

**STRATEGY AND PERFORMANCE OF AGRICULTURAL AND  
VETERINARY RETAILERS IN UASIN GISHU COUNTY, KENYA**

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**UNIVERSITY OF NAIROBI**

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## DECLARATION


I declare that this research project is my original work and it has not been submitted for examinations in this or any institutions for academic purposes.

Signed: .....  .Date 2nd August 2021

**TUWEI JULIUS TIROP**

**REG NO: D61/10314/2018**

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

Signed  Date 3<sup>rd</sup> August 2021

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## **DEDICATION**

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## ABSTRACT

Over the years changes in the business environmental factors have contributed significantly to strategies, which in turn determine the success and/or failure of organizations. Stiff competition from several upcoming enterprises dealing with agricultural and veterinary chemicals in Uasin Gishu County has pushed Agrovets retailers to seek for suitable strategies to cushion themselves. This study was designed to establish the strategies employed by Agrovets retailers in Uasin Gishu County, and to determine the influence of strategies adopted on performance. Through a descriptive cross-sectional survey, relevant data was obtained from 91 Agrovets retailers in Uasin Gishu County using a structured questionnaire and analyzed using both descriptive and inferential statistics. The findings show that majority of the Agrovets retailers employ business, functional and operational level strategies while a few employ corporate level strategies. Some of the strategies used by these Agrovets include; market development, cost leadership, staff development, computerization, marketing and penetration strategies. In terms of performance the Agrovets were found that there was significant relationship between corporate level and performance of Agrovets ( $\beta_1=.244$ ,  $p<0.05$ ). Also, there is significant relationship between business level and performance of Agrovets ( $\beta_2=.197$ ,  $p<0.05$ ). Further there was a significant relationship between functional level and performance of Agrovets ( $\beta_3=.247$ ,  $p<0.05$ ). Lastly there was significant relationship between operational level and performance of Agrovets ( $\beta_4=.308$ ,  $p<0.05$ ). The conclusion based on the findings is that strategies contribute to performance of the Agrovets in terms of number of transactions, sales volume and profitability levels. The study recommends that the management of the Agrovets need continue employing product differentiation, product development, shop branding, marketing budget allocation, and provide storage facilities as part of their strategies to enhance performance. The empirical findings on practice and theory application are useful in enhancing strategic management knowledge, theory and practice. Future studies based on the limitations of the study need to be conducted in other regions and using a different qualitative approach.

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## **ABBREVIATIONS AND ACRONYMS**

<b>AAK</b>	:	Agricultural Association of Kenya
<b>AGROVETS</b>	:	Agricultural and veterinary shops
<b>CAP</b>	:	Chapter
<b>GDP</b>	:	Gross Domestic Product
<b>KNBS</b>	:	Kenya National Bureau of Statistics
<b>NGO</b>	:	Non-Governmental organizations
<b>SME'S</b>	:	Small and Medium Enterprises Sector
<b>KVB</b>	:	Kenya Veterinary Board

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

Strategy represents unique plans and decisions that are designed to obtain designed results in organizations, Miller and Dess (1996). Porter (1996) defines strategy to be competitive ways that businesses perform to outshine its competitors in a specific industry. Firms' performance is an evaluation of particular strategic choices including organization planning, responsibility and guidelines aimed at quality of administrative duties, strategic planning and vision formulation aimed at bringing out desired results of productivity and reducing wastages, Armstrong and Baron (2006). This illustrates the need to conduct strategic choices to enable performance.

The study is anchored using the contingency and industrial organization economic theoretical foundation this is according to Armstrong and Baron (2006). According to contingency theory a firms' performance is an evaluation of organization planning, vision formulation, responsibility guidelines aimed at quality of administrative duties resulting to desired results of productivity and reducing wastages. Armstrong et al (2006) states that performance can be achieved if contingency aspects and constraints are integrated effectively and efficiently.

Nationally in Kenya there is potential of growth and development among various agricultural and veterinary chemical retailers due to increase in opportunities. Strategies have helped organizations enhance or improve their performance, making them the leaders in the industry. The criteria of achieving a particular task are guided by certain

constraints which include; precision, cost, speed and time. For firms to realize their goals, organizations like agricultural and veterinary retail shops (Agrovet shops) put in place strategies that help them enhance performance which make them the leaders in the industry. This justifies the need for the study to establish how strategy among the Agrovet retailers in Uasin Gishu County influences performance.

### **1.1.1 Concept of Strategy**

The desire for humans to defeat their enemies spawned strategy. The Chinese (Sun Tzu) wrote the first treatises on strategy between 400 and 200 B.C. (Horwath, 2006). This has been hailed as the best treatise on military strategy, even by others who have come after it centuries later.

While it may be difficult to detect a strategy aspect at first look, the relevance of "not" is a fundamental principle found here, as business strategy necessitates trade-offs in selecting your "not's." What items will we not offer? What types of customers will we refuse to serve? Beckmann, Hielscher, and Pies (Beckmann, Hielscher, & Pies, 2014).

The "strategy" is derived indirectly from the Greek word "strategies," which meaning "general" in Classical and Byzantine (330 A.D.) Greek (Kaufman & Tanre, 1996).

Frontius wrote one of the most well-known Latin texts on military strategy, known in Greek as Strategemata. Strategemata is a collection of strategema, or "tricks of war," which are literally "tricks of war." The term "strategia" was coined by Roman historians

to refer to territory under the jurisdiction of a strategus. Horwath (2006) describes as a military commander and member of the Council of War in ancient Athens.

Count Guibert (1799), a French military theorist, established the phrase "La Strategique" in 1799, in the way that it is known today (Freedman, 2017).

The emergence of business strategy according to Morgenstern (2017) emanated from the game theory that was compounded by Von Neumann and Morgenstern (1947). Structural adjustments are required according to Chandler (1962) this is because strategy predicts structure and makes changes to environmental factors or forces thus resulting to numerous possibilities. As reported by Chandler (1962) the organization structure tends to follow a growth plan. It was Ansoff who developed business strategy as a analytic approach for business policy for expansion and growth (1965).

Another description of strategy was given by Gray (2018), the author stated that is blueprint of decisions done by organization that outlines goal and objectives. It points out plans and policies that are useful in achieving goals and objectives. According to the author, the strategy illustrates the methodology in which resources are integrated with plans to achieve the intended objectives and goals. Others like West, Ford and Ibrahim (2015), have pointed that strategy is a general plan of allocating resources to station the business in a desirable position, tactic and scheme to actualize an aim.

Notably, strategy is a useful tool for predicting the future business performance. Business managers according to Haarhaus and Liening (2020) are currently prepared to utilize strategies to exploit opportunities for their future. Many of the formulated strategies are aimed at long term developments rather than day to day operations. Strategies are focused on new product developments, identification of new markets, improving competitive edge, and derivation of future innovations. Business managers need to take account of the competitors and customers when developing strategies. As observed by Dogan (2017) employee behavior is well predicted by employee related strategies. Lin (2014), strategy need to be part of the management decision making process and daily managerial tasks.

Henry Mintzberg (1987), defines strategy to be a pathway that organizations embrace to achieve targeted results. The author addresses that strategy is developed in a futuristic approach in order to facilitate its smooth development and implementation. Armstrong and Baron (2006) define strategic choice as a process in which environment is scanned to identify opportunities from various options which can lead to desired outcomes. Strategies involves critical futuristic decisions that firms make from available options that would lead to desired results.

Strategy can be conducted at different levels of the organization to achieve desired outcomes, Mintzberg (1987). The different strategies are classified into different levels which include; corporate, business, functional and operational levels. The specific strategies at each level that the study did assess include; staff development, strategic

alliances, outsourcing, diversifications, joint ventures, mergers, cost leadership, differentiation, computerization, value additions, branding, marketing and budgeting.

Strategy becomes an important aspect in firm's productivity and performance if linked with different strategic levels. Its formulation and planning are aimed at coming up with a suitable road map to be followed and providing resources, Mintzberg (1987). This means a strategy can be an arrangement to outdo your competitors where decisions regarding strategy are formulated and anchored according to the organization policies, values and culture. Organizations that focus on innovation and creativity in its processes and systems become leaders in the industry capitalizing on new ideas and innovations through suitable strategies, Mintzberg (1987).

### **1.1.2 Organizational Performance**

According to Neely (1995), organization performance is closely related to efficiency and effectiveness. Performance is known to be an organization's achievement as per the set goals. It includes achieved results, or accomplished contribution of individual employees or teams to the organization's strategic goals. Organization performance can be defined using financial and general factors that positively contribute to the goals of the organization. Financial organization performance is measured using metrics like; profitability, investment returns, cost minimization, and capitalization while general organization factors relate to social aspects like brand, image, and sustainability (Reid, 2019).



The dimensions that explain performance is justified with the goals of the organization. The study did approach performance in terms of number of transactions performed by the Agrovet shops, sales volume and profitability. Richard et al. (2009) outline three aspects that define organization performance which include: first, performance is related to getting money linked with profits, resources or quantifiable profits. Secondly, performance is linked with product performance in the market that is linked with product monopoly, better prices and its market share. Lastly, performance is linked with investor return which is linked with investors' returns, financial worth, and yield per share. Business strives to achieve their performance based on the three dimensions provided by the author findings.

### **1.1.3. Agrovet Retailers in Uasin Gishu County, Kenya**

The agricultural and veterinary chemical industry consists of three segments namely the manufacturers, distributors and retailers. They all contribute immensely in success of agriculture in the world. Manufactures supply their products to distributors who sell to retailers who are the last to sell to the last consumer. An Agrovet is a store for farmers, dealing in seed, fertilizer, animal feed, veterinary drugs and supplies and so forth (KNBS, 2010).

Agrovet retailers play a major role in bringing agro-veterinary chemicals to all parts of the country that practice farming. Agriculture represents about 24% of Kenya's GDP with an expected 70% of the rural populace working in the segment either straightforwardly or by implication. Kenya's interest for pesticides is moderately high and

consistently expanding as indicated by the Agrochemical Association of Kenya (AAK). This applies likewise to veterinary medications and acaricides. The agricultural and veterinary pharmaceutical industry interconnectedness with different divisions and its noteworthy interests in innovation, research, and advancement imply that the business' benefits can outsize affect the economy in general.

Veterinary professionals Act of 2011 (cap.366) reports that 67% of the Agrovets business in Kenya have remained sustainable both in the short run or long run. Performance of these businesses has locked others from entering or shying off competitors. The act in addition principally provides for the control; through registration and licensing of exercise of the profession of veterinary surgeons and veterinary para-professionals this includes handling and selling veterinary products mostly sold in Agrovets retailer shops. This means only registered veterinary and para veterinary professionals are allowed to handle and sell in Agrovets the prescribed products as per the Act of 2011.

## **1.2 Research Problem**

Agrovets retailers in Uasin Gishu County have existed for years and still performing well. The reason of the study was to find out strategies that Agrovets in Uasin Gishu County employ that result in their good performance. Rarely do you see Agrovets close shop in the region, but you find them performing very well. This has necessitated a study to find out influence of strategies employed on performance of Agrovets in Uasin Gishu County.

Strategy employed by organizations gives them advantage over their competitors resulting in enhanced performance which make them get better results than competition.

Reid (2019) states that strategies guide management in the organization which leads to achievement of the set goals. A study conducted by Anyieni, (2014) found that strategic planning and organization performance have a positive relationship. Existence of different strategies makes it difficult to directly link with performance of certain business. There is argument by other studies on relevancy of certain strategies in enhancing performance of certain business types, Armstrong and Baron 2006).

Strategies application in organization have been fruitful in enhancing performance and competitive edge as argued by Anyieni, (2014). Therefore, emergence of Agrovets in Uasin Gishu County has necessitated them to adopt suitable ways and methods to effectively improve performance and remain afloat. Karatepe and Aga (2016) state that business enterprises need to use operational strategies in order improve performance. The study found that strategies have been essential in enhancing performance and achieving objectives. Therefore, in this study, strategies are useful in enhancing performance among Agrovets in Uasin Gishu.

Many studies have been carried out directly linking strategies and performance, and the findings have been contradictory, and thus indicating major knowledge gaps. Mintzberg, (1994) did a study on the impact of strategic planning on organisational performance has been studied, and it was discovered that there is no substantial association between strategic planning and organisational performance. Karatepe and Aga (2016) studied the effects of organisational purpose fulfilment and perceived organisational support on job performance and discovered a negative association between mission strategic planning

and job performance. Njoroge and Mutua (2019) did a study on the effect of strategies on operational performance and discovered a mixed (positive or negative) result. These contradictories finding by these studies necessitated further study.

Methodological gaps were established in some of the studies reviewed linking strategies and performance. Kathimba and Anyieni (2018) conducted a study on the effect of work diversity strategy on performance of National Police Service in Nakuru County. The study used descriptive statistics to infer the positive relationship between work diversity strategy and performance. Bertacchini, Dalle Nogare and Scuderi (2017) conducted a study on ownership, organization structure and performance in public service provision. These studies used qualitative responses only to ascertain the relationship that exists between ownership, organization structuring strategies and performance. The two studies provide the urge to conduct using a different methodological framework to ascertain the relationship between strategies and performance.

Based from the gaps established from the related studies. It is apparent that the study sought to answer the following question to address the significant gaps; how does strategy influence performance of agricultural and veterinary chemical retailers in Uasin Gishu County?

### **1.3 Research Objectives**

The study purpose was guided by the following objectives;

- i. To establish the strategies employed by Agrovets retailers in Uasin Gishu County.
- ii. To determine the influence of strategies adopted on performance of Agrovets retailers in Uasin Gishu County.

### **1.4 Value of the Study**

The study is hoped to be beneficial in theory building, policy development and managerial practice. The government both national and county can find the finding of the study useful in formulating policies that can be used to manage and regulate operations of the Agrovets. Furthermore, the information from this study will be useful for SMEs in developing sustainable policies to actualize performance in the country. The ministry especially for trade and industrialization is hoped to benefit from this study.

The findings can be useful for managerial purposes in organizations. The youth and other interested persons who want to venture in the Agrovets retailer business will benefit from the findings. This will help them put up strategies to enhance their performance and be able to cope up with the stiff competition in the industry. Entrepreneurs in the sector who want to turn around their businesses will benefit a lot from the findings. The leading Agrovets will to benefit as they will employ the strategies that will enable them maintain their lead. SME's and financial institutions that train entrepreneurs whom they want to

finance before the entrepreneur's venture into this sector of Agroveter retailing will find this study beneficial.

The findings from the study will contribute significantly to theory development by providing empirical findings. The various stakeholders to benefit will be researchers and scholars who want to do more study in a similar field and for future citations and reference purposes. Findings will be available in college libraries and websites this will be accessible to scholars and researchers for current and future studies in areas related to strategic planning and performance.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This second section bring a fundamental understanding of variables and concepts of the study. The industrial organization economics and contingency theories form the theoretical foundations of the study. A review of scientific studies is reviewed to logically provide the understanding of the strategy and organization performance constructs that are employed globally and regionally. A summary of the gaps was summarized at the end of this chapter.

### **2.2. Theoretical Foundation**

The theoretical foundation provides the industrial organization economics and contingency theories which are used in this study. Industrial organization economics theory is used in firms used to provide explanation of the boundaries between the firms and the nature of the market while contingency theory seeks to explain the firm in respect to other external factors. The two theories interfaced each other to explain strategic decisions made by the Agroveter retailers guided by factors emanating from internal and external forces or factors.

#### **2.2.1. Industrial Organization Economics Theory**

The industrial organization economic theory was compounded by Alfred Marshall in the 18<sup>th</sup> century which was cited by the Davis and Powell (1992) in their study. The industrial organization economic is a type of theory compounded to understand the strategic behavior of the firms, market conditions and antitrust policy. In understanding organization behavior, the theory is one of the known theoretical foundations. The theory

provides a clear understanding of the organization performance. The theory provides a clear understanding of the key assets in organization that managers take initiatives to capitalize on. It seeks to build on the firm performance by examining the structure and markets to obtain valuable choices based on the given opportunities.

Under this theory, environment is conceived in the form of extent to which power and authority is dispersed, availability or scarcity of resources and the number and patterns of relationships among organizations. When an organization is dependent on an external actor for its operations more than the actor itself is dependent on the focal organization, then this organization will be subject to external control, Davis and Powell (1992). It is sustainable for organization to flourish if only the customer customers extend widely. This analogy then proves the importance of clients to the success of the organization. This brings the picture that several executives view clients to be assets in bringing organization success and enhancing sustainable growth of the business.

The limitations of the theory are that the market environment concept compounded by the theory consists of external to an individual organization. Therefore, different theories have presented different conception of the firm's environment and resulting to complexity of the theory conceptualization.

### **2.2.2 Contingency Theory**

The contingency theory founded by Fred Edward Fiedler in 1964 which was cited by Malatesta and Smith (2014) in their study is used in this study. The contingency theory postulates the environment on the basis of range of products an organization trades in,



customers and types of services it renders, task environment (key elements which are outside organization boundaries like labor, equipment, capital, supplier of raw materials and relations in the business domain. Power of dependence relations among firms encompasses competition for the market and resources, regulatory groups including government agencies, unions, and inter-firm association. This theory views organizations as open systems which consist of three levels of responsibilities: Technical, Managerial and Institutional, Malatesta & Smith (2014).

Technical level describes how organization achieves processing task; managerial level describes how an organization is controlling and servicing its technical levels and institutional level is concerned with articulation of how organizations interact with the community and its institutions.

Whereas the contingency theory relevant to the study suggests that the internal structures of an organization are directly linked with opportunities provided by the environment, the action theory contingency model traces factors that are linking organizational performance to critical environmental pressures. These include organizational structure, managerial plans and actions, and the environment in which these organizations work.

### **2.3. Adoption of Strategy**

The organization strategy as defined by Kinyanjui and Juma (2014), represents the sum of all actions that organizations are employing to accomplish long term objectives and goals. Management integrates these several strategies into a well-documented strategic

plan. Karatepe and Aga (2016) mentions that organizational strategy defines a long-term plan which maps the direction towards achievement of goals and objectives.

Several authors have provided several organizational strategies, Karatepe *et al* (2016) gives some examples namely; cost, technological, operational, functional and corporate strategies in organizations. Kinjanjui *et al* (2014) outlines some of the organizational strategies that can be applied in businesses to include; operational, business, functional and corporate strategies. Therefore, the study did use the organizational strategies outlined by Kinjanjui *et al* (2014) in their study.

#### **2.4. Strategy and Organization Performance**

Although most studies have been done in relation to strategy and performance of organizations, little has been done on agrovet business in Uasin Gishu County. Studies conducted in Kenya to explain the relationship between implementing strategic plans and organization performance have been conducted by several authors. For example, strategic financial allocations, strategic expansion, strategic alliances and strategic collaborations were reported to be associated with improved performance at the University of Nairobi, Kinyanjui & Juma (2014).

Karatepe and Aga (2016) did conduct a study on effects of organization mission fulfillment and perceived organizational support on job performance. The study found that firms are successful if they do cost minimization, quality management, and adopt new technologies in its practices. Regression analysis finding from the study showed that predictors of quality, new technology and cost minimization significantly contributed

significantly to performance of the firms. These show that they are important indicators of performance in organizations.

Audretsch (2018) did a study on the influence of industry structures on economic performance among industries, and companies in United Kingdom. The study found that market structure in well-established industries contributes significantly to organization profitability. Established market structures have a type of oligopoly that makes them dominate the market and thus locking others from exploring existing opportunities. The gap of the study is that it only focused on established industries in which is different from the current study focus. Determinants of organizational performance include firm's size, firm's age, performance measurements, leadership, innovation and development, and corporate governance (Abdinassir, 2015; Gavrea et al., 2011). However, Available measures for level of performance in organizations are partial.

Barrett, (2017), did a study that sought to investigate the influence of values propagated by employees on sustainable performance of organizations. The study aimed to find the extent to which strategic values formulation enables service provision among employees in return increasing its productivity. The findings showed that sustainable performance is achieved once the employees are trained and preserve values set by the organization. The gap in this study is that it only focuses on values and its contribution to employee's performance in which the current study will focus on general performance.

Liao and Huang (2016) conducted a descriptive study to establish the relational effect between visions, strategy formulation on service performance among selected Non-profit

organizations. The study established that several non-profit organizations have established vision to guide their operations and activities. Formulation of the vision forms the main goal guiding the operations of the NGOs. Findings from the study show that vision formulation has been a regulating aspect in enabling the organizations to operate successfully and effectively.

While in another study, environmental scanning, stakeholder involvement, resource allocation and strategic communication were reported as the main factors which influenced performance in the Public Service Commission of Kenya (Rintari and Moronge, 2014). Little has been done to establish the influence of organization structure of agrovet shops on performance. Few studies have been done to establish the market structure that influence performance of Agrovet retailers in Kenya and also little has been done to find out mode of selling that gives Agrovet retailers better chance over competitors.

Different measures of performance have been used for example the use of financial measures (return on assets) which involves dividing the organization profits with the organization assets within a year. It is a long-term vision that focuses on the sustainability and financial strength of the organization. The other financial measure is return on investment which is the measure of efficiency for a specific investment. It is derived as the difference between gains minus costs of the investment divided by the cost of the investment. There are other non-financial measures including sale volumes, sales relative to targets, total sales growth and market shares, Mwangala (2015).

Bertacchini, Dalle Nogare and Scuderi (2017) conducted a study on ownership, organization structure and performance in public service provision. The focus of the study was on organization structure of museums 'operations and activities and its contribution to service provision. Findings showed that organization structure contributes to unity of command, chain of direction and channel of communication which reduces conflicts and enhances service provisions.

Mintzberg, (1994) study was on the fall and rise of strategic planning on organization performance. The study establishes through statistical T-tests that price leadership and product differentiation in marketing of products predicts performance measurement indicators significantly. The author explains the need for marketers to formulate suitable prices and product differential mix in order to propel the business to higher profitability and performance in the market.

Karatepe and Aga, (2016) did a survey type of research to establish the effect of organization mission fulfillment towards job performance. The study used survey type of design across a selected business organization. The study found that organizations that formulate missions and follow it are more successful in improving productivity. In addition, the formulation of the mission has enabled the employees to change their culture and work on job productivity.

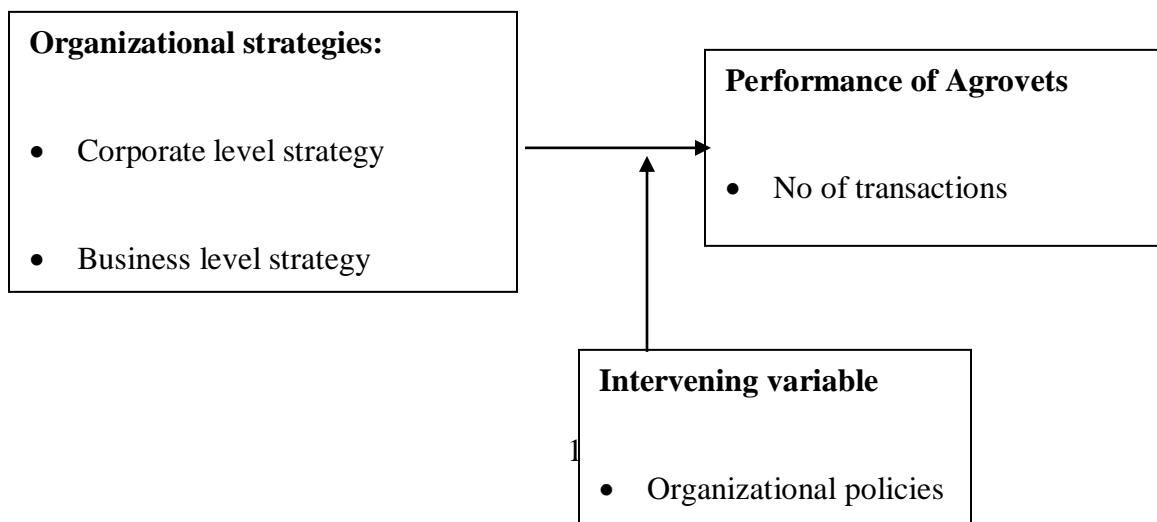
A model framework for measuring firm's performance in agribusiness was proposed, Jon & Christopher (1999). The firm's performance was described as a function of unanticipated environmental turbulence, strategic plans, firm characteristics, strategic

planning process, implementation and a random error term. That requires business to develop mechanisms that focus on innovation and transformation initiatives in the organization.

Armstrong and Baron (2006) provide a number of criteria that affect the level of performance in organization which are including leadership style, personal related factors, team influence, system employed and other contextual factors. The author further outlines personal factors to be related to competency, level of motivation, individual skills and commitment while leadership focuses on aspects like providing guidance, encouragements, and obtaining support from team or leaders, while contextual factors is related to internal and external environmental changes and pressures affecting decisions.

## 2.5 Conceptual Framework

Figure 2.1 shows the conceptual framework, shows the relationship between organizational strategy (independent variable) and performance (dependent variable). The variables that are used to measure organizational strategy include; business level strategy, corporate level strategy, functional level strategy, and operational level strategy.



## **Figure 2.1. Conceptual Framework**

### **2.6 Summary of the Literature Review**

This chapter presented a review of literature. From reviewed literature it was found out that with the increased demand for agriculture inputs, many people are entering the veterinary and agrochemical industries. The stores are among the most popular in many towns, allowing farmers easy access to animal feed, medications, herbicides, and insecticides (Opinya & August, 2015). The majority of these distributor businesses have used price-targeting marketing methods. Pricing strategies provide organisations with basic and consistent procedures for determining product prices. Strategic financial allocations, strategic expansion, strategic alliances and strategic collaborations were reported to be associated with improved performance at the University of Nairobi, Kinyanjui & Juma (2014). Rintari and Moronge (2014) noted environmental scanning, stakeholder involvement, resource allocation and strategic communication are the main factors which influenced performance in the Public Service Commission of Kenya as shown in Table 2.1. Few studies have examined strategy and performance of agroveterinarians in Uasin Gishu County, Kenya. The reason of this study is to study more on this area.

**Table 2.1: Summary of Empirical Studies Reviewed**

<b>Author</b>	<b>Focus of study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Knowledge Gaps</b>	<b>Focus of Current study</b>
<b>Karatepe and Aga (2016)</b>	Effects of organization mission fulfillment and perceived organizational support on job performance	Data collected from frontline bank employees in Northern Cyprus with a two-week lag and their supervisors were used to test the aforementioned associations.	Firms are successful if they do cost minimization, quality management, and adopt new technologies in its practices.	The study focused on mission fulfillment but did not focus on strategies employed by Agrovet retailers	Strategies employed by Agrovet retailers in Uasin Gishu County.
<b>Kinjanjui et al (2014)</b>	Response strategies to challenges of devolved governance in the renewable energy sector in Kenya	A cross-sectional survey design was used for the investigation.	Outlines some of the organizational strategies that can be applied in businesses to include; operational, business, functional and corporate strategies	Despite the study focusing on organizational strategies, it did not look into Agrovet retailers. Also the study	Strategies employed by Agrovet retailers in Uasin Gishu County.
<b>Audretsch (2018)</b>	Influence of industry structures on economic performance among industries, and companies in United		Market structure in well-established industries contributes significantly to organization profitability. Established market structures have a type of	Study only focused on established industries in which is different from the current study focus.	Influence of strategies adopted on performance of Agrovet retailers in Uasin Gishu County



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	Kingdom		oligopoly that makes them dominate the market and thus locking others from exploring existing opportunities		
<b>Barrett, (2017),</b>	Influence of values propagated by employees on sustainable performance of organizations.	The study used descriptive statistics	Sustainable performance is achieved once the employees are trained and preserve values set by the organization	The gap is that it only focuses on values and its contribution to employee's performance	Influence of strategies adopted on performance of Agrovet retailers in Uasin Gishu County
<b>Liao and Huang (2016)</b>	Relational effect between visions, strategy formulation on service performance among selected Non-profit organizations	Descriptive study	Vision formulation has been a regulating aspect in enabling the organizations to operate successfully and effectively	The study used descriptive study which is just a descriptive finding	For this study, a cross-sectional research design was used.

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## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter provides research design, and approaches for data collection and analysis. The study units included agricultural and veterinary chemical retail shops across Uasin Gishu County.

### **3.2 Research Design**

A cross-sectional research design was adopted for this study, Kothari & Garg (2014). This research design refers to a specific occurrence at a precise period. It reports the situation as it is, and is suitable due to the scope and structure of the Agrovets retailers in Uasin Gishu County. This research design was used in a similar research which investigated strategic management practices within large manufacturing firms in Kenya, and was found to be appropriate, Aosa (2011).

The research design is chosen and it is suitable for this study. To justify reason of making decisions the cross-sectional studies are suitable because they provide an observational approach across a specific chosen target group. Scientific studies use the design to explain certain phenomena by using a specified population, Ghauri, Grønhaug & Strange (2020).

### **3.3 Population Study**

Target population represents objects or individuals that feed information of the study, Kariuki (2005). The units of the study were 118 Agrovets retailers in Uasin Gishu County. The Agrovets numbers were obtained from the Uasin Gishu County business registration and permit records of licensed agricultural and veterinary chemical shops in the county for the year 2020. These veterinary and agrochemical retail shops supply to other smaller retail shops while selling to individual farmers. They often cover a specified geographical area of operations within the county.

### **3.4 Sample Design**

Sample design defines the key respondents of the study expected to provide information related to research aim, Kariuki (2005). The study sampled 91 respondents which were obtained from a target of 118 Agrovets from the study region. The 91 was obtained using Krejcie and Morgan sample determination table attached in appendix IV. Simple random sampling technique was used to obtain the 91 respondents from the 118 targeted Agrovets. Numbers were assigned to the Agrovets on the list. Excel was used to generate random numbers based on the numbers presented. The generation of the random numbers entailed opening a blank Excel sheet and selecting cell A1, then typing =RANDBETWEEN (1,91) then press enter key. The next step entailed selecting cell A1, clicking on the lower right corner of cell A1 and drag it down up to cell A91 to generate the random numbers list. Any number which was selected, the corresponding name was contacted. These Agrovets retailers are located in different parts of the Uasin Gishu

County, and their recruitment to the survey was therefore useful in obtaining a fair representation of the county's Agrovets retailers in Uasin Gishu County.

### **3.5 Data Collection**

The questionnaire was employed to collect primary data from the 91 Agrovets retailer's owners and managers in Uasin Gishu County. The questionnaire was issued to the management of the various Agrovets owners and managers. The data collected included elements of strategy and performance. Questions were close ended focused on the background information and objectives of the study.

These questions were drafted according to nominal, interval and ordinal measurements scales. Before the instrument was administered consultations was done with the research supervisor to ascertain its validity. The questionnaire was delivered directly by hand and through email to various managers or directors. Follow ups was conducted to ensure a higher return rate. Returned questionnaires was then sealed and stored ready for analysis.

### **3.6 Data Analysis**

The collected data was organized and coded before being entered into SPSS Windows 23 for analysis. The data was then examined using descriptive and inferential techniques. Statistics that are descriptive intend to summarize and organize data to a logical conclusion while inferential statistics involve finding meaning from various descriptive, Kothari & Garg (2014). Descriptive statistics was in form of measures of central tendency which included: frequencies, mean, percentage. Inferential statistics was used to establish the association between the dependent and independent variables. At 95%

significance level the association was established using correlation and multiple regression analysis.

Pearson correlation coefficient's moment was employed to assess the relationship between variables based on the scale that; 0=No correlation, 0.5=Average correlation, and above 0.7=Existence of correlation. Multiple regressions were used to establish the extent to which predictors (Independent variables) contribute to the dependent variable (performance). The regression assumptions (Linearity, homoscedastic, independence of errors) were tested before the model was accepted. The multiple regression Model was as follows:

Regression Model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \dots\dots\dots\text{Equation 1}$$

**Where;**

Y – Performance of Agrovets (Dependent Variable)

$\beta_0$  – Constant Term, ( $\beta_1, \beta_2, \beta_3, \beta_4$ ) – Beta Coefficients

$X_1$  – Corporate level strategy

$X_2$  – Business level strategy

$X_3$  – Functional level strategy

$X_4$  – Operational level strategy

e- Error term

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

### **4.1. Introduction**

The section provides analysis of findings based in the objective of the study. Findings were addressed to answer how strategies influence performance of agricultural and veterinary retailers in Uasin Gishu County. Descriptive statistics were used to analyze data which were presented in form of frequency tables.

### **4.2. Response Rate**

A total of 91 respondents from these businesses were issued with the questionnaire and all of them were returned. This represented a questionnaire response rate of 100% which was achieved by systematic follow ups by the researcher. According to Kothari (2013) a questionnaire response rate of more than half of the sample size is sufficient for inferences to be obtained from the respondents.

### **4.3. Background Information**

The researcher sought to gather background information relating to the agricultural and veterinary retailers. These questions were; how long they have been operational? Which form of business ownership is it? If the organization does have staff who are registered by Kenya veterinary Board, and who is involved with strategy in their organizations, and does your organization have professional sales counter staff of veterinary or agricultural background? The researcher found it useful to gather information's to justify the ability and capacity of the businesses to employ strategies to enhance performance. The responses of these questions were summarized in Table 4.1.

**Table 4.1 Background Information**

<b>Question</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
How long have you been operational?	Below 5 years	25	27.3
	6 to 10 years	22	24.2
	More than 11 years	44	48.5
	<b>Total</b>	<b>91</b>	<b>100</b>
Which form of business is it?	Sole proprietorship	68	74.2
	Partnership	4	4.5
	Company	19	21.2
	<b>Total</b>	<b>91</b>	<b>100</b>
Does your organization have a staff registered by Kenya Veterinary Board?	Yes	88	96.7
	No	3	3.3
	<b>Total</b>	<b>91</b>	<b>100</b>
Indicate from the following the person(s) involved with strategy in your organization?	Managers/directors	74	81.8
	Consultants	13	13.6
	Board of management	4	4.5
	<b>Total</b>	<b>91</b>	<b>100</b>
Does your organization have professional sales counter staff of veterinary or agricultural background?	Yes	88	96.7
	No	3	3.3
	<b>Total</b>	<b>91</b>	<b>100</b>

The findings in Table 4.1 shows that majority of the Agrovets (48.5%) have been operational for a period more than 11 years, this was followed by 27.3% Agrovets that have operated for a period less than 5 years, and 24.2% Agrovets who have been operational for a period ranging 6 to 10 years. The findings show that a large number of the Agrovets have been operational for long to understand business dynamics and strategies. On the form of business ownership, findings showed that; majority of the Agrovets (74.2%) are majorly sole traders, 21.2% Agrovets are companies while 4.5% are owned through partnership. The findings shows that majority of the Agrovets are sole traders owned by individuals or families.

A large number of Agrovets (96.7%) were found to have hired a staff registered by the Kenya veterinary board while a few Agrovets (3.3%) did not have a staff registered by KVB. This is an indication that many of the Agrovets are compliant with the government legislations and are engaging qualified staffs. Furthermore, the study established that 81.8% Agrovets have their managers/directors involved with strategy, 13.6% Agrovets are found to engage consultants while 4.5% Agrovets were found to have involved the board of management. The findings are an indication that majority of the Agrovets are depended on managers or directors in formulation and implementation of strategies. The study further established that 97.7% Agrovets who are the majority have a professional sales counter staff of veterinary or agricultural background while 3.3% Agrovets do not have.



Furthermore, the researcher sought to find general information regarding the operations of the Agrovets. The questions related to the number of branches and the number of Van selling vehicles were initially asked, and the findings presented in Table 4.2.

**Table 4.2 Number of Branches and Van Selling Vehicles**

<b>Question</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
How many branches does your organization have?	None	72	78.8
	2 to 4	15	16.7
	Above 5	4	4.5
	<b>Total</b>	<b>91</b>	<b>100</b>
How many Van selling vehicles do your organizations have?	None	59	65.2
	1 to 2	26	28.8
	3 and above	6	6.1
	<b>Total</b>	<b>91</b>	<b>100</b>

On the number of branches, the study established that majority of the Agrovets (78.8%) have no branches, 16.7% Agrovets have 2 to 4 branches while 4.5% Agrovets have more than 5 branches in the region. The finding shows that majority of the Agrovets have not expanded their operations by opening up new branches or outlets. Many of the Agrovets (65.2%) were found to have no Van selling vehicles, 28.8% Agrovets were found to have 1 to 2 Van selling vehicles while 6.1% Agrovets were found to have more than 3 van selling vehicles. The finding is an indicator that majority of the Agrovets do not do field selling or marketing due to non-availability of resources and other logistics for vans or vehicles used for selling.

#### 4.4. Strategies employed by Agrovets

The first objective of the research needed to find out the strategies employed by Agrovets. The establishment of the strategies were categorized according to the four dimensions: corporate, business, functional and operational levels. The first dimension of the independent variable was to establish the use of corporate strategy on performance of Agrovets. The respondents from the various Agrovets were asked whether they practice corporate strategy in their business to enhance performance. The response to the question was presented in Table 4.3.

**Table 4.3 Use of Corporate Strategy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	27	29.7
No	64	70.3
<b>Total</b>	91	100

Findings as per Table 4.3 shows that majority of the Agrovets (70.3%) do not practice corporate level strategy in their business while 29.7% Agrovets practice it in their operations. Among those practicing it The research needed to find out the type of corporate strategy they are using, and findings of the study respondents was presented in Table 4.4.

**Table 4.4 Type of Corporate Strategy**

Statements on the Type of Corporate Strategy	Yes		No	
	F	%	F	%
The business has strategic alliances with other businesses	18	66.7	9	33.3
Outsourcing practices is done in the business	10	37.0	17	63.0
The business has fully diversified its products	14	51.9	13	48.1
There are joint ventures with other likeminded business	11	40.7	16	59.3
The business has acquired new business the last one year	-	-	27	100
The business has mergers with other business	-	-	27	100

n=27

Findings as per Table 4.4 on the types of corporate strategy use established that; majority of the Agrovets (66.7%) have strategic alliances with other business while 33.3% Agrovets do not have these strategic alliances with other businesses. A slightly a greater number of Agrovets (63%) do not conduct outsourcing practices in their business while 37% Agrovets conduct outsourcing practices in their business. It was found that 51.9% Agrovets have fully diversified their products while 48.1% Agrovets have not done so. Furthermore, 59.3% Agrovets do not have joint venture with other likeminded businesses while 40.7% Agrovets have such joint ventures with likeminded businesses. Lastly, all the Agrovets stated that they have never acquired any new business last one year or have never had any mergers with other businesses. From these findings it shows that majority of the Agrovets practice strategic alliances and diversification of products as part of their corporate level strategy.

The respondents were further asked to rate their level of corporate strategy applicability in their business. This was important in ascertaining the value of its usage in the study.

Findings showing the respondents rating was shown in Table 4.5

**Table 4.5 Level of Application of Corporate Strategy**

<b>Level of rating</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	2	7.4
Good	19	70.4
Fair	6	22.2
Poor	-	
Very Poor	-	
<b>Total</b>	<b>27</b>	<b>100</b>

As per the level of applicability of corporate strategy in the business, 7.4% and 70.4% respondents in Agrovets stated that it is excellent and good respectively while 22.2% respondents in Agrovets stated that it is fair. The finding shows that the level of corporate level strategy application is good among the business using the types of strategies.

The second dimension of the independent variable was use of business level strategy in enhancing performance of Agrovets. The research needed to find out the number of Agrovets that are using business level strategy from the respondents. Findings on the number of Agrovets using business level strategy was shown in Table 4.6.

**Table 4.6 Use of Business Level Strategy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	58	63.7
No	33	36.3
<b>Total</b>	<b>91</b>	<b>100</b>

Table 4.6 findings on the number of Agrovets using the business level strategy established that; majority 63.7% Agrovets are using business level strategy while 36.3% Agrovets are not using it in their operations. The study further sought to establish from the Agrovets which are using the strategy to indicate which types of business level strategies are they employing or using in their operation. Finding on the type of business level strategies employed by these Agrovets was shown in Table 4.7.

**Table 4.7 Types of Business Level Strategy**

<b>Statements on the type of business level strategy</b>	<b>Yes</b>		<b>No</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
The management frequently conducts development of the market	51	87.9	7	12.1
The business employs market penetration strategies	45	77.6	13	22.4
Products are developed more often in the business	-	-	58	100.0
The business practice cost leadership in the market	40	70.0	18	30.0
Products are always differentiated by the business	27	46.6	31	53.4

n=58

The findings in Table 4.7 shows that majority of the Agrovets (87.9%) have frequently conducted development of the market while 12.1% Agrovets have not, many of the Agrovets (77.6%) have also employed market penetration strategies while 22.4% Agrovets have not. No Agrovets are developing their products more often. It was further established that a large number of Agrovets (70%) practice cost leadership in the market while 30% Agrovets do not practice cost leadership in the market. Lastly, a slightly a greater number of Agrovets (53.4%) do not have their products always differentiated by the business while 46.6% Agrovets have their product differentiated. The findings shows that the business applies conducts development of the market, market penetration and, cost leadership as among the predominant business level strategies.

The study further sought to establish from the Agrovets using the level strategy to rate their level of business strategy in their operations. The finding showing this rating was summarized and presented in Table 4.8.

**Table 4.8 Level of Business Level Strategy**

<b>Level of rating</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	8	13.8
Good	34	58.6
Fair	14	24.1
Poor	2	3.5
Very Poor	-	-
<b>Total</b>	<b>58</b>	<b>100</b>

The findings in Table 4.8 shows that 13.8% and 58.6% respondents in Agrovets rate the applicability of business level strategy excellent and good respectively while 24.1% and 3.5% respondents in Agrovets rated the use of business level strategy to be fair and poor respectively. The finding shows that business level strategy applicability in the Agrovets is dominantly good.

The third dimension of the independent variable was functional level strategy. The research needed to find out the number of Agrovets using functional level strategy. The findings on the question were presented in Table 4.9.

**Table 4.9 Functional Level Strategy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	63	69.2
No	28	30.8
<b>Total</b>	<b>91</b>	<b>100</b>

Table 4.9 findings showed that majority of the Agrovets (69.2%) are applying functional level strategy in their business while 30.8% Agrovets are not using it in their operations. Among these Agrovets applying the strategy The research needed to find out the types of functional level strategies they are employing. Finding to this question was presented in Table 4.10.

**Table 4.10 Type of Functional Level Strategy**

Statements on the type of functional level strategy	Yes		No	
	F	%	F	%
The business performs staff developments	49	77.8	14	22.2
The operations of the business are computerized	44	69.8	19	30.2
The operations of the business are guided by a financial policy	36	57.1	27	42.9
The business undertakes aftersales services	42	66.7	21	33.3
The business allocates sufficient budgets for marketing	24	38.1	39	61.9

n=63

Table 4.10 shows that 77.8% respondents in the Agrovets agreed that they perform staff developments while 22.2% Agrovets do not perform it. The study established that 69.8% respondents in the Agrovets agreed that operations of the business are computerized while 30.2% Agrovets stated that they are not computerized. It was found that 57.1% Agrovets have their operations guided by a financial policy while 42.9% Agrovets do not have their operations guided by financial policy. Furthermore, 66.7% Agrovets were found to undertaking aftersales services while 33.3% Agrovets were not undertaking it. Lastly, the study established that 38.1% respondents agreed Agrovets agreed to allocate sufficient budget for marketing while 61.9% Agrovets do not allocate sufficient budgets for marketing. The findings showed that the Agrovets performs staff developments, use computer, employ financial policy and aftersales services as part of functional level strategy.



The study further sought to establish how respondents rate the level of application of functional level strategy. This is useful in assessing the usefulness of the strategy in the business. Finding to this was presented in Table 4.11.

**Table 4.11 Level of Functional Level Strategy**

<b>Level of rating</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	5	7.9
Good	41	65.1
Fair	13	20.6
Poor	3	4.8
Very Poor	1	1.6
<b>Total</b>	<b>63</b>	<b>100</b>

The finding in Table 4.11 shows that 7.9% and 65.1% respondents in the Agrovets rate applicability of functional level strategy as excellent and good respectively while 20.6% respondents in Agrovets stated that it is fair. Additionally, 4.8% and 1.6% respondents in Agrovets stated that its applicability is poor and very poor respectively. The finding shows that applicability of the functional level strategy in the Agrovets is good.

The fourth dimension of the independent variable was operational level strategy. The research needed to find out if the Agrovets are applying operational level strategy in the business. Finding of this question was presented in Table 4.12.

**Table 4.12 Operational Level Strategy**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	54	59.3
No	37	40.7
<b>Total</b>	<b>91</b>	<b>100</b>

Table 4.12 shows that 59.3% respondents stated that the business is applying operational level strategy while 40.7% respondents stated that they do not apply operational level strategy. The study further sought to establish among the Agrovets applying the strategy the various types of operational level strategy employed in their business. The response to this question was presented in Table 4.13.

**Table 4.13 Types of Operational Level Strategy**

<b>Statements on the type of operational level strategy</b>	<b>Yes</b>		<b>No</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
The business has several branches	28	52.9	26	48.1
The business has storage facilities	20	37.0	34	63.0
The business performs marketing of its products	37	68.5	17	31.5
Branding of the shops is done by the business	21	38.9	33	61.1

n=54

Table 4.13 shows that 52.9% Agrovets have several branches while 48.1% Agrovets do not have several branches. The study established that 37% Agrovets have storage facilities while 63% Agrovets do not have storage facilities. The findings showed that

68.5% Agrovets shows that the business performs marketing of its products while 31.5% Agrovets do not perform marketing of its products. Lastly, 38.9% Agrovets are branding of the business is done by the business while 61.1% Agrovets do not do branding of their business.

The study further sought to establish the level of application of operational level strategy.

The findings showing the level of application was shown in Table 4.14.

**Table 4.14 Level of Operational Level Strategy**

<b>Level of rating</b>	<b>Frequency</b>	<b>Percentage</b>
Excellent	2	3.7
Good	8	14.8
Fair	31	57.4
Poor	1	1.9
Very Poor	2	3.7
<b>Total</b>	<b>54</b>	<b>100</b>

The finding in Table 4.14 showed that 3.7% and 14.8% respondents in Agrovets agreed that applicability of operational level of strategy is excellent and good respectively while 57.4% and 1.9% respondents in Agrovets stated that application of operational level of strategy is fair and poor respectively. Lastly, 3.7% respondents in Agrovets stated that is very poor.

#### **4.5. Performance of Agrovets**

The second objective sought to establish the performance of the Agrovets. The performance of the Agrovets were measured based on three dimensions (number of transactions, amount of sales volume, and profitability). These criteria were assessed and observed in the year 2020.

##### **4.5.1. Number of Transactions**

The records for the Agrovets were viewed and the number of transactions recorded for the year 2020. This was then presented in Table 4.15.

**Table 4.15 Number of transactions**

<b>No. of transactions</b>	<b>2020</b>
	<b>F (%)</b>
<b>Below 10,000</b>	19(20.9)
<b>11,000-20,000</b>	21(23)
<b>21,000-30,000</b>	17(18.7)
<b>31,000-40,000</b>	3(3.3)
<b>41,000-50,000</b>	13(14.3)
<b>Above 51,000</b>	18(19.8)
<b>Total</b>	<b>91(100)</b>

Source: Agrovets Financial records 2020

Findings as per Table 4.15 shows that majority of Agrovets transactions is between 11,000-20,000 in the year 2020. The findings from the financial records of the Agrovets shows that the performance of the Agrovets have improved.

#### 4.5.2. Amount of Sales Volume

The Agrovets financial records were reviewed on the year 2020 to ascertain their performance in terms of sales volume. The findings to this were reported in Table 4.16.

**Table 4.16 Amount of Sales Volume**

<b>Amount of sales volume Millions ('000)</b>	<b>2020 F (%)</b>
Below 10'	46(50.5)
11'-20'	17(18.7)
21'-30'	12(13.2)
31'-40'	7(7.7)
41'-50'	4(4.4)
Above 51'	5(5.5)
<b>Total</b>	<b>91(100)</b>

Source: Agrovets Financial Records 2020

Table 4.16 shows findings on the amount of sales volume where in the year 2020 the majority 46(50.5%) Agrovets sales volume was below 10 Million.

#### 4.5.3. Profitability of Agrovets

The research needed to find out the performance of Agrovets in terms of profitability. Financial records of the business were reviewed for the year 2020 and the findings were shown in Table 4.17.

**Table 4.17 Profitability of Agrovets**

<b>Profitability levels</b>	<b>2020 F (%)</b>
Below 250,000	52(50.5)
251,000-500,000	16(18.7)
501,000-750,000	9(13.2)
751,000-1,000,000	9(9.9)
Above 1,000,001	5(7.7)
<b>Total</b>	<b>91(100)</b>

Source: Agrovets Financial records 2020

Table 4.17 showed that the performance of majority of the Agrovets in terms of profitability levels in 2020 was below 250, 000. Few Agrovets are reported to have a turnover above 1 million.

#### **4.6. Strategies and Performance**

The research needed to find out the relationship between the variables. Correlation and inferential statistics were used to test this relationship between strategies and performance of Agrovets. The relationship was tested based on 95% significance level.

Correlation analysis was used to test the association between strategies at different levels and performance of Agrovets. The Agrovets that employ the strategies formed the basis of analysis. Findings were presented in Table 4.18.

**Table 4.18 Correlation Analysis**

		<b>Performance of Agrovets</b>	<b>Corporate level</b>	<b>Business level</b>	<b>Functional level</b>	<b>Operational level</b>
<b>Performance of Agrovets</b>	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	66				
<b>Corporate level</b>	Pearson Correlation	.619**	1			
	Sig. (2-tailed)	0.000	0.000			
	N	27	27			
<b>Business level</b>	Pearson Correlation	.580**	.490**	1		
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	58	58	58		
<b>Functional level</b>	Pearson Correlation	.620**	.635**	.543**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	63	63	63	63	
<b>Operational level</b>	Pearson Correlation	.548**	.391**	.325**	.359**	1
	Sig. (2-tailed)	0.000	0.001	0.008	0.003	
	N	54	54	54	54	54

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

Findings as per Table 4.18 shows correlation between strategies and performance of Agrovets tested at 95% significance level. The findings indicated that corporate level and performance of Agrovets had a positive strong and statistically significant correlation ( $r=0.619$ ;  $p<0.01$ ). The findings of the study also, indicate a strong, positive and statistically significant correlation between business level and performance of Agrovets ( $r=0.580$ ;  $p<0.01$ ). The study established that there exist a strong, positive and statistically correlation between functional level and performance of Agrovets ( $r=0.620$ ;  $p<0.01$ ). It was noted that there exist a strong, positive and statistically significant relationship between operational level and performance of Agrovets ( $r=0.548$ ;  $p<0.01$ ). These correlation findings show a positive close relationship exists between operational strategies and performance of Agrovets.

Multiple regression analysis was used to establish prediction between the independent variables and dependent variables. At  $p=0.05$ , The research needed to find out how the chosen strategies predictors (corporate, business, functional and operational strategies). The results were obtained after the assumptions of regression analysis (homoscedacity, independence of errors, linearity) have been tested and accepted. The multiple regression analysis was obtained from Agrovets that employ strategies. The model summary analysis was shown in Table 4.19.



**Table 4.19 Model summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R Std. Error of the Estimate</b>
.770 <sup>a</sup>	.592	.565	.47962

The regression findings in Table 4.19 show that  $R^2 = 0.592$  and  $R = 0.770$ . The R value indicates that there is a significant linear link between operational strategies and Agrovets' performance. The  $R^2$  suggests that the independent variables have an explanatory power of 0.592. This suggests that the regression model accounts for approximately 59.2 percent of the variation in Agrovets' performance. Adjusted  $R^2$  is a modified version of  $R^2$  that has been adjusted by less than the model's chance for the number of predictors. The adjusted  $R^2$  of 0.565, which is slightly less than the  $R^2$  value, is somewhat less than the  $R^2$  value. Before employing the regression model, the study tried to determine the model's fitness. This model's fitness was determined using the ANOVA test described in Table 4.19.

**Table 4.20. ANOVA analysis**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Regression</b>	20.373	4	5.093	22.142	.000 <sup>b</sup>
<b>Residual</b>	14.032	61	.230		
<b>Total</b>	<b>34.405</b>	<b>65</b>			

The F test gives an overall test of significance of the fitted regression model, as shown in Table 4.17. The F value denotes that all of the variables in the equation are significant,

indicating that the entire regression is significant. The F-statistics generated ( $F = 22.142$ ) were significant at  $p=0.000$ , indicating that the model was fit. This implies that the multiple regression model was good fit for the data. The study further sought to establish the unit value of contributors to the dependent variables. Findings of the unit contributors are shown in coefficients as in Table 4.21.

**Table 4.21 Coefficients Analysis**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>(Constant)</b>	.176	.454		.389	.047
<b>Corporate level</b>	.244	.113	.239	2.154	.035
<b>Business level</b>	.197	.082	.243	2.414	.019
<b>Functional level</b>	.247	.121	.232	2.043	.045
<b>Operational level</b>	.308	.096	.292	3.226	.002

The Table 4.18 indicates there was positive linear influence of corporate level on performance of Agrovets ( $\beta_1=.244$ ,  $p=0.035$ ). This reveals that a unit increase in corporate level leads to increase in performance of Agrovets by 0.244 units. It was further established that business level has a positive and significant influence on performance of Agrovets ( $\beta_2=.197$ ,  $p=0.019$ ). This implies that a unit increase in business level leads to increase in performance of Agrovets by 0.197 units. Functional level was found to have a positive and significant influence on performance of Agrovets ( $\beta_3=.247$ ,  $p=0.045$ ). This

indicates that a unit increase in functional level leads to increase in performance of Agrovets by 0.247 units. Finally, operational level was found to have a positive and significant influence on performance of Agrovets ( $\beta_4=.308$ ,  $p=0.002$ ). This gave an implication that a unit increase in operational level leads to increase in performance of Agrovets by 0.308 units. Thus, the regression equation becomes;

$$Y = 0.176 + 0.244X_1 + 0.197X_2 + 0.247X_3 + 0.308X_4 \dots \dots \dots \text{Equation 1}$$

**Where;**

Y – Performance of the Agrovets (Dependent Variable)

$\beta_0$  – Constant Term=.176,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$  – Beta Coefficients

$\beta_1 = .244$ ,  $\beta_2 = .197$ ,  $\beta_3 = .247$ ,  $\beta_4 = .308$

$X_1$  – Corporate level strategy

$X_2$  – Business level strategy

$X_3$  – Functional level strategy

$X_4$  – Operational level strategy

#### **4.7. Discussion of the findings**

The study established that majority of the Agrovets (70.3%) do not practice corporate level strategy in their business. Rintari and Moronge (2014) provides an explanation to this finding by stating that corporate level strategy is dominant among large organizations or companies with large capital base. But among the few practicing corporate level strategy the study found that majority of the Agrovets practice strategic alliances and diversification of products as part of their corporate level strategy. Aosa (2011) states that

majority of the business do diversify their products to capitalize on sales and have strategic alliances with other business to provide support services and linkages services.

The study established that majority 63.7% Agrovets are using business level strategy. Mwangala (2015) agrees with the finding by stating that the simplest strategy to be employed in businesses is business level strategy. The findings shows that the business applies conducts development of the market, market penetration and, cost leadership as among the predominant business level strategies. Mwangala (2015) further points out that the most common business level strategies employed in organization is the use of penetration and cost management strategies.

The study established that majority of the Agrovets (69.2%) are applying functional level strategy in their business. According to Rintari and Moronge (2014) majority of small and medium enterprise are mainly concerned with functional level strategy in enhancing their performance. The findings showed that the Agrovets performs staff developments, use computer, employ financial policy and after sales services as part of functional level strategy. According to the authors many of the organizations employ computerized systems to enhance their functions and performance both in the long and short run.

The study findings showed that 59.3% Agrovets are applying operational level strategy. Aosa (2011) points out that operational strategies are part of the normal functions of many organizations that are conducted on a daily basis. Furthermore, the study established some of operational strategies that are dominantly used by the Agrovets is having several branches, and marketing of its products. This shows that many of the

business are willing to enhance marketing, sales, and profitability levels by employing operational level strategies.

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

### **5.1. Introduction**

The section points out the summary of the key findings obtained in chapter four, and further points out the conclusion denoted from the key contributions of the study. Lastly, it provides suitable recommendations to strategy managers, organizations and researchers in policy making and management in general.

### **5.2. Summary of the findings**

#### **5.2.1. Strategies employed by Agrovets**

The first objective of the study was to establish the strategies employed by Agrovets. The first dimension of the independent variable was to establish the use of corporate strategy on performance of Agrovets. The study found that majority of the Agrovets do not practice corporate level strategy in their business while a few of the Agrovets practice it in their operations. Among the few practicing corporate level strategy, the study found that majority of the Agrovets have strategic alliances with a quite a number of Agrovets do not conduct outsourcing practices in their business. Furthermore, an average number of Agrovets have fully diversified their products with a larger number of them do not have joint venture with other likeminded businesses. The study established that level of corporate level strategy application is good among the business using the types of strategies.

The second dimension of the independent variable was use of business level strategy in enhancing performance of Agrovets. The study established that majority of the Agrovets

are using business level strategy while a few Agrovets are not using it in their operations. The finding further showed that majority of the Agrovets (87.9%) have frequently conducted development of the market and employing market penetration strategies. The study found that no Agrovets are developing their products more often, and a large number of Agrovets practice cost leadership in the market. Lastly, a slightly a greater number of Agrovets do not have their products always differentiated by the business while a few of the Agrovets have their product differentiated.

The third dimension of the independent variable was functional level strategy. There is a large number of Agrovets using functional level strategy. The study found that majority of the Agrovets are applying functional level strategy in their business while a few of Agrovets are not using it in their operations. Majority of Agrovets perform staff developments, and operations of the business are computerized. It was found that majority of Agrovets have their operations guided by a financial policy. Furthermore, 66.7% Agrovets were found to undertaking aftersales services while a few of Agrovets agreed to allocate sufficient budget for marketing. The finding showed that applicability of the functional level strategy in the Agrovets is good.

The fourth dimension of the independent variable was operational level strategy. The study found that Agrovets are applying operational level strategy in their business where majority of Agrovets have several branches. The study established that a few of Agrovets have storage facilities while a big number of Agrovets do not have storage facilities. The Agrovets shows that the business performs marketing of its products while a few of

Agrovets do perform branding of the business. A large number of Agrovets stated that application of operational level of strategy is fair.

### **5.2.2. Strategies and Performance of Agrovets**

The study's second objectives were to determine the impact of tactics on Agrovets performance. The inferential data revealed that corporate level had a favorable linear influence on Agrovets' performance. A unit increase at the corporate level results in a 0.244 unit rise in Agrovets' performance. It was also discovered that the company level has a good and considerable impact on Agrovets' performance. A unit increase in business level results in a 0.192 unit rise in Agrovets performance. Functional level was discovered to have a positive and significant influence on Agrovets performance. A unit increase in functional level results in a 0.247 unit increase in Agrovets performance. Finally, operational level was discovered to have a positive and considerable influence on Agrovets performance. A unit increase in operational level leads to a 0.308 unit rise in Agrovets performance.

### **5.3. Conclusion**

In conclusion, the finding showed that majority of the Agrovets do not practice strategic alliances and do not practice outsourcing services. But the Agrovets have diversified their products to maximize on the performance. Business level strategies is found to be in use among many of the Agrovets contacted. In which many of them are conducting market development and penetration and using cost leadership strategies. But the Agrovets do not often develop products and differentiate their products which are important components in enhancing performance of the business. Corporate and business level



strategies have a positive contributory effect on number of transactions, sales volume and profitability of the Agrovets.

The functional level strategy is mainly employed by a large number of Agrovets whereas some of these strategies employed significantly include; staff development, use of computers and financial policies, and mainly conduct after sale services. But many of them were found do not allocate sufficient resources for marketing.

Many of the Agrovets are applying or using operational level strategies where as they have several branches and do market their products. But they lack storage facilities and do not conduct branding of their shops. Functional and operational level strategies have a positive contributory effect on the number of transactions, sales volume and profitability of the Agrovets.

#### **5.4. Recommendations**

The key contributions of the study should be useful to the managers, Agrovets, researchers and other organizations in respect to theory building, policy development and managerial practice. The recommendations are guided by the key findings obtained from the study. The management of the Agrovets need to develop policies that cover corporate strategies. They need to form strategic alliances with other businesses and outsource certain non-core services this will enhance their performance.

Business owners in the Agrovets need to continue using business level strategies. But more managerial policies need to focus on product development and differentiation of

products. This will enhance the performance of the Agrovets significantly. In addition, managerial units among Agrovets are finding functional level strategies to be beneficial but to enhance their performance more policies that will enable them to allocate more resources for marketing. The study recommends that Agrovets need to apply more operational level strategies where they need to have storage and brand their respective shops.

### **5.5. Limitation of the Study**

In respect to conceptual limitation, the researcher established that there fewer theoretical and empirical findings for studies are available to explain the four strategic dimensions (business, corporate, functional, operational). In terms of contextual limitation, the study found that many of the business owners are not knowledgeable in terms of strategic planning and furthermore were unwilling to provide information regarding their business operations. Lastly, on the methodological limitation, more information needs to have been obtained using other qualitative techniques, and a short time was required to collect data from various Agrovets located spread across the county.

### **5.6. Suggestion for Further Studies**

Based on the gaps and study limitations in the current study, in respect of conceptual limitations it is worthy to note that future studies need to be conducted to establish the determinants of uptake of strategies among Agrovets Managers. In respect to contextual limitations future studies should cover business, corporate, functional and operational strategies being independent studies. Additionally, other research method techniques can

be used to enhance statistical significance of the findings obtained and more time in future studies to be availed to collect sufficient data for the study for example using interview schedule.

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## **Appendix i: Letter of Introduction**

TO THE CHIEF OFFICER OF TRADE

UASIN GISHU COUNTY

P.O BOX 40- 30100

ELDORET.

Dear sir/madam,

REF: REQUEST FOR DATA FOR AGROVETS IN UASIN GISHU  
COUNTY

I'm pursuing a Master of Business Administration from the University of Nairobi

School of business, and I'm interested in investigating strategy and performance among agricultural and veterinary retail shops in Uasin Gishu County. I propose to enlist the agrovets in this study. Initially I require the below listed data which could be in your records:

1. Names of Agrovet retail shops as per your records.
2. Where Each Agrovet is situated. (Sub County, trading Centre, street and Building) and Contact person and their Postal address and phone Numbers.

These data will help me organize a follow up study with agrovet retailers to further investigate their operations.

Yours faithfully,

Tuwei Tirop Julius.

juliustuwei05@gmail.com.+254 722454884.



## APPENDIX II: QUESTIONNAIRE FOR DATA COLLECTION

Name of the Agrovet retailer: .....

### **SECTION A: Background information**

1. How long have you been operational?

Below 5 years [ ]

6 to 10 years [ ]

More than 11 years [ ]

2. Which form of business is it?

Sole proprietorship [ ]

Partnership [ ]

Company [ ]

3. Does your organization have a staff registered by Kenya veterinary board?

Yes [ ]

No [ ]

4. Do your organizations have a professional sales counter staff of veterinary or agricultural background?

Yes

No

5. How many branches does your organization have?

None [ ]

2 to 4 [ ]

Above 5 [ ]

6. How many van selling vehicles does your organization have?

None [ ]

1 to 2 [ ]

3 and above [ ]

**SECTION B: Use of corporate strategy on performance of Agrovets**

7. Does your institution practice corporate strategy to enhance performance?

Yes [ ] No [ ] ..... (If no skip to the next question 11)

8. Please [Tick] the type of corporate strategy employed by your business.

<b>Statements on the type of corporate strategy</b>	<b>Yes</b>	<b>No</b>
The business have strategic alliances with other business		
Outsourcing practices is done in the business		

The business have full diversified its products		
There is joint ventures with other likeminded business		
The business have acquired new business the last one year		
The business has mergers with other business		

9. Kindly rate your level of application of corporate strategy in your business?

Excellent [ ] Good [ ] Fair [ ] poor [ ] Very poor [ ]

**SECTION C: Use of business level strategy on performance of Agrovets**

10. Does your organization employ business level strategy in enhancing performance?

Yes [ ] No [ ] ..... (If no skip to the next question 14}

11. Please tick [ ] your agreement on the application of the following business level strategy

Statements on use of business level strategy	Yes	No
The management frequently conducts development of the market		
The business employs market penetration strategies		
Products are developed more often in the business		

The business practice cost leadership in the market		
Products are always differentiated by the business		

12. Kindly rate your level of application of business level strategy in your business?

Excellent [ ] Good [ ] Fair [ ] poor [ ] Very poor [ ]

**SECTION D: Use of functional level strategy on performance of Agrovets**

13. Does your organization employ functional level strategy in enhancing performance?

Yes [ ] No [ ] ..... (If no skip to the next question 17)

14. Please tick [ ] on your agreement on the types of functional level strategies employed in your business?

Statements	Yes	No
The business performs staff developments		
The operations of the business are computerized		
The operations of the business are guided by a financial policy		
The business undertakes after sales services		
The business allocates sufficient budget for marketing		

15. Kindly rate your level of application of functional level strategy in your business?

Excellent [ ] Good [ ] Fair [ ] poor [ ] Very poor [ ]

**SECTION E: Use of operational level strategy in enhancing performance**

16. Does your organization employ operational level strategy in enhancing performance?

Yes [ ] No [ ] ..... (If no skip question 18 &19)

17. Please mark [ ] your level of agreement with the use of operational level strategy

<b>Statements on the use of operational level strategy</b>	<b>SA</b>	<b>A</b>
The business has several branches		
The business has storage facilities		
The business performs marketing of its products		
Branding of the products is done by the business		

18. Kindly rate your level of application of operational level strategy in your business?

Excellent [ ] Good [ ] Fair [ ] poor [ ] Very poor [ ]

**Thank you**

### APPENDIX III: OBSERVATIONAL CHECKLIST

**A review of business records for performance of Agrovets for the year 2020**

	2020
No of transactions	
Amount of sales volumes	
Profitability levels	

## APPENDIX IV: SAMPLE DETERMINATION TABLE

TABLE 1  
*Table for Determining Sample Size from a Given Population*

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.  
*S* is sample size.

**APPENDIX V: LIST OF AGROVETS**

	<b>Customer Name</b>	<b>Physical Location</b>	<b>Service Name</b>	<b>Business Activity</b>
1	KABON AGROVET	Building: N/A, Floor: Ground floor, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agrovet/Mpesa
2	OKILGEI AGROVET	Building: OKILGEI AGROVET, Floor: 1, Room: 1, Road:	115-Small Trader, Shops or Retail services Up to 3 employees and or premises less than 50m2/ far away location)	AGROVET
3	SIMATWO AGROVET	Building: SIMATWO, Floor: G, Room: 1, Road:	115-Small Trader, Shops or Retail services Up to 3 employees and or premises less than 50m2/ far away location)	AGROVET
4	UPPER HILL AGROVET	Building: UPPER HILL, Floor: GROUND, Room: 2, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
5	ABAI AGROVET	Building: abai agrovet, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET



6	DAKITU AGROVET	Building: DAKITU, Floor: N/A, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
7	FARMERS MINI AGROVET	Building: FARMERS MINI AGROVET SHOP, Floor: Ground Floor, Room: 3, Road:	495-Other Agricultural, Forestry and Natural Resources	Agrovet
8	GREENFARM S S.S LIMITED AGROCHEM	Building: Lagoon, Floor: Ground floor, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agrovet
9	ILULLA AGRO-VET	Building: N/A, Floor: N/A, Room: 2, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
10	TUIYO LUK AGRO SUPPLIES	Building: Kapkoi, Floor: Ground floor, Room: 3, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agro supplies & mpesa
11	TUMAINI AGRO VET	Building: TUMAINI, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET

12	ASSIS AGROCHEMI CAL CO LTD	Building: STRAWBA G, Floor: GROUND, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
13	KERIOVA AGRI- SUPPLIES	Building: KIPKINGW O HOUSE, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
14	LOTONYOK AGROVET	Building: LOTONYO K, Floor: GROUND, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
15	TUBEY AGROVET	Building: Tubey Agrovet, Floor: Ground floor, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	Agrovet
16	USHINDI AGROVET	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET/MPE SA

17	WAJENZI STORES	Building: TALAI, Floor: TALAI, Room: TALAI, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
18	WEANER AGRO VET	Building: WEANER AGRO VET, Floor: GROUND FLOOR, Room: 5, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
19	KABOTIK AGROVET	Building: yuan, Floor: 1, Room: 1, Road:	415-Small mining producer Processor/dealer up to 10 employees	agrovvet & m pesa
20	MERSTAR AGROVET	Building: kamungei house, Floor: Ground floor, Room: 4, Road:	495-Other Agricultural, Forestry and Natural Resources	Agrovvet
21	CHEMWEI AGROVET	Building: Chemwei agrovvet, Floor: Ground floor, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agrovvet
22	CHEPTABACH STORES	Building: N/A, Floor: 1, Room: 1, Road:	117-Medium hardware and Dry cleaners with employees from 5 to 10 and area between 100m2 to 250m2	AGROVET/AGENT

23	BARAKA AGROVET	Building: N/a, Floor: 1, Room: 1, Road:	115-Small Trader, Shops or Retail services Up to 3 employees and or premises less than 50m2/ (far away location)	AGROVET
24	CHORONOK AGROVET/MP ESA	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET\$MP ESA
25	CORNER AGROVET AND M.PESA	Building: N/A, Floor: N/A, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET AND M.PESA
26	FARMERS AGROVET	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
27	KILOMBERO AGROVET	Building: KILOMBE RO, Floor: GROUND FLOOR , Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET
28	KIPSANO AGRIC SUPPLES	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	VETERINARY SERVICES \$ AGRO VET
29	KONYIT AGRI STORE	Building: N/A, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET

30	MARICHOR AGROVET	Building: N/A, Floor: GROUND, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET/MPE SA
31	SAITO AGRO FEEDS	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
32	SAMOE AGROVET	Building: samoe, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
33	SERUM AGRO SUPLIERS	Building: NGERIA, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
34	TALAI KABATIK	Building: Talai kabatik, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agrovet
35	TARAKWO DAIRIES AGROVET	Building: N/A, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
36	TURUDI MASHAMBA NI AGROVET	Building: N/A, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET

37	RIPTANY AGRO CHEMICALS LTD	Building: WARET GATES PLAZA, Floor: GROUND FLOOR, Room: 1, Road:	350-Small cold storage facility up to 100m2	AGROCHEMIC ALS
38	SK AGROVET	Building: SK Agrovet, Floor: Ground floor, Room: 2, Road:	495-Other Agricultural, Forestry and Natural Resources	Agrovet
39	SUSWA AGRI CARE	Building: Limko house, Floor: Ground, Room: 1, Road:	118-Small Hard ware and Dry cleaners with employees below 5 and the area below 100m2	Agrovet
40	FARM AGROVET	Building: TELDET, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
41	LORIAN AGROVET	Building: LORIAN, Floor: GROUND, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
42	OLENDU ELDERS COOPERATIV E SOCIETY	Building: OLENDUS, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET STOCKIST

43	ELDOMARA AGROVET	Building: N/A, Floor: N/A, Room: N/A, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
44	ENKA AGROVET	Building: BURKEI BUILDING, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
45	FARMSHINE AGROVET	Building: TALAI CENTRE, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET/MPE SA
46	INTERFARM AGROVET	Building: 1, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
47	WAKULIMA AGROVET	Building: N/A, Floor: NA, Room: NA, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET/ MPESA
48	BALOO AGROVET	Building: BALOO, Floor: GR, Room: 4, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET

49	BERUR AGRO-VET	Building: BERUR, Floor: GR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
50	JUNCTION AGROVET	Building: junction, Floor: GR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
51	KAPCHEMUT WA AGROVET	Building: KAPCHEM UTWA, Floor: GR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
52	SENGENGE AGRO-STALL	Building: SEGENGE, Floor: GR, Room: 2, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
53	ZION AGRO- STORES	Building: ZION, Floor: GR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO- VET
54	COUNTY VETERINARY SERVICES ODINGA ODINGA STREET	Building: SILVER WAYS BLD, Floor: GROUND, Room: 2, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO VET



55	CROSS LINK AGROVET	Building: N/A, Floor: Ground floor, Room: 2, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
56	HIGHWAY AGROVET	Building: N/A, Floor: N/A, Room: N/A, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	Agrovet
57	KAPKER AGROVET	Building: N/A, Floor: N/A, Room: N/A, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
58	KIPWOP DISTRIBUTORS LTD	Building: WESTON ARCADE, Floor: GROUND, Room: 1, Road:	350-Small cold storage facility up to 100m2	AGRO VET
59	LITEIN VETERINARY STOCKIST	Building: HUGHIS BUILDING , Floor: 1, Room: 1, Road:	423-Small Below 1 Hectare Below 20 Employees	AGROVET
60	MOIBEN AGROVET	Building: N/A, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET

61	NDAMA AGROVET	Building: Ndama agrovet, Floor: GROUND FLOOR, Room: 1, Road:	365-Small storage facility up to 1000m2	Agrovet
62	NEVAS VET AGRO SUPPLIERS LIMITED	Building: TAMARIN D PLACE, Floor: GROUND FLOOR, Room: G15, Road:	345-Medium Cold storage facility between 100 – 1000m2	AGROVET
63	OLIVE VET & AGRO SUPPLIES	Building: OLIVE, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET
64	OSSEN AGRO VET	Building: N/A, Floor: N/A, Room: N/A, Road:	423-Small Below 1 Hectare Below 20 Employees	AGROVET /mpesa
65	GREEN FIELDS AGROVETS	Building: Green fields Agrovets , Floor: 1, Room: 1, Road:	350-Small cold storage facility up to 100m2	Agrovets

66	KABATU AGRO-VET GARAGE	Building: MAMBA BLD, Floor: GROUND, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO VET
67	KABENES STORES	Building: MALUGEI BUILDING, Floor: GR, Room: 3, Road:	350-Small cold storage facility up to 100m2	AGRO-VET
68	KANGO VET SUPPLIES	Building: FILA BUILDING, Floor: GROUND, Room: 4, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
69	LIMA AGROVET	Building: LIMA BUILDING, Floor: GRD, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
70	MOIBEN AGRI CENTRE	Building: BARAKA BUILDING, Floor: GROUND, Room: 6, Road:	118-Small Hard ware and Dry cleaners with employees below 5 and the area below 100m2	AGRO-VET
71	SIRIKWA DAIRIES AGROVET	Building: KAPKURE S, Floor: GRD, Room: 2, Road:	350-Small cold storage facility up to 100m2	AGRO-VET

72	SOLID ROCK AGRO-VET	Building: SOLID ROCK BLD, Floor: GROUND, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
73	STAGE AGRO-VET	Building: KIBOSIA BUILDING, Floor: GR, Room: 2, Road:	118-Small Hard ware and Dry cleaners with employees below 5 and the area below 100m2	AGRO-VET
74	UKULIMA AGRO-SHOP KAPGIDION	Building: UKULIMA BUILDING, Floor: GROUND, Room: 3, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
75	KAPCHUMBA AGROVET	Building: N/A, Floor: N/A, Room: N/A, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET /mpesa
76	HAPPY KAPTULI AGROVET	Building: N/A, Floor: Ground Floor, Room: 01, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
77	MOIBEN AGRO-VET	Building: kapkomol building, Floor: N/A, Room: N/A, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET

78	CHEPSIRIA FARM INPUTS	Building: miti moja, Floor: 1, Room: 1, Road:	115-Small Trader, Shops or Retail services Up to 3 employees and or premises less than 50m2/ far away location)	AGROVET
79	DABAI AGROVET	Building: Dabai agrovvet, Floor: Ground floor, Room: 1, Road:	350-Small cold storage facility up to 100m2	AGROVET
80	FARM BESTAGROV ET	Building: KUNET, Floor: N/A, Room: N/A, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET
81	OURS AGROVET	Building: SEIYO, Floor: GROUND, Room: 2, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET CHEMICAL PRODUCT
82	SEKO AGROVET/MP ESA	Building: KUNET, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET /mpesa
83	TINET AGROVET	Building: kuinet, Floor: 1, Room: 2, Road:	495-Other Agricultural, Forestry and Natural Resources	agrovvet

84	DELIGHT GROUP AGRI SUPPLIERS	Building: DELIGHT GROUP AGRI SUPPLIER S, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
85	KEZSTE AGROVET	Building: KEZSTE, Floor: GROUND, Room: 3, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
86	KFA MOIS BRIDGE	Building: KFA, Floor: GOUND , Room: 1, Road:	106-Small supermarkets, large Wholesalers, and large stockist	AGRICULTURE STOCKIST
87	REHEMA AGROVET	Building: SUBRUB, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
88	RIFT FARMERS AGROVET	Building: N/A, Floor: GROUND FLOOR, Room: 1, Road:	641-FINANCIAL AGENCIES AND MPESA Below 2 tellers	AGROVET/MPE SA

89	SUPER WAKULIMA STORE	Building: MATIHA, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
90	TESTAI AGROVET	Building: testai, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	agrovet
91	GREEN AGRO ENTERPRISE MEREWET	Building: SOY, Floor: 1, Room: 1, Road:	115-Small Trader, Shops or Retail services Up to 3 employees and or premises less than 50m2/ far away location)	AGROVET
92	MIFUGO VETERINARY SUPPLIES	Building: mifugo, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
93	OKOA MKULIMA	Building: KAPSERET, Floor: GROUND, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET/MPE SA
94	CORNER STORES ZIWA	Building: CORNER STORES ZIWA, Floor: 0, Room: 0, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET

95	ENOCHEM AGROVET	Building: ENOCHEM AGROVET, Floor: ground floor, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
96	KAPYAGAN STAR AGRO- VET	Building: BARSOMB E HOUSE, Floor: GROUND, Room: 2, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGRO-VET
97	SARAMEK ONE FARM SUPPLIES	Building: N/A, Floor: Ground floor, Room: 3, Road:	495-Other Agricultural, Forestry and Natural Resources	Agrovet
98	BAITANY AGROVET	Building: Hunghe, Floor: Ground , Room: 1, Road:	345-Medium Cold storage facility between 100 – 1000m2	Agrovet and fertilizer
99	FARM CARE AGRI SUPPLIES	Building: Umoja house, Floor: GROUND FLOOR, Room: 1, Road:	360-Medium storage facility from 1000m2 to 5000m2	AGRO/CHEMIC AL SHOP



100	FLORIAN AGROVET	Building: WINAM HOUSE, Floor: GROUND, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
101	MOIBEN CONNECTIONS	Building: CORNERHOUSE, Floor: GROUND, Room: 0, Road:	350-Small cold storage facility up to 100m2	AGROVET
102	MUGURI AGRISUPPLIES LTD	Building: Safina plaza, Floor: Basement, Room: B19, Road:	360-Medium storage facility from 1000m2 to 5000m2	Agro-chemicals
103	SHAMBA BORA AGROVET	Building: D.M.K., Floor: 0, Room: 0, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGRO FEEDS
104	SMART AGROVET	Building: PILOT, Floor: GROUND, Room: 3, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
105	SOLANA AGRIFARM DISTRIBUTORS	Building: STROWBURG, Floor: GROUND FLOOR, Room: 1, Road:	118-Small Hard ware and Dry cleaners with employees below 5 and the area below 100m2	AGROVET

106	TARAKWA AGROVET LIMITED	Building: LABOSO , Floor: GROUND, Room: 1, Road:	345-Medium Cold storage facility between 100 – 1000m2	AGROVET
107	UASIN GISHU AGROVET	Building: UASIN GISHU, Floor: GROUNG FLOOR, Room: 3, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET
108	CHERAMEI AGROVET	Building: CHERAME I HOUSE, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET
109	SOY AGRO- VET	Building: STRWABE RRY HOUSE, Floor: GROUND FLOOR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRO-VET
110	ROTGAA AGROVET	Building: Rotgaa agrovvet, Floor: Ground floor, Room: 4, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET

111	BATUMO	Building: BATUMO, Floor: GROUND FLOOR, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET / M PESA
112	BESIOBOR AGROVET	Building: BESIEBOR AGROVET, Floor: 1, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
113	SEREM AGRICULTUR AL STORE	Building: N/A, Floor: Ground floor, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET
114	SOSIANI AGRICULTUR AL SUPPLIES	Building: SOSIAMI AGRICULT URAL SUPPLIES, Floor: GROUND FLOOR, Room: 3, Road:	495-Other Agricultural, Forestry and Natural Resources	AGRICULTURA L SUPPLIES
115	ARNID FEEDS	Building: N/a, Floor: 1, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET & M.PESA
116	STAGE MATT AGROVET	Building: PRIORITY , Floor: NONE, Room: 2, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location)	AGROVET

117	VUTA PUMZI SHOP	Building: MATHARU , Floor: GROUND, Room: 1, Road:	110-Medium Trader, shops or Retail Service From 5 to 20 employees and or premises less than 50m2 (F location	AGROVET/SHOP
118	AGROFAM	Building: AGRO HOUSE, Floor: GR, Room: 1, Road:	495-Other Agricultural, Forestry and Natural Resources	AGROVET

SOURCE: Uasin Gishu County business registration, FY 2019/2020