

**MARKETING STRATEGY, IMPLEMENTATION AND PERFORMANCE OF  
ORGANIZATIONAL IMPLEMENTORS OF VISION 2030**

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THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER OF  
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## DECLARATION

I, the undersigned hereby affirm that this research proposal is my original work and has not been previously presented in part or in totality to any other institution of learning for the award of any degree or examination.

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D65/5258/2017

Signed ..... Date .....

This Research proposal has been submitted with my approval as the University supervisor.

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## **DEDICATION**

This project is dedicated to my immediate family who has shown me steadfast support and encouragement in the course of my studies. You kept cheering me on, thank you! To my father, thank you for always asking me to go back and complete my Masters degree despite significant success I had made in my career and the demand that came with the job. I dedicate this project to my siblings, who despite their humble means, stood selflessly in support of me and kept me motivated till the very end. You took my responsibilities in big stride when I was away and made them your own – you are indeed a big blessing to me. To my late mother, yes, I made it mum! I wish you were here to celebrate this special moment with me. Keep dancing with angels mum, Dan, George and Rose – I miss you a lot. Finally, to all my friends who kept encouraging me to get it done, it's done now! Thank you zillion times.

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## ABSTRACT

The primary objective of marketing is to manage profitable relationships between a firm and its customers. A firm gains a competitive advantage through adoption of competitive strategies which enable it improve its operational excellence, liquidity and net revenue. The objective of this study was to investigate the effect of marketing strategy implementation and performance of Kenya development blue print -vision 2030. The study was guided by following theories; Ansoff's market growth model, stakeholder theory and resource-based view. A quantitative research design was adopted for the purposes of this study. A case study was utilized for this research which involves an inquiry of an organization, phenomenon or individual. The target respondents were 10 top managers of vision 2030 department, 20 managers from different government ministries and 30 managers from private sector. It was revealed that promotion strategy affect performance at great extent. On the other hand, distribution strategy is implemented at moderate extent in which it assist vision 2030 brand to be recognized country wide resulting into brand identity. Similarly, service differentiation strategy services offered by vision2030 is understandable among the stakeholders. Majority of the respondents agreed to moderate extent that the general public receive prompt attention from vision 2030 employees. It was also revealed that implementation of vision 2030 has created harmony among Kenyans and resulted into increase in service delivery for instance huduma centre. Correlation analysis and regression analysis were used to analyze collected data. Pearson correlation was done to establish the overall relationship between foreign market strategies and firm performance. A positive relationship existed between market strategies and firm as depicted by Pearson correlation coefficient  $r$ . It was revealed that the relationship between implementation and organizational performance is moderately positive and statistically significant. It was found that implementation moderate the association between market strategy and performance.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>ABSTRACT</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Marketing Strategies.....	2
1.1.2 Strategy Implementation.....	3
1.1.3 Firm Performance.....	4
1.1.4 Kenya Vision 2030.....	6
1.2 Research Problem.....	7
1.3 Research Objective.....	10
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>11</b>
2.1 Introduction.....	11
2.2 Theoretical Review.....	11
2.2.1 Ansoff's Product-Market Growth Model.....	11
2.2.2 Stakeholder Theory.....	13
2.2.3 Resource Based View.....	14
2.5 Empirical Studies and Knowledge Gaps.....	15

<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>19</b>
3.1 Introduction .....	19
3.2 Research Design.....	19
3.3 Data Collection .....	20
3.4 Reliability Test.....	20
3.5 Validity Tests .....	20
3.6 Data Analysis .....	21
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION</b>	
<b>.....</b>	<b>22</b>
4.1 Introduction .....	22
4.2 Response Rate .....	22
4.3 General Information.....	22
4.3.1 Gender of the Respondents.....	23
4.3.2 Age bracket.....	23
4.3.3 Level of Education.....	24
4.4 Market strategies .....	25
4.4.1 Promotion Strategy .....	26
4.4.2 People strategy.....	30
4.7 Inferential Statistics.....	34
4.7.1 Correlation Analysis .....	34
4.8: Regression Analysis.....	35

4.8.1 Regression Analysis Between Market strategies and Performance .....	35
4.8.2 Regression analysis between market strategies, implementation and performance .....	38
4.9 Discussion of the findings .....	41
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS</b>	<b>43</b>
5.1 Introduction .....	43
5.2 Summary .....	43
5.3 Conclusion .....	44
5.4 Recommendation .....	45
5.5 Limitations .....	46
5.6 Recommendation for Further Research .....	47
<b>REFERENCEES</b> .....	<b>48</b>
<b>APPENDIX</b> .....	<b>54</b>
Appendix I: Research Questionnaire .....	54



## LIST OF TABLES

Table 4.1: Gender of the Respondents .....	23
Table 4.2: Age Bracket .....	24
Table 4.3: Level of Education.....	25
Table 4.4 : Promotion strategy.....	26
Table 4.5: Distribution strategy .....	27
Table 4.6: Service Differentiation strategy.....	28
Table 4.7: People strategy.....	30
Table 4.8: Implementation .....	31
Table 4.9: Performance .....	33
Table 4.10: Correlation Analysis .....	34
Table 4.11: Model Summary .....	35
Table 4.12: Analysis of Variance (ANOVA <sup>a</sup> ).....	36
Table 4.13: Regression Coefficients .....	36
Table 4.14: Moderation Tests .....	38

## **ABBREVIATIONS AND ACRONYMS**

**CA** - Competition Advantage

**RBV** - Resource Based Value

**UON** - University of Nairobi.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The primary objective of marketing is to manage profitable relationships between a firm and its customers (Keelson, 2012). Marketing is critical to any firm's operational performance since it involves attraction of new customers through provision of superior products and retention of old customers through customer satisfaction (Kotler & Armstrong, 2012). A firm gains market leadership position by giving superior value to customers through pursuing operational excellence, embracing customer intimacy or pursuing product leadership (Treacy & Wiersema, 1993)

The study was guided by three theories namely; Ansoff's market growth model, stakeholder theory and resource-based view to explain the associations between marketing strategies and the firms' performance. The Ansoff Product-Market Growth model for marketing allows managers to find new avenues for growing their businesses through both existing and new products, in both new and existing markets. The Stakeholder Theory was suggested by Freeman (1984) and expounded in his book "strategic management: A stakeholder approach. The theory defines stakeholder as any individual or group of individuals who have interest in the firm's objectives. RBV came to fore in the early 90's after Jay Barney's evaluation study on successful firm management.

The Government of Kenya embraces numerous open development projects as a component of its national advancement strategy (Mullei, 2008). Kenya's vision 2030 visualizes an effective foundation base to drive the various divisions of the economy for practical improvement (Kenya vision 2030 Blueprint). These development

projects consequently have significant part to play in the realization of this vision. In spite of the huge development projects seen in Kenya throughout the years, the extent ascribed to the general population segment is unimportantly little and looked at with a considerable measure of skepticism. These difficulties result in postponed ventures, deserted tasks, undertakings at over the top costs or white elephants.

### **1.1.1 Marketing Strategies**

Marketing strategies refers to methods of diverting the resources and energies of an organization towards a given course of action with the aim of increasing sales and dominating a given market. Its effectiveness is more evident when treated as an integral component of the overall firm strategy, describing the manner through which the organization will engage its customers, competitors and prospects in the market (Keetch, 2009). Aaker (2008) defines marketing strategy as the process through which the organization concentrates its resources on the optimal opportunities so as to increase its sales and attain a sustainable competitive edge. Marketing strategies are essential in setting both short term and long-term activities in the field of marketing (Kimani 2014). The formulation, selection and evaluation of marketing strategies eventually contribute to marketing objectives and company's goals.

The main aim of marketing strategy is to appropriately allocate and coordinate marketing resources and undertakings in order to achieve the objectives of the company in a specific marketplace. In addition, Ferrel and Hartline (2010) argue that the objective of marketing strategy in a marketing environment is creative customization of marketing programs to satisfy customers' needs. The current business environment perceives marketing as a combination of business activities tailored to facilitate planning, production, pricing, promotion, distribution and the

generation of new ideas so as to meet the constantly changing needs of customers (Dzisi & Ofosu, 2014). The marketing concept matrix demonstrates a customer philosophy which identifies the needs of the customer and integrates marketing strategies within all organizations' functional areas to achieve corporate goals through the satisfaction those needs (Parnell & Spillan, 2006).

Innovative marketing strategies such as digital media, brand consistency, creative product placement and the internet are vital promotional tools in the modern days. Businesses generate little revenue through sale of same old products to similar old market in a similar manner. Marketing framework is very essential to the business sector as it gives them continuous flow of the business information daily, monthly, and yearly. Marketing strategy helps the firm to focus on its resources and energies on a given task leading to increased sales and dominance in the market.

### **1.1.2 Strategy Implementation**

Ngonze (2011) defines strategy implementation as carefully considered approaches of ensuring strategies that have been formulated by the organization are implemented in order to achieve organizational objectives. According to Hrebiniak & Joyce (2001), strategy implementation is a series of interventions on organizational structures, organizational systems, and actions of key personnel with an aim of controlling performance with respect to desired conclusions. Strategy implementation is critical to an organization's success as it addresses who, where, when, and the how of achieving the coveted objectives and targets. Implementation of excellent strategic plans does not guarantee an organization achievement unless the plans are institutionalized and operationalized to produce results (Machuki, Aosa & Letting, 2012). A new strategy needs to be institutionalized first then operationalized to

guarantee effective execution. According to Aaltonen & Ikavalko (2002) operationalization of strategy involves the actual adoption of new systems and processes. Systems and processes determine how work is done. There is need to make changes to the processes that under write the ability of organization to meet its expectations.

The success of a strategy rests on the effectiveness of implementation hence building of a capable organization is of great essence during the strategy implementation process. It includes coming up with a responsive internal organization structure, selecting people for key positions as well as building and fostering skills and competencies (Aladwani, 2003). Globalization of the world has meant that organizations can sale to a wide market even from a local setting. Organizations need to rethink their strategies to drive the performance to a future anticipated position (Olson, Slater & Hult, 2005). Strategy formulation differs from strategy implementation in that, strategy implementation is seldom perceived as more of a craft than a science, in addition, it has a research history designated as fragmented and electric (Noble, 2009).

### **1.1.3 Firm Performance**

Richard, Devinney, Johnson and Yip (2009) define organizational performance as fulfillment of the intended mission of the organization which is obtained through good management, persistent efforts and superior governance in order to achieve goals. The multiple performance criteria form on profit organizations includes responsiveness, flexibility, cost, productivity, asset efficiency utilization and reliability (Chang, Tsui, & Hsu, 2013). An organization's performance is centered on the kind of activities that it carries out in fulfillment of its mission. End results are the observable aspects that

determine an organization's performance (Valmohammadi & Servati, 2011). Some other frequent performance measures include productivity, market share, profitability, growth, competitive position and stakeholder satisfaction (Kantor, 2001). However, financial elements are not the only indicator for measuring firm performance (Chesbrough, 2010); business performance is split into four dimensions, rational goals, internal processes, human relations and open system, where each gets measured by whatever changes in its variables. This is because many views exist as to what are the desirable outcomes of organizational effectiveness and because performance is often based on the theory and purposes of the research that is being performed (Carton & Hofer, 2006). Some use financial measures as a criterion to judge the success or failure of a decision or action. Performance measurement focuses on the internal processes to quantify how effective and efficient an act is, by use of a number of metrics.

According to Richard et al., (2009) how an organization performs is centered on three outcome areas; financial performance in terms of profits, Return on Investment (ROI) and Return on Assets (ROA); performance of the product measured by market share, sales volume, returns made on investments by the shareholders that includes total shareholder return and economic value added. There are, however, challenges in using these measures; for starters most managers are unwilling to allow researchers access their financial records, savings are inconsistent from year to year and environments are constantly changing which makes it difficult to compare the savings made years after (Richard et al., 2009).

#### **1.1.4 Kenya Vision 2030**

The Kenya Vision 2030 is the long-term national development goal whose aim is to change Kenya into a middle-income country with a standard and good quality of life to the general public by the year 2030, in an environment that is secure and clean (Ministry of State for Planning, 2008). The Vision comprises of three key pillars: Economic, Social, and Political. Each of these pillars has elaborate flagship projects and programmes that would be supported by various policies, legal and institutional reforms. The function of the Economic pillar is to monitor and help achieve a standard economic growth rate of approximately 10% yearly. It should also sustain this rate to 2030 and beyond. The social pillar is to promote fair and equitable social development in a clean and secure environment, while the political pillar aims to realize a democratic system that is accountable, people-centered, issue-based, and result-oriented. The Kenya Vision 2030 will be implemented in successive Medium-Term Plans (MTPs) of five years (Office of Public Communications, 2008).

Some of the major projects of vision 2030 are completed while others are underway. Once all these projects are complete as envisioned, Kenyans are set to enjoy the transformation. The major projects include; Lamu Port Southern Sudan-Ethiopia Transport (LAPSSET) Corridor project, the Konza Techno City, modernization of Jomo Kenyatta International Airport (Greenfield terminal and second runway), expansion of the port of Mombasa, and the standard gauge railway (SGR), Electricity connectivity, Security, Establishment of Huduma Centres, Expansion of roads around the country. Some of the completed projects of vision 2030 include the first phase of standard gauge railway (SGR), from Mombasa to Nairobi, establishment of Huduma Centres, electricity connectivity and expansion of port of Mombasa.



The Big Four Agenda which is aimed at accelerating economic growth focuses on manufacturing, food security and nutrition, and providing universal health coverage and affordable housing. The first two are sectors in the Economic Pillar of Vision 2030 and the last two are sectors in the Social Pillar of Vision 2030. The Big Four are rightly pegged on the Kenya Vision 2030 and well-mainstreamed in the third-Medium Term Plan (2018-2022) of the Vision. This Big Four Agenda has been integrated into the Third Medium Term Plan of Kenya's long-term development blueprint – the Kenya Vision 2030. This MTP III consolidate the significant achievements of the Economic Transformation Agenda that has been implemented since 2008 under Vision 2030. It is important to note that the Big Four Agenda is not a substitute but a fast-tracking strategy for Vision 2030, and therefore it has been integrated into the Third Medium Term Plan. The proposals in the Big four are already priority areas under Vision 2030 and the Big Four Agenda provides a means of fast-tracking these flagships.

## **1.2 Research Problem**

Profitable legitimate businesses in a liberalized economy have competitors hence a firm operating in such an economy has to adopt competitive marketing strategies which position it strongly against competitors to give it a competitive edge to compete effectively for resources, customers and revenue; it should constantly gather, analyze and utilize information on the market, key competitors and customers, quickly respond to new trends in the market (Teece, Pisano & Shuen, 1997). When adopting competitive marketing strategies, a firm should consider the market forces in the industry as well as its resource base and dynamic capabilities (Rainbird, 2004). A firm overcomes competitive market forces by adopting an effective competitive marketing strategy which enables it to compete favourably so as to remain relevant and maintain

customers' loyalty in order to improve performance, outperform competitors and gain superior performance (Anetra, Martin & Akridge., 2006). Superior performance enables a firm to gain more market share as it works towards becoming the market leader in the industry.

According to the World Bank's Kenya Economic Update (KEU) of 2017, Kenya's economic growth was estimated at 5.9%, a five-year high. The GDP growth rate is expected to grow significantly in 2017 and 2018. This has been attributed to the launch of some of the flagship projects of the Kenya Vision 2030, proposed after the 2007/2008 Post Election Violence (PEV) to put the nation back to a social and economic recovery plan. The realization of Kenya's development blue print is not obvious. It requires large scale monetary strength, managed administration changes, value in destitution diminishment openings, feasible framework, and satisfactory vitality for wealth creation and utilization of science and innovation for advancement. It also includes land, lawful and related changes, key human asset improvement and upgraded security to make nature favorable for valuable city engagement and quality business.

According to previous studies conducted in this area, there are significant research gaps along conceptual, contextual and methodological spheres which this study sets to investigate. Conceptually, Internationally, a study on the effects of marketing-related variables on business performance of small firms in China by Tang et al.,(2005) established that marketing strategies are positively associated with a small firm's business performance in China. Becker and Palmer (2011) established that branding has positive results when used in universities. There is a positive effect on brand identity and brand image when there is agreement between the two. Values should be

credible and it should not just be a message but also evidence that the communication is true. Lastly, Boscor (2015) establish that universities should adopt new strategies in the field of human resource research, cost reduction and partner with other universities and companies to remain competitive. As such, the studies concentrated on different marketing variables, with others concentrating on a specific marketing strategy which may not be generalized to the Kenyan situation. In their study on the Implementation of Strategic Management in Local Governments in Europe, Vicente et al., (2011) identified lack of supporting organizational structure which calls for profound changes in organizational cultures and mobilization of adequate resources, strong leadership and commitment as major challenges in implementation of strategic plans in public sector institutions.

Locally, Nyaringe (2013) identified involvement of all employees in strategy formulation and implementation as key success factor towards ensuring successful strategy implementation. Contextually, the empirical studies reviewed focused on challenges facing strategic plan implementation in other contexts other than the Nairobi County. A study by Rugut (2012) examined the marketing strategies adopted by SMEs in Nairobi Central Business District and established that SMEs use a variety of marketing strategies including persuasion, reading the market, searching for market opportunities, differentiation and diversification. However, the study investigated the marketing strategies adopted and not their effect on performance. Muchohi (2015) conducted a study marketing strategy adopted by Tennis Affiliated organizations to enhance competitiveness. The results revealed that there is strong association between marketing strategies and competitiveness. Asava (2016), establish that private universities should pursue branding in order to have a competitive

This current study will employ descriptive case study research design and primary data will be acquired by use of a questionnaire to establish market strategy and implementation of vision 2030. This study is an attempt to address the gaps demonstrated along conceptual, contextual and methodological front. The research will attempt to answer the research question; what are the market strategy implementation and performance of a case study of Kenya development blue print - vision 2030?

### **1.3 Research Objective**

The general objective of the study was to investigate the effect of marketing strategy implementation and performance of Kenya development blue print -vision 2030.

### **1.4 Value of Study**

The significance of the study will be four-fold. First, to the academia. The scholars would be keen to see what developments and fresh insights arise in the area of strategy so as to have balance across the whole process of implementation. In view of the possibility that strategy failure is more attributable to failure in strategy implementation than strategy formulation, scholars would be interested to understand the new insights in the subject matter of strategy implementation and the drivers and barriers to strategy implementation, especially in an industry where little attention has been given to this subject thus informing future studies.

This study's outcome will be advantageous to policy makers. They include the government and the national senate, in policy setting and overseeing the process of implementing strategy of vision 2030. This will expedite the process of strategy implementation hence bolster efficiency, accountability and transparency.

The department of vision 2030 and other government departments will consider this research allure adding. It might be utilized to generalize the need and importance of strategy and appreciate the challenges facing their implementation. This will help Kenya government to develop effective strategy and be implemented easy.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The literature covers the key theories underpinning the study and the empirical studies carried out in the area of strategy formulation, implementation and performance of vision 2030 to stakeholder's acceptance. The chapter will expound on the research gaps that exists on strategy and implementation.

### **2.2 Theoretical Review**

This study was based on three theories. These are; the Ansoff growth strategy theory, the Resource –Based view theory of the firm and the stakeholder theory.

#### **2.2.1 Ansoff's Product-Market Growth Model**

The Ansoff (1957) Product-Market Growth model for marketing allows managers to find new avenues for growing their businesses through both existing and new products, in both new and existing markets. The matrix gives four possibilities of combinations for product/market. The matrix is helpful in making decisions on the

most suitable course of action to be taken given the current performance. The matrix is made up of four strategies; which are; market penetration (existing products, existing markets): This happens when a company penetrates new markets using current products. The best approach to attain this is by snatching competitors' customers away to achieve this (part of their market share). Other ways a company might achieve this is by attracting new users of their product or persuade current clients to increase their usage of the product/service through aggressive promotions and advertising and/or product development (introducing new products to an existing market).

Firms with existing market share for their products can embark on developing newer products targeted at the same market. Frequently, creation of new products by a firm will attract new customers hence product development serves as a strategy to develop business by firms to fight off competition; Market development (selling existing products in a new market): An already existing product can be modified or sold to a different customer category in order to cash in more revenues to the firm; diversification will enable the firm to expand its outreach to newer markets where there is no established presence. Newer skills, facilities and techniques are necessary for diversification to take place. The results of diversification in an organization are changes in the overall business structure that is distinct from past business experiences (Ansoff, 1957).

The matrix further shows that as the elements of risk increase, the strategy becomes less predictable from existing products and markets. Product development and market extension therefore is a product of greater risks than penetration alone and diversification efforts carry the greatest risks hence most activities geared towards

marketing centre around market penetration (Hande & Vedat, 2015). Aaker (2011) argues that the Ansoff Matrix, despite its wide application does provide very little value but nevertheless offers a number of viable options that are open. In particular, Aaker (2011) notes that a viable middle ground exists between strategies and several companies have adopted this approach and generally expanded overtime to key industrial players. Peder and Richard (2013) stated that the success of companies lies in their ability to resolve ‘the dilemma of opposites’.

### **2.2.2 Stakeholder Theory**

The Stakeholder Theory was suggested by Freeman (1984) and expounded in his book “strategic management: A stakeholder approach. The theory defines stakeholder as any individual or group of individuals who have interest in the firm’s objectives. Managers in an organization should put forth associations with the suppliers, employees and business partners (Sundaram and Inkpen, 2004).Scholars observe that the theory is important; they hold that there should be accountability of the organization externally and internally as business entity activities impacts the external environment. This theory is condemned on the basis of assuming a single-valued objective i.e. gains that accrues to a firm’s constituencies (Jenson, 2001). Jensen’s (2001) states that there are other measures to measure how a firm has performed besides by benefits got by stakeholders. These measures include information flow from senior management to subordinate staff, working organization environment and interpersonal relations within the organization.

Stakeholder theory is relevant to this study because it is aimed at ensuring that the diverse needs of all the stakeholders are well represented. This is achieved through establishing a network of relationships with the stakeholders of the firm which include

the suppliers, employees and the customers. This is part of the corporate goals of the firm. In this study, the leaders at the central government aspire to successfully implement strategic plans. To achieve this goal; they should engage the public who is the end-user of these services.

### **2.2.3 Resource Based View**

Resource based theory came to fore in the early 90's after Jay Barney's evaluation study on successful firm management. He examined the mechanisms that a firm could leverage on its resources for building a competitive edge. Barney (2001) posits that the RBV was a factor that was critical, which led to the enhancement of the organizational ability to survive within a market that is highly competitive, when it came to develop organizational capacity. The Resource Based View (RBV) brought about the Resource based Theory and it is key in the evaluation of firm capacity and resource management to build competitiveness.

The resource-based view has highlighted the organizational resources which lead to creation of the valuable factor that enables the business organization to keep on growing transactions as well as attracting new investments. Terziovski (2010) noted that organizational strategies contribute in a significant way in establishing how organizational resources are utilized and distributed when it comes to the facilitation of organizational business operations.

The resources of a firm are identified to be tangible and intangible by the Resource Based View theory. Ray, Barney and Muhanna (2004) noted that all organizational resources had a substantial contribution to the overall efficiency and effectiveness of an organization. Per West (2012) posits that an organization or a business entity has a



likelihood of achieving operational success through ensuring optimization on organizational resources' effective application and use.

## **2.5 Empirical Studies and Knowledge Gaps**

Marketing is a critical issue in business performance and innovation with major impact on business strategy. Good marketing facilitates sales and expansion, and significantly contributes to market share growth share in competitive environments (Marjanova &Stojanovski, 2012). The role marketing strategies in improving firm performance has been evidenced by many studies. For instance, Taiwo (2010) concluded that strategic marketing practices have a strong effect on performance variables and that work with different components to improve the performance.

Dzisi and Ofosu (2014) examined the relationship between marketing strategies and the performance of SMEs in Ghana and found there was a positive association between the marketing strategies and SMEs performance. Strategic marketing strategies were discovered to be drivers of organizational positioning in a dynamic environment, which facilitate the development of new product/service for the existing markets. Ardjouman and Asma (2015) also explored marketing management strategies employed by SMEs in Cote d'Ivoire for performance improvement and established found high awareness levels about a product to have the significance role on the performance of SMEs.

According to Wanjiku (2015), established that branding is an important element for higher learning institutions since most students consider choosing a university that is well branded, affordable and has good reputation within the community. Universities need to segment their market and know which client they are targeting so that to meet

there needs before embarking on brand strategies. The need of the client should involve offering quality education to students that is affordable. Universities should invest on promotional materials to create an image that meet customer's needs.

A study by Mbugua (2013) established that poor marketing was statistically significant in determining growth of micro and small enterprises but most of the small business entrepreneurs were not keen with marketing since they relied on the quality of their products as their marketing tool. Kiveu (2013) also established that marketing strategies are great contributors to growth as well as to profits, thus SMEs should think about their customers, current and potential, could well be beneficial. Mutambuki and Orwa (2014) examined commercial fish farming marketing strategies in Kitui County. The findings indicated that sales promotion, product branding, core competences marketing and market positioning strategies influence commercial fish farming and that poor mechanisms of marketing strategies affected the sale of fish.

In Kenya, Kilonzi & Kiama (2013) established that Likipia County experiences different kinds of challenges that influence Vision 2030 implementation process. The study therefore recommended that Laikipia County should address the challenges as they are so as to enable them achieve the Vision 2030 social, economic and political development. Wahome (2016) studied the Kenya Vision 2030; driving Change in National Development across Kenya. The findings of the study established that the public institutions in Kenya were responsible for water service delivery such institutions included Ministry of Water and Irrigation, County Governments and National Water Conservation and Pipeline Corporation. The study further noted that the social pillar of Vision 2030 identified water and sanitation availability and access to all Kenyans by the year 2030 and has to be achieved through proper planning.

Orlando, (2011) established that the respondents admitted that the company had taken into consideration of Vision 2030 Blue Print into their planning process and it has since helped in provision of sustainable water and sewerage services.

In their study, Hill and Jones (2010) explain that organizations are unable to implement a strategic plan because of failure by management to integrate their culture with their strategic plans. They insist that organizational culture should support the implementation of strategic plans. Pearce & Robinson (2005) note that organizations fail to succeed in the implementation of strategic plans because of failure by their leaders to promote an innovative culture that allows them to engage and show interest in the employees by expressing support and giving feedback as well as collaborating with the employees rather than controlling them. This is in line with the citation made by Sharma (2007) further argue that unsupportive culture limits interaction, communication this discourages exploratory and learning behavior which contributes negatively towards successful strategy implementation.

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communication this discourages exploratory and learning behavior which contributes negatively towards successful strategy implementation.

Further, the study by Kirui (2013) revealed that employee leadership dictated execution of strategic plans by involving management, employee support, downward communication, conflict resolution, and employee representation in key decision making. The study focused on the Competitive strategies applied by the Kenya manufacturing Industry with a case study of Mumias Sugar Company. Primary data was collected using the Interview guide and the secondary data was obtained from the internal document, the study used the concept analysis that was used to extract, Key Themes, concept and argument from collected qualitative data. The study found out that very innovative strategy are applied in order to sustain sales and for the market Penetration.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the methodology that was employed in the study. Research methodology is the architecture or the layout of the research framework. It presents the research design, data collection, and the data analysis technique that was adopted during the study.

### **3.2 Research Design**

A quantitative research design was adopted for the purposes of this study. This research design was adopted to accommodate the limitation in terms of time and resources available to conduct the study. A descriptive study was utilized for this research which involves an inquiry of an organization, phenomenon or individual (Mugenda & Mugenda, 2007). Descriptive studies place more weight on a full contextual analysis conditions or fewer events and their interrelationships (Cooper & Schindler, 2003). Further, they are carried out to test the theoretical concepts in real-life situations in order to develop a generalizable application (Mugenda & Mugenda, 2003). Context and procedures analysis will be provided given that this study will be within a real-life context. This enlightened the theoretical issues being studied subsequently leading to theory building contribution. Case studies are used to determine factors and relationships that result in the behavior under study. This study seeks to investigate strategy and implementation at vision 2030 department, thus a case study will be deemed the best design to fulfill the objectives of study since it is a one unit under consideration.

### **3.3 Data Collection**

Primary data was adopted in this research. The primary data was obtained by use of a questionnaire shown in appendix I. The target respondents were 10 top managers of vision 2030 department, 20 managers from different government ministries and 30 managers from private sector. The questionnaire is preferred for this case study because of its capability to extract information from respondents as well as giving the researcher better insight and understanding of the results from the study. The questionnaire enabled the researcher to obtain current information and elicit information that might not have been captured with the other data collection techniques.

### **3.4 Reliability Test**

Reliability denotes the level upon which the study is without bias, guaranteeing consistency in measurement over a period and various objects in the instrument (Sekaran, 2010). Reliability is a pointer of the stability and consistency with which the questionnaire analyses the constructs and assists to inspect the class of the measurement. Reliability is the magnitude at which an instrument produces consistent results. Reliability of the instruments was established through split-half technique in the sampled respondents.

### **3.5 Validity Tests**

Validity is the grade to which the verdicts from scrutiny of the data epitomizes the phenomena under study (Mugenda & Mugenda, 2003). Therefore, validity discusses the extent a scale measures what it purports to test. Validity tests establish whether the instruments truly measure what it planned to measure with precision (Cooper & Schindler, 2014). Face validity was addressed by asking experts from school of

business studies to comment on the questionnaire and also the sample size. Their comments were echoed in the review of the research instrument. Content validity enhanced by adopting established measurement scales, documented literature and counsel of experts in strategic management. Content validity also identified as logical validity is the magnitude to which the instrument delivers satisfactory inquiries of the prying questions on the constructs under examination (Zikmund et al.,2010). It is the extent a measure presents all facets of a given social phenomena.

### **3.6 Data Analysis**

Quantitative data was subjected to SPSS version 20 system in which the researcher undertook descriptive and inferential analysis. The data was analyzed descriptively using mean, median and mode parameters that constitute the measures of central tendency. Further, the researcher drew inferences on the influence of marketing strategy on the performance using correlation and multiple regression analysis. The multiple linear regressions model used is shown below:

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

Where;

Y= Firm Performance

$\beta_1$  to  $\beta_5$  are the regression coefficients

$\beta_0$  = Constant Term     $X_1$  = Promotion Strategy     $X_2$ = Distribution strategy     $X_3$ =  
Service Differentiation strategy

$X_4$ = People strategy

$\epsilon$  =Error term

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION**

### **4.1 Introduction**

This chapter focuses on the analysis and interpretation of the data collected from the respondents. The data was obtained through the questionnaires, which were administered using the drop - and -pick later approach. The target respondents were 10 top managers of vision 2030 department, 20 managers from different government ministries and 30 managers from private sector. The objective of the study was to establish and determine the marketing strategies, implementation and performance of vision 2030.

### **4.2 Response Rate**

Questionnaires were sent out to 60 respondents in which only 55 questionnaires were duly completed and returned making a response rate of 91.6 %. The results are consistent with the view of Fincham (2008), who argued that a response rate of 60% and above from a sample is considered as sufficient representation of the whole population, he argued that researchers should aim at achieving this response rate. This is a sufficient response rate and therefore the researcher proceeded with the data analysis. In carrying out the analysis, the researcher focused on the general information, market strategies, implementation and performance.

### **4.3 General Information**

This section is concerned with the general information of the respondents. The information helps in understanding the respondents under review. It sought details on the gender, age and education level.



### 4.3.1 Gender of the Respondents

Participants were able to give information about their gender as shown on Table 4.1

**Table 4.1: Gender of the Respondents**

<b>Class</b>	<b>Frequency</b>	<b>Percentage</b>
Male	40	<b>72.7</b>
Female	15	<b>27.3</b>
<b>Total</b>	<b>55</b>	<b>100</b>

The findings show that majority of the respondents were male at 72.7% and female were 27.3%. From the findings, majority of the respondents who work in government ministries, private sector and vision 203 in national government ministries were male thus indicating that corporate sector are dominated by male.

### 4.3.2 Age bracket

This section of the questionnaire sought to establish the age of the respondents. The results are presented in Table 4.2

**Table 4.2: Age Bracket**

<b>Age bracket</b>	<b>Frequency</b>	<b>Percent</b>
20-30 years	10	18.1
30-40 years	25	45.5
40 and above years	20	36.4
<b>Total</b>	<b>55</b>	<b>100.0</b>

The research finding from table 4.2 implies that 45.5% of the respondents were aged between 30-40 years while 30.7% of the respondents were aged between 40 above years. Similarly, 18.1% of the respondents were aged between 20 -30 years. It can be concluded that close to two-thirds of the respondents were aged less than 50 years and therefore have more years to work in corporate world. This implies that corporate world is seen as favourable by people who are already established in their career, that is, the 30 to 45-year-old bracket. This finding disagree with Mwende (2013) that most top corporate managers are above 50 years and less youth are in top position.

#### **4.3.3 Level of Education**

The respondents were asked to show their highest level of education. The competence of a respondent is assumed to have a direct relationship with one's education level and it will be expected that those respondents that have attained higher education level for better position to give the correct answers to the questions asked. The results are provided in Table: 4.3

**Table 4.3: Level of Education**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Undergraduate	20	36.6
Masters	25	45.5
Post-Graduate	10	18.1
<b>Total</b>	<b>55</b>	<b>100.0</b>

The findings above show that majority of the respondents (45.5%) had attained a master degree level of education while 36.6% had undergraduate degree while 18.1% of the respondents had post graduate degree. This implies that since all of the respondents had university level of education and they can be deemed to be knowledgeable on the research subject area and therefore useful to the research. This shows that most of respondents have attained university education thus had rich information and knowledge on market

#### **4.4 Market strategies**

There has been a revolution in the business world over the years aided by the technological advancement. The world has become a global village and many business organizations are seeking to set operations in foreign markets away from the countries where they are incorporated. The study focused on various market strategies.

#### 4.4.1 Promotion Strategy

The participants were asked the extent to which the organization engage in promotion strategies. The findings were shown in Table 4.4

**Table 4.4: Promotion strategy**

<b>Promotion strategy</b>	<b>Mean</b>	<b>Standard. Deviation</b>
The promotion strategy has enabled vision 2030 to attain brand loyalty among the public	4.43	.714
The promotion strategy has improved the general public satisfaction	4.63	.767
The promotion strategy has increased the awareness of vision 2030	4.60	.604
There is advertisement of vision 2030 done frequently on media houses.	4.34	.767
<b>Average</b>	<b>4.56</b>	<b>.784</b>

From the findings, the promotion strategy has improved the general public satisfaction at moderate extent with a mean of 4.63 and S.D of .7678. Further, the promotion strategy has increased the awareness of vision 2030 at with mean of 4.60 and S.D .604. The promotion strategy has enabled vision 2030 to attain brand loyalty among the public to a mean of 4.43 and S.D .7145. Lastly, there is advertisement of vision 2030 done frequently on media houses at with a mean of 4.34 and S.D of .767. In overall, organizations have adopted promotion strategy to great extent with a mean

score of 4.56. This implies that vision 2030 use promotion to increase the awareness of vision 2030 among the public.

In addition, vision 2030 adequately adopted promotional strategies as part of their marketing programs to enhance visibility and create awareness. Majority of the respondents were of the view that interactive marketing, advertising, public relations and direct marketing played a pivotal role in creating awareness of vision2030 among the public. It was also noted that internet marketing though hyped in the modern day marketing practice was not as popular neither perceived as critical.

#### **4.4.2 Distribution strategy**

The participants were asked for to show their extent to which the organization engage in distribution strategies. The findings were shown in Table 4.5.

**Table 4.5: Distribution strategy**

<b>Distribution strategy</b>	<b>Mean</b>	<b>Standard. Deviation</b>
The vision 2030 brand is recognized country wide resulting into brand identity.	4.52	.505
The vision 2030 has regional offices country wide boosting and enhances return on marketing investment (ROMI).	4.40	.497
The distribution strategy is a key towards the general public acquisition/ buy-in.	4.49	.562

Vision 2030 department has staff personal country wide who market the agenda of vision 2030	4.31	.471
<b>Average</b>	<b>4.51</b>	<b>.520</b>

From the findings, the vision 2030 brand is recognized country wide resulting into brand identity with a mean of 4.52 and S.D of .505. Further, the distribution strategy is a key towards the general public acquisition/ buy-in with a mean of 4.49 and S.D of .562. The vision 2030 has regional offices country wide boosting and enhances return on marketing investment moderate extent with a mean of 4.40 and S.D of .497. Vision 2030 department has personnel country wide who market the agenda of vision 2030 to a moderate extent of mean 4.31 and S.D .591. This implies that distribution strategy is implemented at moderate extent in which it assist vision 2030 brand to be recognized country wide resulting into brand identity.

#### 4.4.3 Service Differentiation strategy

The participants were asked for to show their extent to which the organization engage in service differentiation strategies. The findings were shown in Table 4.6

**Table 4.6: Service Differentiation strategy**

<b>Service Differentiation strategy</b>	<b>Mean</b>	<b>Standard. Deviation</b>
Differentiation Strategy helps in changing stakeholders' perception hence better understanding of vision 2030.	4.23	.547
The Differentiation strategy helps in conveying vision 2030 unique values	4.41	.612

development has enabled the vision 2030 to retain stakeholders in the market hence increase in return on marketing investment	4.09	.562
services offered by vision2030 is understandable among the stakeholders.	4.50	.411
<b>Average</b>	<b>4.22</b>	<b>.567</b>

From the findings, services offered by vision 2030 is understandable among the stakeholders with mean of 4.50 and S.D of .41. The Differentiation strategy helps in conveying vision 2030 unique values with a mean of 4.41 and S.D of .612. On the other hand, differentiation Strategy helps in changing stakeholders' perception hence better understanding of vision 2030 with a mean of 4.23 and S.D of .547. Similarly, development has enabled the vision 2030 to retain stakeholders in the market hence increase in return on marketing investment with a mean of 4.09 and S.D of .562. In overall, organizations and government ministries have adopted service differentiation strategy to moderate extent with a mean score of 4.22. This implies that use of service differentiation strategy services offered by vision2030 is understandable among the stakeholders. The findings agree with Olson and Slater (2015) who identified that effective adoption of service differentiation strategies contributes to competitive advantage. The study further adds that one of the most common and effective strategy an organization can focus on is cost leadership.

The key informant said that vision 2030 department should adopt various social media campaigns which have helped to create awareness about its existence. The social media campaigns also give information to the public. It is important for vision 2030

brand to be recognized country wide resulting into brand identity. Similarly, service differentiation strategy services offered by vision 2030 is understandable among the stakeholders.

#### 4.4.2 People strategy

The participants were asked for to show their extent to which the organization engage in people strategy. The findings were shown in table 4.7.

**Table 4.7: People strategy**

People strategy	Mean	Standard. Deviation
The general public receive prompt attention from vision 2030 employees.	4.11	.504
Employees of vision 2030 are always willing to assist in case of any problem dealing with vision203 agenda	4.54	.505
The employees of vision 2030 are always friendly.	4.23	.798
The employees of vision 2030 are involved in marketing activities of the vision2030 agenda.	4.63	.547
<b>Overall average mean</b>	<b>4.33</b>	<b>.652</b>



From the finding, respondents agreed that the employees of vision 2030 are involved in marketing activities of the vision2030 agenda was at Great extent of mean 4.63 and standard deviation of .547. Employees of vision 2030 are always willing to assist in case of any problem dealing with vision203 agenda with a mean of 4.54 and S.D of 505. The employees of vision 2030 are always friendly was at mean of 4.23 and S.D of .798. Majority of the respondents agreed to moderate extent that the general public receive prompt attention from vision 2030 employees a mean score of 4.11 and S.D 0.504. This implies that employees of vision 2030 are involved in marketing activities and also employees

#### 4.5 Implementation

Strategy implementation is a series of interventions on organizational structures, organizational systems, and actions of key personnel with an aim of controlling performance with respect to desired conclusions. The participants were asked for to show their extent to which the organization engage in implementation. The findings were shown in table 4.8.

**Table 4.8: Implementation**

Implementation	Mean	Standard. Deviation
The vision 2030 has resulted into reducing the number of people living in absolute poverty in Kenya.	4.43	.714
Completed projects of vision 2030 has resulted into building harmony among ethnic groups in Kenya	4.63	767

To what extent do you think there is financial resources to implement vision 2030	4.60	.604
The completed projects of vision 2030 has resulted into increase in service delivery for instance huduma centre	4.34	.767
<b>Average</b>	<b>4.56</b>	<b>.784</b>

From the findings, completed projects of vision 2030 has resulted into building harmony among ethnic groups in Kenya with mean of 4.63 and S.D of .7678. Further, To what extent do you think there is financial resources to implement vision 2030 with mean of 4.60 and S.D .604. The vision 2030 has resulted into reducing the number of people living in absolute poverty in Kenya to a mean of 4.43 and S.D .7145. Respondents were asked to what extent there is financial resources to implement vision 2030 with a mean of 4.34 and S.D of .767. This implies that the implementation of vision 2030 has created harmony among Kenyans and resulted into increase in service delivery for instance huduma centre.

Participants were asked management practices employed during strategy implementation of vision 2030 in which it was found that firms that implement strategic performance practices are more likely to perform better than those that do not do so. This was found to result from a number of reasons, theoretically, including strengthened relationships between suppliers and the organization, improved planning of how to use organizational resources, improved employee performance, as well as increased accountability of internal stakeholders. Increased firm performance was associated with higher revenues, increased customer satisfaction and other direct benefits, which justified the need for implementing strategic management practices.

The study concluded that organizational structure has an influence on performance of organizations. The organization was divided into departments for easy communication, supervision, leadership and motivation with each department headed by a supervisor. The results found that there are many other independent variables other than the one that was studied. In vision 2030 there was an effect on organizational structure that influenced the organization performance base on the communication, leadership, supervision and motivation.

#### 4.6 Performance

The participants were asked rate performance. The findings were shown in Table 4.9.

**Table 4.9: Performance**

<b>Performance</b>	<b>Mean</b>	<b>Standard. Deviation</b>
There has being efficiency in operation management of the firm.	4.23	.547
There has being reduction of administration cost	4.51	.612
The firm has been releasing innovative and differentiated services over a period of time.	4.09	.562
The public and employees are always being trained about vision 2030	4.60	.411
<b>Average</b>	<b>4.22</b>	<b>.567</b>

From the findings, the public and employees are always being trained about vision 2030 with a mean of 4.60 and S.D of .411. On the other hand, there has being reduction of administration cost with a mean of 4.51 and S.D of .612. There has being

efficiency in operation management of the firm with mean of 4.23 with S.D of .547. Lastly, the firm has been releasing innovative and differentiated services over a period of time. This implied that financial measure was an important factor for firm performance. The findings contradicted Kimani (2014) who argued that over time the use of financial measures to measure firm performance had become obsolete and inadequate hence the backing of the use of non-financial measure. According to Valmohammadi and Servati, (2011) an organization's performance was centered on the kind of activities that it carried out in fulfillment of its mission.

#### **4.7 Inferential Statistics**

Inferential statistics are used in determining the direction, relationship, and strength of the relationship between the predictor variables and the response variable. This section entails the inferential statistics employed in the study, which included correlation and regression analysis. The attributes constituting the various variables were summarized to create a whole variable. This was achieved by estimating the median value of all the attributes.

##### **4.7.1 Correlation Analysis**

Correlation analysis establishes whether there exists an association among two variables. The association falls between a perfect positive and a strong negative correlation. The study used Pearson Correlation. This study employed a Confidence Interval of 95% and a two tail test.

**Table 4.10: Correlation Analysis**

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Market	Pearson Correlation	.004
strategy	Sig. (2-tailed)	34

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Implementation	Pearson Correlation	.482**	1	
	Sig. (2-tailed)	.009		
Performance	Pearson Correlation	.516**	.364**	1
	Sig. (2-tailed)	.002	.034	

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

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

b. Listwise N=55

The findings in Table 4.11 show that the relationship between marketing strategy, implementation and organizational performance was positive and statistically significant (r=.516, p-value=.002). Similarly, the relationship between implementation and organizational performance is moderately positive and statistically significant (r =.364, p-value = .034). The implication is that marketing strategies, and implementation influence organizational performance. The relationship between marketing strategy and organizational performance also returns a positive and significant correlation (r = . 516, p-value = 0.002).

**4.8: Regression Analysis**

**4.8.1 Regression Analysis Between Market strategies and Performance.**

The variables of the study were analyzed using the linear regression model. The regression analysis was assumed at 5% significance level. The significance critical value exhibited from the Analysis of Variance and Model Coefficients were compared with the values obtained in the analysis. When the independent variables were regressed against response variable. The results are shown on the above tables.

**Table 4.11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 <sup>a</sup>	.668	.663	1.19346

a. Predictors: (Constant), Promotion, differentiation, service delivery and people

From the findings in Table 4.12, coefficients of correlation R was 0.817 a sign of positive correlation between variables, coefficient of determination R<sup>2</sup> is 0.668 which translates to 66.8%. This mean that 66.8% variations in dependent variables can be traced by; Promotion, differentiation, service delivery and people. The residual of 33.2% can be explained by other factors beyond the scope of the current study.

**Table 4.12: Analysis of Variance (ANOVA<sup>a</sup>)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.236	4	3.745	11.583	.000 <sup>b</sup>
1 Residual	21.341	51	.323		
Total	32.577	55			

a. Dependent Variable: Performance

b. Predictors: (Constant), Promotion, differentiation, service delivery and people

From table 4.13, the computation yielded an F-ratio of 11.583 and a p-value of 0% indicating that the study's regression model had goodness of fit and therefore appropriate for predicting the influence market strategies (Promotion, differentiation, service delivery and people) on the Performance.

**Table 4.13: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B ( $\beta$ )	Std. Error	Beta ( $\beta$ )		
(Constant)	.179	.756		.236	.817
Promotion	.149	.239	.165	.623	.543
1 Distribution	.247	.159	.272	1.554	.012
Service differentiation	.239	.125	.305	1.906	.037
People	.200	.273	.126	.733	.476

a. Dependent Variable; Performance

From Table 4.13, all the variables carried positive predictive power although there was variation in significance level. The results also show that promotion strategy had a positive and significant effect on performance ( $\beta = 0.165$ ,  $p=0.543$ ). However, distribution strategy had a positive and significant effect on performance ( $\beta = 0.272$ ,  $p=0.012$ ). Similarly, service differentiation had a positive and significant effect on performance ( $\beta = 0.305$ ,  $p=0.037$ ). People had a positive and significant performance ( $\beta = 0.126$ ,  $p=0.476$ ). The regression equation was as follows:

$$Y = 0.179 + 0.165X_1 + 0.272X_2 + 0.305X_3 + 0.126X_4$$

Where:

Y =Firm performance

$\beta_0$  = model's constant

$X_1$ =Promotion strategy

$X_2$ =Distribution strategy

X<sub>3</sub> = Service differentiation

X<sub>4</sub> = People

#### 4.8.2 Regression analysis between market strategies, implementation and performance

The mediating influence of market strategies on the relationship between implementation and performance was measured using Baron and Kenny (1986). In the current study it was hypothesized that market strategies directly influence the performance. Literature supports the mediating role of implementation (Ahmed et al.,2017; Ardyan, 2016). The relevant test results are presented in Table 4.14

**Table 4.14: Moderation Tests**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 <sup>a</sup>	.266	0.243	0.50376
2	.648 <sup>b</sup>	0.419	0.382	0.4552

a. Predictors: (Constant), Market strategies

b. Predictors: (Constant), implementation, performance

##### Analysis of Variance (ANOVA<sup>a</sup>)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.944	1	2.944	11.601	.002 <sup>b</sup>
Residual	8.121	51	0.254		



Total	11.065	55			
Regression	4.642	2	2.321	11.200	.002 <sup>c</sup>
2 Residual	6.423	53	0.207		
Total	11.065	55			

a. Dependent Variable: Performance

b. Predictors: (Constant), market strategies

c. Predictors: (Constant), marketing strategies, implementation

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized t		Sig.
	B ( $\beta$ )	Std. Error	Beta	( $\beta$ )	
	(Constant)	.102	.892	.114	.910
1	Market strategies	.847	.249	.516	3.406 .040
	Implementation	5.114	1.631	3.136	.004
2	(Constant)	1.383	.922	.544	2.794 .002
	Market strategies	1.164	.251	.709	4.647 .000
	Implementation	-0.666	.233	-0.437	-2.862 .007
	Interaction term	.234	.073	1.533	3.202 .007

Predictors: (Constant), implementation, market strategies

Predictors: (Constant), implementation, market strategies (interaction term)

Dependent Variable: Performance

From the regression findings as presented in Table 5.4, the relationship between market strategies and performance was significant (R Square = 0.266, F = 11.601, p >

0.05). The results indicate that 26.6% of the changes in performance were attributed to market strategies while 73.4% of the variation in performance was due to other factors related to organizational performance. The F ratio shows that the regression of market strategies on performance is significant. The beta was significant ( $\beta = 0.516$ ,  $t = 3.406$ ,  $p < 0.05$ ).

In establishing the moderating effect of implementation on the association between market strategy and organizational performance, stepwise regression was used to establish the interaction effects. The second model shown in Table 5, shows that combining the predictors (marketing strategy and implementation) was positive and significant (R Square = 0.419,  $F = 11.2$ ,  $P < 0.05$ ). The findings indicate that 41.9% of the variations in organizational performance are attributed market strategy and implementation. The F ratio indicates that regression of market strategy and implementation on organizational performance is significant at  $p < 0.05$ . However, the model failed to account for 58.1% of the variation in organizational performance, implying that other factors not included in the model other than market strategy and implementation had an effect on organizational performance. The beta values for market strategy was significant ( $\beta = 0.709$ ,  $t = 4.647$ ,  $p < 0.05$ ), the beta for implementation was significant ( $\beta = -0.437$ ,  $t = -2.862$ ,  $p < 0.05$ ). The findings therefore support the objective that implementation moderate the association between market strategy and performance. The beta coefficients imply that introducing implementation in the model moderates the influence of market strategy on performance significantly but negatively. This finding has is not consistent with literature. Implementation has been reported to positively moderate relationships where performance is the dependent variable (Waithaka, 2014).

#### **4.9 Discussion of the findings**

The general objective of the study was to investigate the effect of marketing strategy, implementation and performance of Kenya development blue print vision 2030. It was revealed that majority of the respondents who work in government ministries, private sector and vision 2030 in national government ministries were male thus indicating that corporate sector are dominated by male. This agrees with Aleke (2013) who asserted that most top government positions are managed by male because of their domination in managerial positions which is not a good thing considering the need for equity and may imply that national ministries are biased as regards to management. It was also revealed that close to two-thirds of the respondents were aged less than 50 years and therefore have more years to work in corporate world. Lastly, most of the respondents were having university degree hence rich information and knowledge on market strategies. This is consistent to Wanyama (2013) that managers in national government have attained master's degree making them to be more knowledgeable than others hence most of the employees were willing to further their education so that to fit job market which is dynamic.

It was revealed that promotion strategy affect performance at great extent. This implies that firms use promotion to increase the awareness of vision 2030 among the public. On the other hand, distribution strategy is implemented at moderate extent in which it assist vision 2030 brand to be recognized country wide resulting into brand identity. These findings agree with Palmer, (2011) that the firm uses its distribution strategy to deliver products and services to different networks and channels so as to deliver it to the end user. These intermediaries are agents, distributors, retailers and the wholesalers. Similarly, service differentiation strategy services offered by vision 2030 is understandable among the stakeholders. The findings agree with Olson and

Slater (2015) who identified that effective adoption of service differentiation strategies contributes to competitive advantage. The study further adds that one of the most common and effective strategy an organization can focus on is cost leadership.

Majority of the respondents agreed to moderate extent that the general public receive prompt attention from vision 2030 employees. This implies that employees of vision 2030 are involved in marketing activities. It was also revealed that implementation of vision 2030 has created harmony among Kenyans and resulted into increase in service delivery for instance huduma centre.

The view by most sampled respondents surveyed that market strategies significantly influenced firm performance agreed with Ansoff's Product-Market Growth Model and resource based theory. Under the Product-Market Growth model for marketing allows managers to find new avenues for growing their businesses through both existing and new products, in both new and existing markets. Similarly resource based view, suggested that organizations had to model unique means of gaining competitive edge. The theory played a significant approach to an effective market entry strategy function (Hamel, 2012).

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS**

### **5.1 Introduction**

This Chapter focuses on the findings obtained from the data analysis as well as the conclusions reached. It also includes the recommendations and suggestions for further research on this topic. The researcher set out to establish how to investigate the effect of marketing strategy, implementation and performance of Kenya development blue print vision 2030.

Areas for further study were also suggested in the chapter where there was room to further expand on the scope of the study to include companies in other sectors. This would be contributing extensively to the body of knowledge on the study and help policy makers in decision making. Organizational leaders would also benefit from those areas of research as they would be able to model better foreign market entry strategy in their target markets.

### **5.2 Summary**

It was revealed that most of the respondents who work in government ministries, private sector and vision 203 in national government ministries were male thus indicating that corporate sector are dominated by male. It was also revealed that close to two-thirds of the respondents were aged less than 50 years and therefore have more years to work in corporate world. Lastly, most of the respondents were having university degree hence rich information and knowledge on market strategies.

It was revealed that promotion strategy affect performance at great extent. This implies that firms use promotion to increase the awareness of vision 2030 among the

public. On the other hand, distribution strategy is implemented at moderate extent in which it assist vision 2030 brand to be recognized country wide resulting into brand identity. Similarly, service differentiation strategy services offered by vision 2030 is understandable among the stakeholders. Majority of the respondents agreed to moderate extent that the general public receive prompt attention from vision 2030 employees. This implies that employees of vision 2030 are involved in marketing activities. It was also revealed that implementation of vision 2030 has created harmony among Kenyans and resulted into increase in service delivery for instance huduma centre.

Correlation analysis and regression analysis were used to analyze collected data. Pearson correlation was done to establish the overall relationship between marketing strategies and firm performance. A positive relationship existed between marketing strategies and firm performance as depicted by Pearson correlation coefficient  $r$ . It was revealed that the relationship between implementation and organizational performance is moderately positive and statistically significant. It was found that implementation moderate the association between market strategy and performance.

### **5.3 Conclusion**

It was concluded that promotion strategy affect performance at great extent. It is important for firms to use promotion strategy to create awareness of the brand. On the other hand, distribution strategy is implemented at moderate extent in which it assist vision 2030 brand to be recognized country wide resulting into brand identity. Similarly, service differentiation strategy services offered by vision 2030 is understandable among the stakeholders. Majority of the respondents agreed to moderate extent that the general public receive prompt attention from vision 2030

employees. This implies that employees of vision 2030 are involved in marketing activities and also employees.

The study concludes that there is a linkage between market strategy and performance of vision 2030 and market strategy are positively related to vision 2030 “ performance. This finding confirms that the market strategy that a firm has in place will have an influence on the performance of that firm. Very robust market strategy therefore results in higher levels of performance.

The results further reveal that implementation moderate the relationship between market strategy and the performance of vision 2030 department. This imply that introducing implementation in the model moderates the influence of market strategy on performance significantly but negatively. Implementation has been reported to positively moderate relationships where performance is the dependent variable.

#### **5.4 Recommendation**

Evidence presented reveals that promotion strategy is positively correlated to organizational performance; therefore, this research recommends continuous adoption of promotion strategy by vision 2030 so that to increase the level of awareness among the public. There should be effective promotion initiatives give organization a competitive edge over its rivals in the market. Developing a successful promotional mix requires proper integration the following elements; developing objectives, situation analysis, selecting channels, preparing budget, designing messages, selection mix and evaluation.

It was found that distribution strategy affect performance of vision 203 at moderate extent therefore vision 203 should open more offices in other counties so that to evaluate how effective is vision 2030. Distribution channels describe the firm’s

competitiveness level since they influence the span taken by a product to reach the public.

Strategy formulation and implementation processes cannot be achieved by the help of senior management alone but by the efforts of internal employees, external suppliers and external distributors where applicable. For vision 2030 to be fully involved stakeholders and the public need to be involved.

### **5.5 Limitations**

During this research the researcher made several trips before accessing the respondents. In addition, some of the respondents had to be pushed to assist with data while others declined entirely to respond to the questionnaires. Many follow up calls had to be made to remind them. Time allocated for the study was insufficient. The resources available to the researcher were also limited.

Getting the right target respondents to participate in the study was another challenge experienced. The target respondents were 10 top managers of vision 2030 department, 20 managers from different government ministries and 30 managers from private sector. Given the technique employed for administering the questionnaire was drop and pick, some questionnaires got filled by unintended respondents. Frequent follow ups were done for the best participants in the study. In some instances, other questionnaires had to be availed again so that only the best participants filled information.

Some employees felt as if they were being investigated and hence were hesitant to fill the questionnaires. The researcher however worked at winning their confidence by ensuring the participants that their confidentiality would be upheld. The letter of



authorization to collect data that was provided by the learning institution also helped to ease some of this fear.

### **5.6 Recommendation for Further Research**

The study was limited in its capacity to sample respondents from other regions of the country due to time and financial constraints. Therefore, it is recommended that the study be carried out in other counties to be able to capture elements that may be unique to certain consumers in the varied contexts that are represented by different geographical regions.

Primary data was solely utilized in the study; alternative research can be employed using secondary sources of data sourced from publications, websites, and regulatory authorities. These can then approve or disapprove the current study findings. Descriptive statistics and correlation, regression analysis were used in this research; further research can incorporate other analysis methods like cluster analysis.

Finally there was room for further research on challenges of marketing strategy in which the study could be applied to local industries. This would assist to find out if the dynamics also applied to them given that they operated within the same market.

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## APPENDIX

### Appendix I: Research Questionnaire

This is a questionnaire for an academic study on marketing strategy, implementation and performance of vision 2030. Kindly give the appropriate responses to the following questions.

#### Section A; General Information

1) What is your gender? (tick one) Male (  ) Female (  )

2) Age (tick one)

20 to 30 (  )      30 to 40 (  )      40 and above (  )

3) Highest level of education achieved.

No formal education [  ]    Primary level[  ]    Secondary level [  ]    College level[  ]  
University level[  ]

#### SECTIONB: MARKETING STRATEGIES

##### Promotion Strategy

To what extent do you agree with the following attributes on vision 2030 promotion strategy? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree



<b>Promotion Strategy</b>	1	2	3	4	5
The promotion strategy has enabled vision 2030 to attain brand loyalty among the public.					
The promotion strategy has improved the general public satisfaction					
The promotion strategy has increased the awareness of vision 2030.					
There is advertisement of vision 2030 done frequently on media houses.					

In your view, comment on use of promotion strategies in vision 2030?

.....

### **Distribution strategy**

To what extent do you agree with the following attributes on distribution strategy exhibited by? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

<b>Distribution strategy</b>	1	2	3	4	5
The vision 2030 brand is recognized country wide resulting into brand identity.					
The vision 2030 has regional offices country wide boosting and enhances return on marketing investment (ROMI)					

The distribution strategy is a key towards the general public acquisition/ buy-in.					
Vision 2030 department has staff personal country wide who market the agenda of vision 2030.					

In your view, to what extent have you adopted service differentiation strategies?

### **Service Differentiation strategy**

To what extent do you agree with the following attributes on service differentiation strategy? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

<b>Service Differentiation strategy</b>	1	2	3	4	5
The Differentiation Strategy helps in changing stakeholders' perception hence better understanding of vision 2030.					
The Differentiation strategy helps in conveying vision 2030 unique values.					
The Content development has enabled the vision 2030 to retain stakeholders in the market hence increase in return on marketing investment (ROMI).					
The services offered by vision2030 is understandable among the stakeholders.					

### People strategy

To what extent do you agree with the following attributes on people strategy. Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

<b>People strategy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The general public receive prompt attention from vision 2030 employees.					
Employees of vision 2030 are always willing to assist in case of any problem dealing with vision203 agenda.					
The employees of vision 2030 are always friendly.					
The employees of vision 200 are involved in marketing activities of the vision2030 agenda.					

### Section C: Implementation.

Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

<b>Implementation of vision 2030</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The vision 2030 has resulted into reducing the number of people living in absolute poverty in Kenya.					
Completed projects of vision 2030 has resulted into building harmony among ethnic groups in Kenya.					

To what extent do you think there is financial resources to implement vision 2030					
The completed projects of vision 2030 has resulted into increase in service delivery for instance huduma centre					

What are the management practices employed during strategy implementation of vision 2030?.....

Does the organizational structure support implementation of the vision 2030 strategies?

**SECTION D. FIRM PERFORMANCE**

Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

<b>Firm Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There has being efficiency in operation management of the firm.					
There has being reduction of administration cost.					
The firm has been releasing innovative and differentiated services over a period of time.					
The public and employees are always being trained about vision 2030.					