

**INFLUENCE OF PRODUCT MARKET STRATEGIES ON THE  
GROWTH OF DEPOSIT TAKING SAVINGS AND CREDIT  
COOPERATIVES IN KENYA**

**BY**

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## **DECLARATION**

I have not submitted this original study to any other academic institution but the University of Nairobi.

Signature



Date **19.09.2023**

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**D61/37265/2020**

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

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## **DEDICATION**

This research proposal is dedicated to my Mother Mrs. Fauzia Omar who has always motivated me to work hard and go for my dreams. My spouse's steadfast support is greatly appreciated as I pursued my further studies and also my kids whom I draw my inspiration from and who make me work each and every day to be a better person for their sake. I am profoundly grateful for the privilege of being your mother.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CBK</b>	-	Central Bank of Kenya
<b>DT – SACCOS</b>	-	Deposit Taking Savings and Credit Cooperatives
<b>KUSSCO</b>	-	Kenya Union of Savings & Credit Cooperatives
<b>SACCOS</b>	-	Savings and Credit Co-operative Societies
<b>SASRA</b>	-	SACCO Society Regulatory Authority
<b>SME</b>	-	Small and Medium Enterprises
<b>SPSS</b>	-	Statistical Package for Social Science

## ABSTRACT

Deposit Taking Savings and Credit Cooperatives (DT-SACCOs) in Kenya grapple with several challenges, including low profitability, low loan interest rates, and limited investment avenues. Additionally, intense competition from banks, mobile money lenders, and other financial entities hampers their market share growth (Feather & Meme, 2019). According to the annual DT-SACCOS regulatory report (2022), these organizations have adopted a product market strategy comprising product segmentation, product differentiation, and product positioning to enhance their growth potential. Nonetheless, their growth performance still lags behind that of banks. Therefore, the aim of this research was to determine how product market strategies have influenced the growth of DT-SACCOS in Kenya. Specifically, it addressed the following research question, what is the influence of product market strategies on the growth of Deposit Taking Sacco's in Kenya? This research drew its theoretical inspiration from Ansoff Matrix, Dynamic Capability theory, and Market Orientation theory. This research utilized a correlational research design. The population encompassed the 174 DT-SACCOS that were officially licensed by SASRA as of December 31, 2022. The sample size was 70 DT-SACCOS. The data gathered was primarily derived from structured questionnaires utilizing a five-point Likert scale. A combination of descriptive and inferential statistics were used to examine the gathered information. From the analysed data, this research concluded that market segmentation and product differentiation are not significant in the growth of DT-SACCOS in Kenya. On the contrary, it was discovered that product positioning aided in DT-SACCOS expansion in Kenya. This research suggests that in order to enhance growth of DT-SACCOS in Kenya, management of DT-SACCOS should focus on product positioning strategies.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

In the cutthroat corporate world of today, companies are actively seeking innovative ways to attain a competitive edge (Gudda and Deya, 2019). Among these strategies, product market strategy has emerged as a pivotal approach for achieving competitive advantage. Numerous researches have established a connection between product market strategies as well as performance across various industries (Rust & Zeithaml, 2009). These strategies involve the identification of target markets, the development of products aligned with market needs, and the formulation of plans for product promotion and sales. Employing these product market strategies enables organizations to spot opportunities, boost revenue, enhance efficiency, and bolster their reputation. By crafting innovative and tailored products that cater to the diverse demands of their members, DT-SACCOS is able to draw in new business while keeping hold of current clients, thereby fostering growth (Nzomo et al., 2019).

The impact of product market strategies on the growth of DT-SACCOS will be assessed using the ANSOFF Matrix (Ansoff, 1957), supported by Dynamic Capability Theory (Teece et al., 1997) and Market Orientation Theory (Kohli and Jaworski, 1990). The ANSOFF Matrix offers a structured framework for analyzing and categorizing strategic choices and their consequences on a company's performance. It establishes a link between product segmentation, differentiation, positioning, and firm performance by providing a systematic approach to expanding and diversifying a company's product offerings. Dynamic Capability Theory, as proposed by Teece et al. (1997), underscores an organization's ability to adjust and innovate in reaction to changing market dynamics, factors that can positively influence firm performance. Finally, Market Orientation Theory emphasizes the significance of customer-centric strategies, with market-oriented firms being attuned to customer needs and preferences, resulting in improved decision-making and heightened growth.

The DT-SACCO industry in Kenya continues to play an essential part in the nation's economy by mobilizing savings for national development and providing credit facilities to numerous households, even amidst challenges such as high inflation and rising interest rates. In 2022, DT-SACCOS exhibited stable and upward performance trends,

marked by significant growth rates in key metrics, including total assets, total deposits, gross loans, and membership. The annual regulatory report on DT-SACCOS in 2022 highlights that these organizations have diversified their product and service offerings, attracting a growing membership base. However, it's worth noting that DT-SACCOS financial performance still lags behind that of commercial banking institutions in Kenya. Furthermore, commercial banks hold a dominant market share at 87.71%, whereas DT-SACCOS market share stands at 11.43%. Given that DT-SACCOS primarily serve households, especially those in the lower economic strata, they provide a compelling context for studying the influence of product market strategies on their growth in Kenya.

### **1.1.1 Product Market Strategies**

Product market strategies encompass the methodologies or approaches that organizations, including DT-SACCOS, employ to position their products or services in the market, aiming to achieve their business objectives (Katsikeas et al., 2020). These strategies encompass a blend of marketing and operational activities that are devised to identify and fulfill customer needs and desires while concurrently generating profits for the company. Key components of product market strategies include market segmentation, targeting, positioning, and the marketing mix (4Ps) (Tien et al., 2019). In essence, effective product market strategies empower companies to expand their market share, generate revenue, and foster business growth (Lan, 2023).

This study will concentrate on three specific product market strategies: market segmentation strategies, product differentiation strategies, and product positioning strategies. Market segmentation strategy revolves around dividing market demand into more defined segments based on factors like demographics, geographical location, behavior, and psychographics (Dolnicar, 2020). Segmentation is widely recognized as a fundamental element in comprehending and addressing an organization's market (Itodo, 2015). Product differentiation strategy entails the creation of distinctive features or benefits for a product that sets it apart from competitors. Differentiation can be achieved through product design, quality, features, performance, or branding (Mwabu & Munyoki, 2022). Finally, product positioning involves establishing a product's place in the subconscious minds of consumers relative to competitors. DT-SACCOS can

position their products based on factors such as price, quality, benefits, and features (Peters, 2020).

### **1.1.2 Growth of Deposit Taking Savings and Credit Cooperatives**

Growth represents the rise in size, market share, revenue, as well as profitability in a business over time (Njoka, 2021). Growth is a critical goal for most firms including DT-SACCOS, as it enables them to remain competitive and achieve higher profits. It's critical to state that there is no specific approach to attaining firm growth. The tactics that work for one company might not be effective for another. It's crucial for firms to assess their unique strengths and weaknesses, identify growth opportunities, and develop a customized growth plan (Njoka, 2021).

In this study growth of DT-SACCOS will be measured with regards to revenue, market share, and profits. Market share is the ratio of total sales or revenue a DT-SACCO has within a particular market. It is a measurement of a corporation's relative position within a market compared to its competitors (Fisher, & Kordupleski, 2019). Revenue is the total amount of money earned by a DT-SACCO from its business activities during a specific period, normally a financial quarter or a financial year (Jayathilaka, 2020). Profitability on the other hand is the DT-SACCO's capacity to yield profits or earnings from its operations. It is an important metric for businesses as it indicates their financial health and ability to sustain and grow their operations over time (Jayathilaka, 2020).

In terms of market share, DT-SACCOS are a significant participant in the financial industry in Kenya, particularly in the savings and credit market. As of December 2022, DT-SACCOS held approximately 11.79% of Kenya's total deposits. According to Sacco Societies Regulatory Authority (SASRA, 2022) in Kenya, as of December 2022, the total revenue earned by DT-SACCOS in the country was Kshs 20.21 billion. This represents an increase of 16.75% compared to the previous year (2021), where DT-SACCOS earned Kshs 11.28 billion in revenue.

### **1.1.3 Product Market Strategy and Growth of Firms**

According to a study conducted by Tyoapine (2019), it was discovered that market segmentation significantly and positively impacts the performance of small businesses. Moreover, Maina (2015) found that effective consumer segmentation enhances the demand for a company's products or services. Mwita (2020) established that various

forms of segmentation, including geographic, demographic, psychographic, benefits sought, and customer loyalty, have a favourable impact on sales performance.

Within the domain of product differentiation strategies, Nolega, Oloko, Sakataka, and Oteki (2015) observed that these strategies contribute to market share growth in Kenya. Adimo (2018) reported a favourable connection between product differentiation and organizational performance. Kiama and Kagiri (2016) also confirmed that product market differentiation has a favourable effect on competitive advantage. Additionally, Ifeoma, Onudugu, Ndubuisi, and Akaegbibi (2021) identified a statistically significant correlation between market share and product differentiation. Wambaka and Adegbuyi (2021) found a statistically significant and favourable connection between product differentiation strategies and financial performance. Conversely, Amar (2016) discovered that product differentiation, both vertical and horizontal, significantly and negatively affects the operational performance of industrial SMEs.

In the context of product positioning, it is recognized as a crucial prerequisite for the growth and profitability of firms across industries. Tharamba (2018) established a positive influence of product positioning on organizational success in Kenya's telecom sector. Blackson, Kalafatis, Cheng, and Costas (2008) found that the success of the company and the positioning strategy were positively correlated, with each predictive variable (subpositioning strategies) having partial effects. The findings of Kim, Song, and Koo (2008) supported the hypothesis that strategic positioning influences firm performance.

#### **1.1.4 Deposit Taking Savings and Credit Cooperatives in Kenya**

Deposit Taking Saccos have a lengthy past in Kenya, originating in the early 20th century. They developed in response to people's and communities' demands for money, particularly those who were shut out of the traditional banking system. They have been crucial in helping members access inexpensive loans and mobilise savings throughout the years. Some of the first DT-SACCOS were established by staff members of government agencies, labour unions, and other associations, each of which catered to the particular need of its constituents. They are governed, supervised and controlled by Sacco Societies Regulatory Authority (SASRA, 2022).

DT - SACCOS have emerged as crucial financial intermediaries in Kenya's economy. They have made substantial contributions to wealth creation, economic empowerment, and the reduction of poverty. They have been a key contributor to improving the financial security of its members, especially those working in the informal sector, by providing competitive interest rates on savings and reasonable lending options.

The Deposit Taking Sacco sector in Kenya has seen impressive development over the years, both in terms of membership and financial assets. In a same line, since 2006, the number of DT-SACCOS in the nation has increased (KUSCCO, 2020). This growth may be ascribed to a number of things, such as better governance frameworks, more knowledge of their advantages, and a dedication to innovation. A supportive atmosphere for their development has also been fostered by favourable regulatory policies.

## **1.2 Research Problem**

Product market strategies hold a crucial part in the growth of institutions, including DT-SACCOS (Kotler & Keller, 2016). Various studies have linked the marketing efforts of companies to their performance across different enterprises (Rust et al., 2004; Morgan et al., 2009; Jaakkola et al., 2010). These strategies are employed to identify target markets, develop products that meet market needs, and formulate plans to promote and sell these products. Such product market strategies empower organizations to spot opportunities, enhance revenue, increase efficiency, and bolster their reputation. For DT-SACCOS in Kenya, these strategies are pivotal for growth. By innovating and tailoring products to meet the diverse demands of their members, DT-SACCOS can draw in new business, keep hold of current clients, and an edge over rivals in the market (Nzomo et al., 2019).

DT-SACCOS in Kenya grapple with several challenges, including low profitability due to high operational costs, low loan interest rates, and limited investment avenues. They also face income constraints stemming from a small membership base, a restricted product portfolio, competition from other financial institutions, and ineffective marketing and sales tactics (Ondieki et al., 2017). Additionally, intense competition from banks, mobile money lenders, and other financial entities hampers their market share growth (Feather & Meme, 2019). According to the annual DT-SACCOS regulatory report (2022), these organizations have adopted a product market strategy

comprising product segmentation, product differentiation, and product positioning. Nonetheless, their financial performance still lags behind that of commercial banks. Furthermore, while banks command a market share of 87.71%, DT-SACCOS market share averages a mere 11.43%.

The connection between product market strategy and firm growth has been the subject of investigation both locally and globally, employing various disaggregated measures of growth. However, the findings remain inconclusive, warranting caution in generalization. For instance, Mwita (2020) identified positive effects on sales performance arising from geographic segmentation, demographic segmentation, psychographic segmentation, benefits sought, and customer loyalties. Wambaka and Adegbuyi (2021) came across a favourable and statistically noteworthy association involving product differentiation strategy and financial accomplishment. In contrast, Amar (2016) observed that product differentiation, both vertical and horizontal, significantly and negatively impacted the industrial SMEs' operating performance. Blackson, Kalafatis, Cheng, and Costas (2008) found that positioning strategy and company performance were positively correlated, even if individual predictive factors (sub-positioning strategies) exhibited partial effect.

These findings imply that there is need to further investigate the influence of product market strategy on the growth of a firm in a country like Kenya. Given the aforementioned limitations, this study's objective is to ascertain how product market strategies have affected the expansion of SACCOS in Kenya. Specifically, the subsequent inquiry for study, what is the influence of product market strategies on the growth of Deposit Taking Saccos in Kenya?

### **1.3 Research Objectives**

The objective of this study was to determine the influence of product market strategies on the growth of Deposit Taking Savings and Credit Cooperatives (SACCOS) in Kenya.

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

Researchers and academicians: Studying the relationship between product market strategies and growth can help researchers and academicians gain an understanding on



how product market strategies contribute to the growth of DT-SACCOS. This can help them develop new theories and models that explain the behavior of DT-SACCOS in the market and can inform future research in this field.

Policy makers can utilize the results from analysis on the association between product market strategies and growth to develop policies that promote the growth of DT-SACCOS. For instance, if research shows that diversification of product offerings is a key driver of SACCO growth, policy makers can develop policies that encourage DT-SACCOS to diversify their products.

DT-SACCOS will benefit from studying the correlation that exists on product market tactics and performance to raise their level of market competitiveness. Understanding how product market strategies impact growth can help DT-SACCOS identify new opportunities, develop better marketing plans, and enhance customer satisfaction.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This analysis's principal objective will be to determine the influence of product market strategy on the growth of DT-SACCOS in Kenya. In this chapter the study will cover; a theoretical review, and an empirical review, and provide A synopsis of the research on the study topic.

### **2.2 Theoretical foundation**

In the realm of product market strategies and firm growth, this study draws theoretical inspiration from Ansoff's (1957) Ansoff Matrix, Teece et al.'s (1997) Dynamic Capability theory, and Kohli and Jaworski's (1990) Market Orientation theory. These theories offer essential insights for establishing a theoretical foundation for this research. They provide valuable guidance on aligning product market strategies with firm growth by considering elements like the dynamics of competition, internal resource capacities, customer-centric approaches, adaptability, innovation, and financial performance metrics. This holistic approach assists businesses in crafting strategies that are more likely to enhance their competitive standing and, ultimately, foster growth within the market.

#### **2.2.1 Ansoff Matrix**

The Ansoff Matrix was developed by Ansoff (1957). The model can be used as a framework to link product market strategies and firm performance by helping organizations make strategic decisions about their product-market combinations. If a firm wants to improve its performance in existing markets, it can use product segmentation, differentiation or positioning to target specific customer segments more effectively. For example, it can tailor marketing messages, pricing, or product features to appeal to different segments within its current customer base (Kotler et al., 2017). The Ansoff Matrix helps in evaluating the impact of such segmentation strategies on firm performance.

When expanding into new markets, firms can use product market strategies to identify which market segments have the highest potential for growth or alignment with their existing products (Hooley et al., 2017). The choice of segments and the adaptation of

products to meet the needs of those segments can significantly influence firm performance. For firms aiming to introduce new products or variations of existing products, product market strategies can guide the development process. By identifying unmet needs within existing markets and tailoring new products accordingly, firms can enhance their performance (Ulrich & Eppinger, 2015).

Diversification strategies often involve entering entirely new markets with new products. In this context, product market strategies can help identify potential market niches or segments that align with the new product offerings (Johnson et al., 2008). This can reduce the risk associated with diversification and improve the chances of success. To link product market strategies and firm performance using the Ansoff Matrix, this study will measure key performance indicators (KPIs) including market share, profitability, and revenue growth, and customer satisfaction for each product-market combination.

Despite its obvious relevance to this study, the Ansoff model suffers several limitations one, it provides a simplified framework for strategic decision-making, categorizing growth options into only four quadrants. In reality, strategic decisions are often more complex and multifaceted (Johnson et al., 2008). The matrix doesn't offer detailed guidance on how to execute specific strategies. It lacks the depth needed for thorough strategic planning and implementation (Hooley et al., 2017). The Ansoff Matrix assumes that a single strategy applies uniformly to an entire market segment. However, markets are rarely homogeneous, and strategies may need to be tailored to different customer segments (Kotler et al., 2017). And finally, the matrix doesn't consider competitive dynamics within markets. It doesn't account for the actions of competitors, which can significantly impact the success of a chosen strategy (Porter, 1980). Given these limitations, this model will be supported by the market orientation theory and dynamic capabilities theory.

### **2.2.2 Market Orientation Theory**

The theory developed by Kohli and Jaworski (1990) a business theory that emphasizes on the importance of creating a customer-focused culture within an organization. The theory argues that companies ought to consider the needs as well as preferences of their

clients and should continuously gather and analyze information about customer needs, market trends, and competitive dynamics. This customer-centric approach to business is seen as a key driver of success and sustainable competitive advantage (Mansouri et al., 2022).

One of the objections of the market orientation theory is that it is overly customer-focused and might not consider other crucial elements that go into a company's performance, such as internal resources and competitive dynamics (Day, 1994). Another critique is that it can result in a short-term concentration on meeting consumers' urgent demands rather than spending money on longer-term projects that will benefit both the business and the customer (Webster, 1994). In addition, some scholars contend that market orientation may not be appropriate for all types of organisations, particularly those that operate in heavily regulated or government-controlled sectors (Vorhies et al., 1999).

The theory is pertinent to the variable product market strategies on DT-SACCOS' Growth, as it emphasizes the importance of understanding customer needs and preferences when developing and implementing these strategies. By adopting a customer-centric approach, DT-SACCOS can better identify and respond to market opportunities, differentiate themselves from competitors, and create enduring connections with their clients. This can ultimately lead to increased growth and profitability for the DT-SACCOS.

### **2.2.3 Dynamic Capability Theory**

This model was created by Teece et al., (1997) is a strategic management concept that emphasizes the ability of organizations to adapt to changing environments through the development and channelling capabilities and resources. The model suggests that companies that can build and leverage dynamic capacities are better equipped to respond to external pressures and achieve long-term success. Dynamic capabilities include the ability to identify new opportunities, reallocate resources, reconfigure organizational structures, and develop new products and processes. The idea places a great focus on the importance of ongoing education as well as the capacity for change and evolution. Overall, dynamic capability theory highlights the importance regarding a company's capacity to adjust to varying market states and the role that strategic management plays in shaping this adaptation process (Matarazzo et al., 2021).

One of the critics of this theory is that it is resource dependence, the dynamic capability theory makes the assumption that businesses can invest in resources to expand and modify their capabilities. However, resource limitations and dependencies may prevent a business from efficiently developing dynamic capabilities in specific sectors or environments.

In regard to the variable product market strategies on DT-SACCOS growth, dynamic capability theory suggests that DT-SACCOS that are able to develop and deploy effective product market strategies are better positioned to respond to changing market conditions and achieve long-term growth. By continuously monitoring the market and adjusting their product offerings and marketing strategies, DT-SACCOS may cultivate adaptable skills that allow them to change with the demands of their customers and preferences. Additionally, dynamic capability theory suggests that DT-SACCOS must be able to reallocate resources and reconfigure organizational structures in response to changes in the market. This may involve investing in new technology, hiring new staff, or developing new partnerships with other organizations. Overall, dynamic capability theory highlights the importance of a flexible and adaptive approach to product market strategies in achieving sustained growth in the SACCO sector.

## **2.3 Empirical Review**

In this area, researchers acquire and analyse data using a variety of methodologies in an effort to comprehend phenomena or test ideas. This approach values objective and measurable evidence over subjective opinions or theoretical assumptions. In relation to this, the researcher will show the relationship between the independent variables (market segmentation, product differentiation and product position strategies) and the dependent variable (organizational performance) and how they influence each other as outlined.

### **2.3.1 Market Segmentation Strategy and Growth of Deposit Taking Savings and Credit Cooperatives**

Obwana (2019) conducted a study to ascertain the connection between a Kenyan bank's competitive advantage and market segmentation. Specifically, the analysis focused on the segmentation bases employed by banks in Kenya. Analysis was done by a survey design. Target population was commercial banks in Kenya. Analysis results revealed that behavioral segmentation and psychographic segmentation were ranked the widely

used techniques of market segmentations as revealed by a mean score of 3.9286 and 4.4082 correspondingly was geographical and demographic segmentations were not widely utilized demonstrated by a mean score of 3.1837 and 3.4694 correspondingly. This revealed that behavioral segmentation and psychographic segmentation are the most adequate approaches of market segmentation in the banking sector.

Further, Kamau (2022) looked to analyze the predominance of target marketing strategy on Kenya's bank growth. Specifically, this research assessed: the effect of selective targeting, single-segment targeting, and extensive targeting on the bank's performance in Kenya. There was use of a descriptive design. The frame for sampling was drawn from one hundred and twenty-six (126) managers within the forty-two (42) banks in Kenya by December 2021. The study utilized census survey where all the one hundred and twenty-six (126) persons were interviewed. The respondents were in agreement that there were sales promotions that cut across all the clients (M=4.17), they persisted to be innovative in the market to maintain one's competitiveness as shown by a Mean =4.06, they had founded a robust consumer relation to maintain long-term and valuable consumers as shown by a Mean=3.97, a single communication message was broadcasted to all clients via different media as shown by Mean=3.91.

Additionally, Wairugi (2017) aimed to demonstrate the link between strategic responses and the competitive edge of Kenyan banks: Example: Equity Bank PLC. Specifically, The research looked at the effects of market segmentation on equity banks' a competitive benefit. The study was anchored on Porter's Five Forces Theory. This analysis adopted a descriptive design. The results showed the bank employs demographic segmentation by designing product matching specific demographic features as shown by Mean = 3.99.

Lupao, (2017) assessed the influence of targeting, positioning, and segmentation approaches on international institutions in Nairobi. Specifically, the research assessed the measure by which targeting, positioning and segmentation approaches are applied by International Institutions in Nairobi. The analysis adopted the market segmentation theory. Cross-sectional descriptive design was employed and census of the thirty-four (34) international schools. A discovery was made that segmentation on the basis of fees paid, fees education model and gender were the popular market segmentation methods by international schools in Nairobi.

### **2.3.2 Product Differentiation Strategy and Growth of Deposit Taking Savings and Credit Cooperatives**

Okeyo and Opanga (2016) investigated DT-SACCOS's performance and strategies for product differentiation in Kisumu County. Descriptive research design was employed in the analysis, and collection of data was done through questionnaire from 56 DT-SACCOS in Kisumu County, Kenya. Data analysis utilized was regression and descriptive statistics. The research discovered a positive correlation between the financial success of savings and credit cooperatives and product diversification strategies indicating that DT-SACCOS that adopted product differentiation strategies performed way better than those that did not. The research suggested that DT-SACCOS should use tactics for product diversification in order to improve their performance and that they should also invest in research and development to keep up with changing member needs.

Mwangi (2021) investigated how Mombasa County's DT-SACCOS's financial performance was affected by product diversification. Analysis utilized a survey technique and collected data through self-administered questionnaires from 30 DT-SACCOS in Mombasa County, Kenya. The information was diagnosed employing regression analysis and descriptive statistics. Investigation discovered a beneficial relationship on product differentiation and Mombasa County's DT-SACCOS's financial performance, indicating that Savings and Credit Cooperatives that differentiated their products and services grew faster than those that did not. The study recommended that DT-SACCOS should invest in product differentiation in response to its members' evolving demands and preferences, and that they should also consider forming partnerships and alliances with other organizations to offer unique and innovative products and services.

Mwaka and Ombui (2018) investigated the connection between DT-SACCOS performance and product distinctiveness in Nairobi County. This analysis utilized a cross-sectional method and gathered information through self-administered questionnaires from a sample of 86 DT-SACCOS in Nairobi County, Kenya. Analysis utilized regression and descriptive statistics. Analysis revealed that the expansion of DT-SACCOS in Nairobi County was impacted by product difference, with the effect being higher for larger DT-SACCOS than for smaller ones. The research suggested that

DT-SACCOS should embrace product differentiation strategies to remain competitive and attract new members and that they should also invest in marketing and member education to promote their unique products and services.

Abdirizak (2019) examined a case of Safaricom PLC Limited in order to examine the impact of general tactics on competitive advantage in the telecommunications industry, with a focus on Safaricom Limited. Specifically, the analysis aimed to evaluate the influence of differentiation technique on competitive edge at Safaricom PLC Limited. This study descriptive design. The intended audience of this analysis is managers that work at Safaricom Limited in Nairobi, with a total of one hundred and thirty-seven constituting middle level managers, top level managers, and supervisors. On the question whether the firm produces products and services that cannot be imitated easily by competitors, three per cent were neutral, forty-three per cent agreed, and fifty-four percent strongly agreed. It implies that the company produces products and service that cannot be easily copied by rivals.

An example of NCBA Bank Kenya, Musengi, (2021) determined the impact of generic technique on competitive edge of NCBA PLC. Specifically it assessed; impact of differentiation strategies on competitive edge of NCBA PLC. Descriptive design was utilized. The population was fifty-nine NCBA PLC branches in Nairobi County, Kenya. The outcome also indicated that NCBA ventures into other related enterprises such as bank assurance to a great extent as shown by Mean=3.77, std. dev=0.79. Additionally, results revealed that NCBA price their products below competitions to a moderate degree as demonstrated by a Mean=2.73, std. dev=0.72. Further, results showed that NCBA provides strategic locations to their to a moderate degree as demonstrated by Mean=3.45, std. dev=0.78.

### **2.3.3 Product Position and Growth of Deposit Takings Savings and Credit Cooperatives**

On Deposit Taking DT-SACCOS in Kenya, Kavulya, (2018) established the impact of deposit mobilization techniques on growth of DT-SACCOS in Kenya. Finding out how product development process affects the financial performance of Kenyan savings and credit cooperative organisations was the specific goal. This analysis was directed by the product life cycle model. A descriptive design was utilized. Further, eighty-seven percent agreed that DT-SACCOS constantly evaluated and monitored the product



portfolio to decide whether existing new items to cut or discontinue and which virgin products to suggest. Additionally, 62% of respondents concurred that Sacco conducted frequent product evaluations and looked towards developing novel items.

Moreover, a Case of Kenya Commercial Bank by Mungai, (2019) sought to assess the market growth strategies in financial institution focusing on Kenya Commercial Bank. Specifically, study evaluated the impact of product development, market development, diversification, and market penetration as methods for expanding the market strategies. Descriptive design was utilized. Population was one hundred and sixty-three which encompass one hundred and fifty-seven Branch Managers and six Strategic Managers from the headquarters who are involved with the strategic development procedure and implementation. The findings revealed that financial institutions to remain competitive in the market, should quickly fit their competitors' innovations by concentrating on brand image, customer expectation, quality, and technology improvement as product development techniques.

Moreover, A Case Study of Balozi Sacco by Iruguthu, (2014) sought to investigate the factors impacting Kenyan savings and credit cooperative societies' consumer satisfaction levels. This research sought to establish solutions to seek answers to the study questions; to determine whether quality products/services influence customer satisfaction. The research used a descriptive design. The results revealed that ninety-seven per cent of the respondents stated that loan products are popular, while about three per cent of the respondents who stated the product does satisfy their needs, stated the products are not popular.

In addition, a study on The Good Food Company by Cherotich, (2017) determine impact of organic growth techniques on growth of SMEs in Kenya. Specifically, it established product development's impact on SMEs' expansion in Kenya. Descriptive design was utilized. The sampling frame consisted of one hundred and twenty-six workers and was derived from The Good Food Company Human capital department. The findings revealed that ninety per cent agreed that the company highlights constant modification of current product features, eighty-three per cent agreed that the corporation carries pride in launching new product brands, eighty-three per cent agreed that the company has a broad product range, seventy-nine per cent agreed that the

company develops products targeting emerging needs and 82% agreed that the company customizes its products.

A Case Study of Kenya's Cement Sector carried out by Ndeto (2017) tried to study the function of product innovativeness on growth of firms in the cement industry. Specifically, the study evaluated: how discontinuity impacts performance of marketing operations? The study adopted descriptive method. The research aimed to ascertain how frequently respondents are interested in product innovation at the company. The results revealed that most of the respondents seventy-two per cent sometimes are involved in product innovation.

## **2.4 Summary of Literature**

Obwana (2019) conducted a study to ascertain the connection between a Kenyan bank's competitive advantage and market segmentation. This study only looked at one segment of product market strategy rendering the results inadequate. Further, Kamau (2022) looked to analyze the predominance of target marketing strategy on Kenya's commercial bank expansion. This research centred on commercial banks, whose findings cannot be generalized to DT-SACCOS. A more similar study by Lupao, (2017) assessed the influence of targeting, positioning, and segmentation approaches on international institutions in Nairobi. The context was an educational institution. Additionally, this study lacked inferential analysis to determine influence and was descriptive in nature. Okeyo and Opanga (2016) investigated DT-SACCOS's performance and strategies for product differentiation in Kisumu County. This research was descriptive in nature and only focused on one aspect of product market strategy thereby suffering the limitation of generalizability.

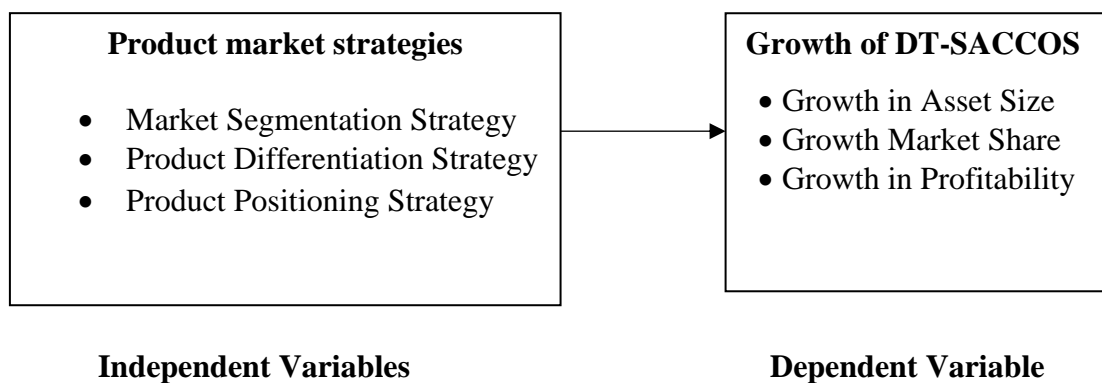
In Summary, after a thorough analysis of the research literature, it is clear that the majority of these studies concentrated on how adopting product market strategies affected different measures of organizations' performance. While existing empirical research offers valuable insights, several gaps in the literature are evident. These gaps include a lack of in-depth analysis of the effectiveness of specific product market strategies, the absence of a holistic framework for evaluating their impact, and a limited focus on the long-term sustainability of Sacco growth. These gaps underscore the need for further research, which this study aims to deal with.

## 2.5 Conceptual Framework

This diagram depicted below visually represents the connection between product distinctiveness and performance, as conceptualized within this study. The rise of DT-SACCOS (Deposit-Taking Digital-Transformed Savings and Credit Cooperative Societies) in Kenya is shaped, according to the report, by product market strategy. The conceptual framework outlines the independent variables encompassing product market strategies and the dependent variables comprising growth measures for DT-SACCOS. Specifically, product market strategy will be assessed using criteria such as market segmentation, product differentiation, and product positioning. On the other hand, the dependent variables will be quantified by indicators such as growth in asset size, market share, revenue, and profitability.

**Figure 1**

*Conceptual Framework*



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The methods and techniques that will be used to address research topics are described in this chapter. The methodology will be founded on the study inquiries and the conceptual framework developed.

### **3.2 Research Design**

For this study, a correlational research strategy was adopted, a research strategy employed to explore the association or connection between two or more variables without manipulating them (Babbie, 2016). Its primary objective is to investigate if modifications to a single variable are linked to changes in another, all while refraining from implying causation (Hair, Black, Babin, and Anderson, 2018). One of the advantages associated with this design is its ability to mirror real-world circumstances and relationships, making it particularly relevant for comprehending phenomena as they naturally unfold (Cohen, Cohen, West, Aiken, 2003). Consequently, This study methodology is ideal for determining how product market strategy affects DT-SACCOS expansion in Kenya.

### **3.3 Population**

In any area of study, the entirety of items is considered a population, as noted by Kothari (2004). A population consists of a collection of people or things sharing particular observable traits that differentiate them from other demographics. In the context of this research, the population encompasses the 174 DT-SACCOS that were officially licensed by SASRA as of December 31, 2022. The primary participants in this study will be the Chief Executive Officers or individuals holding equivalent positions within these DT-SACCOS in Kenya.

### **3.4 Sampling and Sample Size**

A sample is chosen by picking a subset of individuals in a manner that accurately represents the larger group they are drawn from, as described by Mugenda and Mugenda (2012). The primary objective of sampling is to secure a representative sample that enables researchers to collect information about an entire population, as highlighted by Mwele (2022). In this specific study, a probability sampling method will be utilized, specifically employing the systematic sampling technique.

The systematic sampling approach offers operational convenience compared to simple random sampling while maintaining the equality of probability for every unit in the population to be included in the sample. According to Best and Kahn (2000), a sample size amounting to 30 percent of the target population is sufficient for generalizing findings to the entire population. Consequently, considering the total count of 174 DT-SACCOS, rounding off 30 percent of that figure to the nearest tens results in a target population of 52 DT-SACCOS.

### **3.5 Data Collection**

The information gathered was primarily derived from structured questionnaires with a five-point Likert scale, which goes from (1)-strongly disagree-to (5)-strongly agree. The use of a structured questionnaire to collecting primary data yields quantitative information. The preference for a questionnaire stems from its ability to establish a connection with respondents during the survey process (Satrirenjit, Alistair, & Martin, 2012).

A five-point Likert scale will be employed to assess all variables, with a rating of one (1) indicating the lowest viewpoint among respondents, while a rating of five (5) signifies the highest rating provided by respondents. The data collection instrument for the study will be divided into five sections to capture relevant information: Section A - covering respondent and organizational demographics; Section B - addressing market segmentation; Part C - focusing on Product Differentiation; Part D - centering on Product Positioning, and Section E - delving into growth measures.

The primary data collection process will involve distributing questionnaires via email or employing the drop-and-pick method when feasible. Respondents were selected as they possess the requisite knowledge and involvement in making executive decisions and overseeing operations at the corporate, business, and functional levels, making them well-suited to address the research questions.

### 3.6 Data Analysis, Processing and Presentations

Silvia and Skilling (2016) showed that evaluation and analysis of data will help to determine its relevance including whether it can be used to make good decisions. The data compiled will be scrutinized utilizing statistical software SPSS version 26. Descriptive statistics will be employed to examine the information collected from the questionnaires and interviews. Correlation, multiple regression analysis, ANOVA, and model summary ( $r^2$ ) will be developed as inferential statistics to demonstrate the association between the analysis variables. To characterise the data gathered, descriptive statistics such as frequency, percentages, mean, and standard deviation will be used. This model, according to Orodho and Kombo (2014), will be used to determine the correlations between dependent (DT-SACCOS Growth) and independent (Product Market Strategies) variables. The following is how the regression model will look:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

Y = DT-SACCOS' Growth,

$\beta_0$  = Constant,

$\beta_1$  to  $\beta_3$  = Coefficients to be estimated

X1 = Market Segmentation,

X2 = Product Position,

X3 = Product Differentiation Strategy,

$\varepsilon$  = error term

### 3.7 Operationalization of Variables

**Table 3.1**

*Operationalization of Variables*

Variable	Definition of Variable	Indicator	Measurement
Growth	Growth refers to a company's steady rise in asset size, market share, revenue, and profitability over time	Growth in Asset Size, Growth Market Share, Growth in Profitability	Likert-Scale
Market Segmentation Strategy	Market segmentation strategy is breaking down a larger target market into smaller, more homogeneous segments based on demographics, geographic location, buyer behavior or other relevant factors.	Demographic, Geographic, Psychographic, Behavioural, Usage based, Benefit based, Attitudinal, Technographic	Likert-Scale
Product Differentiation Strategy	Product differentiation strategy is a marketing tactic used by businesses to set their goods and services apart from those of their rival by highlighting unique features, attributes, or benefits.	Quality, Innovation, Design, Performance, Product Feature, Price	Likert-Scale
Product Positioning Strategy	The term "product positioning strategy" describes how a business positions its brands or products in the eyes of consumers in relation to those of its rivals.	Value proposition, Unique selling points, Target Audience, Distribution channel, Message & Communication, User Experience, Endorsement & Testimonials	Likert-Scale

## **CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

As outlined in the introductory section, this research aimed to examine how product market strategies impact the growth of DT-SACCOS. The research's conceptual framework was developed to empirically evaluate how the variables of market segmentation strategy, product differentiation strategy, and product positioning strategy influence the growth of DT-SACCOS. In this chapter, we present and discuss the study's findings, which were derived from the data gathered using the methodology detailed in Chapter Three. This chapter serves two main purposes: first, it seeks to explore and gain initial insights into the collected data, and second, It attempts to evaluate the impact of the independent elements utilizing the multiple regression model approach covered in the prior chapter. The following sections make up the organisation of the chapter: response rate analysis and DT-SACCOS profile in Kenya, DT-SACCO growth, the connection between market segmentation strategy and DTS growth, the connection between product differentiation and DTS growth, and a the examination of the regression model in brief

### **4.2 Response Rate**

This research gathered data from 70 chief executive officers of DT-SACCOS to investigate how product market strategies affect the growth of Deposit Taking Sacco's in Kenya. Out of the 70 individuals targeted for participation, 65 of them completed and gave back the the questionnaire, the response rate being 92.85%. This response rate is deemed satisfactory, as it surpasses the threshold set by Kothari (2004), who suggests that the rate of reply exceeding 50% is sufficient for conducting statistical analyses and drawing inferences about a population.

### **4.3 Profile of DT-SACCOS in Kenya**

The specifics of the DT-SACCOS profile of interest to this study was the age of the SACCOS. This was considered important in order to get accurate information about growth of DT-SACCOS since growth of DT-SACCOS is a time variable. To obtain this information, the subjects were asked to furnish data on the number of years the respective DT-SACCOS have been existence in the industry grounded on nominal scales. A summary of the DT-SACCOS' The profile attributes are displayed in Table 4.1.



**Table 4.1 Years DT-SACCO has been in existence in the Industry**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 - 5 Years	15	23.1	23.1	23.1
	Below 2 Years	3	4.6	4.6	27.7
	Over 5 Years	47	72.3	72.3	100.0
	Total	65	100.0	100.0	

Results of this analysis indicated that 72.3% of the DT\_SACCOs had been in existence for over five years, 23.1% had existed for between three to five years and only 4.6% had been in existence for less than two years. This indicated that about 95% of DT-SACCOS had existed for more than 3 years, a period considered sufficient time to track the growth measures of the DT-SACCOS.

#### **4.4 Growth of DT-SACCOS in Kenya**

This variable measured the performance of DT-SACCOS. The scale of assessment measured the four indicators according to a five point Likert-scale (strongly disagree=1, disagree=2, undecided=3, agreed=4 and strongly agreed=5). Growth indicators included; asset base, market share, revenue and profitability. The result is presented as shown in table 4.4 above.

The main objective of this research revolved around the examination of DT-SACCOS growth, which was the primary dependent variable under scrutiny. To assess this growth, a subjective measurement scale was utilized, encompassing four key criteria: asset base, market share, revenue, and profitability. This scale was structured to have participants self-report their SACCOS' average growth across these indicators over the three years preceding the study. As part of this process, The degree of agreement that respondents had with each of these performances was asked to be indicated according to a five-point Likert scale, with options varying from "strongly agree" (5) to "strongly disagree" (1). Table 4.2 provides descriptive information about the performance scale used for DT-SACCOS.

**Table 4.2 Growth of DT-SACCOS in Kenya**

	N	Mean	Std. Deviation
We have increased our asset base over the past 2 years	65	4.25	.434
We have grown our Market share for the past 2 years	65	4.42	.527
We have improved our Revenue collection in the past 2 years	65	4.37	.547
We have improved our Profitability in the past 2 years	65	4.46	.502
Valid N (listwise)	65		

Table 4.2 shows that the average scores for the growth measurement items related to DT-SACCOS varied from 4.25 (the lowest) to 4.46 (the highest). The participants in this study exhibited strong consensus (mean = 4.25, standard deviation = 0.434) in their belief that, on average, DT-SACCOS had increased their asset base over the past two years. Similarly, the majority of the surveyed CEOs strongly agreed (mean = 4.42, standard deviation = 0.527) that DT-SACCOS had expanded their market share during the same period. Furthermore, a significant portion of the CEOs, with an average score of 4.37 (standard deviation = 0.547), expressed agreement that revenue collection had improved for DT-SACCOS. Likewise, the CEOs agreed unanimously (mean = 4.46, standard deviation = 0.502) that DT-SACCOS had enhanced their profitability in the preceding two years.

#### **4.5 Market Segmentation Strategy**

The aim of this study was to ascertain how market segmentation strategy affects the growth of DT-SACCOS in Kenya. In this part, we present the results regarding the responses from the participants about the market segmentation strategies employed by DT-SACCOS and the connection between these strategies and the growth of DT-SACCOS in Kenya.

##### **4.5.1 Market Segmentation Strategy Statistics**

To assess this variable, the participants were presented with seven statements aimed at gauging the Market Segmentation Strategy. These statements were rated on a five-point Likert scale, varying from "strongly disagree" (1) to "disagree" (2), "undecided" (3), "agree" (4), and "strongly agree" (5). The results are shown in Table 4.4 as follows:

**Table 4.3 Market Segmentation Statistics**

	N	Mean	Std. Deviation
We ensure that we look at the market in psycho-graphic aspects as our clientele's lifestyle, personality, and values]	65	4.02	.484
We ensure that there is a single segment targeting that ensures a single communication message is broadcasted to all customers through different media]	65	3.80	.666
We ensure that we develop products that fit specific demographic segments e.g., gender, age group, generation, and social class]	65	3.92	.645
We sometimes treat the market as a big market by employing an undifferentiated targeting strategy]	65	3.94	.556
We ensure that we assess the market in behavioral aspects such as benefits, user status and occasion]	65	4.25	.531
We ensure that we collect data about client transactions and purchases which glean valuable statistics for identifying profitable customer segments]	65	4.55	.587
Valid N (listwise)	65		

The survey participants expressed consensus on several aspects of DT-SACCOS' market segmentation strategies. They agreed that DT-SACCOS aimed to understand the market by considering psychographic factors like customers' lifestyle, personality, and values (mean = 4.02, standard deviation = 0.484). Moreover, they acknowledged that DT-SACCOS utilized a single-segment targeting approach, which allowed for a unified communication message across various media channels (mean = 3.80, standard deviation = 0.666). Respondents also agreed that DT-SACCOS designed products tailored to specific demographic segments, such as gender, age groups, generational cohorts, and social classes (mean = 3.92, standard deviation = 0.645). Furthermore, the participants concurred that in their respective SACCOs, the market was treated as a large, undifferentiated entity, employing an undifferentiated targeting strategy (mean = 3.94, standard deviation = 0.681). Additionally, they acknowledged that DT-SACCOS assessed the market from a behavioral perspective, considering factors like benefits, user status, and occasions (mean = 4.25, standard deviation = 0.531). It was also noted that they ensured the collection of data related to customer transactions and purchases,

which yielded valuable statistics for identifying profitable customer segments (mean = 4.55, standard deviation = 0.587).

#### **4.5.2 Association between Market Segmentation Strategy and Growth of DT-SACCOS in Kenya.**

This research aimed to investigate how market segmentation strategy influences the growth of DT-SACCOS in Kenya. To examine this influence, we employed summated scales of measurements for market segmentation. The scores for the individual items on the measuring scale were added up to obtain these total scales, which included seven items for market segmentation strategy and four items for DT-SACCO growth. This process resulted in composite scores, and averages were then computed. Subsequently, these average scores for both market segmentation strategy and DT-SACCO growth were used to calculate the magnitude and direction of the relationship between market segmentation strategy and DT-SACCO growth were determined using Pearson's Product Moment Correlation (PPM). Table 4.4 presents the findings.

**Table 4.4 Association between Market Segmentation Strategy and Growth of DT-SACCOS**

		Market Segmentation Strategy	Growth of DT-SACCOS
Market Segmentation Strategy	Pearson Correlation	1	.186
	Sig. (2-tailed)		.139
	N	65	65

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

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

Table 4.4's findings show that there is a slight, but numerically insignificant, positive relationship between the market segmentation strategy and the growth of DT-SACCOS. This is demonstrated by the 0.186 coefficient. The p-value associated with this coefficient is 0.139. In interpreting these findings, it means that while there seems to be a positive connection between employing a market segmentation strategy and the growth of DT-SACCOS, this association is not strong enough to be considered statistically significant. In other words, the data does not provide enough evidence to conclude that market segmentation strategy significantly and substantially influences the growth of DT-SACCOS in this context.

## 4.6 Product Differentiation Strategy

The purpose of this research was to determine how product diversification strategy affected the development of DT-SACCOS in Kenya. The results of the respondents' responses are shown in this section on the product differentiation strategies by the DT-SACCOS and the association involving product differentiation strategy and the growth of DT-SACCOS in Kenya.

### 4.6.1 Product Differentiation Strategy Statistics

Respondents were exposed to the following in order to measure this variable: 6 statements that were measuring Product Differentiation Strategy. The scale of assessment measured the 5 indicators using a Likert scale with five points (strongly disagree=1, disagree=2, undecided=3, agreed=4 and strongly agreed=5). The result is presented as seen above in table 4.4.

**Table 4.5 Product Differentiation Strategy Statistics**

	N	Mean	Std. Deviation
We ensure that we continually subject our product to research and development	65	4.43	.499
We always consider partnerships and alliances with other organizations to offer unique and innovative products and services	65	4.34	.509
In-order to attract new members we invest in marketing, member education to promote our unique products and services	65	4.58	.527
We focus on continuously enhancing our product quality	65	4.66	.509
We ensure that our products and services cannot be imitated easily by rivals	65	4.23	.844
We provide strategic locations to our customers to enhance access to the products and services	65	4.62	.630
Valid N (listwise)	65		

The respondents agreed that DT-SACCOS continually subjected products to research and development (M=4.43, SD=0.499); always considered partnerships and alliances with other organizations to offer unique and innovative products and services (M=4.34, SD=0.509) and; in-order to attract new members DT-SACCOS invest in marketing, member education to promote their unique products and services (M=4.58, SD=0.527). Additionally, the participants concurred that the DT-SACCOS focus on continuously

enhancing our product quality (M=4.66, SD=0.509), ensured that DT-SACCOS products and services cannot be imitated easily by rivals (M=4.23, SD=0.844) and provided strategic locations to their customers to enhance access to the products and services (M=4.62, SD=0.630).

#### 4.6.2 Association between Product Differentiation Strategy and Growth of DT-SACCOS in Kenya.

The purpose of the study was to look at how product differentiation strategy affected the growth of DT-SACCOS in Kenya. Thus, in order to analyze the influence, summated scales of measurements of product differentiation strategy were employed. The individual measurement scale item scores were added together to create the summated scales (7 for product differentiation strategy and 4 for growth of DT-SACCOS) producing composite scores and, concurrently, determining scale averages. The amount and direction of the relationship between the growth of the DT-SACCOS and the product differentiation strategy were then ascertained by computing Pearson's Product Moment Correlation (PPMC) using the average values for both variables. The outcomes are displayed in Table 4.5.

**Table 4.6 Association between Product Differentiation Strategy and Growth of DT-SACCOS**

		Product Differentiation Strategy	Growth of DT-SACCOS
Product Differentiation Strategy	Pearson Correlation	1	.309*
	Sig. (2-tailed)		.012
	N	65	65

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

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

The results in Table 4.6 indicate that there is indeed a significant, albeit weak, positive association between the use of a product differentiation strategy and the growth of DT-SACCOS. This is evident from the positive coefficient of 0.309. The p-value associated with this coefficient is 0.012, which is lower than the conventional significance level of 0.05. Interpreting these findings, it denotes the existence of a statistically significant positive influence between implementing a product differentiation strategy and the growth of DT-SACCOS. But it's crucial to remember that this positive association is

characterized as "weak," indicating that the effect of product differentiation strategy on growth, while statistically significant, is not particularly strong.

#### 4.7 Product Positioning Strategy

The purpose of this study was to determine how product positioning strategy affected DT-SACCOS expansion in Kenya. Results about respondents' opinions of the DT-SACCOS's product positioning methods are displayed in this section as well as the association involving product positioning strategy and the growth of DT-SACCOS in Kenya.

##### 4.7.1 Product Positioning Strategy

In order to measure this variable, respondents had to endure to 5 declarations that were gauging product positioning. The scale of assessment measured the five indicators using a Likert scale with five points (strongly disagree=1, disagree=2, undecided=3, agreed=4 and strongly agreed=5). The outcome is displayed in the table 4.7 that follows.

**Table 4.7 Product Positioning Strategy Statistics**

	N	Mean	Std. Deviation
We occasionally evaluate our current products and studies potential new products	65	4.22	.484
We always ensure that we focus on our brand image, quality, customer expectations and technology advancement	65	4.71	.458
We ensure that the quality of the products/services we offer meet our clients' needs	65	4.77	.493
Our firm ensures that there is constant improvement of the current product features	65	4.54	.561
We involve both the employee and customers in pro innovation	65	4.72	.484
Valid N (listwise)	65		

The respondents agreed that DT-SACCOS occasionally evaluate our current products and study potential new products (M=4.22, SD=0.484); always ensure that we focus on our brand image, quality, customer expectations and technology advancement (M=4.71, SD=0.458) and; DT-SACCOS ensured that the quality of the products/services they offer meet their clients' needs (M=4.77, SD=0.493). Additionally, DT-SACCOS ensures that there is constant improvement of their product features (M=4.54,

SD=0.561), data indicated that DT-SACCOS involved both the employee and customers in product innovation (M=4.72, SD=0.484).

#### 4.7.2 Association between Product Positioning Strategy and Growth of DT-SACCOS in Kenya.

The purpose of the study was to look at how product positioning strategy affected DT-SACCOS growth in Kenya. Consequently, in order to assess the impact, summated scales of measurements of product positioning strategy were used. The individual measurement scale item scores were added together to create the summated scales (5 for product positioning strategy and 4 for growth of DT-SACCOS) producing composite scores and, concurrently, determining scale averages. The strength and direction of the link between product positioning strategy and DT-SACCOS growth were then ascertained by calculating Pearson's Product Moment Correlation (PPMC) using the average scores for both variables. Table 4.8 presents the results.

**Table 4.8 Association between Product Positioning Strategy and Growth of DT-SACCOS**

		Product Positioning Strategy	Growth of DT-SACCOS
Product Positioning Strategy	Pearson Correlation	1	.422**
	Sig. (2-tailed)		.000
	N	65	65

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

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

Table 4.8's findings show that there is, in fact, a large, albeit weak, positive association involving the use of a product differentiation strategy and the growth of DT-SACCOS. This is evident from the positive coefficient of 0.309. The p-value associated with this coefficient is 0.012, which is less than the conventional degree of relevance of 0.05. Interpreting these results, that indicates the presence of a statistically significant positive connection between implementing a product differentiation strategy and the growth of DT-SACCOS. But it's essential to keep in mind that this positive association is characterized as "weak," indicating that the result of product differentiation strategy on growth, while statistically significant, is not particularly strong.



## 4.8 Regression Analysis and Hypothesis Testing

The purpose of the study was to determine how product market strategy affected DT-SACCOS growth in Kenya. Having stated so, the multiple linear regression model described in Chapter Three of this research project report was tested in order to determine the overall effect between product market strategy and growth of DT-SACCOS. Using the regression model below, product market strategies were regressed against the growth of DT-SACCOS inside the model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y = Growth of DT-SACCOS

X<sub>1</sub> = Market Segmentation Strategy (MSS)

X<sub>2</sub> = Product Differentiation Strategy (PDS)

X<sub>2</sub> = Product Positioning Strategy (PPS)

β<sub>0</sub> = Constant, the value of Y when the value of X is zero.

β<sub>i</sub> (i= 1, 2) = is the independent variables' regression coefficient.

ε = Error term

### 4.8.1 Influence of Product Market Strategy on Growth of DT-SACCOS in Kenya

A multiple linear regression model was used to examine the relationship between product market strategies and the expansion of Deposit Taking Saccos in Kenya after it was determined that there was a link between the dependent and independent variables. The regressions coefficient estimates were found to be as follows:

**Table 4.9 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.692	.745		2.270	.027
	Market Segmentation Strategy	-.040	.153	-.035	-.258	.797
	Product Differentiation Strategy	.178	.152	.163	1.169	.247
	Product Positioning Strategy	.446	.163	.361	2.743	.008

a. Dependent Variable: Growth of DT-SACCOS

As indicated in table 4.6 above, market segmentation strategy has an insignificant negative influence on growth of DT-SACCOS. This is confirmed by regression coefficient of -0.035 ( $p=0.797$ ) and  $t=0.258$ . A beta value of -0.035 indicates that one standard deviation increase in the market segmentation strategy results in a 0.035 standard deviations decrease in the growth of DT-SACCOS

Additionally, from table 4.6 above, product differentiation strategy has an insignificant positive influence on growth of DT-SACCOS. This is confirmed by regression coefficient of 0.163 ( $p=0.247$ ) and  $t=1.169$ . A beta value of 0.163 indicates that one standard deviation increase in the product differentiation strategy results in a 0.163 standard deviations increase in the growth of DT-SACCOS.

Finally, from table 4.6 above, product positioning strategy has a major beneficial impact on growth of DT-SACCOS. As it is confirmed by regression coefficient of 0.361 ( $p=0.008$ ) and  $t=2.743$ . A beta value of 0.361 indicates that one standard deviation increase in the product differentiation strategy results in a 0.361 standard deviations increase in the growth of DT-SACCOS.

Considering the results above, it indicates that product positioning is the most important strategy to effect growth in DT-SACCOS. The estimated regression model therefore is represented as shown below:

$$\text{Growth of DT - SACCOS} = 0.745 - 0.035MSS + 0.163PDS + 0.361PPS \quad (4.1)$$

Where:

MSS is Market Segmentation strategy

PDS is Product Differentiation Strategy

PPS is Product Positioning Strategy

To show whether the linear regression model (4.1) greatly fits the data, ANOVA was computed as seen below in Table 4.7:

**Table 4.10 ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.285	3	.762	4.966	.004 <sup>b</sup>
	Residual	9.355	61	.153		
	Total	11.640	64			

a. Dependent Variable: Growth of DT-SACCOS

b. Predictors: (Constant), Product Positioning Strategy, Market Segmentation Strategy, Product Differentiation Strategy

The ANOVA table shows that linear regression model greatly fits the data with  $F(3, 61) = 4.966$  at  $p < .05$  ( $p = 0.004$ ). Since  $F > 2.5$  this study concluded that there is a least one parameter value that is nonzero. This indicates that the model performs very well in predicting how product market strategies would affect the growth of deposit taking societies in Kenya.

The coefficient of determination was established as indicated in order to determine the percentage of the variance in the dependent variable that is predictable from the independent variable as shown in the table 4.8 below:

**Table 4.11 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443 <sup>a</sup>	.196	.157	.39162

a. Predictors: (Constant), Product Positioning Strategy, Market Segmentation Strategy, Product Differentiation Strategy

The model explains up to 19.6% ( $R^2 = .196$ ) of the variance in the outcome (growth of DT-SACCOS) meaning the independent variable which is, product positioning strategy, influences growth of DT-SACCOS which is a dependent variable since it is not a coincidence. Therefore, the model summary table above explains the degree to which product positioning strategy influences growth of DT-SACCOS in Kenya.

## 4.9 Discussion of Research Findings

This research first aimed to determine how market segmentation strategies affected the growth of deposit taking saccos in Kenya. This research found out that DT-SACCOS implemented market segmentation strategy. Additionally, the findings revealed that market segmentation has no appreciable impact on growth measures of DT-SACCOS

in Kenya. This result suggest that, based on the study's conclusions, the practice of segmenting product markets does not appear to have a measurable impact on the growth of DT-SACCOS. The absence of a significant influence of product market segmentation may be unexpected, given that customization of financial products and services for specific customer segments is often considered a sound business strategy. Several factors could explain this results, including the possibility that DT-SACCOS in the study did not effectively implement their segmentation strategies, or that other external factors overshadowed the effects of segmentation on growth. Additionally, It's crucial to take into account the unique characteristics of the Kenyan financial sector and the specific challenges and dynamics that DT-SACCOS face. These factors may affect the applicability of product market segmentation as a growth strategy.

Secondly, this investigation aimed to ascertain the impact of product differentiation strategies on the growth of Deposit Taking Sacco's in Kenya. This research found out that DT-SACCOS implemented product differentiation strategy. The finding here's not much of an impact of product differentiation strategy on the growth of DT-SACCOS in Kenya suggests that, based on the research conducted, implementing product differentiation strategies does not lead to substantial or measurable growth in these financial cooperatives. One possible interpretation is that the DT-SACCO market in Kenya may already be highly competitive and saturated. In such a scenario, differentiating products may not be enough to stand out, as all providers may already be offering similar, highly competitive products and services. Additionally, it is possible that consumers in Kenya may prioritize other factors over product differentiation when choosing a financial institution. Factors such as trust, convenience, fees, or interest rates may carry more weight in their decision-making, rendering product differentiation less effective in driving growth

Finally, this investigation aimed to ascertain the impact of product positioning strategies on the growth of Deposit Taking Sacco's in Kenya. This study found out that DT-SACCOS implemented product positioning strategies. The discovery that the expansion of DT-SACCOS in Kenya is significantly influenced by product positioning strategy implies that, based on the research conducted, the way DT-SACCOS position their growth in the market is significantly impacted by their product. The findings implies that DT-SACCOS in Kenya have successfully identified and occupied a unique

and advantageous position in the market. They have effectively communicated their value proposition to their target audience, which has contributed to their growth. Additionally, the research result suggests that The financial demands and preferences of their target audience are understood by DT-SACCOS in Kenya, and they have tailored their solutions appropriately. Which is crucial for attracting and retaining members.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

In this chapter, we delve into the analysis of the primary research findings, underscore the conclusions derived from these findings, and put forth recommendations. These conclusions and recommendations align with the core objectives of this study, which aimed to determine the impact of product market strategies on the growth of Deposit Taking Sacco's in Kenya

### **5.2 Summary of Findings**

First, the research respondents strongly agreed that the DT-SACCOS carried out market segmentation strategy with a mean of 4.0795 and a standard deviation of 0.37628. Concerning the Impact of market segmentation strategy on growth of DT-SACCOS, according to the research, market segmentation strategy had an insignificant negative impact on growth of DT-SACCOS. This was confirmed by regression coefficient of -0.035 ( $p=0.797$ ).

Secondly, the study respondents strongly agreed that the DT-SACCOS carried out Product differentiation strategy with a mean of 4.4769 and a standard deviation of 0.39184. Concerning the Impact of Product differentiation strategy on growth of DT-SACCOS, the research established that Product differentiation strategy had an insignificant positive impact on growth of DT-SACCOS. This was confirmed by regression coefficient of 0.163 ( $p=0.247$ ).

Finally, the study respondents strongly agreed that the DT-SACCOS carried out Product positioning strategy with a mean of 4.45908 and a standard deviation of 0.34538. Concerning the Influence of Product positioning strategy on growth of DT-SACCOS, The results of the study showed that DT-SACCOS growth was significantly benefited by the product positioning approach. This was confirmed by regression coefficient of 0.361 ( $p=0.008$ ).

### **5.3 Conclusion**

The conclusion that the development of DT-SACCOS in Kenya is not significantly impacted by product market segmentation implies that the current segmentation strategies employed by these cooperatives may not be the primary drivers of their growth. This result underscores the importance of understanding the specific dynamics of the market and focusing on other factors like operational efficiency, product quality, pricing, and customer service to foster growth and success in the financial sector.

The discovery that product positioning strategy had a major impact on the expansion of DT-SACCOS in Kenya emphasises how crucial it is to comprehend and cater to the unique requirements and preferences of one's target market. It signifies that effective market positioning can be a powerful driver of growth, allowing these institutions to stand out, attract members, and maintain a competitive edge in the financial sector.

The finding that product differentiation strategies do not significantly influence the growth of DT-SACCOS in Kenya suggests that these institutions need to adapt their strategies to the specific market dynamics and consumer preferences in Kenya. It also underscores the importance of continuous market analysis and strategic adjustments to thrive in the competitive financial sector.

### **5.4 Recommendations**

DT-SACCOS can use this result to inform and refine their marketing and product development strategies. They should continue to focus on understanding their target market and positioning themselves in a way that resonates with potential members.

Effective positioning is often a result of clear and targeted marketing and communication efforts. DT-SACCOS should invest in strategies that effectively convey their unique value to potential members.

DT-SACCOS may need to re-evaluate their segmentation strategies and consider whether there are unexplored segments or whether they should shift their focus to other areas to drive growth.

The result implies that DT-SACCOS in Kenya and other similar institutions should carefully reassess their growth strategies. They may need to focus on other factors, such as operational efficiency, customer service, or cost-effectiveness, to drive growth.

### **5.5 Limitations of the Study**

In spite of the strong outcomes, this research has limitations. First, the study did not capture the long-term effect of product market strategies, as these effects may take years to materialize. Secondly, findings from a single study in Kenya might not be directly suitable for SACCOS in different nations or areas, limiting generalizability. Finally, possible endogeneity issues, where SACCOS with greater growth potential are more likely to adopt certain product market strategies, made it difficult to disentangle fixed and random effects.

### **5.6 Suggestions for Further Studies**

The study established how product market strategies affected the growth of deposit taking societies in Kenya. This research was done within DT-SACCOS as such its findings are limited to this context and therefore cannot be generalized. A more general study is therefore recommended to cross-check these findings. Secondly, this study focussed on qualitative measures of growth of DT-SACCOS. Therefore, it is advised that more research be done on quantitative measures of Growth of DT-SACCCOs.



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## APPENDICES

### Appendix I: Introduction Letter

**NAWAL SHUKRI SAID**

**D61/37265/2020**

**MOMBASA**

**22<sup>nd</sup> JUNE 2023**

**Director Strategy**

.....

**P.O. Box** .....

.....

Dear Sir/Madam,

#### **RE: REQUEST TO CONDUCT ACADEMIC RESEARCH**

As a postgraduate student at the University of Nairobi, I am now researching “**INFLUENCE OF PRODUCT MARKET STRATEGIES ON THE GROWTH OF SACCOS IN KENYA**” as part of master’s degree in Business Administration.

I would be very grateful if you could take a few minutes to answer the questions on the questionnaire.

The research is purely academic, and utmost care will be taken to ensure gathered data is confidential and within ethical limits.

Thank you in advance for your cooperation and participation.

Yours sincerely

---

**NAWAL SHUKRI SAID**

**EMAIL: nawalshukri@gmail.com**

## Appendix II: Research Questionnaires

### INFLUENCE OF PRODUCT MARKET STRATEGIES ON GROWTH OF DEPOSIT TAKING SACCO'S IN KENYA

#### SECTION A: BACKGROUND INFORMATION:

1. Kindly select your Gender.

Male [ ]          Female [ ]

2. Kindly specify your highest level of education.

Diploma [ ]

Bachelor's Degree [ ]

Master's Degree or higher [ ]

3. How many years has the SACCO been in existence in the industry?

Below 2 Years [ ]

3 - 5 Years [ ]

Over 5 Years [ ]

#### Section B: Market Segmentation Strategy

Please rate your agreement with following statement on market segmentation strategies by using a 5-level scale where the number represents:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

#	Market Segmentation Strategy	1	2	3	4	5
4.	We ensure that we look at the market in psychographic aspects such as our clientele's lifestyle, personality, and values					
5.	We ensure that there is a single segment targeting that ensures a single communication message is broadcasted to all customers through different media					



6.	We ensure that we develop products that fit specific demographic segments e.g., gender, age group, generation, and social class					
7.	We sometimes treat the market as a big market by employing an undifferentiated targeting strategy					
8.	We ensure that we assess the market in behavioral aspects such as benefits, user status and occasion					
9.	We ensure that we collect data about client transactions and purchases which glean valuable statistics for identifying profitable customer segments					

### Section C: Product Differentiation Strategy

Please rate your agreement with following statement on product differentiation strategies by using a 5-level scale where the number represents:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

#	Product Differentiation Strategy	1	2	3	4	5
10.	We ensure that we continually subject our product to research and development					
11.	We always consider partnerships and alliances with other organizations to offer unique and innovative products and services					
12.	In-order to attract new members we invest in marketing, member education to promote our unique products and services					
13.	We focus on continuously enhancing our product quality					

<b>14.</b>	We ensure that our products and services cannot be imitated easily by rivals					
<b>15.</b>	We provide strategic locations to our customers to enhance access to the products and services					

**Section D: Product Positioning Strategy**

Please rate your agreement with following statement on product differentiation strategies by using a 5-level scale where the number represents:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

#	Product Positioning Strategy	1	2	3	4	5
<b>16.</b>	We occasionally evaluate our current products and studies potential new products					
<b>17.</b>	We always ensure that we focus on our brand image, quality, customer expectations and technology advancement					
<b>18.</b>	We ensure that the quality of the products/services we offer meet our clients' needs					
<b>19.</b>	Our firm ensures that there is constant improvement of the current product features					
<b>2.0</b>	We involve both the employee and customers in product innovation					

**Section E: Growth**

Please rate your agreement with following statement on growth of DT-SACCOS by using a 5-level scale where the number represents:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree

#	Growth of DT-SACCOS	1	2	3	4	5
22.	We have increased our asset base over the past 2 years					
23.	We have grown our Market share for the past 2 years					
24.	We have improved our Revenue collection in the past 2 years					
2.5	We have improved our Profitability in the past 2 years					

THANKS FOR YOUR COOPERATION

**Appendix III: List of Deposit-Taking Savings and Credit Cooperatives in Kenya**

<b>NUMBER</b>	<b>NAME OF THE SACCO SOCIETY</b>
1.	2NK SACCO
2.	ACUMEN SACCO SOCIETY LTD
3.	AFYA SACCO SOCIETY LTD
4.	AGRO-CHEM SACCO SOCIETY LTD
5.	AINABKOI SACCO SOCIETY LTD
6.	AIRPORTS SACCO SOCIETY LTD
7.	AMMAR SACCO SOCIETY LTD (FORMERLY ALL CHURCHES SACCO SOCIETY LTD)
8.	AMICA SACCO SOCIETY LTD (FORMERLY MURATA SACCO SOCIETY LTD)
9.	ARDHI SACCO SOCIETY LTD
10.	ASILI SACCO SOCIETY LTD
11.	AZIMA SACCO SOCIETY LTD
12.	BANDARI SACCO SOCIETY LTD
13.	BARAKA SACCO SOCIETY LTD
14.	BARATON UNIVERSITY SACCO SOCIETY LTD
15.	BI-HIGH SACCO SOCIETY LTD (FORMERLY MARSABIT TEACHERS SACCO SOCIETY LTD)
16.	BIASHARA TOSHA SACCO SOCIETY LTD (FORMERLY GASTAMECO SACCO SOCIETY LTD)
17.	BIASHARA SACCO SOCIETY LTD
18.	BINGWA SACCO SOCIETY LTD
19.	BORESHA SACCO SOCIETY LTD
20.	CAPITAL SACCO SOCIETY LTD
21.	CENTENARY SACCO SOCIETY LTD
22.	CHAI SACCO SOCIETY LTD
23.	CHUKA UNIVERSITY SOCIETY LTD
24.	CHUNA DT. SACCO SOCIETY LTD
25.	COSMOPOLITAN DEPOSIT-TAKING SACCO SOCIETY LTD

26.	COUNTY SACCO SOCIETY LTD
27.	DAIMA SACCO SOCIETY LTD
28.	DEFENCE SACCO SOCIETY LTD
29.	DHABITI SACCO SOCIETY LTD
30.	DIMKES DT. SACCO SOCIETY LTD
31.	DUMISHA SACCO SOCIETY LTD
32.	ECO-PILLAR SACCO SOCIETY LTD
33.	EDIS SACCO SOCIETY LTD
34.	EGERTON UNIVERSITY SACCO SOCIETY LTD
35.	ELIMU SACCO SOCIETY LTD
36.	ENEA SACCO SOCIETY LTD (FORMERLY MATHIRA FARMERS SACCO SOCIETY LTD)
37.	FARIDI SACCO SOCIETY LTD (FORMERLY BUSIA TESO TEACHERS SACCO SOCIETY LTD)
38.	FARIJI SACCO SOCIETY LTD
39.	FORTITUDE SACCO LTD
40.	FORTUNE SACCO SOCIETY LTD
41.	FUNDIMILIA SACCO SOCIETY LTD
42.	GDC SACCO SOCIETY LTD (FORMERLY GITHUNGURI DAIRY SACCO SOCIETY LTD)
43.	GOLDEN PILLAR SACCO SOCIETY LTD
44.	GOOD FAITH SACCO SOCIETY LTD
45.	GOODHOPE SACCO SOCIETY LTD
46.	GOODWAY SACCO SOCIETY LTD
47.	GUSII MWALIMU SACCO SOCIETY LTD
48.	HARAMBEE SACCO SOCIETY LTD
49.	HAZINA SACCO SOCIETY LTD
50.	HOME BUSINESS SACCO SOCIETY LTD
51.	ILKISONKO SACCO SOCIETY LTD
52.	IMARIKA SACCO SOCIETY LTD
53.	IMARISHA SACCO SOCIETY LTD
54.	INVEST AND GROW (IG) SACCO SOCIETY LTD

55.	JACARANDA SACCO SOCIETY LTD
56.	JAMII SACCO SOCIETY LTD
57.	JAMII YETU SACCO SOCIETY LTD
58.	JITEGEMEE SACCO SOCIETY LTD
59.	JOINAS SACCO SOCIETY LTD
60.	JUMUIKA SACCO SOCIETY LTD
61.	KABIYET SACCO SOCIETY LTD
62.	KENCREAM SACCO SOCIETY LTD
63.	KENPIPE SACCO SOCIETY LTD
64.	KENVERSITY SACCO SOCIETY LTD
65.	KENYA ACHIEVAS SACCO SOCIETY LTD
66.	KENYA BANKERS SACCO SOCIETY LTD
67.	KENYA HIGHLANDS SACCO SOCIETY LTD
68.	KENYA MIDLAND SACCO SOCIETY LTD
69.	KENYA NATIONAL POLICE DT SACCO SOCIETY LTD
70.	KIMBILIO DAIMA SACCO SOCIETY LTD
71.	KIMISITU SACCO SOCIETY LTD
72.	KINGDOM SACCO SOCIETY LTD
73.	KEYSTONE SACCO SOCIETY LTD
74.	KITUI TEACHERS SACCO SOCIETY LTD
75.	KOLENGE TEA SACCO SOCIETY LTD
76.	KORU SACCO SOCIETY LTD
77.	K-PILLAR SACCO SOCIETY LTD
78.	K-UNITY SACCO SOCIETY LTD
79.	KWETU SACCO SOCIETY LTD
80.	LAINISHA SACCO SOCIETY LTD
81.	LAMU TEACHERS SACCO SOCIETY LTD
82.	LENGO SACCO SOCIETY LTD
83.	MAFANIKIO SACCO SOCIETY LTD
84.	MAGADI SACCO SOCIETY LTD
85.	MAGEREZA SACCO SOCIETY LTD
86.	MAISHA BORA SACCO SOCIETY LTD

87.	MENTOR SACCO SOCIETY LTD
88.	METROPOLITAN NATIONAL SACCO SOCIETY LTD
89.	MOMBASA PORT SACCO SOCIETY LTD
90.	MUDETE FACTORY TEA GROWERS SACCO SOCIETY LTD
91.	MUKI SACCO SOCIETY LTD
92.	MWALIMU NATIONAL SACCO SOCIETY LTD
93.	MWIETHERI SACCO SOCIETY LTD
94.	MWITO SACCO SOCIETY LTD
95.	NACICO SACCO SOCIETY LTD
96.	NAFASI DT SACCO SOCIETY LTD (FORMERLYNAFAKA SACCO SOCIETY LTD)
97.	NANDI FARMERS SACCO SOCIETY LTD
98.	NATION DT SACCO SOCIETY LTD
99.	NAWIRI SACCO SOCIETY LTD
100.	NDEGE CHAI SACCO SOCIETY LTD
101.	NDOSHA SACCO SOCIETY LTD
102.	NEW FORTIS SACCO SOCIETY LTD
103.	NEXUS SACCO SOCIETY LTD (FORMERLY KATHERA SACCO SOCIETY LTD)
104.	NG'ARISHA SACCO SOCIETY LTD
105.	NRS SACCO SOCIETY LTD
106.	NSSF SACCO SOCIETY LTD
107.	NUFAIKA SACCO SOCIETY LTD
108.	NYALA VISION SACCO SOCIETY LTD
109.	NYAMBENE ARIMI SACCO SOCIETY LTD
110.	NYATI SACCO SOCIETY LTD
111.	OLLIN SACCO SOCIETY LTD
112.	ORIENT SACCO SOCIETY LTD
113.	PATNAS SACCO SOCIETY LTD
114.	PRIME TIME SACCO LTD
115.	PUAN SACCO SOCIETY LTD
116.	QWETU SACCO SOCIETY LTD

117.	RACHUONYO TEACHERS SACCO SOCIETY LTD
118.	SAFARICOM SACCO SOCIETY LTD
119.	SHERIA SACCO SOCIETY LTD
120.	SHIRIKA DEPOSIT TAKING SACCO SOCIETY LTD
121.	SHOPPERS SACCO SOCIETY LTD
122.	SIMBA CHAI SACCO SOCIETY LTD
123.	SIRAJI SACCO SOCIETY LTD
124.	SKYLINE SACCO SOCIETY LTD
125.	SMART CHAMPIONS SACCO SOCIETY LTD
126.	SMART-LIFE SACCO SOCIETY LTD (FORMERLY MARAKWET TEACHERS SOCIETY LTD)
127.	SOLUTION SACCO SOCIETY LTD
128.	SOTICA SACCO SOCIETY LTD
129.	SOUTHERN STAR SACCO SOCIETY LTD
130.	STAKE KENYA SACCO SOCIETY LTD
131.	STAWISHA SACCO SOCIETY LTD
132.	STIMA DT SACCO SOCIETY LTD
133.	STRATEGIC-UREMBO SACCO SOCIETY LTD
134.	SULUHU SACCO SOCIETY LTD
135.	SUPA SACCO SOCIETY LTD
136.	TABASAMU SACCO SOCIETY LTD
137.	TABASURI SACCO SOCIETY LTD
138.	TAI SACCO SOCIETY LTD
139.	TAIFA SACCO SOCIETY LTD
140.	TAQWA SACCO SOCIETY LTD
141.	TARAJI SACCO SOCIETY LTD
142.	TELEPOST SACCO SOCIETY LTD
143.	TEMBO SACCO SOCIETY LTD
144.	TENHOS SACCO SOCIETY LTD
145.	THAMANI SACCO SOCIETY LTD
146.	THE APPLE SACCO SOCIETY LTD
147.	THE NOBLE SACCO SOCIETY LTD



148.	TIMES-U SACCO SOCIETY LTD
149.	TOWER SACCO SOCIETY LTD
150.	TRANS-ELITE COUNTY SACCO SOCIETY LTD
151.	TRANS-NATION SACCO SOCIETY LTD
152.	TRANS-COUNTIES SACCO SOCIETY LTD
153.	TRANS-NATIONAL TIMES SACCO SOCIETY LTD
154.	UFANISI DT SACCO SOCIETY LTD
155.	UKRISTO NA UFANISI WA ANGLICANA SACCO SOCIETY LTD
156.	UKULIMA SACCO SOCIETY LTD
157.	UNAITAS SACCO SOCIETY LTD
158.	UNI-COUNTY SACCO SOCIETY LTD
159.	UNISON SACCO SOCIETY LTD
160.	UNITED NATIONS SACCO SOCIETY LTD
161.	UNIVERSAL TRADERS SACCO SOCIETY LTD
162.	USHURU SACCO SOCIETY LTD
163.	VIHIGA COUNTY FARMERS SACCO SOCIETY LTD
164.	VIKTAS SACCO SOCIETY LTD
165.	VISION AFRICA SACCO SOCIETY LTD
166.	VISION POINT SACCO SOCIETY LTD
167.	WAKENYA PAMOJA SACCO SOCIETY LTD
168.	WAKULIMA COMMERCIAL SACCO SOCIETY LTD
169.	WANA-ANGA SACCO SOCIETY LTD
170.	WANANCHI SACCO SOCIETY LTD
171.	WANANDEGE SACCO SOCIETY LTD
172.	WASHA SACCO SOCIETY LTD
173.	WAUMINI SACCO SOCIETY LTD
174.	WEVARSITY SACCO SOCIETY LTD
175.	WINAS SACCO SOCIETY LTD
176.	YETU SACCO SOCIETY LTD