5 years	0	0	7.3	61.8	30.9	4.24	.576
The company's customer base has increased steadily in the last five years	0	0	1.8	43.6	54.5	4.53	.539
Weighted Average						4.33	0.60

Source: Author (2020)

The results in the Table above indicated that on the statement that the company's market share has increased steadily in the last five years 14.5%, 49.1% and 36.4% of the respondents were neutral agreed and strongly agreed respectively. This gave a mean response rate of 4.22 and standard deviation of 0.686.

On the statement that the company has experienced growth in revenue for the last five years 7.3%, 61.8% and 30.9% of the respondents were neutral, agreed and strongly agreed respectively, giving a mean response rate of 4.24 and standard deviation of 0.576

Research findings also shows that 54.5% of respondents strongly concurred company's customer base has increased steadily in the last five years while 1.8% and 43.6% were neutral and agreed respectively. This gave a mean response rate of 4.53 and standard deviation of 0.539.

Research outcome produced a weighted average mean and standard deviation of 4.33 and 0.60 where both indicators were above average. This clearly imply that many respondents concurred with the statements, which deduced market leadership as important to first moving consumer goods manufactures towards increasing market share, net revenue and customer base.

4.5 Corporate Strategies and Market Leadership

The study findings have established a consensus among participants who alluded that corporate strategies have influenced on market leadership of FMCGM in Nairobi. Concerning stability strategy, 50.9% agreed that it positively contributes to organisation market leadership producing a mean and standard deviation of 4.04 and 0.838. Also, effective implementation of stability strategy in organisation results to market leadership of FMCGM locally. Similarly, 58.2% of respondents concur with the findings producing a mean and standard deviation of 4.31 and 0.573 respectively. However, lack of stability strategy also compromises organization market leadership. Based on the findings, 49.1% of respondents agree with the statement at a mean of 4.25 and 0.673 standard deviation.

Similarly, many respondents (45.5%) agreed that growth strategy contributes to market leadership of the company. The study showed that implementation of growth strategies contributes to market leadership where 58.2% of respondents concurred that without these strategies an organisation would face hurdles expanding the scope of operation and increase the market share. Poorly formulated growth strategy can also hinder business success and excellence in long run with 38.2% of respondents agreeing that firms should consider responsive growth strategies with ability to enhance customer base and revenue.

Concerning defensive strategy, 58.2% of the respondents supports that the strategy significantly enhances market share of the company at average mean and standard deviation of 3.76 and 0.70. Results also revealed cost strategy enable organisations to attain efficiency, productivity and value for money which contributes to market leadership. However, 63.6% of the respondents strongly agreed that ineffective cost strategy may as well hinder execution of plans and objectives in an organization. As such it's evident that corporate strategies greatly influence market leadership of fast moving consumer goods manufacturers.

The results concurs with the assertion of Miring'u (2014) that corporate strategies adopted by banks create new market position and enhances their performance such as ROE and revenue growth. This allows an organization to increase the scope of business operation through expansion thus yielding increased market share which creates competitive advantage.

Adoption of corporate strategies therefore have influence of market leadership of fast moving consumer goods manufactures by participants, who confirm that their firms are quickly implementing corporate strategies owing to the high number of benefits which outweighs the challenges. Most of the corporate strategies do yield result because of the fact that they are implemented at corporate level that render resources and commitment to make them a success.

4.6 Discussion of Results

According to Porter (1996), companies employ corporate strategies for purposes of achieving market competitiveness. Stability strategy for example is a strategy applied by firms to stop any growth operations and focus on maintaining market position by conducting business with caution, improving on current customer service and reducing short-term expenditure. Through stability strategies, organizations can improve customer loyalty through focus. In corporate strategy, organizations tend to expand their market through market penetration and development, product development, diversification and merging with other companies. Acikgoz (2018) concurs with the study that corporate strategies such as product diversification and development, branding and packaging have greatly influenced organisations performance.

The study further established that appropriate corporate strategy would enhance market positioning and organisational activities. Of all the strategies examined, they contribute to market leadership of fast moving consumer goods manufacturers. Growth strategy and cost strategy are standing because of their influence on company activities. Growth strategy determines the future business of the company. It would tell whether the business would survival or otherwise. Cost strategy on the other hand are used by these companies to plan their spending so that they don't fall sort of budget which would otherwise constraint them from executing plans and activities successfully.

The results are in harmony with those of Oira (2017) who concluded that most of the company's focus on the integration of growth and cost leadership strategies through product development, market expansion and cutting on operation cost that would enable them to mobilise adequate resources required to execute plans.

According to Mugambi (2013) growth and development of fast moving consumer goods manufacturers in Kenya and Africa, in general, have been attributed by integration between growth strategies and defensive strategies. In growth strategies, manufacturers have invested heavily on diversification and market penetration. As a result of influx of international manufacturers in the local market, quite a huge number of fast moving consumer goods manufacturers have found refuge in defensive strategies that enabled them to remain relative in the face of their customers. The study recognises that good corporate strategies, human capabilities and skills contribute to market leadership of firms. According to Awaluddin (2014) adoption of corporate strategies would result to increase in customer base thus contributing to market leadership.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides summary of results, conclusions and study recommendations. Conclusions and recommendations deduced addressed the purpose of research which determined whether corporate strategies influence market leadership of FMCGM in Nairobi.

Research summarised results drawn from data collected and analysed using Statistical Package for Social Sciences tool. Research recommends appropriate corporate strategies should be adopted by organizations to enable them achieve market leadership and competitiveness.

Similarly, the study suggests that the research should be advanced in other sectors of the economy. This study suggests the need for further research in corporate strategies and market leadership of FMCGM in Nairobi.

5.2 Summary

Results revealed that corporate strategies influences market leadership of FMCGM in Nairobi. According to results, participants agreed that stability strategy positively contributes to organisation market leadership. Respondents also agreed that effective implementation of stability strategy in their organisations have resulted to market leadership. Similarly, the study revealed that lack of stability strategy would compromise organisation market leadership hence managers should formulate appropriate strategies to give them stability that they require to execute plans well as such securing market leadership.

In the second objective that aimed at determining influence of growth strategy on market leadership of FMCGM in Nairobi, results identified growth strategies contributes to organisation market leadership. Respondents also agreed that execution of growth strategies contributes to market leadership of their companies. However, they also noted that poorly formulated growth strategies would hinder business success and excellence in the long run thus it could be proper to allocate enough resources and reinvest proceeds to

expand business to increase market share, net revenue and also scope of operation which enhances customer base.

Concerning the third objective meant to determine influence of defensive strategy on market leadership of FMCGM in Nairobi, results established these strategies significantly enhances market leadership in the sense that it enables a company to develop mechanism of responding to market forces to keep operating without uncertainties. Respondents noted that effective implementation of defensive strategy improves organisational activities leading to market leadership. Again, research revealed that lack of defensive strategy compromise business success and market leadership.

The last objective aimed at determining influence of cost strategy on market leadership of FMCGM in Nairobi. Result established cost strategy maximises resources to execute organisation agenda. Respondents strongly agreed that through cost strategy, their company has attained efficiency, productivity and value for money which contributes to market leadership. Similarly, the study established that ineffective cost strategy would hinder implementation of plans and objectives of the organisation. As such, respondents eluded the fact that this strategy should be at the centre of activities to ensure resources are provided to effectively execute plans. Otherwise without resources, an organisation cannot undertake any meaningful activity intended to spur growth and excellent performance.

5.3 Conclusions

The study concludes that stability strategy contributes significantly to market leadership of FMCGM in Nairobi. Stability strategy ideally provides adequate resources relevant for executing the company agenda. A company that is unstable is unlikely to attain excellence and achieve its set objectives. Strategies such as continuous flow of goods and services to the market and after sales services would essential to sustaining customers and market share.

Concerning growth strategy, the study concludes that it enhances organizations capability to undertake new market opportunities which would also enhance their market share, revenue and customer base. Growth strategy ensures that the company remains operational and that it does not suffer rigorous market competition. Growth strategy also

supports business existence and survival. Therefore, lack of growth strategy would mean hinder business existence and thus may lead to employee layoff, rising debts and failure by a company to meet its short term obligations.

Research concludes that defensive strategy enhances market share of the company. It helps a company to secure market and focus on how to acquire new customers to raise revenues. Effective implementation of defensive strategy improves organisational activities leading to market leadership. Hence, lack of effective defensive strategy would mean that rival firms and new entrants would gain access to company niche hence this may diminish the company operational scope. Weak defensive strategy would allow competitors gain access in the market and acquire customers thereby reducing the company market share and net revenues. Therefore, study concludes that FMCG manufacturers should develop responsive defensive strategy to secure their market share.

The study also concludes that cost strategy positively contributes to market leadership. The strategy maximises key resources required to execute key company agenda. Through cost strategy, a company can attain efficiency, productivity and value for money which contributes to market leadership. Thus, corporate strategies have direct impact on organisations market leadership. They would give an organisation competitive advantage if properly executed.

5.4 Recommendations

The study recommends for consideration of stability strategy to enhance organisation market leadership. This strategy will ensure that an organisation develop plans to sustain activities and to run business without challenges especially with resources. In doing this, firms with poor stability strategy should rethink their strategies either by formulating new strategies or reviewing the existing ones to improve their impact on performance.

The study also recommends that considering that certain organisations have continuously faced challenges growing and expanding their portfolios, they should consider growth strategies in particular in new markets and opportunities to increase their potential. They should invent new ideas and embrace innovation to grow new products and services which would enhance their market share, net revenues and customer base. However while

considering this strategy, an organisation should take into account customers needs and wants to ensure that the newly found products will satisfy their needs.

In relation to defensive strategy, the study recommends organisations to continuously scan the business environment to identify the strengths and weakness to ensure that the strategy is aligned to the environmental forces. This strategy should aim at improving customer service and well being in the market instead of merely protecting the market share. An organisation should defend its market share while also doing new things to improve customer service to promise competitiveness and market leadership.

Research further recommends for consideration of cost strategies that would minimise resource wastage while mobilising sufficient finances required executing plans and objectives. Cost strategy adopted by a company should be responsive enough to prevailing market conditions to sustain business activities. An organisation should be cost conscious to ensure economic use of resources and to invest in viable investment vehicles which promises returns relevant for reinvestment, growth and expansion. This is because many organisations have failed because they cannot control their costs and spending spree patterns that compromises company agenda.

5.5 Limitation of the Study

This research was carried out in the context of FMCGM in Nairobi thus conclusions were drawn mainly from the context. The research targeted senior managers of the respective organisations to respond to the questionnaires administered to gather data. Thus, it was a challenge to collecting data because meeting senior manager was restricted due to their busy work schedule.

Additionally, the researcher was restricted to leaving the questionnaires behind with the receptionists therefore it would have been possible that some of the targeted senior managers might have delegated the role to their subordinate staffs to provide data. In such a scenario, research might have faced deficit gathering informed data.

Finally, the research would have been conclusive and informative suppose it had targeted the larger population covering whole Kenya geographical location. However, due to budget and time constraints and degree of investigation to address the research objective,

the researcher strictly focused on FMCGM in Nairobi leaving other areas for future studies.

5.6 Areas of Further Research

This study was conducted in FMCGM in Nairobi. As such additional studies should be conducted in the area of corporate strategies and market leadership of FMCG organisations.

Research thus recommends that further studies should be advanced in this area given its propensity to economy. This study focused on FMCG manufacturers in Nairobi County; as such generalisation cannot satisfactorily extend to other sectors of the economy. Therefore, additional studies are required in other sectors to find out the trend. This will provide additional insight on how different sectors work to enhance their economies.

Similarly, a broad based study on corporate strategies and market leadership of fast moving consumer goods manufacturers should be conducted to validate the findings. This will also advance the theories considered in the study and establish relationships that exists between organisations in the industry.

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APPENDIX I: QUESTIONNAIRE

INSTRUCTION: Please answer all the questions honestly and comprehensively by putting a tick (✓) or numbers in the appropriate box.

NB: The information you provide is purely academic

Section 1: General Information

1. Gender

Male

Female

2. Age category

26-30 years old

31-35 years old

36-40 years old

41 and above

3. Education level

Secondary

Graduates

Post graduate

4. Years of work experience with the organisation

1-5 years

6-10 years

11-15 years

Above 15 years

SECTION 2: INFORMATION ON INDEPENDENT VARIABLES

This section presents questions with respect to research variables and objective where 1 = strongly disagreed, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree.

A. Statements on Stability Strategy

Opinion variables	1	2	3	4	5
5. Stability strategy positively contributes to organisation market leadership.					
6. Effective implementation of stability strategy in my organisation has resulted to market leadership.					
7. Lack of stability strategy compromises organisation market leadership.					

Others.....

B. Statements on Growth strategy

Opinion variables	1	2	3	4	5
8. My organisation has adequate growth strategies that have contributed to market leadership.					
9. Implementation of growth strategies contributes to the market leadership of our company.					
10. Poorly formulated growth strategies can hinder business success and excellence in long run.					

Others.....

C. Statements on Defensive strategy

Opinion variables	1	2	3	4	5
11. Defensive strategy significantly enhances market share of the company.					
12. Effective implementation of defensive strategy improves organisational activities leading to market leadership.					
13. Lack of defensive strategy compromise business success and market leadership.					

Others.....

D. Statements on Cost strategy

Opinion variables	1	2	3	4	5
14. This strategy maximises resources required to execute key company agenda.					
15. Through cost strategy, our company has attained efficiency, productivity and value for money which contributes to market leadership.					
16. Ineffective cost strategy hinders implementation of plans and objectives in the organization.					

Others.....

E. Statements on Market leadership

Opinion variables	1	2	3	4	5
17. The company's market share has increased steadily in the last five years.					
18. The company has experienced growth in revenue for the last five years.					
19. The company's customer base have increased steadily in the last five years					

Others.....

**APPENDIX II: LIST OF FAST MOVING CONSUMER GOODS
MANUFACTURERS IN KENYA**

No.	Name	Location	Category
1	Unilever (K) Limited	Nairobi	Food, Beverages and Tobacco
2	CocaCola East Africa Limited	Nairobi	Food, Beverages and Tobacco
3	East Africa Breweries Limited	Nairobi	Food, Beverages and Tobacco
4	Proctor and Gamble	Nairobi	Food, Beverages and Tobacco
5	Kenya Wines Agencies Ltd	Nairobi	Food, Beverages and Tobacco
6	British America Tobacco	Nairobi	Food, Beverages and Tobacco
7	Bidco Oil Refineries Ltd	Nairobi	Food, Beverages and Tobacco
8	Heineken	Nairobi	Food, Beverages and Tobacco
9	TATA Chemicals	Nairobi	Food, Beverages and Tobacco
10	Brookside Dairy Limited	Nairobi	Food, Beverages and Tobacco
11	Unga Group Limited	Nairobi	Food, Beverages and Tobacco
12	Wrigley Company (EA) Limited	Nairobi	Food, Beverages and Tobacco
13	Rafiki Millers Ltd	Nairobi	Food, Beverages and Tobacco
14	Patco Industries Limited	Nairobi	Food, Beverages and Tobacco
15	Nestle Foods Kenya Limited	Nairobi	Food, Beverages and Tobacco
16	Nairobi Flour Mills Ltd	Nairobi	Food, Beverages and Tobacco
17	Nairobi Bottlers Ltd	Nairobi	Food, Beverages and Tobacco
18	NAS Airport Services Ltd	Nairobi	Food, Beverages and Tobacco
19	Kenya Tea Development Agency	Nairobi	Food, Beverages and Tobacco
20	Kenya Sweets Ltd	Nairobi	Food, Beverages and Tobacco
21	Kenya Nut Company Ltd	Nairobi	Food, Beverages and Tobacco
22	Kenblest Ltd	Nairobi	Food, Beverages and Tobacco
23	Kenafric Industries Ltd	Nairobi	Food, Beverages and Tobacco
24	Jetlack Foods Ltd	Nairobi	Food, Beverages and Tobacco
25	Jambo Biscuits (K) Ltd	Nairobi	Food, Beverages and Tobacco
26	Insta Products (EPZ) Ltd	Nairobi	Food, Beverages and Tobacco
27	Homeoil	Nairobi	Food, Beverages and Tobacco
28	Highlands Canners Ltd	Nairobi	Food, Beverages and Tobacco
29	Global Beverages Ltd	Nairobi	Food, Beverages and Tobacco
30	Glacier Products Ltd	Nairobi	Food, Beverages and Tobacco
31	Global Allied Industries Ltd	Nairobi	Food, Beverages and Tobacco
32	Farmers Choice Ltd	Nairobi	Food, Beverages and Tobacco
33	East Africa Sea Food Ltd	Nairobi	Food, Beverages and Tobacco
34	E&A Industries Ltd	Nairobi	Food, Beverages and Tobacco
35	Del Monte Kenya Ltd	Thika	Food, Beverages and Tobacco
36	Deepa Industries Ltd	Nairobi	Food, Beverages and Tobacco
37	Cut Tobacco (K) Ltd	Nairobi	Food, Beverages and Tobacco

38	Confec Industries (EA) Ltd	Nairobi	Food, Beverages and Tobacco
39	Carlton Products (EA) Ltd	Nairobi	Food, Beverages and Tobacco
40	Capwell Industries Ltd	Nairobi	Food, Beverages and Tobacco
41	Candy Kenya Ltd	Nairobi	Food, Beverages and Tobacco
42	Cardbury Kenya Ltd	Nairobi	Food, Beverages and Tobacco
43	Broadway Bakery Ltd	Nairobi	Food, Beverages and Tobacco
44	Bogani Industries Ltd	Nairobi	Food, Beverages and Tobacco
45	Bio Foods Products Ltd	Nairobi	Food, Beverages and Tobacco
46	Aquamist Ltd	Nairobi	Food, Beverages and Tobacco
47	Alpine Coolers Ltd	Nairobi	Food, Beverages and Tobacco
48	Alpha Fine Foods Ltd	Nairobi	Food, Beverages and Tobacco
49	Africa Spirits Ltd	Nairobi	Food, Beverages and Tobacco
50	Corn Products Kenya Ltd	Nairobi	Food, Beverages and Tobacco
51	Excel Chemicals Ltd	Nairobi	Food, Beverages and Tobacco
52	Kenchic Ltd	Athi River	Food, Beverages and Tobacco
53	Kensalt Ltd	Nairobi	Food, Beverages and Tobacco
54	Melvin Marsh International	Nairobi	Food, Beverages and Tobacco
55	Kwality Candies & Sweets Ltd	Nairobi	Food, Beverages and Tobacco
56	Mastermind Tobacco (K) Ltd	Nairobi	Food, Beverages and Tobacco
57	Mini Bakers Ltd	Nairobi	Food, Beverages and Tobacco
58	Sigma Supplies Ltd	Nairobi	Food, Beverages and Tobacco
59	Smash Industries Ltd	Nairobi	Food, Beverages and Tobacco
60	Softa Bottling Company Ltd	Nairobi	Food, Beverages and Tobacco
61	Super Bakery Ltd	Nairobi	Food, Beverages and Tobacco
62	Spice World Ltd	Nairobi	Food, Beverages and Tobacco
63	Mombasa Maize Millers Ltd	Nairobi	Food, Beverages and Tobacco
64	Kifaru Maize Millers Ltd	Nairobi	Food, Beverages and Tobacco
65	Uzuri Foods Ltd	Nairobi	Food, Beverages and Tobacco
66	Pembe Flour Mills Ltd	Nairobi	Food, Beverages and Tobacco
67	Kapa Oil Refineries Ltd	Athi River	Food, Beverages and Tobacco
68	Pramasidor (K) Ltd	Nairobi	Food, Beverages and Tobacco