

**EXPORT MARKETING STRATEGIES AND PERFORMANCE OF
LARGE SCALE MANUFACTURING FIRMS IN KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
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THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
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DECLARATION

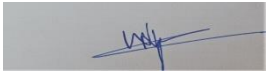
I, the undersigned, declare that this is my original work and has not been submitted to any institution or university other than the University of Nairobi for examination.

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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 project is dedicated to my lovely husband Mwamburi Nganyi and daughters Taraji and Zuri, my late Dad Wikam Lekoshooi and my mum Lucy Lekoshooi and the family of Mr John McCrossan and my mentor Ms Lucy Mbutia. Thank you for the financial and emotional support and the encouragement and believing in me.

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ABSTRACT

Considering the significance of the manufacturing industry in Kenya's economy, its competitiveness is a top priority for the country. Whereas manufacturing companies are expected to play a critical role in Kenya's economic growth, little is known about how they use export marketing techniques to manage performance in a competitive and tough environment. The study thus sought to establish the effect of export marketing strategies on performance of large scale manufacturing firms in Kenya. The theories anchoring the study include the growth of the firm theory and market based view theory. The study undertook both the empirical and theoretical review where the concept of export marketing strategies was analyzed. The study adopted a descriptive cross-sectional research design. All the 118 large manufacturing firms that have internationalized operations as per Kenya Association of Manufacturers (KAM) were considered for the study. Primary data was collected using self-administered questionnaires. A response of 93 large manufacturing firms responded yielding a response of 78.8%. The data collected was edited and coded into the SPSS software version 23 to generate both descriptive and inferential statistics. The findings were presented using tables. The descriptive statistics findings on the export marketing strategies recorded average means of 3.861, 3.804, 3.692 and 3.691 for product strategy, pricing strategy, promotion strategy and the distribution strategy respectively. This shows that the manufacturing firms have implemented the different export marketing strategies to a large extent. The regression analysis findings revealed a statistically significant effect of export marketing strategies on performance of large scale manufacturing firms as shown by significance level of 0.000 which is <0.05 . This affirms that the model is statistically fit as an estimator of the level of performance. The coefficient of determination (R^2) 0.636 value implied that 63.6% of export performance of large scale manufacturing firms in Kenya is attributed to export marketing strategies which is a significant percentage. The study recommends that the Kenyan government should develop policies that promote and attract foreign investors who will bring the needed skills and expertise for the local companies to learn from hence better performance. The government should also lower the cost of raw materials and enhance infrastructural investments or exempt taxes in some instances to reduce the cost of production hence enabling competitive pricing in foreign markets. Additionally, there is need for the government through the embassies spread across the globe to get into alliances and agreements to facilitate the growth of Kenyan export products. This can be through facilitating tradeshows and exhibitions in foreign jurisdictions and getting into more bilateral agreements to promote export trade.

ABBREVIATIONS AND ACRONYMS

| | |
|-------------|---|
| GDP | Gross Domestic Product |
| ICEA | Insurance Company of East Africa |
| KAM | Kenya Association of Manufacturers |
| MNC | Multi National Corporation |
| SPSS | Statistical Package for Social Sciences |

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

As opined by (Wulff, 2015), the performance of entities is affected directly or indirectly by export marketing strategies if managed with effectiveness. For the purposes of improving their performance, establishments are striving in exportation of services & commodities despite international trade obstacles (Akinola, 2012). In enhancing institution's performance, the alternative technique is reconsidering the export marketing mechanisms (Jendal. 2018). The issue of globalization which could heighten cannibalization of market share should be the nightmare of institutions in developing economies (Dolatabadi, Forghani, Tabatabee & Faghani, 2013).

This survey was anchored on growth of the firm theory and supported by the market based view theory. Penrose (1959) theory of firm growth states that growth is principally driven by managers' judgments of possibilities to put under-leveraged resources to new uses. The theory emphasized the diversity of resources among organizations by focusing on internal causes of growth. The theory is fit to the current survey as it relates export marketing strategies with export performance. The market-based view theory pioneered by Mason and Bain (1950) and developed by Porter (1980), states that external market orientation and industry-specific factors are the critical determinants of export performance.

In the past ten years, Kenya's manufacturing industry has experienced great expansion, and companies have substantially increased their operations in the Eastern Africa region. Based on inspirations of Vision 2030, pivotal role of manufacturing companies as driver of economic development if internationalization is embraced effectively should be fully

realized (Otieno, Bwisa, Kihoro, 2012). Kenya being a developing economy, larger-scale manufacturing firms has to adopt effective export marketing strategies to optimize benefits associated with foreign market. Moreover, discovery of new markets would demand increased production which will aid in minimization of unemployment gaps, which is consistent with aspirations of Vision 2030 of Kenya.

1.1.1 Export Marketing Strategies

In order for the firms' commodities alongside services to penetrate in foreign markets, they ought to employ some policies or plans which is referred to as Export marketing strategies (Dolatabadi et al., 2013). Pricing, distribution, promotions including product strategy are some of the export marketing strategies which entities can adopt. Kotler (2010) terms the process of packaging firms' products in terms of ingredients, quality, brand names, design, size, shape also color with the aim of appealing to clients in foreign markets as Export product strategy. According to Iman et al. (2008), pricing export strategy is the process in which organizations engage in multiple plans of establishing a friendly price that clientele in foreign markets will term as applicable for commodities plus services. Among the means entail; fixing high or low prices for products according to market forces or client bargaining power plus identifying payment modes like cash besides online payment (Keller, 2010).

Moreover, the manner in which institutions ensure availability of goods also services in the foreign market without any delay is known as Distribution export strategy (Dolatabadi et al., 2013). This mechanism may incorporate direct or indirect strategies. The ability of the entity to establish its own outlets or utilize its own personnel in selling commodities plus services directly to clients is referred as Direct export strategy

(Dolatabadi et al., 2013) whereas indirect export distribution strategies refers to the firm's potential in selling commodities also services to foreign consumers indirectly that is utilization of other market intermediates like agents or via formation of subsidiaries, joint ventures plus signing contractual agreements (Iman et al., 2008).

As opined by Azizi and Samsinar (2008) promotional export strategies refers to medium of communication that corporates utilize for purposes of making their foreign clients aware of the presence of products & services in the market. As Keller (2010) highlighted electronic media, outdoor publicity, direct marketing besides print media to being among the communication media that organizations can make use of in informing their foreign consumers about the products. Direct marketing such as; social media campaigns, telemarketing also email repotes has proved to be the most common including effective communication means when marketing goods alongside services internationally (Kotler, 2010).

1.1.2 Export Performance

Even though there is no common unanimity on the definition of performance of exports from literature, some scholars such as Tonesakulrungruang (2009) regards export performance as the ability of firms involved in international trade to achieve export effectiveness, efficiency in terms of costs, profits, product development, customer satisfaction and diversification. Similarly, Koch (2001) argued that optimally performing firms ought to meet their objectives using limited resources available such as time, money people knowledge and equipment.

Export performance is a vital measure that aids in determining the productivity, organizational efficiency as well as firm competence. Creating the king of commodities

demanded by society in addition to consumers in the long term may be termed as an optimal resource utilization (Bain, 2016). Export performance aids in demonstrating the firm's profitability, that is determined by revenues plus expenses. Promoting export performance is a critical duty for business leaders since only a profitable company can survive (Chakravarthy, 2016).

Indicators considered to measure export performance by this study include: financial measures which involve profits and costs while non-financial measures which involve customer satisfaction and innovations. Jones (2002) regards profits as the difference between the amount earned and amount spent in buying or producing a particular good or service. Further, costs are regarded as the amount required or spent in the production of goods and services (Iman et al., 2008). Non-financial export performance evaluation will be operationalized as: customer satisfaction and innovation. Customer satisfaction entails the degree to which export firms can conform or exceed customer expectation in the global market. Quality of the product and service exported will enhance customer loyalty and vice versa (Keller, 2010). Satisfying various stakeholders such as customers, suppliers, host country, competitors and agents can lead to expanded market share and prestige of the firm in the global marketplace (Kotler, 2010).

1.1.4 Large Manufacturing Firms in Kenya

Kenya's manufacturing industry is divided into three categories: small, medium, and large companies. According to the Kenya Association of Manufacturing (KAM) (2020) directory, Kenya has 1010 significant manufacturing firms. Each of these businesses has the capacity to hire over 100 people. Kenya's manufacturing industry is vital since it contributes significantly to the nation's economic development. Approximately 20% of

the Gross Domestic Product is projected to come from this industry (GDP). The sector is a significant economic pillar in Vision 2030, which aims to transform the country into a middle-income country by 2030. According to Were, Willem, and Wainaina (2017), for purposes of attaining the government's 10-percent-of-GDP target in five years as outlined in the Vision 2030 development vision, Kenya ought to double its manufacturing yields.

The Kenyan economy is dominated by large manufacturing companies. They close savings, trade, as well as revenue gaps while bringing sophisticated technology knowledge that Kenyans want and need. Furthermore, they participate in corporate social responsibility programs that aid in the empowerment of local people in the areas of education, health, and environmental protection. Kenya is the second most chosen site for large manufacturing enterprises wishing to expand their operations, as per the Consumer insight survey (2017). Kenya came in second with a score of 23.17 percent, after Nigeria with a score of 29.57 percent. Kenya came in fifth place globally, behind Saudi Arabia, Vietnam, as well as Argentina, with a 24.69 percent score. The percentages are 24.72 percent and 24.72 percent, correspondingly (KAM, 2018).

Manufacturing priority agenda (2018) highlights initiatives that would provide real results in order to stimulate competitiveness and improve the international positioning of the local manufacturing industry. There is creation of a larger market for other agricultural outputs that is a primary outlet for manufactured goods which is enabled through expansion of manufacturing business. Another advantage of expanding in this industry is that it reduces imports hence easing the burden of payment issues. Additionally, it enhances a continuous job creation. Manufacturing makes an unending number of good contribution to the economy.

1.2 Research Problem

Institution's performance has proved to have been majorly influenced by Export marketing strategies. Most firms use export marketing strategies as instruments to improve overall organization performance and gain a competitive edge around the world. According to Naidoo, Donovan, and Milner (2016), firms develop and implement export marketing strategies with the goal of raising sales volumes as well as growth. Many organizations value sales volumes and market share because company performance and economic profit may be described in volume of sales (Ochola, 2015).

Considering the significance of the manufacturing industry in Kenya's economy, its competitiveness is a top priority for the country. Whereas manufacturing companies are expected to play a critical role in Kenya's economic growth, little is known about how they use export marketing techniques in managing performance in an environment that is tough besides competitive. Poverty alleviation alongside job generation are some of the major benefits of manufacturing sector's expansion in the Kenyan economy. This can be accomplished by developing export marketing strategies that help businesses to remain relevant both locally and globally, resulting in increased competitiveness, efficiency, and performance.

Multiple surveys have been undertaken relating to export marketing strategies which majority of multinational corporates that successfully entered various international markets employed. Abadi, Demessie and Amare (2015) focused on how the performance of garment manufacturing entities in Ethiopia is affected by export marketing strategy. The study results unveiled a positive correlation amidst export marketing strategy along with productivity of Ethiopia's garment producing entities. Kazi (2017) conducted

research into the issues that South African Breweries face when it comes to implementing export marketing strategy. The study found that incumbent firms' defensive methods, market regulations and operations, including consumer loyalty all participated towards the success of export marketing efforts. Omotayo (2019) focused on how the performance of Nigeria's exporting institutions is influenced by export marketing strategy. As shown by the results export performance was derived from export marketing. Despite export marketing having a substantial impact on export performance, the outcomes unveiled presence of discrepancies amid promotional adoption, product innovation, price competitiveness on export performance.

Locally, Sogo (2017) discovered that adoption of export marketing strategies was improving the competitive advantage of Kenyan firms. Competitive advantage was hindered by obstacles in distribution of income, turbulence in foreign exchange plus political instability, legal environment, competitive technology, business laws, and taxation. Omondi (2017) conducted research at ICEA and the Lion Group on the relationship between merger and acquisition strategy and competitive advantage. According to the findings, ICEA and the Lion Group were able to gain a competitive edge by implementing a merger and acquisition strategy. Nonetheless, the research reveals that the impact of the strategy of merger & acquisition regarding competitive advantage depended highly on the strategy's effective implementation. Koech (2018) investigated Kenya Seed Company Limited's export marketing tactics and the primary issues they faced. The study is limited to Uganda, Tanzania, and Rwanda due to the case study research design. The findings unveiled that the Kenya Seed Company was facing

problems in implementing its agendas of export marketing, including adverse restrictions, currency fluctuations, alongside the sale of counterfeit products.

This research therefore sought addressing a gap by establishing how the export performance of Kenya's large scale manufacturing establishments is impacted by export marketing strategies. The research will answer the following research question; do export marketing strategies affect export performance of large scale manufacturing firms in Kenya?

1.3 Research Objective

The objective of the survey was to establish the manner in which export marketing strategies influences the performance of Kenya's large manufacturing entities.

1.4 Value of the Study

As a result of this study more theories in the field of export marketing strategies will be developed. Future scholars will benefit highly from the study findings since they will be a point of reference. Academics also researchers will benefit from outcomes by identifying study gaps on related subjects including assessing empirical literature for purposes of identifying further research fields.

Policymakers will be aided by the findings in gauging the development of rules collated to the manufacturing sector's contribution to the economy. The survey's outcomes will be beneficial to policy-makers by highlighting how export marketing strategies affects the enterprise's success.

Practitioners will benefit from additional information gathered from the research. Such empirical datum have high probability of establishing also improving policies The directors plus management of large manufacturing will have their horizon expanded

regarding export marketing strategies including manner in which they may aid them achieve their performance goals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter deals with theoretically also empirically literature review on export marketing strategy, company performance alongside correlation. The chapter begun with an examination of the theories behind these ideas, an examination of empirical studies on discrepancies plus similarities along with survey gaps, and lastly a summary of the literature review which shows the hypothesized connection amid research variables.

2.2 Theoretical Foundation

A literature review finds and evaluates previous research and scholarship on the studied variables. This review offered a thorough understanding of what was being accomplished and will serve as a point of reference during research results interpretation in addition to overcoming the shortcomings of prior probes. The basis of the research is on the growth of the entity theory also market based view theory. Study constructs were elaborated by these theories including their association.

2.2.1 Growth of the Firm Theory

The theory of the growth of the entity was developed by Penrose (1959) and it is the anchor theory for the current study. According to this theory, the firm's capability to be produced depends on the managers' resources. Besides, it alleges that the productive services that a firm can render depend on the experience of the management (Kor, 2016). As they put the resource to use, a dynamic interaction process occurs, that inspires growth though limiting that growth rate. In this regard, managers can effectively carry out the expansion of the company using its resources. How well the managers utilize the resources that are at their disposal determines the firm's success. The impact of internal

resource endowment is beyond the external factors on the environment (Dagnino, King & Tienari, 2017). The differences that arise between resources owned by firms lead to poor performance, and hence there is a need for firms to ensure that they concentrate on the internal determinants of growth.

The theory is criticized for emphasizing the ideal managerial choices. In reality, the level at which the managers attempt to optimize resources is slower than the one that leads to the best results. It is also hard to establish value maximization through the support of the managers. Generous salaries and stock options are not the best incentives for attracting and retaining managers that enable firms to lead in the competition. Thirdly, the best options proposed by the model, including turning down risky options, do not necessarily lead to optimal results in terms of revenue and value maximization (Gavetti et al., 2012).

Despite its limitations, the theory of the firms is fundamental for explaining large manufacturing behaviours in this research. Notably, the theory can explain how resource ownership and managerial decisions influence the decision-making procedure and the overall impact on export performance. The influence of each export market strategy on the organization's performance can be evaluated using this theory.

2.2.2 Market Based View Theory

The theory, which originated from Mason and Bain (1950) and developed later by Porter (1980), opines that the environment, rather than the internal characteristics of an enterprise, influences its success (Molloy & Barney, 2015). The organization is like a black box with opportunities for sustained competitive edge outside it. In this regard, the barriers to entry into the industry, demand elasticity for the output produced, besides the number of players are the key factors influencing a company's success.

Porter (1980) developed this theory by introducing a five forces framework. Porter (1985) held that industrial rivalry and the generic strategies adopted by an organization influence success. The forces include the prices, costs, and demanded investments. A firm's bargaining power influences the price it can be charged for raw material and its prices for its products. The investment required to access the new market influences the investments required to expand. The threat of substitutes is shaped by the probability of obsolescence of an enterprise; 'product due to technological innovation.

The theory is criticized for being one-sided as it includes the industry structure while ignoring unique operations (Wang, 2014). The opponents also claim that the access of the resources varies across industries, and no one resource is homogenous. Despite its weaknesses, the market-based model is relevant in this research since it can help explain the unique advantages that the manufacturing firm possess that enable them to survive in the context of intense competition and how their strategic moves such as export marketing strategies facilitate this survival and prosperity.

2.3 Empirical Literature Review

Reaction of all establishments to ensuring that the market targeted has a positive effect on their product demand are included in export marketing strategies. Customers' expectations are met when companies focus on understanding their demands and developing relevant performance improvement tactics (Snow & Hrebiniak, 2016). A discussion of export marketing strategies is provided in the following section.

Product strategies, according to Wilson et al. (2008), illustrate the business unit's mission including the venture being conducted. Its brand positioning in a particular market, where

it will be chosen above other brands. Its goals include: making product placement easier in the market such that amongst rivalry brands, it stands out; placing the commodity such that buyers comprehend who you are, what you advocate for, and how you want to be judged by clientele. It further shows that product strategy identifies market needs that are satisfied via provision of various items (Johnson & Scholes, 2015).

An institution's pricing strategy is very crucial due to presence of efficient operating systems, shared service delivery plus high levels of homogeneity amidst service groups. Firms use various pricing techniques depending on the commodity's stage in the market alongside the goals of the company. These include pricing strategies for new items, such as price leadership strategy, pricing models for well-established commodities as defined by competitors, penetration pricing, pricing flexibility as well as psychological pricing strategy (Kaplan & Palmer, 2017).

According to Kim and Mauborgne (2015), the organization adopts its distribution strategy to distribute products and services to multiple networks also channels for purposes of getting to the end consumer. Agents, distributors, retailers, as well as wholesalers are examples of intermediaries. These factors aim at ensuring that clients of businesses obtain high-quality services, resulting in higher levels of customer satisfaction. It is critical to deliver things to customers' homes for their comfort. Because distribution routes determine the time taken by the commodity before getting to the consumer as well as the ultimate price, they are used to describe a company's competitiveness.

A marketer's promotion plan encompasses all of the communication tools he or she use to raise awareness and persuade clients to buy a certain product. The marketing concept, i.e. emphasizing on the needs of the client and integrating all corporation operations to suit those demands, should guide the promotional approach (Desimone, Werner & Harris, 2012). Direct customer interaction plus advertisements are sample cases of these. Because they have limited promotional budgets, small firms require excellent salesmanship. For the promotional strategy to be successful, the marketing concept ought to be complied with since it will strive to meet the demands of the consumer through integration of all organization's activities to suit that need (Dubin & ALrbabah, 2015).

As opined by Abadi, Demessie and Amare (2015) the productivity of Ethiopia's garment manufacturing institutions is positively and substantially influenced by export marketing strategy. Cross sectional alongside census approach were the survey techniques utilized when selecting 30 managers in garment producing companies, whom were issued with structured questionnaires. Univariate also bivariate mechanisms aided in data analyses.

Kazi (2017) conducted research into the issues that South African Breweries face when it comes to implementing export marketing strategy. The basis of the research was on the internationalization process theory and adopted a descriptive survey design. The 7 largest breweries in terms of asset base served as the population of the study. The study relied on primary data obtained by interviewing the senior managers of the selected breweries. The study found that incumbent firms' defensive methods, market regulations and operations, including consumer loyalty all had a role in the success of export marketing efforts.

Omotayo (2019) in Nigeria unveiled that export marketing derives export performance.

The sampling approaches utilized in selecting the 107 responders were positivist philosophy plus convenient techniques. The study tested the mediating influence of the export marketing strategy on the correlation of controllable or uncontrollable factors. Standardization, marketing plan besides mix were some of the operations of export marketing strategy. Operationalization of export performance entailed economic (sales, profit and cost) plus strategic (market expansion alongside strategic response). The findings indicated that despite export marketing having a substantial impact on export performance, there were discrepancies amidst price competitiveness, commodity innovation plus promotional adoption on export performance.

According to Ayan and Percuin (2005) export performance was derived by entity traits, domestic market besides marketing strategies. For a successful selection of 317 responders, descriptive research design also systematic sampling technique were employed. As highlighted by the findings, internal features such as entity attributes also marketing strategies defines export performance. The survey did not probe on the interactions amidst variables of this study but only concentrated on assessing a direct relationship. Additionally, the analyses was performed in Turkey whose environment in terms of business matters is completely distinct from the Kenya's manufacturing industries. Furthermore, Dolatabadi et al. (2014) in Iran established that marketing strategy mix along with export performance of protein institutions were substantially also positively correlated. Operationalization of marketing strategies led to 4 Ps (price, product, place and promotion).

Aggarwal (2017) undertook a study of review of the literature on the effect of globalization on company performance. This led to retrieval of Indian

industries internationalization history, their reasons for doing so, including several internationalization techniques plus mechanisms they applied in attaining their institutional agendas. The study's main finding being that the majority of research back the proposition that exports as well as outward foreign direct investment possesses a positive association with company performance metrics.

Sogo (2017) focused on export marketing strategies alongside performance of Kenyan entities. The survey was a review of literature which was based on Uppsala theory and internalization theory. Local, regional and global studies were reviewed and gaps identified. The study discovered that adoption of export marketing strategies was improving the competitive advantage of Kenyan firms. Competitive advantage was hindered by obstacles in distribution of income, competitive technology, the legal environment, turbulences in foreign exchange along with political instability, business laws and taxation.

Omondi (2017) conducted research at ICEA and the Lion Group on how merger and acquisition strategy correlates with competitive advantage. The survey was based on a case study research design where interview guides aided in collating qualitative datum. The respondents were senior managers of ICEA LION Group. The analysis was done using content analysis. According to the findings, ICEA and the Lion Group were able to gain a competitive edge by implementing a merger and acquisition strategy. Nonetheless, the research reveals that the impact of a merger and acquisition strategy regarding competitive advantage depended highly on the strategy's effective implementation.

2.4 Summary of Literature Review and Knowledge Gaps

Several researches relating to export marketing strategies in multinational institutions have been performed despite some of them being from other parts of the universe. The conclusions arrived at cannot be applied in this setting in absence of further research due to the fact that the atmosphere in the United States besides other global regions is so dissimilar from Kenya's. The local studies looked at things apart from how export marketing strategies affect a company's performance. As a result, there is a knowledge gap that this research attempted to fill.

This research therefore sought addressing a gap by establishing how the export performance of Kenya's large scale manufacturing establishments is impacted by export marketing strategies. The research will answer the following research question; do export marketing strategies affect export performance of large scale manufacturing firms in Kenya?

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the study design, data assembling apparatus alongside techniques of performing data analyses. The methodology showed the manner in which survey is carried out, the research planning, manner of assembling information, and from whom datum is ultimately collated for purposes of assessing the information, in view of the final goal of forming the survey findings.

3.2 Research Design

In studying this research issue a descriptive cross-sectional study design was employed. This survey was conducted to discover what, where, and how a phenomenon took place (Cooper & Schindler, 2014). This design was appropriate for the researcher, since it enables the investigator to use quantitative data in order to investigate how export marketing strategies affect performance of Kenya's multinational manufacturing firms.

3.3 Population of the Study

Collis and Hussey (2014) regard a population as a definite set of units or individuals with homogenous characteristics under observation. Large scale producing entities totaling to 118 and licensed by KAM as at 2021 formed the target population for the current study. The analysis unit was the Kenyan large-scale manufacturing companies that have internationalized while the unit of observation was the export liaison officer of each respective company.

3.4 Data Collection

Questionnaires aided in obtaining the primary data utilized in this research. According to Burns and Burns (2008), questionnaires are the most appropriate for the collection data in a survey of a dispersed population. The structured questionnaire was chosen because the study adopted a quantitative approach. The target respondents were the export liaison officer in each firm giving a total of 118 participants.

A structured questionnaire comprising of closed-ended questions was used in obtaining categorical data that has a numerical nature. Additionally, the data subjects were presented on a 5-point Likert scale and was precise and explicit to lower probable ambiguity to the respondents. The questionnaire has five-point likert scores ranging from one (the least point) to five (the highest point). The questionnaire was split into three areas i.e demographic information, export marketing strategies and organization performance. The questionnaire was administered online via Google form.

3.5 Data Analysis

Data analysis encompassed exploration of descriptive and inferential statistics. The former constituted measures of distribution such as mean and standard deviation. Pearson's correlation was utilized to identify how study variables are linked while regression analyses was employed to determine independent factors impact on the dependent variable. Tables were used to present the findings of the studies, which was supported with relevant interpretations as well as discussions.

The regression model applied in the study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon.$$

Where;

Y = Organization performance

β_0 = Constant Term

β_i = Beta Coefficient of variable i which measures the change Y to change in i

X_1 = Product strategy

X_2 = Pricing strategy

X_3 = Distribution strategy

X_4 = Promotion strategy

ε = Error term

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter presents the results of datum collected with the aim of addressing the research objectives which entailed; to establish the magnitude to which the various export marketing strategies have been employed by large scale manufacturing institutions plus to examine the association amidst export marketing strategies and performance of Kenya's large scale manufacturing entities. Descriptive statistics aided in addressing the first objective while inferential statistics was utilized to execute the second objectives. The findings were as shown in the sections below.

4.1 Response Rate

For the study, a total of 118 questionnaires were issued to the export liaising officer of each of the studied large scale manufacturing firms that have internationalized their operations and licensed by KAM. However, only 93 were fully filled and returned translating to a response rate of 78.8 %. The overall response rate was presented in Table 4.1 below.

Table 4.1: Response Rate

| Response | Frequency | Percentage (%) |
|-----------------|------------------|-----------------------|
| Returned | 93 | 78.8 |
| Unreturned | 25 | 21.2 |
| Total | 118 | 100% |

Source: Researcher (2022)

As opined by Mugenda and Mugenda (2010), a 70% or higher rate of response is appropriate for analyses and therefore the study was fit for drawing inferences and conclusions about the population.

4.2 Demographic Factors

The survey examined the demographic attributes of the interviewees and the firm so as to understand certain background characteristics of the companies' and gauge the ability to accurately respond and articulate the issues under investigation. For the study, fundamental components of large scale export manufacturing firms such as ownership status, existing duration of the organization, number of full time personnel and export destination markets were studied.

4.2.1 Ownership Structure

The researcher interrogated the ownership structure of various large export manufacturing firms and the outcomes were as displayed in Table 4.2 below,

Table 4.2 Ownership Structure

| | Frequency | Percentage (%) |
|---------------------|------------------|-----------------------|
| Fully Kenyan | 25 | 27 |
| Fully foreign owned | 36 | 39 |
| Joint ownership | 32 | 34 |
| Total | 93 | 100 |

Source: Researcher (2022)

The findings presented above reveal that majority of large scale manufacturing companies are fully foreign owned (39%) closely followed by 34% with joint ownership while 25% of the sampled firms were fully Kenyan owned.

4.2.2 How long has the company been in existence

The survey purposed to understand the duration in which the large scale producing entities have been in existence so as to understand their experience in export marketing

activities and market failure or survival rate. The results were as illustrated in Table 4.3 below;

Table 4.3 Duration of existence

| | Frequency | Percentage |
|---------------|------------------|-------------------|
| Below 5 years | 12 | 13 |
| 5-10 years | 15 | 16 |
| 10-15 years | 31 | 33 |
| Over 15 years | 35 | 38 |
| Total | 93 | 100 |

Source: Researcher (2022)

The results above demonstrate a promising trend in that highest number of institutions have been operating for more than 15 years and 10-15 years as indicated by 38% and 33% respectively. On the other hand, 16% of the firms had been established between 5-10 years ago while 13% operated for less than 5 years.

4.2.3 Number of full time employees

The study resorted to establish the number of full time staff which was a good indicator of the size of the firm. The results were as depicted in Table 4.4 below;

Table 4.4: Number of employees

| | Frequency | Percentage |
|--------------|------------------|-------------------|
| Below 50 | 21 | 23 |
| 50-100 | 14 | 15 |
| 101-150 | 16 | 17 |
| 151-200 | 22 | 24 |
| Over 200 | 20 | 22 |
| Total | 93 | 100 |

Source: Researcher (2022)

From the results illustrated in Table above 4.4 it is clear that there is absence of substantial discrepancy in the distribution of the number of employees across the distinct manufacturing firms with 24% engaging 151-200 employees, 22% over 200, 23 % below 50 employees while 15% had hired between 50-100 employees. This implies that the different firms ran different functions and the employees were hired and deployed in accordance to production and marketing functions of the companies.

4.2.4 Export destination Markets

The study purposed to measure the export destination markets in a bid to access the export levels and export marketing efforts required by the different large scale manufacturing entities. The results were as outlined in Table 4.5 below;

Table 4.5 Export Destination

| | Frequency | Percentage |
|---------|------------------|-------------------|
| Below 5 | 46 | 49 |
| 5-10 | 27 | 29 |
| Over 10 | 20 | 22 |
| Total | 93 | 100 |

Source: Researcher (2022)

The outcomes above indicate that majority of large scale manufacturing firms in Kenya (49%) were exporting to less than five countries, followed by 29% exporting to between 5 and 10 countries while 22% channeled exports to over 10 countries. The relatively low number of export markets across the firms implies that efforts should be made to leverage on the export markets majorly through investing in the product to gain global competitiveness and engaging in aggressive export marketing strategies.

4.3 Export Marketing Strategies

The extent of application of the different export marketing strategies was measured assessed using descriptive statistics. Descriptive analysis is critical in expounding on the specific traits of the dataset. It blueprints a summarized analysis in a snapshot regarding specific variables prioritized in the study. It gives chief latitude to the data structure and elucidates mean and standard deviation.

4.3.1 Product Export Strategy

The study evaluated the degree to which various export marketing strategies have been employed by large scale manufacturing firms in Kenya. Different attributes of product export strategy were presented to the respondent and asked to gauge in a five point Likert scale of 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree. The outcomes were as highlighted in Table 4.6 below;

Table 4.6 Product export strategy

| | N | Mean | Std. Deviation |
|---|-----------|-------------|----------------|
| Our firms review our goods regularly | 93 | 4.19 | .91 |
| My firms always repackages the products to enhance global image | 93 | 4.01 | .85 |
| Our product portfolio meets foreign market customers expectations | 93 | 3.94 | .83 |
| Our product enhances our brand image in foreign country | 93 | 3.86 | .69 |
| Our products are recognized to be of quality in foreign markets | 93 | 3.83 | .84 |
| Product innovation is a continuous phenomenon in our firm | 93 | 3.61 | 1.27 |
| My firms produces products that meet global standards | 93 | 3.58 | .97 |
| Average | 93 | 3.86 | 0.91 |

Source: Researcher (2022)

When asked about the product export strategy, highest number of interviewees conceded that goods are regularly reviewed by the firm (M-4.19, SD-0.91) and the companies repackaging products in a way that enhance global image (M-4.02, SD-0.85). Other attributes that attained higher ratings include our product portfolio meets the expectations of foreign customers (M-3.94, SD- 0.83), our products enhances our brand image in foreign country (M-3.86, SD-0.68) and our products are recognized to be of quality in foreign markets (M-3.83, SD= 0.84). The respondents to a moderate extent acknowledged the fact that product innovation was a continuous phenomenon in the firm and that the firm produces products that meet global standards as shown by means of 3.61 and 3.58 respectively. On average, the firm's export strategy can be said to be commendable as evidenced by an overall mean of 3.86. The standard deviation of 0.91 means that the feedbacks were aggregated around the mean.

4.3.2 Pricing Export Strategy

The study assessed the extent to which various pricing export marketing strategies have been deployed by large scale manufacturing firms in Kenya. Different attributes of pricing export strategy were presented to the respondent and asked to gauge in a five point Likert scale of 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree. The outcomes were as presented in Table 4.7 below;

The study sought to assess the pricing export strategy of Kenya's large producing establishments. From the results, majority of the respondents agree that the firms are geared towards offering quality products for every market category (M-4.27, SD- 0.86). The respondents were also largely in concurrence that the firms strive to offer products at affordable prices and the pricing strategy is geared to maximize profit as demonstrated by

means and standard deviations of (4.05, 0.85) and (4.01,0.84) respectively. Further quest established that the firm’s pricing policy yields competitive advantage in foreign market (M-3.99, SD- 0.96) and that the firms are committed to becoming a market leader through pricing (M-3.83, SD- 1.36). Additionally, the study established that the firm’s pricing strategy creates value for their customers in foreign market (M-3.70, SD- 1.19) while the interviewees somewhat agree that the firm’s pricing is guided by the desire for foreign market desire (M-3.53, SD- 1.24). However, a moderate response was obtained on the statement “the primary purpose of my firm is to maximize profits from global markets” (M- 3.01, SD- 0.90) implying that some manufacturing firms target local market for export maximization while others depend on international market. The average mean was 3.80 implying that pricing export strategy has largely been implemented by manufacturing firms.

Table 4.7: Pricing Export Strategy

| | N | Mean | Std. Deviation |
|--|-----------|------------|----------------|
| My firm geared towards offering quality products for every market category | 93 | 4.27 | .85 |
| We strive to offer products at affordable prices | 93 | 4.05 | .85 |
| Our pricing policy maximizes our profit | 93 | 4.01 | .84 |
| Our pricing policy yields competitive advantage in foreign market | 93 | 3.98 | .96 |
| My firm focus on becoming the market leader in pricing products | 93 | 3.83 | 1.36 |
| Our pricing policy creates value for our customers in foreign market | 93 | 3.70 | 1.19 |
| Our pricing is guided by the desire for foreign market survival | 93 | 3.53 | 1.24 |
| The primary purpose of my firm is to maximize profits from global markets | 93 | 3.01 | .90 |
| Average | 93 | 3.8 | 1.01 |

Source: Researcher (2022)

4.3.3 Distribution Export Strategy

The research evaluated the degree to which different distribution export marketing strategies have been deployed by large scale manufacturing firms in Kenya. Different attributes of distribution export strategy were presented to the respondent and asked to gauge in a five point Likert scale of 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree. The results were as depicted in Table 4.8 below;

Table 4.8 Distribution Strategy

| | N | Mean | Std. Deviation |
|--|-----------|-------------|----------------|
| Our foreign market strategy is able to satisfy demand and supply optimally | 93 | 4.24 | .84 |
| My firms sells its products using its own employees in foreign markets | 93 | 4.19 | .73 |
| My firm uses agents to distribute its products | 93 | 3.99 | .87 |
| Our foreign market strategy points gives customers location advantage | 93 | 3.92 | .78 |
| Our customer service in foreign market is timely | 93 | 3.84 | .84 |
| Our foreign strategy is customized on customer distribution distance | 93 | 3.78 | .86 |
| My firm sells its products through subsidiaries | 93 | 3.64 | .93 |
| My firm sells its products through other firms | 93 | 3.13 | .65 |
| My firm sells its products through the internet | 93 | 3.10 | 1.20 |
| My firm uses sales representatives appointed in foreign markets to sell products | 93 | 3.08 | .75 |
| Average | 93 | 3.69 | 0.85 |

Source: Researcher (2022)

The findings presented in Table 4.8 above show that majority of the respondents agree that the firm's foreign market strategy is able to satisfy demand and supply optimally (4.24, SD -0.84) followed by another dominant majority who agree that the firm sells its products using its own employees in foreign markets (M-4.19, SD- 0.73). Similarly, attributes such as my firm uses agents to distribute its products, our foreign strategy points gives customers location advantage, our customer service in foreign market is timely, our foreign strategy is customized on customer distribution distance and my firms sells its products through subsidiaries attained fairly good ratings as shown by means of 3.99, 3.92, 3.84, 3.78 and 3.64 respectively. Other statements including my firm sells its products through other firms, my firm sells its products through the internet and my firm uses representatives appointed in foreign markets to sell its products were gauged moderately as evidenced by mean of 3.13, 3.08 and 3.08 respectively.

4.3.4 Promotion export strategy

The research assessed the level to which various export strategy strategies have been embraced by Kenya's large manufacturing industries. Various statements related to promotion export strategy were presented to the respondent and asked to gauge in a five point Likert scale of 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree. The results were as presented in Table 4.9 below;

Table 4.9: Promotion Strategy

| | N | Mean | Std. Deviation |
|--|-----------|-------------|-----------------------|
| Our firm is able to inform customers about new products on time | 93 | 4.45 | .85 |
| Customers are contacted through mobile phones | 93 | 4.32 | 1.27 |
| Customers make enquiries about our products through online | 93 | 4.16 | .97 |
| Our promotion polices in foreign markets gives us competitive advantage | 93 | 4.12 | 1.03 |
| My firm provides timely information about new products on the website | 93 | 4.05 | .74 |
| My firm uses tradeshows and exhibitions to promote its products | 93 | 3.53 | 1.24 |
| My firm promotes new products through the radio | 93 | 3.26 | .93 |
| My firm uses direct sales representatives to promote new products in foreign markets | 93 | 3.15 | .83 |
| My firm promotes its products through television programs | 93 | 3.03 | .84 |
| My firm promotes its products in foreign markets by using magazines | 93 | 2.83 | 1.03 |
| Average | 93 | 3.69 | 0.97 |

Source: Researcher (2022)

When asked about promotion export strategies, highest number of interviewees indeed conceded that to some extent, the firm has adopted various promotion export strategies as proved by a grand mean of 3.69 on the attributes evaluated. While some attributes such as our firm is able to inform customers about new products on time, customers are contacted through mobile phones, customers make enquiries about products through online platforms and our promotion policies in foreign markets gives us competitive advantage as received a high index of above 4.00 as demonstrated in the table above, other attributes such as my firm uses tradeshows for exhibition to promote its products, my firm promotes new products through radio, my firm uses direct sales representatives to promote new products and my firm promotes its products through television rations

attained moderate means of 3.53, 3.27, 3.15 and 3.03 respectively. Contrary, highest number of players were in disagreements that the firms promote its products by using magazines (M- 2.83, SD- 1.03).

4.4 Performance

The survey aimed at measuring the performance of the firm. The interviewees were requested to air out their sentiments on various indicators of performance in a five scale Likert scale of 1- Not at all, 2-Small extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. The results were as shown in Table 4.10 below.

Table 4.10 Performance

| | N | Mean | Std. Deviation |
|---|----|------|----------------|
| The employees are friendly and provide good customer service. | 93 | 4.06 | .94 |
| There is reduced customer complaints in the firm | 93 | 4.04 | 1.36 |
| There is increased number of new customers in the foreign markets | 93 | 3.98 | .82 |
| The firm is able to come up with new techniques of production | 93 | 3.90 | .88 |
| Over time, there has been a rise in the number of products exported | 93 | 3.89 | .69 |
| There is continuous improvement of the firms' export products | 93 | 3.88 | 1.23 |
| There is increased export sales volume in the firm | 93 | 3.36 | 1.04 |
| Average | 93 | 3.87 | 0.99 |

Source: Researcher (2022)

Table 4.10 suggest that the employees are friendly and provide good customer service (M-4.06, SD- 0.94) which has probably resulted to reduced customer complaints in the firm (M-4.04, SD- 1.36). Similarly, there has been increased number of new customers in foreign markets (M-3.98, SD-0.83) hence over time, there has been an increase in the

number of products exported (M-3.89, SD- 0.70). Additionally, the firm’s ability to come up with new techniques of production (M-3.90, SD-0.89) has resulted to continuous improvement of the firm’s export products (M-3.88, SD- 1.24). Finally, to a moderate extent the respondents agree that there has been increased export sales volume in the firm (M- 3.36, SD- 1.05). On average, export performance has been realized by large manufacturing firms has demonstrated by a mean of 3.88.

4.5 Regression Analysis

In order to link the independent plus dependent variables under scrutiny, regression analysis is utilized in ascertaining the linear equation. This aids in the prediction of the value of the dependent variables, if a certain value is assigned to the coefficients of the independent variables.

A linear regression analysis was carried out in the study to appraise the association amid export marketing strategies and performance of Kenyan large scale producing institutions. The regression analysis was executed using SPSS version 23

Table 4.11: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .797 ^a | .636 | .619 | .54626 |

Source: Researcher (2022)

a. Predictors: (Constant), Product Strategy, Pricing Strategy, Distribution strategy, Promotion strategy

The outcomes expounded on Table 4.11 highlights that export marketing strategies as represented by promotion strategy, pricing strategy, product strategy in addition to

distribution strategy correlates positively to performance ($r=0.797$). The magnitude to which export marketing strategies affect performance of large producing entities is gauged via coefficient of determination (R^2) 0.636. From the data outcomes, 63.6% of export performance of Kenya's large scale manufacturing establishments is attributed to export marketing strategies application. The remaining 36.4 is as a result of other elements not addressed in the model

Table 4.12 presents the statistical output for analysis of variance which expounds on the appropriateness of the model to statistically assess the linkage amid independent along with dependent variables.

Table 4.12 Analysis of Variance

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 45.870 | 4 | 11.467 | 38.429 | .000 ^b |
| | Residual | 26.259 | 88 | .298 | | |
| | Total | 72.129 | 92 | | | |

Source: Researcher (2022)

- a. Dependent Variable: Organizational performance
- b. Predictors: (Constant), Product Strategy, Pricing Strategy, Distribution strategy, Promotion strategy

The output illustrated in Table 4.12 above show that the F statistic is 38.429 at a significance level of 0.000 which is <0.05 . This affirms that the model is statistically suitable as an estimator of the level of performance.

Table 4.13 Coefficients

| | | Coefficients^a | | | | |
|-------|-----------------------|---------------------------------|------------|---------------------------|-------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | .493 | .365 | | 1.351 | .180 |
| | Product strategy | .008 | .071 | .008 | .116 | 0.908 |
| | Pricing strategy | .294 | .069 | .300 | 4.234 | .000 |
| | Distribution strategy | .299 | .061 | .403 | 4.915 | .000 |
| | Promotion strategy | .310 | .087 | .295 | 3.572 | .001 |

Source: Researcher (2022)

a. Dependent Variable: Organizational Performance

Table 4.13 displays the outcomes which highlights that pricing strategy (p-0.000), distribution strategy (p-0.000) and promotion strategy (p-0.001) and promotion strategy (p-0.001) are substantial variables since their $p < 0.05$. On the other hand, product strategy was found to be insignificant (p-0.908) in influencing performance of large scale manufacturing firms in Kenya since the level of significance is less than the p value. Hence, the regression equation derived will be as shown below;

$$Y = 0.493 + 0.008X_1 + 0.294X_2 + 0.299X_3 + 0.310X_4 + \varepsilon$$

From the regression coefficient results, a unit increase in product strategy increases the level of performance by 0.008 while a unit increase in pricing strategy causes a change in performance by 0.294. Similarly, a unit change in distribution strategy triggers 0.299 variation in performance whereas a unit change in promotion strategy will lead to 0.310 unit change in performance.

4.6 Discussion of Findings

The discussion based on intensive analysis and comprehensive findings is the pinnacle for conclusive research outcome. The descriptive statistics findings the four export marketing strategies were conclusive in that the large scale manufacturing firms had implemented the different strategies to promote performance as evidenced by average means of close to 4.00 which is the threshold for those who agree. Discussions on each variable and agreement and disparity with previous literature is provided below;

The results on export product performance show that efforts have been made by the firm to improve firm performance through a raft of measures such as frequent review of products, investing in repackaging and ensuring that the product portfolio to meet the foreign client's expectations. Focus on quality and continuous investment in innovation constituted from of the key milestones put in place by large scale manufacturing firms in Kenya to improve performance. These steps demonstrate the manufacturing firm's commitment to position itself in the global markets through competitive brands. These results agree with Wilson et al. (2008) that product export marketing strategies make product placement easier in foreign markets easier as it distinguishes out among competing brands and present a good picture of the product before the eyes of the customers. The results further agree with Johnson & Scholes (2015) that product strategy identifies market needs that are satisfied through the provision of various items.

The findings on the export distribution strategies were mixed and varied with both having seemingly largely invested in strategies such as ensuring that the foreign market satisfy the demand and supply, having representatives in foreign markets who were either agents or employees and ensuring timely customer service. Nonetheless, some aspects such as

partnering with other firms to sell products, e-commerce and use of representatives appointed in foreign markets emerged as areas of improvement. Overall, the distribution strategy was found to be key in enhancing export performance which is in line with findings by scholars such as Kim and Mauborgne (2015) who documented that the corporates adopts its distribution strategy to distribute products also services to multiple networks including channels for purposes of reaching the end consumer and ensure that clients of businesses obtain high-quality services, resulting in higher levels of consumer fulfilment.

From the results, it was also evident that large manufacturing firms had put in place different promotion strategies to persuade clients to buy their products in the foreign market. The most prominent included informing customers about the new products in time, frequent communication with customers through channels such as phones and mobile phones, having effective competitive promotion policies and proper utilization of website for promotion purposes. The use of effective promotion mechanisms such as emails and website in the export markets and low utilization of traditional tools including magazines and television was thought to be strategic. This results concur with Dubin & ALrbabah (2015), who stated that to be effective, the promotional strategy ought to adhere to marketing concept to meet the client's demands via integration of all organization's operations to suit that need.

Furthermore, the findings show that large manufacturing firms have deployed various export pricing strategies such as offering products at affordable prices, developing a pricing policy that yields competitive advantage in foreign markets and ensuring that the pricing policy creates value to the foreign customers. Notably, the large manufacturing

firm's goal was not to maximize profits from global markets affirming the finding by (Kaplan & Palmer, 2017) that firms use various pricing techniques depending on the product stage in the market and the goals of the company which pricing strategies for new items, such as price leadership strategy, pricing models for well-established products as defined by competitors, psychological pricing strategy, penetration pricing, as well as pricing flexibility strategy. The regression analysis findings demonstrate that export marketing strategies is substantially also positively related with performance which agree with Naidoo, Donovan, and Milner (2016) who documented that firms develop and implement export marketing strategies with the goal of raising sales volumes as well as growth. and Sogo (2017) who discovered that adoption of export marketing strategies was improving the competitive advantage of Kenyan firms.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section details summary of findings, conclusions, recommendations and recommendation for future studies. The conclusions and recommendations are derived based on the objectives of the study.

5.2 Summary of the Findings

The descriptive statistics findings revealed that the export marketing strategies studies namely the pricing strategy, distribution strategy, promotion together with product strategy have been implemented by the Kenya's large producing industries to a large extent. This was as evidenced by average means alluding that the respondents agree with the attributes under each variable.

The findings revealed that the export marketing strategies as represented by distribution strategy, promotion strategy, product as well as pricing strategy positively correlates with the performance ($r=0.079$). The coefficient of determination (R^2) which measures the extent to which export marketing strategies influences the performance of large manufacturing entities alluded that 63.6% of export performance of Kenyan large manufacturing industries is attributed to the application of export marketing strategies application.

The findings further reveal that pricing strategy, distribution strategy and promotion strategy are significant variables since their p values are less than 0.05. On the other hand, product strategy was found to be insignificant in influencing performance of large

manufacturing firms which contradicts with previous literature such as Johnson & Scholes (2015) who found that product strategy significantly influences performance as it identifies market needs that are satisfied through the provision of various items.

From the regression coefficient results, a unit increase in product strategy increases the level of export performance by 0.008 while a unit increase in pricing strategy causes a change in export performance by 0.294. Similarly, a unit change in distribution strategy triggers 0.299 variation in performance whereas a unit change in promotion strategy will lead to 0.310 unit change in export performance.

5.3 Conclusions

From the study's findings, it is evident that export marketing strategies is significantly related to the performance of large manufacturing firms. It is therefore imperative that the firms deploy resources and effort to the marketing strategies to realize superior performance. It can be construed from the findings that large scale manufacturing firms have implemented each of the export strategies. As such, whereas the firms seem to pay attention to some strategies under each construct, others remain partially implemented.

Regarding the product marketing strategy, the firms have earned credit through reviewing the goods produced regularly and investing in practices such as appealing repackaging to improve the global brand image though the products produced are yet to meet the global export market standards. On the other hand, the significant and positive association between pricing strategy and performance as affirmed by the findings implies that the large manufacturing firms should uphold efforts such as offering quality products for the different markets, offering products at affordable prices and adopting a pricing policy that

maximizes profits. However, the firms should put up measures to earn more profits from the global markets as this seem not to be the sole intention of the firms as at now.

Despite the significant association between the distribution strategy and performance of large manufacturing firms, the sales representatives deployed in foreign markets remains dismal hence the firms must put concerted efforts and deploy agents and enhance distribution systems abroad to improve export performance. The firms should maintain aggressive market strategies that satisfy demand and supply globally and leveraging on customer location advantage. Finally, the results demonstrated an undisputed nexus between the export promotion strategies and performance which has been reinforced by the companies through frequent communication with the customers to inform about new products, active use of website to communicate and promote new products and a paradigm shift from use of traditional channels such as magazines and television programs.

5.4 Recommendations

The study makes the following recommendations based on the findings.

The findings revealed that the respondents were not fully in agreements that the products produced meet the global standards. The study recommends large scale manufacturing firms to benchmark with foreign firms and adopt modern production techniques and technologies to facilitate the production of products that meet international standards. Mergers and acquisitions with such firms may also enable seamless transfer of technology which will be useful in the production of globally competitive products.

The Kenyan government should develop policies that promote and attract foreign investors who will bring the needed skills and expertise for the local companies to learn from hence growth and internationalization. The government should also lower the cost of raw materials and enhance infrastructural investments or exempt taxes in some instances to reduce the cost of production hence enabling competitive pricing in foreign markets.

Additionally, the findings show that promotion, networking and distribution in foreign markets remain a challenge in marketing of most Kenyan products in foreign markets hence the Kenyan government through the embassies spread across the globe should get into alliances and agreements to facilitate the growth of Kenyan export products. This can be through facilitating tradeshows and exhibitions in foreign jurisdictions and getting into more bilateral agreements with foreign countries.

5.5 Limitations of the Study

This research employed the use of primary data and as a way of minimizing the possible outliers, the research used a structured questionnaire. This however posed a risk of biased data since the respondents were constrained on the information they would give. In this regard, the researcher made sure that the data collection tool permits full data gathering that readily fits study objectives.

Additionally, a number of respondents were unsure on whether to be part of this research. The researcher resolved this by getting permits and authorizations from the relevant authorities such as the university. More so, the researcher conducted the research with highest regard of the ethical consideration and lastly the research offered to issues the

participants with the results of the study.

5.6 Suggestions for Further Studies

Only large manufacturing firms were considered to measure export marketing strategies in the study hence future studies should consider all manufacturing firms since even small or medium sized manufacturing firms engage in export trade to arrive at more reliable and representative findings. Additionally, challenges were experienced in collecting the data as some respondents were reluctant to respond the questionnaire despite consent being sought which is justified through the 78.8% response rate. Future studies may also consider secondary data since only primary data was fully utilized by the current study.

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APPENDICES

Appendix I: Research Questionnaire

Dear respondent,

This survey has been intended to gather information on export marketing strategies and performance of large manufacturing firms in Kenya. It is crucial that you answer these questions accurately and completely. No confidential personal information will be taken or stored, and no identification will be made of users, the research is for the sake of academic study only.

Instructions

1. Check the relevant option or fill in the blanks in the area given.
2. Feel free to add any more pertinent information to the study.

PART A: BACKGROUND INFORMATION

1. What category of business organization is your firm? (Please Tick as appropriate)

| | | | | |
|---------------------|-------------|-----------------|------------------------|----------------|
| Sole proprietorship | Partnership | Private limited | Public limited Company | Other, Specify |
|---------------------|-------------|-----------------|------------------------|----------------|

2. What is the ownership status of the firm? (Please TICK as appropriate)

| | | | |
|------------------------|-------------------------|---------------------------|---|
| Fully Kenyan Ownership | Fully foreign Ownership | Joint ownership Ownership | If joint partnership, state the % of foreign ownership..... |
|------------------------|-------------------------|---------------------------|---|

3. What is the number of full time employees in the company?

| | | | | | |
|------|------|--------|---------|---------|----------|
| Less | 5-50 | 51-100 | 101-150 | 201-250 | Over 250 |
|------|------|--------|---------|---------|----------|

| | | | | | |
|--------|--|--|--|--|--|
| than 5 | | | | | |
|--------|--|--|--|--|--|

4. How long in years has the company been exporting?

| | | | | | | |
|-------------|-----|------|------|-------|-------|---------|
| Less than 3 | 3-6 | 7-11 | 1-14 | 15-18 | 19-22 | Over 22 |
|-------------|-----|------|------|-------|-------|---------|

5. How many export destination markets (Countries) is your firm exporting?

| | | | | |
|---|-----|-----|-----|------------|
| 1 | 2-3 | 4-6 | 7-9 | 10 or over |
|---|-----|-----|-----|------------|

Section B: Export Marketing Strategies

Product Export Strategy

Tick the suitable box to signify your level of agreement with the following assertions. Use the rating criteria: 1. *Strongly Disagree (SD)*, 2. *Disagree (D)*, 3. *Uncertain (U)*, 4. *Agree (A)*, 5. *Strongly Agree (SA)*

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Our product portfolio meets foreign market customers' expectations | | | | | |
| Our products are recognized to be of quality in foreign markets | | | | | |
| Our firms review our goods regularly | | | | | |
| Product innovation is a continuous phenomenon in our firm | | | | | |
| My firms produces products that meet global standards | | | | | |
| My firms always repackages the products to enhance global image | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Our product enhances our brand image in foreign country | | | | | |
|---|--|--|--|--|--|

Pricing Export Strategy

Tick the suitable box to signify your level of agreement with the following assertions. Use the rating criteria: 1. *Strongly Disagree (SD)*, 2. *Disagree (D)*, 3. *Uncertain (U)*, 4. *Agree (A)*, 5. *Strongly Agree (SA)*

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| The primary purpose of my firm is to maximize profits from global markets | | | | | |
| My firm focus on becoming the market leader in pricing products | | | | | |
| We strive to offer products at affordable prices | | | | | |
| My firm geared towards offering quality products for every market category | | | | | |
| Our pricing is guided by the desire for foreign market survival | | | | | |
| Our pricing policy yields competitive advantage in foreign market | | | | | |
| Our pricing policy creates value for our customers in foreign market | | | | | |
| Our pricing policy maximizes our profit | | | | | |

Distribution Export Strategy

Tick the suitable box to signify your level of agreement with the following assertions.
 Use the rating criteria: 1. *Strongly Disagree (SD)*, 2. *Disagree (D)*, 3. *Uncertain (U)*, 4. *Agree (A)*, 5. *Strongly Agree (SA)*

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| My firm uses sales representatives appointed in foreign markets to sell products | | | | | |
| My firm uses agents to distribute its products | | | | | |
| My firm sells its products through the internet | | | | | |
| My firm sells its products through subsidiaries | | | | | |
| My firms sells its products using its own employees in foreign markets | | | | | |
| My firm sells its products through other firms | | | | | |
| Our foreign market strategy points gives customers location advantage | | | | | |
| Our foreign market strategy is able to satisfy demand and supply optimally | | | | | |
| Our customer service in foreign market is timely | | | | | |
| Our foreign strategy is customized on customer distribution distance | | | | | |

Promotion Export Strategy

Tick the suitable box to signify your level of agreement with the following assertions.
 Use the rating criteria: 1. *Strongly Disagree (SD)*, 2. *Disagree (D)*, 3. *Uncertain (U)*, 4. *Agree (A)*, 5. *Strongly Agree (SA)*

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Customers make enquiries about our products through online | | | | | |
| Customers are contacted through mobile phones | | | | | |
| My firm provides timely information about new products on the website | | | | | |
| My firm promotes its products in foreign markets by using magazines | | | | | |
| My firm uses direct sales representatives to promote new products in foreign markets | | | | | |
| Our firm is able to inform customers about new products on time | | | | | |
| Our promotion polices in foreign markets gives us competitive advantage | | | | | |
| My firm uses tradeshows and exhibitions to promote its products | | | | | |
| My firm uses promotes new products through the radio | | | | | |
| My firm promotes its products through television programs | | | | | |

Section C: Export Performance

Tick the suitable box to signify your level of agreement with the following assertions.
 Use the rating criteria: 1. *Strongly Disagree (SD)*, 2. *Disagree (D)*, 3. *Uncertain (U)*, 4. *Agree (A)*, 5. *Strongly Agree (SA)*

| Statements | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Over time, there has been a rise in the number of products exported | | | | | |
| There is increased export sales volume in the firm | | | | | |
| There is reduced customer complaints in the firm | | | | | |
| There is increased number of new customers in the foreign markets | | | | | |
| The firm is able to come up with new techniques of production | | | | | |
| There is continuous improvement of the firm's export products | | | | | |
| The employees are friendly and provide good customer service. | | | | | |

THANK YOU VERY MUCH

Appendix II: Large Scale Manufacturing Exporting Firms in Kenya

| |
|---|
| 1. Ace Motors ltd |
| 2. Adpak International Limited |
| 3. Adpak International ltd |
| 4. African Looms Enterprise |
| 5. Allpack Industries Ltd |
| 6. Andika Industries Ltd |
| 7. Aquamist ltd |
| 8. Arkay industries ltd |
| 9. ARM cement ltd |
| 10. Assa Abloy East Africa ltd |
| 11. Associated Battery Manufactures (EA) ltd |
| 12. Associated Paper and Stationery Ltd |
| 13. Autolitho Ltd |
| 14. Autosterile (EA) |
| 15. Aviano East Africa ltd |
| 16. Bag and Envelope Converters |
| 17. Bags and Balers Manufacturers (K) Ltd |
| 18. Bamburi Cement ltd |
| 19. Baumann Engineering ltd |
| 20. Beta Healthcare International ltd |
| 21. Bidco Africa ltd (Formely bidco Oil refineries ltd) |
| 22. Bobmil Industries ltd |
| 23. BOC Kenya ltd |
| 24. British American Tobacco Kenya ltd |
| 25. Carbacid (CO2) ltd |
| 26. Cartubox Industries (E.A) ltd |
| 27. Cempack Solutions Ltd |
| 28. Central Glass industries ltd |
| 29. Chandaria industries ltd |
| 30. Chandaria Industries Ltd |
| 31. Chemraw EA ltd |
| 32. CMC Motors Group ltd |
| 33. Colour Labels Ltd |
| 34. Colour Packaging Limited |
| 35. Colourprint Ltd |
| 36. Crown Beverages |
| 37. Crown Paints (Kenya) ltd |
| 38. D.L Patel Press Ltd |

| |
|---|
| 39. Davis & Shirliff ltd |
| 40. De La Rue Currency and Security Print Ltd |
| 41. Devki Steel Mills ltd |
| 42. Dodhia Packaging Limited |
| 43. Doshi & Company Hardware ltd |
| 44. East Africa Breweries ltd |
| 45. East Africa Cables ltd |
| 46. East Africa Foundry (k) ltd |
| 47. East Africa Glassware Mart ltd |
| 48. East Africa Malt ltd |
| 49. East Africa Packaging Industries Limited |
| 50. East Africa Packaging Industries ltd |
| 51. East Africa Paper Mills ltd (Formerly Kenya paper mills) |
| 52. East Africa Portland Cement |
| 53. East Africa Sea Food Ltd |
| 54. East Africa seed Co ltd |
| 55. East Africa Spectre ltd |
| 56. Eastern Chemical Industries ltd |
| 57. Easy Clean Africa ltd |
| 58. Elite Offset Ltd |
| 59. Ellams Products |
| 60. Ellams Products Ltd |
| 61. Flame Tree Africa |
| 62. Flamingo Tiles (Kenya) ltd |
| 63. Frigoken Ltd |
| 64. Galaxy Paints & Coating Co. ltd |
| 65. Ganglong International Company ltd |
| 66. General Millers East Africa ltd |
| 67. General Motors East Africa ltd |
| 68. H.B. Fuller Kenya ltd |
| 69. Haco Tiger Brands |
| 70. Henkel Kenya Company ltd |
| 71. Holman Brothers (E. A) ltd |
| 72. Ibera Africa Power (EA) ltd |
| 73. Impala Glass industries ltd |
| 74. International Energy Technik ltd |
| 75. International Green Structures Manufacturing Kenya Ltd |
| 76. Jumbo Matress industries ltd |
| 77. Kapa Oil refineries ltd |

| |
|--|
| 78. Kay Salt Ltd |
| 79. Kemu Slat Packers Production ltd |
| 80. Libya oil Kenya ltd (Formerly Mobioil Kenya) |
| 81. Mabati Rolling Mills ltd |
| 82. Mash East Africa ltd |
| 83. Mombasa Cement ltd |
| 84. Mustek East Africa ltd |
| 85. Osho Chemicals ltd |
| 86. Pan Africa Chemical ltd |
| 87. Paper House of Kenya Ltd |
| 88. Philips EA ltd |
| 89. Polychem East Africa ltd |
| 90. Procter & Gamble East Africa ltd |
| 91. Proctor & Allan (E.A) ltd |
| 92. Proteac Chemicals Kenya ltd |
| 93. PZ Cussons EA ltd |
| 94. R.T. (East Africa) ltd |
| 95. Ramco Printing works ltd |
| 96. Reckitt Benckiser EA ltd |
| 97. Saj Ceramics Ltd |
| 98. Sammer Africa ltd |
| 99. Sasini Plc |
| 100. Savannah Cement ltd |
| 101. Scania East Africa ltd |
| 102. Scheider Electric ltd |
| 103. Shreeji Chemical ltd |
| 104. Siera Cables East Africa |
| 105. Simba Corporation limited |
| 106. Syngenta East Africa ltd |
| 107. Tata Chemicals magandi ltd |
| 108. Technoconstruct Kenya Ltd |
| 109. Technosteel industries ltd |
| 110. Tononoka Rolling Mills ltd |
| 111. Tononoka Steel ltd |
| 112. Toyota Tshusho East Africa ltd |
| 113. Tropikal Brand (Africa) ltd |
| 114. Twiga Chemical Industries ltd |
| 115. Unilever East Africa |
| 116. Universal Corporation ltd |

| | |
|------|-----------------------|
| 117. | Vitafoam products ltd |
| 118. | Vivo Energy Kenya ltd |

Source: Kenya Association of Manufacturers (2021) and Export Processing Council (2021)