

**INFLUENCE OF MARKETING STRATEGIES AND STAKEHOLDER'S
ENGAGEMENT ON SALES GROWTH OF COFFEE EXPORT IN KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I dedicate this thesis to my Husband Rev Japhet Kiambi, our children Ivy, Edna and Alvin for their unconditional love and understanding during this academic venture. The entire Kiambi's and Muriuki's family for their prayers, financial support, as well as constant encouragement and challenge towards this endeavor.

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ABSTRACT

The Kenya coffee sector is dominated by small-scale production with smallholder farmers controlling over seventy five percent of land under production. In July 2021, the number of coffee sales in Kenya was recorded at 1.2 thousand metric tons, showing a recovery in considerations with previous months. However, untimely drop of prices in the coffee export firms, large fixed costs entangled in coffee processing and marketing, the imbalance between supply and demand, not making timely and effective decisions, give rise to major risks for smallholder's gain in cooperatives, hence low productivity. Marketing strategies implicate the schemes involved in overseeing enlargement of market for product to the firm's consumers. There was no much analysis and reports written to show beyond doubt how stakeholder engagement impacted on marketing strategies plus sales growth of coffee export in Kenya and how good they could be put to bring the most effective results in a firm. Therefore, this study sought evaluation of the effect brought about by marketing methods and stakeholder's engagement on the sales growth of Kenya coffee export. This was done through analyzing effects of strategies that included market penetration, product development, digital marketing, market diversification and sales growth of coffee export. The research was directed by five theories, which encompassed; market penetration theory, innovation diffusion, market entry mode, product lifecycle and stakeholder engagement. A study design entailed mixed design and a target populace consisted marketing managers in all 157 coffee exporting firms in Kenya. This comprised of 384 respondents as a sample size. A structured questionnaire was developed for use to allow relevant information from the respondents of the study. Administrative consent was taken from each coffee exporting firm to participate in the study. A pilot test on 20 managers which translated to five percent of the target population was used. Scrutinization of information gathered was through description statistics. The data analyzes was via SPSS version 25, while Multiple regression was fitted for analysis and the null hypotheses test level of significance was 0.05. Descriptive summaries were presented in form of tables (Frequencies, percentages, mean and standard deviation) and Multicollinearity was assessed using the Variance Inflation Factor (VIF) and covariance matrix. Homoscedasticity assumption was assessed using Levene's test for equality of variance. The research found out that, Market penetration strategy, Digital marketing strategy, Marketing diversification strategy, Product development strategy and Stakeholder's engagement strategy achieved an influence on the sales growth of Kenyan coffee exports, which were statistically significant. Hence the recommendations that Coffee stakeholders should embrace all the strategies that portrayed positive effects on sales growth in the research to boost the sales growth of coffee export in Kenya. The Government should also come up with policies to ensure farmers get value for their work, programs for trainings and production machines to create coffee varieties. Further, another research may be taken up to establish other marketing strategies as well as other exports like tea, pyrethrum that need to improve sales increase.

TABLE OF CONTENTS

DECLARATION.....	ii
COPYRIGHT ©.....	iii
DEDICATION.....	iv
ACKNOWLEDGMENT	v
ABSTRACT.....	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
ABBREVIATIONS.....	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 The Background of the Study.....	1
1.2 Statement of the Problem	25
1.3 Purpose of the Study	27
1.4 Objectives.....	27
1.5 Research Hypotheses.....	28
1.6 Significance of the Study	28
1.7 Limitations and Delimitations of the Study	30
1.8 Scope of the Study.....	31
1.9 Assumptions of the Study	32
1.10 Operational Definition of the Terms	33
CHAPTER TWO	35
LITERATURE REVIEW	35
2.1 Introduction	35
2.2 Theoretical Review	35
2.3 The Empirical Literature	45
2.4 Conceptual Framework	81
2.5 Operational Framework.....	83
CHAPTER THREE	104
RESEARCH METHODOLOGY	104

3.1 Introduction	104
3.2 Research Philosophy	104
3.3 Research Design	105
3.4 Target Population	106
3.5 Sampling Technique.....	107
3.6 Data Collection Instruments.....	108
3.7 Piloting	109
3.8 Variables and their Measurements	114
3.9 Diagnostics Tests.....	117
3.10 Data Analysis and Presentation.....	119
3.11 Ethical Considerations.....	123
CHAPTER FOUR.....	125
RESULTS AND DISCUSSIONS	125
4.1 Introductions.....	125
4.2 Response Rate	125
4.3 Pilot Study Results	126
4.4 Demographic Information	128
4.5 Descriptive Statistics	129
4.6 Correlation Findings.....	142
4.7 Hypothesis Testing.....	144
4.8 Multiple Regression Analysis	154
4.9 Multiple Linear Regression.....	157
4.10 Regression Results of the Moderation Effect.....	160
4.11 Hypothesis Testing Conclusions	163
CHAPTER FIVE	164
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	164
5.1 Introduction	164
5.2 Summary of the Findings	164
5.3 Conclusions	166
5.4 Recommendations	167
REFERENCES	169

LIST OF TABLES

Table 2.1 Research Gaps.....	85
Table 3.1 Sample Size.....	108
Table 3.2 Pilot Reliability Statistics	111
Table 3.3 Variables and their Measurements.....	114
Table 4.1 Questionnaire Response Rate.....	125
Table 4.2 Reliability Statistics.....	127
Table 4.3 Respondent level of Education.....	128
Table 4.4 Duration that Respondent has been Working.....	128
Table 4.5 Market Penetration Strategy.....	129
Table 4.6 Number of Distribution Channels Opened within the Past Five Years.....	130
Table 4.7 Frequency of Product Change by the Organization.....	130
Table 4.8 Website Marketing.....	131
Table 4.9 Social Media Marketing.....	132
Table 4.10 Email Marketing Strategy.....	134
Table 4.11 Product Diversification Strategy.....	136
Table 4.12 Product Development Strategy.....	139
Table 4.13 Measures of Sales Growth.....	140
Table 4.14 Measures of Stakeholder's Engagement.....	142
Table 4.15 Correlation Results	143
Table 4.16 Normality Assumption.....	145
Table 4.17 Test of Homogeneity of Variance	146
Table 4.18 Variance Inflation Factor (VIF).....	147

Table 4.19 Covariance Matrix.....	148
Table 4.20 Hypothesis Testing for Market Penetration Strategy.....	150
Table 4.21 Hypothesis Testing for Digital Market Strategy.....	151
Table 4.22 Hypothesis Testing for Market Diversification Strategy.....	152
Table 4.23 Hypothesis Testing for Product Development Strategy.....	153
Table 4.24 Analysis of Variance (ANOVA)	154
Table 4.25 Model Summary.....	155
Table 4.26 Coefficients of Estimates.....	156
Table 4.27 Summary of Independent and dependent variables	158
Table 4.28 ANOVA for Regression Model.....	159
Table 4.29 Regression Coefficients.....	159
Table 4.30 All Variables with Moderating Variables Model Summary	161
Table 4.31 ANOVA for Moderated Multivariate Regression.....	161
Table 4.32 Regression Coefficients for Moderated Multivariate Regression.....	162

LIST OF FIGURES

Figure 2.1 Theoretical Framework.....	45
Figure 2.2 Conceptual Framework.....	82
Figure 2.3 Operational Framework.....	84
Figure 4.1 Linearity Test	149

LIST OF APPENDICES

Appendix I Letter of Introduction	195
Appendix II Questionnaire	196
Appendix III KeMU Authorization Letter.....	204
Appendix IV NACOSTI Research Permit	205
Appendix V List of Coffee Exporters	206

ABBREVIATIONS

AFA	Agriculture and Food Authority
AFFA	Agriculture, Fisheries and Food Authority
ASDS	Agricultural Sector Development Strategy
BAICL	British American Investments Company Limited
CAGR	Compound Annual Growth Rate
CB	Coffee Board
CBI	Coffee Business Intelligence
CBK	Coffee Board of Kenya
CEO	Chief Executive Officer
CLRM	Classical Linear Regression
CMB	Coffee Marketing Board
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DMIM	Digital Marketing Innovation Model
EAFCA	Eastern African Fine Coffee Association
EIAR	Environmental Impact Assessment Report
GAIN	Global Agricultural Information Network
GDP	Gross Domestic Product
ICO	International Coffee Organization
ILO	International Labour Organization
IMF	International Monetary Funds
KARLO	Kenya Agricultural and Livestock Research Organization
KCPTA	Kenya Coffee Producers and Traders Association
KeMU	Kenya Methodist University
KMO	Kaiser-Meyer-Olkin test
KRI	Kenya Research Institute
MARA	Meta-Analytical Regression
MCN	Multichoice Nigeria Ltd
MSMES	Micro, Small & Medium Enterprises

NACOSTI	National Commission for Science, Technology and Innovation
NCM	Nuclear Centre of Mexico
NPD	New Product Development
PIMS	Profit Impact of Marketing Strategy
PDM	Product Development Management
ROA	Return On Assets
ROE	Return On Equity
ROI	Return On Investment
SACCO	Savings and Credit Cooperative Organisation
SAP	Structural Adjustment Programmes
SEM	Scanning Electron Microscope
SEO	Search Engine Optimization
SL	Scott Labs
SMAP	Software Management and Assurance Program
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
URT	United Republic of Tanzania
USA	United States of America
WTE	World Top Exporters

CHAPTER ONE

INTRODUCTION

1.1 The Background of the Study

There be no doubt today among most valued agronomy products traded globally is coffee. The sales growth of world coffee trade is maturing at CAGR of 7.6 % in 2021-2025, therefore predicted to get to US\$144.68 billion in 2025. However, the farmers who are the main stakeholders rarely reap the benefits. A few components that were put in place as a cause to the raise include, but not limited to additional home coffee gripping people, speedy coming up of cities and many human beings shifting to urban, uplifting of e-commerce retail sales, escalation of Gen Z input, soaring instant coffee preference, surging liking for specialty coffee and shooting up of green coffee usage in cropping up economies (Pandolph, 2021).

Worldwide, Kenya coffee is perceived to command high price in the world market due to its excellence. Unfortunately, this is not the case to those farmers who currently grow it since it is not a great money maker in Kenya. The freshly picked coffee is released to the cooperative where it is dried, processed and shipped to the Kenya Coffee Board [KCB] to be auctioned and then the farmers are paid portion of their dues (Sabari, 2020). On top of the aforementioned, coffee seeds mostly are sold unroasted, then crushed into powder which is used as beverage. This popular drink is thought to be important for reduction of mental and physical fatigue therefore improving alertness (Chelangat, 2019). This medical efficacy extends to the reduction of symptoms associated with a number of diseases and conditions, including Parkinson's, type 2 diabetes, dementia, limited reasoning ability, gallstones, gout and Alzheimer's as noted by Stoffelen (2016).

The countries that invest heavily on coffee export revenue have been hit hard due to the ill-timely drop in prices for the past five years not forgetting 25 million livelihoods of small producers and people who directly or indirectly depend on coffee averaging over 125 million (Bunn et al., 2019). A further review of global coffee markets by Fuller (2018), expounds that the major causes of crises is mainly the imbalance betwixt supply or production and demand which is the consumption. Coffee farming supports large proportions of individuals worldwide, including those from humble backgrounds and wealthiest (Berthaud, 2015). It is of much concern that since 1987/88, coffee production trend presented decrease, where clean coffee harvested recorded 130,000 MT only. For instance, Kenya produced an annual average of 77,514 metric tons (MT) of pure coffee over the past decade. Production for the year was down 40% due to these factors. This equated to an annual loss of 51,412 metric tons of coffee, indicating that the country was only using 60% of its 1987/88-production potential (Nyoro, 2019). Smallholder farms experienced an even steeper 47% decrease in output during that time.

Coffee is designated as the base of Africa since it produces one of the finest types of caffeine (Bulle, 2020). As indicated, November 2021 composite value was 195.17 US cents/ib which was an addition of 7.5% while comparing with 181.57US cents/1b witnessed month of October same year. This was a multi-year high resulting to price levels for 2021/2022 years identifying a noteworthy and fast redemption from stunted levels occurrence in a period of four previous coffee years (Pandolph, 2021). Although various market niches have arisen and are continuing to spread across Europe, the United States, and Canada, the study reveals that this is only the case recently. Specialty or gourmet coffees, others known for better environment and one's health, and fair-trade coffees are

just a few examples of niche industries. More to say, there has always been a minute number of major players in the world's coffee trade. Greater than half of the cappuccino consumed among the 25 largest consumer country's is provided by just four huge global corporations. Nestlé, Jacobs/Kraft General Foods, Sara Lee/DE and Procter & Gamble, are some of these businesses. There was also a growing trend toward vertical integration between the supply chains of major corporations, roasters, and grocery stores (Samper et al., 2018). A pyramid of blends was used to create a wide variety of products for consumers to choose from. As a result of these factors, the price gap between producers and consumers grows wider in the major consumer nations throughout international coffee trade. Similarly, to other coffee-producing countries, Kenya's coffee production and marketing are affected by external market circumstances and other internal factors.

Further, in Uganda, the coffee produced mainly is either non-roasted and non-decaffeinated which is exported in Germany and Switzerland (Mwasha & Kweka, 2009). A developing country like Uganda views its proceedings from exporting as a driver for economic development, hence the need to guarantee sustainability commercial flow information which depicts the volume of her exported coffee concentrates in one or two markets (Adhikari et al., 2020). Unfortunately, her exports were facing heavy competition and its supply trifled in comparison with Switzerland (25.8%) and Germany (20.4%). It was noted that Uganda ranked 9th in Germany market where her production was 3.2%. The business was dominated by Brazil, Vietnam and Peru who collectively provided beyond 50 percent of coffee importation. In Switzerland market, Uganda ranked 13th being a supplier who contributes 0.5 percent only of total imports. However, according to Vietnam's Nationally Determined Contribution [NDC] in 2019, Uganda became the tenth-largest producer

having a 27 percent increase, which was attributed to intercropping of coffee and its share of instant coffee growth from 0.5 percent in 2001 to 17 percent (Treanar & Saunders, 2021).

In addition, among the vital sources of foreign currency earnings as well as home income in Tanzania was coffee. In year 2007 exportation of coffee was evaluated at US\$ 98.1 million, where it contributed to 34 percent of foreign earnings for the country (United Republic of Tanzania [URT], 2007). The sub-sectors in coffee provides income to over 400,000 Tanzanians who acquire their daily bread from the crop (Kessy, 2020). Majority of farmers are smallholders with approximately 0.42 hectares on each household. Moreover, this sector has been intensively intervened, like many other agricultural sub-sectors. This was meant to say that Tanzania had not out-grown government-controlled trades that she had taken over from colonial masters (Payer, 1983). The perseverance to control caffeine business resulted to inefficient trading structure resulting to numerous unions incurring major loss as reflected in 1990s hence the government had to chip in both political and economic to avoid bankruptcy (Mkandya et al., 2010).

The economy was challenged and of notice included fiscal deficits brought about by government's spending and there after unmanageable. Further, reforms were seriously needed to revert macroeconomic balance and growth to the wealth. Moreover, uncountable interventions in the sector had to be applied in order to bring liberalization and encourage the business to rise again and promote usage of resources together with provision in agricultural sector. This was known for stirring up fruitfulness, decrease monopoly superiority in government trade agencies, thus giving way to innovators to gain bigger portion of business costs (Kweka, 2018).

Further, Ethiopia produced quality Arabica coffee globally among the top six nations (Global Agricultural Informational Network [GAIN], 2019). African consumption demand also improved to the extent that South Africa's huge population of the rate provides a huge coffee market in Africa. This was associated with the increased consumption of cappuccino by middle class earners in the country (Coffee Business Intelligence [CBI], 2018). All products related to coffee and other similar produced commodities that are key economic boosters in Africa experiences punitive disparities during supply. This could be connected to extraordinary price volatility, political, social economic features making Africa lack in achieving its full capability (Descroix & Snoeck, 2019). In addition, cooperative movement emanated covering just about all zones in the world, which originated in Europe as a result of manufacturing revolution. This was originally molded by social together with economic drivers, which meant its establishment, was foreseen as an instrument for accomplishing vital alternation. The corporate set-up was basically fixed to bring out the wellness of the whole community contrary to creation of smallholder's welfare as far as social-economic was involved (Mazzarol et al., 2014). Cooperatives also work in Kenya, where they are charged with the duty of collecting and selling coffee on behalf of farmers, who are main stakeholders.

The purpose of the aforesaid movement as far as United States of America [USA] was concerned, came as a formation of European settlers originally begotten from Europe besides North American (Fairbairn, 2004). In these situations, therefore, it could be concluded that the all-inclusive ideologies surfaced single handed from USA and later spread to Europe governed by North-American state of affairs. Further European settlement for corporate maneuver came in place to respond on lack, pressure, undermining

of communal recognition, chances arising along with wealth and collective modernization and evolution of market-based economy (Fairbairn, 2012). Also instigated through startling turn of events in industrialization and farming exercise. Onset of the aforementioned evolution yielded to the substitution of cottage industrialization a long with indigenous manufacturing through plant structure which resonated to merger of families in business thrift. Subsequently, after in-closure of dry land and alternative farming, the consequence was prevailing indigence, universal social protest, and employment. The public outcry and all the discussed above brought about coming up of self-owned firms (Fairbairn, 2004).

Coffee exporting business has been regarded as highly competitive for the quality of green bean and demands for marketing strategies to meet the customer expectations and to outwit the competitors, resulting to need for product development. Whereas Uganda, Ethiopia and Tanzania coffee traders were reaching out to some of the most good-looking business globally like Germany versus Switzerland, shifts in trade course proved mushrooming of minimal competitive business were coming out in where African countries may grow trade share in relation to volume and value. To mention a few Thailand and Costa Rica are maturing at 338% and 182% respectively together with others that could be envisioned like Madagascar at 154% as well as Mozambique with 192% and yet they are nearer to Uganda than the aforementioned (Elliott, 2018).

Furthermore, when evaluating Kenya, it ranked 21st largest coffee producer in the top world category of 25 nations that generated Robusta and Arabica types of coffee in 2020 (elevencoffees.com, 2020). Beyond 700,000 smallholder farmers depend on coffee output and also gives to the country a great deal of foreign currency. At the close of export quota system as reflected in international agreement of coffee there was major decrease in

production where by yearly average of 1.7M bags contributed in 1980's had lowered to less than 1 million. However, this was not new as it was foreseen in other African coffee growers' countries (International Coffee Organization [ICO], 2019).

Although the top coffee importers were showing signs of saturation, overall global coffee consumption was determined to be rather stable. As a result of market saturation, the price elasticity of demand for Kenyan coffee in the European Union was low (0.3-0.6). Countries like Germany, Netherlands, Finland, Norway, Denmark, and Sweden all experienced those situations, when annual consumption was over 7 kilograms per inhabitant (Parra-Lara et.al., 2020). It was discovered that these European Union countries bought over 75% of all of Kenya's coffee. Per capita consumption appears low when compared to the income levels in the United States and Japan. This may be a sign that consumers are starting to worry about the health effects of their favorite beverages, like coffee, tea, and soft drinks. As a result, there is little room for growth in Kenya's established coffee markets, but consumption is expected to rise in the United States, Japan, and other growing markets (Ferreira & Ferreira, 2018). Thus, making it prime for Kenya to establish a foothold in those markets so as to increase its revenue. Although it was long overdue, CBK, the organization in charge of coffee promotion, has finally expanded its focus beyond Europe's usual markets.

Finding untapped markets is one strategy for expanding business's reach and earning more money. A number of new submarkets had recently developed in both the European and American economies (Holland et al., 2016). Sustainable coffees were often the organic, shade-grown, and fair-trade. There is a growing demand for these kind of coffee shops. To give just one example, it is estimated that the sales in the specialty coffee sector grow by

between 5% and 10% annually. Only 17% of all green coffee imported to the United States was sold in the specialty market, yet its worth in 2000 retail sales was a staggering \$7.8 billion (Anderzen et al., 2020). In 2000, it was projected that the international trade of sustainably certified coffee would be worth \$490 million. Researchers in the United States and Canada found that Latin American countries were the most prolific producers of organic and specialty coffees. While African countries only make up a small percentage of the global coffee industry, the premium paid for specialized beans help to keep farmers afloat (Hawkis, 2018).

1.1.1 Sales Growth of Coffee Export in Kenya

The word "sales growth" refers to the percentage increase or decrease in sales compared to a baseline period (Rotich, 2016). Because it directly affects the primary areas of execution, achieving higher levels of sales vitality gives rise to the most crucial component of sales pioneers. The idea of measuring sales performance based on both outcomes and actions has been developed further (Katsikeas et al., 2016). Execution-oriented sales representatives have consistently anticipated the sales gain as evidence of their behavioral accomplishments, leading to a positive association on occupational association responsibility segment and sales output. Those businesses who rely on outdated data to make decisions about the maturity of their deals run the danger of being overshadowed by more agile rivals in today's fast-paced international marketplace. The onus has always been on marketing departments to satisfy ever-increasing revenue targets, even as businesses embrace more utopian notions about new growth opportunities.

According to Rodriguez and Boyer (2020), performance is the degree to which an individual's actions are in line with the larger goals and expectations set out at the outset.

When a company is doing well, its leaders tend to look to the future with a more hopeful eye. Thus, there is a hefty amount of pressure on sales teams to generate sales performance that may satisfy the ever-increasing revenue expectations. The optimization of sales performance is now the primary focus of strategy planning, territory allocation, resource planning, and compensation design. The new strategy was driven by empirical evidence and complex analytics, not guesswork and intuition (Vilchez, & Jochem, 2020). The available literature was analyzed, and it was found that there were two main ways in which sales performance was classified: measurements based on results (sales results) and those based on behavior (how they do it). Profitability, market share, and sales volume are classic examples of KPIs. The behaviors of a salesman, such as calling consumers, managing their area, and managing their activities, contributed to the results of their work, which included adaptive selling and the communication skills necessary to make a sale (Olonde, 2017). Sales performance management seeks to educate and motivate the sales force so that they can set goals and collectively work towards satisfying the needs of customers. Some organizations have demonstrated unprecedented efforts towards using advanced technologies such as the sales performance software. What the sales performance software does is that it puts into consideration components of goal setting and other critical aspects of sales management such as planning, feedback, skill development, and performance reviews. Silva (2014) illustrated that the only pointer in assessment to the maturity of vending profitability, was grounded on proper understanding of the customer mindset and adjusting their sales practices in such ways that they catered for the needs of the modern target market (Grubor, et al., 2018).

Increasing sales performance required businesses to engage in timely communication (Ocansey, 2022). Communication continues to undergo widespread changes but understanding the variables of customer communication or stakeholder has been instrumental for gaining customer trust across time and place. Sales performance was determined by the rapport that was made possible through effective communication due to connections created with the customers by empathetically meeting their needs (Mutembei, & Njuguna, 2019). Empathy was taken as one of the dimensions of service quality, which attracted and maintained customers such that they could not only remain loyal to a company's products, but also encouraged their significant others to purchase the same products. As companies' sales representatives leveraged the previous praises emanating from the success of happy customers, especially when interacting to make a sale, other new prospects got a good sense of the success and rates of performance of the past engagements. The emanating trust not only maintained existing customers, but also attracted new market shares (Tangus, & Omar, 2017).

In the month of July 2021, the amount of coffee sales in Kenya were recorded at 1.2 thousand metric tons, showing a recovery in considerations of previous months. The same month, auction price increased to 6.23 U.S.A\$ per kilogram, which had hiked from previous 5.5. These prices had been fluctuating with 6.34 as the highest recorded in January 2021. A farmer was expected to earn above Kshs. 640,000 per acre per year according to Coffee Research Institute (CRI, 2018). Due to the protracted aridity and ice-destroyed vegetation in Brazil, the known top grower, it was expected that demand for coffee would exceed stock for several years. Since coffee plantation takes around four years to mature, this was expected to lead to hiked cost (ICO, 2022). Therefore, this raised the question of

whether or not Kenyan coffee growers had been adequately instructed on production to take advantage of the high prices.

As companies become increasingly hopeful about chances for expansion, the demand on sales organizations to reach ever-rising revenue objectives has always been high. This understanding necessitated more systematic plus data-driven strategy for grounded trading operations, including strategic orderliness, territory allocation, funds systematization, as well as competitor schedules, in order to attain optimal sales performance in the economic environment (Cooper & Kleinschmidt, 2015). Modern buyer confidence is at an all-time high, and as a result, improved sales strategies are ineffective. The key to sales excellent growth was developing value which the buyer could not fathom currently as part of their decision making. The indicators of sales growth are quite many, but the study made use of rate of exchange, sales projections metrics and customer holdings since they are easier to compute and answer in a questionnaire and believed to yield good results that the rest could have offered.

1.1.2 Marketing Strategies

Application of high-caliber marketing abilities and credibly described company plans contribute to overall firm growth, making the implementation of marketing strategies essential to boosting sales growth (Mehra & Coleman, 2016). It consists of companies' developed relationships with customers through carriage of goods and services, accomplishment of goals, and growth of the product's consumer market (Fadillah, 2019). Strategic planning seeks to provide a competitive advantage through long-term profitability by addressing the factors that shape an industry's competitive landscape. A company's plan delineates comprehensive methods that stands out to deliver advantages bestowed to the

firm, curtailing challenges from surroundings and ensuring proper execution takes place in the organization (Kucher & Jewiarz, 2017). Businesses can use sales and marketing tactics to respond to competitors, strengthen their market standing, and expand their operations. The quantity and strength of competitors, corporate strengths, company size, financial situation, and political influences are all important considerations when determining the appropriate strategy (Odunsi, 2021). The goal of marketing was to inform consumers of the benefits they would receive from buying a product or using a service (Paul, 2018).

Corporate performance and innovation were significantly impacted by marketing, which also had a big impact on business strategy. In competitive market-places, effective marketing considerably increased market share growth by promoting sales and expansion (Moysidis, 2021). Studies have shown that marketing strategies were crucial for improving sales maturity. Amin et al. (2016) demonstrated that strategic marketing practiced significantly affected performance factors and interacted with other components to support performance. When Paley (2021) looked at the relationship between customer happiness and loyalty, and in addition sales, profits, and segment in the market, she discovered that organizational drivers of marketing skills had a large and positive effect on corporate success. Fadillah (2019) looked at the efficiency of SMEs in Cote d'Ivoire and found that many business owners understood the importance of marketing management approaches to their companies' success.

The study specialized on four strategies that Ansoff (1957) came up with which were of much benefit as they offered a solution to businesses transacting globally in order to improve their sales. These included: Market penetration; where there was creation of more sales by the Company to the existing customers without altering the product. This was

applicable through bargaining rate or escalating advertisements by risking short-term profits for significant market penetration (Remuzat et al., 2017). Firm expansions were brought about by existing of products yielding to coming up of markets (Moysidis, 2021). However, this resulted to loyal buyers and old purchasers being pushed to buy more items or encouraged to accept the innovated goods. Market penetration was therefore introduced as a metric. It is clear that this method needs to be applied in order to break into current trade. The aim was to allow the Company capabilities into business entry for their tangible and intangible goods prompt and taking of large size of the business (Ben, & Zaccour, 2018). The much target attraction that goods are capable of acquiring is said to be trade penetration. This gives firms opportunity to boost profit and sales making it a lesser danger of Ansoff Network in comparison with the other four (Sharma & Sharma, 2017).

Many companies adopted market penetration approach to increase sales in their existing markets (Fadillah, 2019). Expansion plans were outlined, and they all revolved around selling plenty of the same goods to the same store (Sharma, & Sharma, 2017). Anwar (2018) contended that market penetration was an immediate goal for any corporation that forayed into a new market. The ideal objective is to get product out there, gain significant foothold in the market, and then expand. In this light, market penetration may be considered as a metric for gauging a product's success (Ali & Anwar, 2021). Distribution and promotion, competitive pricing, and advertising all pointed in that direction. The second on the line was product development that called for the manufacturing of a modified good or completely new product to already on-going trade. There are a few possible approaches of putting this into action: Spending money on R&D to provide fresh offerings for the current venture; buying rival goods, mixing assets, and launching a new innovation to fill

an existing market need coupling up with other businesses to leverage complementary distribution channels and/or names is a common business strategy (Guido et al., 2011).

To ensure that a product satisfies the niche and wants of users, had a superior competitive opportunity, together with adoption in the market. Yan, et al. (2020) state that it requires thorough thought and preparations. Market shifts can be daunting for even the most well-established companies, but innovation has enabled small and medium-sized businesses like those of Yan and Azadegan (2017) keep their competitive edge. Companies either figured out what their clients wanted and started making goods to satisfy them, or they started making eco-friendly goods that were safer for the planet than their competitors' offerings. The satisfaction of the company's customers, its market share, and the public's opinion of the quality of its products all increased as a result. For instance, Tani, et. al. (2018) demonstrated that the numerical increase of ideologies created through enterprises gained a favorable influence on operational surplus margin for a survey consisting 721 U.K. entrepreneurial firms between 2016 and 2018.

A company's product strategy and its capacity for entire process and organization impact its performance in a development project. It also influences the market environment, and that influence varies as consumers and rival businesses pick up on new goods and services (Kim, et al. 2017). Inventive performance, particularly the bringing together of processes and product being improved considerably enhance company projections, and are essential driver for firm growth (Kotabe, et al., 2017). Financial markets may be keenly aware of the results of product development in listed companies (Ngara, 2018). The ability of a company to continually satisfy client preferences is strongly influenced by the effectiveness of a particular product (Cesarone & Colucci, 2017). An organization obtains

the client's performance regardless of the marketing strategy used, which could indicate either valuing standardization or not. However, other experts contend that a company's adoption of a product adaption technique in a worldwide market leads to material increase in sales (Mondal & Giri, 2022). Therefore, the current study was indicated by product line extension, product upgrading and innovation capabilities.

The other was Diversification, which is necessitated by development or buying of goods that have not existed in the market before by the company (Ansoff, 1957). Most business diversify in trade in order to grab much of the existing business through offering new products (Paul, 2018). The firm engages into creation of a gap through utilizing strategy that they own in avoidance of being entangled in unsure ventures. Moreover, by virtue of controlling the market, allows the company larger impact above their consumers and suppliers and additionally upcoming opportunities brought by higher influential productivity, supply chains, buying power, and outsourcing (Ali & Anwar, 2021).

Fundamental difficulty in market diversification plans, are development and full deployment of experts in clearly known competition arena. It involved developing new applications for current products in established markets. Concentrated advancement is utilized by firms to expand on their skills and gain a competitive edge by specializing in their strongest areas of the market (Sharma & Sharma, 2017). This tactic was useful in facilitating higher output and broader market penetration (Paul, 2018). Expanding business operations by adjusting marketing mix components increases sales and profits. These items were the ones whose features could be modified to boost product quality and thereby customer value (Paley, 2021). By adjusting prices to cater for the needs of the buyers, that was able to boost sales and enhance profits (Nair & Kshatriya, 2019). As a result, it is

essential that market participants agree to the proposed price reductions before this strategy can be successful.

This was inferred from connected diversification, in which there existed the possibility of realizing synergies between the present firm and the new product or market. A manufacturer of leather shoes who decides to branch out into producing leather wallets and other leather accessories is engaging in a related diversification strategy. The second is venturing into new markets or products that have nothing in common with the company's core competency and therefore offer no synergies. Third, the costly and risky but potentially lucrative introduction of new items to existing markets is known as lateral diversification (Lischka, 2019). These three were used as variables in the study.

Finally, digital marketing was used to assess progress in the market. Fadillah (2019) defined marketing as the practice of creating value for customers while also meeting their needs. Therefore, according to this idea, marketing is all about figuring out what people want and giving it to them. To achieve one's marketing goals, one must utilize the internet, which is the definition of online marketing. E-marketing refers to marketing done via the Internet, whereas "m-marketing" refers to marketing done via mobile devices. Digital marketing refers to the practice of making use of internet plus other forms of electronic transmission technology to promote a company's products or services (Paul, 2018). The use of digital technology as platforms to promote and maintain mission and visions of corporate through satisfied clients in excellent superior way than the competitors may be summed as online selling. The development of advertising was linked to technological development, which has changed how companies and customers communicate (Tangus, & Omar, 2017). Digital advertising is a recent development in marketing communication

(Paley, 2021), and its attempts to project a favorable image has a lot of promise. Various digital platforms were made up of a reduced version of desktops, tablets, smartphones, and mobile phones. When compared to other traditional methods like direct mail, newspaper and television, online marketing offers consistent and personalized client messaging at a lower cost. Companies may create campaigns that are global and region-specific thanks to web - based platforms, social media, and smartphone apps (Paul, 2018). By 2015, digital banking would be common place in the financial industry (Kannan, 2017). Banks were increasing their marketing initiatives and using digital marketing to meet client needs. The implementation of digital marketing may help businesses contact their clients in a subtler manner, ultimately enhancing performance in the face of fierce competition in the cut flower industry (Mutembei & Njuguna, 2019).

On the other hand, this was elucidated as being application of virtual routes similarly the internet to certify, aid and market goods or services for the company (Dawes & Rowley, 1998). Further it was delineated that several IT plans for carrying out trade were available including social media instruments that embodies Facebook and twitter, e-mail marketing, SEO, websites as well as blogs, utilization of personalities to give information on products and services, together with social-media experts (Hur, et al., 2017). Other ideologies for utilizing may be video advertising, having a sponsored content on commonly applied websites together with on-line sales like flash. Simultaneously, shifts in the ways businesses communicate have been brought about by social media. This shift underscores the idea that information is owned by customers rather than sellers (Mutembei & Njuguna, 2019). Moreover, social media has led to a remarkable surge in understanding customer behavior, encompassing interactions among customers and their utilization of products and

services. The widespread adoption of digital marketing techniques has notably fostered an individualized approach to marketing, enabling businesses to establish gradual connections with specific customers and users, and actively seek direct input from consumers. Consequently, the comprehensive use of internet marketing has propelled the maturation of societal advertising agents.

The effectiveness of social media marketing has been positively influenced by factors such as content quality, engagement, and integration with other media platforms (Rossi & Krey, 2018). The connection between website interactions and financial outcomes, however, presents conflicting indications. Through social app networks, businesses have gained the ability to share information with customers, promote events related to their offerings, offer promotions, and explore new business prospects. E-mail marketing is a personal interaction, aimed at passing information but accountable to integrity of consumers (Ocansey, 2022) while advertising via e-mail is giving information to those who request (Vilchez & Jochem, 2020). These definitions clearly distinguish between authorized, targeted email marketing and unsolicited, unscheduled messages. Sending out emails to present potential buyers about a product is what informs an email marketing. Email utilizing in distributing ads and soliciting sales can help build support and devotion with present buyers, leading in increased major trade and attraction of present purchasers. Email advertisements is straight and engaging technique of promotions by utilizing individual client analysis to bring in and keep loyal clients (Hudak, et al., 2017). Since emails can be personalized for each reader, many people consider them the best and cheapest way to spread information. It made participation easy, left a paper trail, and quantifiable in a

straight-forward fashion. Better results can be seen from e-mail marketing campaigns when clients provide their permission to be reached at any time via email (Hudak et al., 2017).

As consumers used digital media more frequently, more businesses were turning to digital marketing to connect with both current and new customers. This was due to the trend of more potential users entering the digital platform. There were 3.2 billion internet users worldwide, and that number was predicted to increase everyone for one and a half years (Nadhom & Loskot, 2018). Ocansey (2022) concluded that marketing was about people and that technology complemented that by more effectively bringing people together. The internet has great promise as a marketing tool because it can connect buyers and sellers across geographical boundaries, giving firms a more effective way to enter markets and retain their presence. Application of internet resources as well as additional interactive technology to institute and connect information delivery among chosen businesses together with customers defines digital marketing (Grubor, et al., 2018). The increase of digital promotions by websites app, mobile phones, plus gaming consoles offers current approach in creation of awareness minus undermining and its effectiveness. Further, marketing digitally could create trade that previously were unseen due to shortage of resources for a period, information, or place (Rossi & Krey, 2018).

An extension of traditional marketing and digital marketing that emerged was enabled by the creation of the internet. Up to date platform for trademark and business came as a result of web which enabled the buyer interactions and thus application of their marketing planning. These platforms were noted to evolve at a rapid speed due to current techniques and sub-platforms. The evolvment was witnessed to get out of banner adverts as well as

webpages and straight emails promotions in the world of stunning adaptability of e-commerce as well as bringing up artificial intelligence within the network (Stokes, 2013). Digital promotions had turned out to be greater than envisioned and this needed to be clear because companies continue to top up funding for its spending; Has forecasted advertising online got to beyond 120 billion US dollars within 2021 across USA state alone (Forbes, 2018). During the last decade, there has been witnessed growth in internet as well as global accessibility and when viewing developing countries' infrastructure growth, the users of the mentioned was expected to mature at an early rate (Statista, 2018).

The key objective of digital marketing was the same as that of marketing in, which was to hold consumers and create sales. The contradiction occurs where digitally it was impossible to have complete control over the production, pricing, promotions and placing [4P's] hence shifted to buyers to dictate (Elliott, 2006). At the same time audience were segmented in an extreme accuracy due to factors like new location or current trademark interactions hence creating another difference, and also not forgetting in digital environment everything can be evaluated and discussed (Stokes, 2013). The tailoring and administration of marketing strategies were of great core to firms as they aid managers in redefining the future, prosper and marketing of organizations. Decisions executed from above should forge on in disregard of the competitor and environmental push backs (Huhmann & Conner, 2014). The review of Ansoff's matrix in planning, implies marketing ideologies could be implemented in minimized threats while putting up innovations, help firms identify their future strategic direction, aid in planning and formulating plans, and creating knowledge on trades as well as innovative goods to aid in successful marketing (Loredana, 2017).

Marketing strategy is a unique way, in the sense that it is more than an ordinary way and manages the evolution of technology as the main agenda and knowledge in forecasting consumer needs. Besides, knowledge was utilized to open opportunities and strengthen the future with the focus to satisfy customers (Fadillah, 2019). This included information concerning major consumer statistics, utility addition of the company, critical trademark advertising, as well as extreme components, hence enabling the organization to achieve specific objectives (Jiang, 2018). Because of Ethiopia's status as the original home of Arabica coffee and its abundance of high-quality coffees, Ethiopian coffee cooperatives have emerged as industry leaders in response to the booming specialty of coffee market around the world (Melorose, 2015). According to Greene and Herzberg (2010), any organization needs a marketing focused strategy because it states upcoming successful and sustained marketing. Firms needs to adapt marketing ideas that enables them overcome competitor challenges that keeps threatening. In real sense the required was to enlarge, develop innovations marching current business as well as introduce latest goods and services known to effectively address issues in buyers. Marketing strategies were mapped up to lengthen sales increase as evaluated through the short-term and long-term revenue generated by a campaign.

1.1.3 Review of Kenya Coffee Export

The Coffee Board of Kenya [CBK] currently known as the Coffee Directorate under AFFA, as a statutory body was established in 1934 after the enactment of the coffee industry. Industry and marketing were consolidated in 1960 by ordinance No 26 to coffee Cap 333 which started off when CBK and CMB came about under a common law on 5th July 1960 (Coffee directorate, 2021). The CMB was laid down in 1971 ACT 13 and

was responsible for the obligations of product promotion within the legislative of CBK. The industry was governed by CBK until July 2001 when it came about another Coffee Act that gave current roles to CBK as that of industrial regulator. Thereafter, KCCE was founded on June 25th, 2009. CBK, formerly known as the Coffee Directorate, approved it as a Coffee Marketing Agent after it was established as a Co-operative Society in accordance with the Co-operative Societies Act of 2004. Since there was a pressing need for Kenyan coffee growers to increase their profits through better product promotion, the government backed this legislation through the Ministry of Co-operative Development and Marketing.

It was established to help with the many issues that the coffee farmers were having with crop yield, quality, distribution, and revenue generation (Barjolle et al., 2017). Directorate comprises of seven categories of coffee exporters. These includes Coffee dealer or Traders License, coffee millers license or commercial owned, Commercial marketing agents, grower marketers, commercial warehouse men, private warehouse men and management agents (coffee directorate, 2021). AFA realized that there was need to join forces betwixt smallholders and bigger individual category as well as larger enterprises to create current business chances including retail, manufacturers, raw material providers as well as technical helpers and so on. This was wholly a way of promoting various settings including but not limited to treaty farming, out-grower project and many more that bring about stimulants for smallholders to attract involvements that bear more fruits through provision of supportive environment together with executive role. Further, they motivate smallholders in order to gain more profit and minimize danger entering current business as well as benefit from economies of scale through accessing inputs and services, knowledge,

funds, markets and negotiation with other factors; therefore, resulting to need of formulating producer agro-clusters together with value chain participant councils (Agriculture and Food Authority [AFA], 2021).

Furthermore, access by small scale producers to domestic and international trade was a show that they could ultimately sell more product at better prices. Therefore, this was expected to be a motivator to farmers hence invest more individually and upgrade quality as well as quantity of their coffee. Grabbing a chance in current global trade was essential for profitability and productive growth. Modernization in business and integrating regionally has expanded the agricultural business for the products and coffee has been one of them. Shortly after independence in 1963 cooperative movement began and Coffee producers were affiliated to it (Chelangat, 2019). In Kenya 1992, partially due to comprehensive ease of economizing coffee adjustment were put in place with the aim of minimizing government engagement in the coffee zone. Due to changes, private millers unfortunately did not go through CBK auction but rather lobbied for direct sales to foreign buyers. These empowered farmers because they had to sell coffee through their own efforts (McCord et al., 2015). The cooperatives were poorly equipped and could not handle the new responsibilities. This reduced the payment allocated to farmers which lead to minimal holders of coffee industry finding itself sinking into gross mismanagement, increasing levels of corruption as well as political opportunism (Chelangat, 2019).

Despite coffee referred as a cash cow in Kenya, in the recent past it has never been dependable because of extreme increased threat and unpredictability linked to productivity and market. Therefore, drastic, together with immediate unforeseen issues have resulted to extreme economic privation which has affected economic agents in the country, farmers as

well as their immediate families (McCord et al., 2015). This shows a failure on the side of cooperatives and marketers in delivery of goods and services which has led to less investments returns. At the same time, continuing liquidity issues, together with extreme transaction expenses in cooperatives mostly landed to delay in payment to farmers (Sabari, 2020). This research, therefore, was seeking to analyze the effect of stakeholder's engagement together with marketing strategies and sales growth of coffee exporters in Kenya by investigating market penetration strategies, diversification strategies, product development strategies and digital marketing strategies.

1.1.4 Stakeholder Engagement

As time has gone on, stakeholder involvement has become a standard concept in many areas of business and social studies. Interest in the theory has grown due to the widespread belief that it can be put to good use in discussing and analyzing the myriad ways in which organizations interact with their various stakeholders. These stakeholders comprise: rivals, suppliers, employees, clients, communities and citizens (Freeman et al., 2017; Kujala & Sachs, 2019; Mitchell et al., 2022; Wise, 2021). Stakeholders were identified in the research as those who have an interest in, or are impacted by, an organization's operations (Freeman, 1984). Internal and external stakeholders' involvement in investment, the use of restructuring to control marketing strategy and sales growth, company management's involvement in guiding tactics and expanding markets (Freudenreich et al., 2020), strategic way of aligning matters and conclusions (Ramus & Vaccaro, 2017), innovation, and other critical organizational activities were all illuminated by this study. It sought also to elaborate on how coffee marketing companies' sales growth efforts are affected by the regular monitoring of stakeholder engagement and involvement (Dawkins, 2022).

1.2 Statement of the Problem

Smallholder farmers control and dominate over 75 percent of land under coffee production in Kenya. In November 2021, coffee costs hiked by 68 per cent in comparison to January. Despite the excellent pay Otiato (2022) informs that “the jury was still out there on whether Kenyan farmers had reaped from the misfortune of their counterparts” (p. 27). He added that according to Akuma who was the head of coffee directorate, “farmers were getting varied prices depending on the region and factories that process their crop” (p. 27). Akuma further explained that “farmers had not benefited from the price increase because of operational inefficiencies of production. Many farmer’s cooperatives were offering smaller produce of about 100,000 kilos yet one required almost 700,000 kilos to make economic sense” (Otiato, 2022, p.27).

The continuous raise and fall in prices, lack of balance between production and consumption, impediment of scarce transportation, as well as marketing has resulted to smallholder profitability challenges. The drawback to these issues has been laboriously exploitation of coffee farmers leading to crop substitution, hence low production. Many farmers in Meru County in 1990 and 2000, uprooted coffee plants and replaced them with tissue culture and indigenous bananas because of better market than coffee (Sabari, 2020). Furthermore, traditionally smallholder coffee sector was organized into cooperatives to meet the needs of the farmers in such as extension services and coffee marketing (Mude, 2006). The main task of cooperatives as per Agricultural Sector Development Strategy [ASDS], 2010 - 2020), include collecting and processing members’ produce, storing and transporting to assigned agents and buyers. At the same time payments are also delivered to the members through cooperatives. However, aforesaid is not the case because farmers

receive minimal or no services at the appointed time including extension services, provision of credit and farm inputs expected from cooperatives, as well as good pay (Wairegi et al., 2018).

When weighed up to more African areas and the world as a whole, East Africa's coffee output consistently ranks near the top (Export Processing Zones Authority [EPZA], 2016). Uganda was among the top ten countries that produced coffee for widespread consumption around the world (East African Finest Coffee Association [EAFCA], 2010). Over the next five years, the coffee sector in East Africa was predicted to expand by 7.5%. (Mordor Intelligence, 2018). However, in order to increase their chances of success in the face of competition from other coffee producers, they took steps to capitalize on the domestic market, established a profitable worldwide market, and automated their coffee production methods (EAFCA, 2010). Businesses in Kenya benefit from the export of coffee because it creates jobs, strengthens international bonds, brings in foreign currency, and fosters economic and physical development in the country (Mordor Intelligence, 2018). The aforementioned has helped successive Kenyan governments in their big four plan, which includes components like making sure there was plenty of food within the borders of Kenya, and therefore helping the country to accomplish its vision 2030 goal of achieving yearly growth of 10 percent.

However, over the past two decades, Kenya's coffee sector has experienced both boom and bust. Unlike other manufactured goods, such as horticultural products, whose prices maintain a constant value for an economically significant period of time, this phenomenon has not been observed in coffee items (Karanja, 2018). As a result, coffee seed farmers felt the strain of the industry's price swings, which led to financial losses and a decline in their

commitment to farm and, ultimately, a decrease in output reflected in Kenya Coffee Producers and Traders Association 2012 [KCPTA] (Steven, 2012). Several scholars like Braha et al., 2017; Heinze, 2018; Karamuriro and Karukuza, 2015; Kiprono, 2019; Yusuf et al., 2018 to mention a few, have discussed factors that affect exports in general. They mainly highlighted areas like GDP per capita, real exchange rates, world production, export capability as well as foreign direct investment. However, they have not put into considerations other issues that can propel sales growth like institutional structures, stakeholder engagement and marketing strategies. If no corrective measures will be put in place, then the future of coffee production is at bleak. Therefore, these were highlighted as the numerous demands surfacing in coffee production and export, of which effervesced this research to participate in solving the problem.

1.3 Purpose of the Study

Research envisioned to evaluate length to which coffee export in Kenya utilize four basic marketing strategies per the study. It also brought out the moderating influence of stakeholder's engagement in the coffee exporting firms to increase sales.

1.4 Objectives

To evaluate stakeholder's engagement moderating effect on the association between marketing strategies and sales growth of coffee export in Kenya.

1.4.1 Specific Objectives

- i. To evaluate whether market penetration strategy influences the sales growth of Coffee export in Kenya.
- ii. To examine whether digital marketing strategy influences the sales growth of Coffee export in Kenya.

- iii. To determine whether market diversification strategy influences the sales growth of Coffee export in Kenya.
- iv. To investigate whether product development strategy influences the sales growth of Coffee export in Kenya.
- v. To find out whether stakeholder's engagement influences the relationship between marketing strategies and sales growth of Coffee export in Kenya.

1.5 Research Hypotheses

The guiding research null hypotheses included:

H₀₁: Market penetration strategies have no statistically significant influence on the sales growth of Coffee export in Kenya.

H₀₂: Digital marketing strategies does not have statistically significant influence on the sales growth of Coffee export in Kenya.

H₀₃: Market diversification strategies do not have statistically significant influence on the sales growth of Coffee export in Kenya.

H₀₄: Product development strategies have no statistically significant influence on the sales growth of Coffee export in Kenya.

H₀₅: Stakeholder engagement has no statistically significant influence on the relationship between marketing strategies and sales growth of Coffee export in Kenya.

1.6 Significance of the Study

Justification allowed were towards Kenyans and the whole world as for decade, coffee was recognized in the country's economic development among the key pillars (ICO, 2019). This was to the academic institutions that deal with marketing strategy through scholarly

work and teaching as well as non-governmental organization in this field who were also considered beneficiaries. The study was therefore, of interest to all these stakeholders and helped in coming up with appropriate policies both at cooperatives, exporters or government levels.

1.6.1 Academician

This study was meant to add knowledge on how marketing strategies could be utilized to deliver Sales growth to coffee export hence higher profits to the farmers. Additionally, the study provided a framework for performance through the stakeholder engagement and to other a like organizations that had not yet adopted it.

1.6.2 Practitioners

The study provides a critical insight into implementation of marketing strategies to enable Stakeholders make informed decisions while selling their coffee, hence more productivity. Small scale farmers would be able to sell their products globally through coffee dealers of their choice resulting to improved national gains and economic growth.

Coffee exporters' management may apply the suggested through which improvement of their marketing process can be realized. By so doing, benefits can reach to farmers hence become more motivated to firm. All marketers in coffee industry have to realize the need to give vivid information on coffee selling channels including globally broadening the market hence getting enough returns for themselves and farmers.

1.6.3 Policy Makers

The main policy maker in any given jurisdiction such as Kenya is the government. The outcome of the study would be vital to the government institutions like Kenya Research Institute (KRI) and Kenya Agriculture Research and Livestock Organization (KARLO) as

well as non-profit agencies for providing information on how to effectively apply marketing strategies. Co-operatives, exporting corporates and government may encourage policies and programs in regard to coffee selling, ought to encourage stakeholders to produce more due to additional profits, hence raise Gross Domestic Product (GDP).

1.7 Limitations and Delimitations of the Study

There was fear that participants may not provide accurate information in assumption that it was meant for other purposes other than academic. They may also avoid giving their companies data to avoid victimization by other workers or executive for providing dealers information. Others might fear the information to be taken to institutions like KRA which seeks to know how much firms earn to compute their due Taxes. Due to fear of providing accurate information by respondents, the University faithfully offered a letter of introduction to the researcher to aid in assurance of protecting material obtained purely to academic research goal and grounded to extreme secrecy; especially when it came to the manager who would have been afraid of being victimized by others for giving dealers information.

Being COVID 19 times, which was rooming the country, chances of respondents ignoring physical questionnaires was thought to be high and especially to the researcher who was strange to them or data assistance. It was also of concern that some marketing managers might have been working from home. Structured questionnaires were generated through email instead of physical dissemination because some respondents still feared to contract COVID 19 as they engaged with a stranger or research assistance. Other officers were often working from home which hindered face to face interviews, which has been considered to yield better results, but online communication was applied to cater for the same. Where

contact was a must, the COVID 19 rules were strictly adhered to which included washing hands, sanitizing, mask wearing as well as avoiding physical contacts like handshake and hugs.

1.8 Scope of the Study

In Kenya, research on analyses of marketing plans adopted by coffee exporters had been sparingly taken from the time of colonialism. Several found write-ups on agricultural marketing seemed to focused mainly on dairy productivity (Tibbs & Yegon, 2015), liberalization (Wanyama, 2008) and other scholars took historical scrutiny. This study took on localized exploration within the subject matter. This provided room to prove crucial aspects deemed to be forgotten in the context of usual analysis. Further it endeavored to fulfil the existing knowledge space. It called for exhaustively inquiry on moderating effect of stakeholder engagement on the trading strategies along with sales maturity on coffee export Kenya wide relationship. This research focused on coffee export as the product was taken among the first priority in the country and also the oldest cash crop organized and exported by dealers.

The coffee directorate is categorized into seven coffee exporters. All the categories were utilized where managers per the exporting firm, namely Marketing manager was consulted. The focus on respondents was randomly selected from all coffee exporters, giving a total of 384 respondents. The selected objectives acted as a benchmark for the analysis. This was via descriptive and inferring analysis utilizing SPSS 25. The study took more than two years and was carried out and analysed between year 2021 to 2023.

1.9 Assumptions of the Study

All selected marketing coffee firms were assumed to have implemented marketing strategies in their firms for at least five years. This was so because an exporter that has operated for that long had clear information on threats and strengths that engulfed Marketing, thus qualified to effectively respond to questionnaire. It was also assumed that the respondents sampled for the study would provide honest and truthful responses, which seems to be true in relation to data collected. This made the study yield good results. The instrument for data collection was assumed to aid in determining accurate results for the study and this was achieved, since it was clear, specific and simplified language that every respondent was able to fathom the mind of the researcher.

1.10 Operational Definition of the Terms

Study adopted the following explanations to key terms:

Ansoff's Matrix: Sometimes called Product-Market Expansion Grid; framework showing four strategies usable for growth. It assisted in analyzing the risks associated with each other as in movement to a new quadrant whether horizontally or vertically in increased risk (Ansoff, 1957).

Diversification: involved initiation of new goods or services in the trade in order to increase revenue and profit (Guido et al., 2011).

Market-penetration: was gauge of some amount of a product or service consumed by customers compared to its total estimation in the market, which was utilized in development of strategies engaged for growth of trade share of clearly defined goods or service (Remuzat et al., 2017).

Sales Growth: was the attainment of intended goals by accuracy, time taken, efficiency, consistency and effectiveness in sales in comparison with set sales levels (Rotich, 2016).

Product Development: was full process of delivering a new product or improving an existing one for both external or internal customers within a company (Darroch, 2014).

Stakeholder Engagement: was defined as groups of individuals or society that influence or get influenced by corporate pursuit (Freeman, 1984).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This outlined theories and empirical, providing information about research theorized and conceptualized frameworks along with highlighting spaces in the explored literature contributed to the main ideas deliberated on the topic. This gave a clear and vivid explanation of the reviewed theories and how they fit to the discussed objectives.

2.2 Theoretical Review

The study reviewed five relevant theories. These are: Market penetration theory, innovation diffusion theory, Market entry modes theory, Stakeholder engagement and product lifecycle theory.

2.2.1 Market Penetration Theory

The Market Penetration Theory was introduced by H.Igor Ansoff 1957. This theory has significantly influenced market penetration strategies across various industries, including the coffee export sector in Kenya. Through emphasizing the importance of focusing on domestic market dominance, product differentiation, and brand building before expanding into international markets, the Market Penetration Theory showed up a great role in driving the sales growth of coffee exports in Kenya.

Market Penetration Theory advocates for companies to first establish their dominance in the domestic market before entering foreign markets. This approach is based on the idea that a strong home market presence provides firms with valuable insights into consumer preferences, market trends, and potential areas for improvement. By concentrating on the domestic market, companies can fine-tune their products and marketing strategies,

allowing for a smoother and more successful expansion into international markets (Kotabe & Helsen, 2022).

In the context of the Kenyan coffee export industry, the Market Penetration Theory has influenced coffee exporters to focus on building a strong domestic market presence. Kenyan coffee exporters recognized the significance of winning the loyalty of local consumers and building a reputation for high-quality coffee. They invested in understanding local tastes and preferences, enabling them to tailor their offerings to meet the demands of the domestic market. By doing so, they ensured a stable foundation for their export initiatives, laying the groundwork for future success in foreign markets (Kenya Coffee Directorate, 2021). The Theory highlights the importance of product differentiation as a key element of successful market penetration. In the case of Kenyan coffee exports, coffee growers and exporters embraced this strategy by focusing on producing and marketing high-quality coffee beans with unique flavors and profiles. They leveraged the country's unique geographical factors and rich soil to cultivate coffee beans with distinct taste and aroma. This differentiation strategy allowed Kenyan coffee to stand out in the highly competitive global coffee market, attracting coffee enthusiasts and specialty coffee retailers from around the world (Misati et al., 2017).

It also advocates for aggressive marketing and promotional campaigns to build brand equity in the domestic market. Kenyan coffee exporters capitalized on the country's reputation for producing premium coffee and employed strategic marketing efforts to enhance the perception of Kenyan coffee as a high-quality and sought-after product. Through effective branding and consistent messaging, they successfully built a reputation for Kenyan coffee as a premium coffee origin. This, in turn, facilitated entry into

international markets, as Kenyan coffee gained recognition and demand worldwide (Bamba & Jagongo, 2019).

Following the principles of the Market Penetration Theory, Kenyan coffee exporters, armed with a strong domestic market presence, were well-positioned to access international markets. They leveraged their established networks and distribution channels to negotiate favorable deals with international buyers. The success in the domestic market also provided them with the financial resources and expertise required for expansion. By adhering to the Market Penetration Theory's approach, Kenyan coffee exporters increased the volume of coffee exports and diversified their revenue streams, contributing to substantial sales growth (Kenya Coffee Directorate, 2021). The Theory underscores the significance of word-of-mouth marketing in market penetration strategies. The theory underpinned the objective on market penetration strategy because, as Kenyan coffee gained recognition and popularity in the domestic and international markets, satisfied domestic consumers became brand advocates, sharing their positive experiences with others. Positive word-of-mouth played a crucial role in driving global demand for Kenyan coffee, further accelerating sales growth and solidifying Kenya's position as a competitive player in the global coffee trade (Moir & Gore, 2004).

2.2.2 Diffusion Theory of Innovation

This theory was brought about by Rogers (1995) and identifies five innovation features, which have determined effects on the process of innovation-adaptively. This was in support of Venkatraman and Price (1990), on how characteristics of few products and services interfere with entry procedure triggering buyer adaption to current goods. The benefits derived from already existing products, was that the new one gets easy absorption in the

market as well as improving of rate to the targeted buyers. It should be advocated that compatibility of incoming goods and services was part and parcel of the current history (Kotler & Keller, 2006) also impacted by the day today ways of people's living. Decision in purchases and usages at certain degree of complexity also contributed to spread of the product as well. Where there was ease in understanding of purchase and use, an innovative offering was easily diffused. At the same time, how fast a commodity registered in the minds of users and fulfilled their wants lead to higher demand. Further outlining observability indicated a measure of how utilized internal states of a process could be inferred from understanding of its external outputs. Thus, pointing out that, it included how well the benefit was perceived, applied as well as featured by a willing buyer (Anderson et al., 2016).

Accordingly, diffusion of innovation could be categorized into five stages, namely realization, curiosity, gauging, testing and acquiring. Thereafter the consumer journey comes in where he may reject a new venture within or without acceptance process. In support of that, Mallat (2007) informed that a current electronic mode of payment machine could be extremely influenced by the number of similar users and traders. When it comes to diffusion, this could be defined as phases where by ventures gets to the targeted group in a given period of time in the community. Furthermore, these resulted to different variety of sales that spread throughout the society due to word of mouth (Rogers, 2009). Moreover, these passes through several degrees not excluding: understanding the venture, pleading with buyers to accept it, agreeing to try or not to, taking and utilizing, replacing the old or on top of it (Cobos et al., 2016). It was denoted that the choice to endorse an innovation was purely grounded on its regarded advantages, its compatibility to ongoing systems and

processes, in what way it is complex, the soothe of experimenting outcome, giving out the transformation that were smoothly clear (Rogers, 1995). The model suited best due to the fact that it accelerated the processes of digital acceptability in business. This was applicable to the study since it determined how well digital marketing had been utilized in coffee export.

A study argued for existence of advantages in use of digital advertising, supported by acknowledgement of allegiance, top up in selling and advancement in customer-care (Kithinji, 2014). The current digitalization in promotions to some extent differs with old marketing although they could be utilized concurrently, despite its complexity which could be lifted through usage of digital marketers (Minama & Ngahu, 2016). Yet still assessment with SMES demonstrated that technology acceptability was vital in the sense that, there was increased sales and image perception, minimized costs expenses, entry to current trade and customer know-how advancements (Nganga, 2015). Furthermore, these speaks for merger of creativity with technological enhancement in business through e-commerce in anticipation of improved sales returns, hitherto growth. This theory underpinned the research objective on digital marketing strategies, because of compatibility, current innovation and easy application of emails, social media and website marketing.

2.2.3 The Market Entry Modes Theory

The Market Entry Modes Theory was introduced by scholars John Dunning and Sarianna M. Lundan. Dunning, a British economist, is widely recognized for his extensive work in international business and foreign direct investment (FDI), while Lundan is a Finnish scholar known for her research in international business strategy. The theory was first formally proposed in the early 1980s, and it has since become a fundamental framework

for understanding how firms enter and operate in foreign markets (Dunning, 1980). The Market Entry Modes Theory offers insights into the various strategies and approaches companies can use to diversify their market presence, which, in turn, can influence the sales growth of coffee export in Kenya. It is a comprehensive framework that explores different approaches companies can adopt when entering and expanding into foreign markets. The theory recognizes that firms seeking international expansion must carefully consider the most suitable entry mode based on factors such as market conditions, available resources, and strategic objectives. By understanding the nuances of different entry modes, companies can make informed decisions that support their market diversification strategies and drive sales growth in new and emerging markets (Lundan, 2018).

In the context of the coffee export industry in Kenya, the Market Entry Modes Theory suggests that exporting can be a viable strategy for market diversification and sales growth (Mwangi, 2019). Kenyan coffee exporters can opt for direct exporting, where they sell their coffee products directly to foreign customers, or indirect exporting, where they engage intermediaries like export agents or distributors. By diversifying their market presence through exporting, Kenyan coffee exporters can access new international markets, tap into different customer bases, and increase their sales reach beyond the domestic market. Exporting provides an avenue for coffee exporters in Kenya to leverage international demand for Kenyan coffee, which, in turn, can contribute to increased sales growth and revenue (Cavusgil et al., 2014).

The theory also highlights Foreign Direct Investment (FDI) as a relevant strategy for market diversification in the coffee export industry. Kenyan coffee exporters can consider FDI by establishing operations or subsidiaries in foreign markets (Osano, 2019). For

example, they may set up coffee roasting facilities or cafes in target countries. Through employing FDI, exporters can gain more control over their operations, distribution channels, and brand image. This enhanced control can lead to a stronger market position, deeper customer engagement, and a more personalized approach tailored to the preferences of local consumers. FDI allows Kenyan coffee exporters to expand their market reach and increase sales growth by catering to specific consumer demands in international markets (Buckley & Casson, 2010). Strategic alliances and joint ventures represent another market entry mode that can support the market diversification strategy of Kenyan coffee exporters. By forming partnerships with foreign coffee distributors, retailers, or coffeehouse chains, Kenyan coffee exporters can leverage the partner's established market presence, distribution networks, and brand recognition (Luo, 2000). Strategic alliances and joint ventures provide access to valuable resources and knowledge, which can help exporters overcome entry barriers and navigate unfamiliar markets. Through such alliances, Kenyan coffee exporters can diversify their market presence across different countries, regions, or consumer segments, thereby contributing to increased sales growth and market expansion (Njeru et al., 2019).

The Market Entry Modes Theory also includes licensing and franchising as potential strategies for market diversification in the coffee export industry. Kenyan coffee exporters can license their brand, recipes, or coffee production techniques to foreign companies or franchise their coffee shop concepts. Licensing and franchising enable rapid market entry and expansion without significant financial investment in foreign operations. The theory underpinned the objective on market diversification strategy because it allows Kenyan coffee exporters to broaden their presence across different countries and regions, leading

to increased sales growth through royalty fees or profit-sharing arrangements (Lundan, 2018).

2.2.4 Stakeholder's Engagement Theory

Stakeholder theory deliberated on owners' engagement as a moderator of marketing and growth of sales. Formulated by Freeman (1984), the theory gave weight on the correlated relation among business and its loyalist together with all other stakes in the company. It maintained that firms should appraise stakeholders, not just shareholders. Also, it addressed principles and utility in managing an organization, like those linked to social contract theory, market economy and corporate social responsibility. It described the distinct stakeholders of a firm and then looked into the state of affairs below which managers offer loyalty to these parties like stakeholders. Freeman (2004) informed that if an organization does not accomplish the needs of most of its stakeholders, if not all, often, while it becomes impossible to construct a future organization of whatever kind, such as a profitable trade.

Accordingly, stakeholder theory concerns with the way organizations could produce their best. It adds worth to the company as its vital and besides prescriptive. Further in explaining stakeholder engagement, it was more on maintaining relationships with shareholders. Notwithstanding, other organizational activity that should uphold complicated chain of individuals with different capabilities and wants so called stakes, yet still call for identification, management and physical fulfilment to assist a project become visionary (Strand & Freeman, 2015). Never the less, theory of stakeholder engagement has seemed top in popularity, but some scholars still have critiqued it. Key (1999) maintain that in management field, this theory cannot qualify to be completely grown and therefore lacking

in scientific inspection operationalization. Still others continue to critique sales growth measure on firms cannot be guided wholly by the theory (Harrison & Wicks, 2013). Through this knowledge, the research wished to interrogate role of stakeholder's engagement in sales growth of coffee export as a moderating variable.

The theory underpinned the objective on moderating effect of stakeholder engagement plus its value hinged on main concepts that firms should first and foremost advance all stakeholders and not primarily shareholders (Freeman, 1984). Thus, the cooperative societies should cultivate quality by producing tangible verses intangible goods that were beneficial to coffee farmers and not just cooperative society's officials. That could apply through being given opportunity to decision making, participation of both internal and external stakeholders, together with progress monitoring.

2.2.5 Product Life Cycle (PLC) Theory

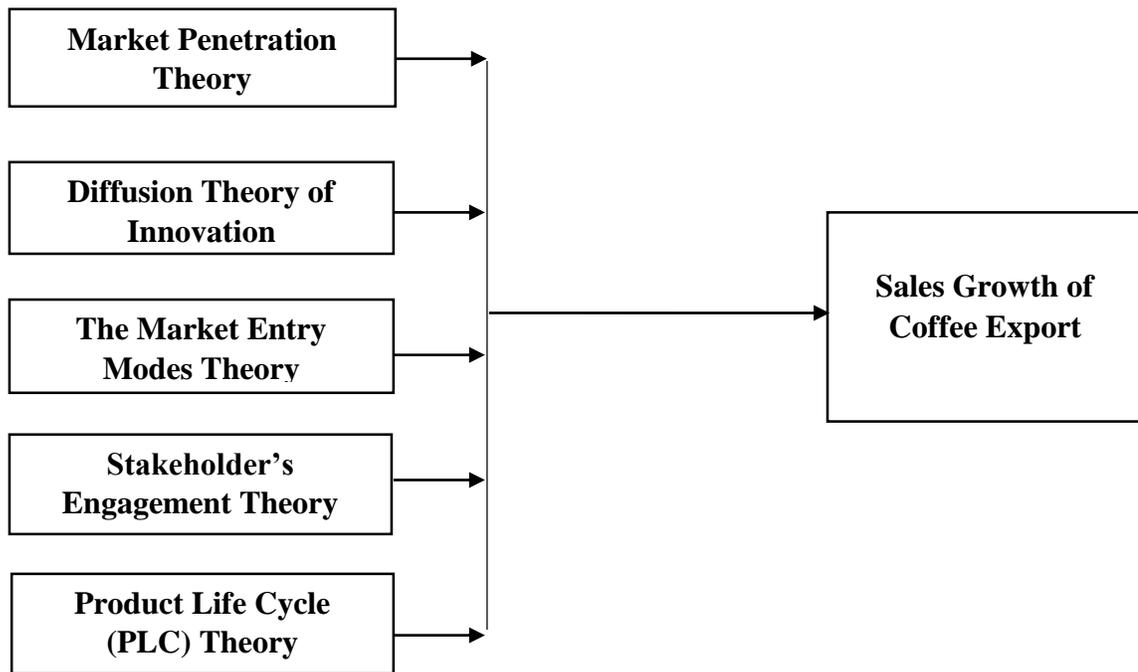
PLC was passed by Vernon (1979), and was guided by five stages in life where it provided that until restructuring takes place, with time the product begets exterminated and unusable. This calls for businesses to invest highly on market research programmes which enable identification of diverse customer wants as maturity catches up with it in the cycle. The discussion was that living beings undergo certain phases in life and so do products, beginning with inception, acceptance, peak and shrink time forming established superior ring in its life (Vernon, 1979). The periods are governed by different features which enable stay at one point and opportune time to move to the next as was pinned in the study. This informed that if no much care was taken to keep the plant moving, death was paramount. Since organizations hopes in output that was conspicuous, product instigation as well as intentional planning and continuity needed to be valued (Palmer, 2005). Therefore, bearing

in mind that life was not endlessly extreme trade strategies need to be given first priority to lengthen it in all stages for better achievements in the firm. This could include and not limited to polarity, restriction and correct situating such as alternative of goods. It was on these bases that this study wished to investigate how sales growth was influenced by marketing strategies and stakeholder engagement. Therefore, this theory anchored the dependent variable which was sales growth since PLC should reach to maturity and decline having satisfied the consumers' needs and wants as well as giving reasonable profits to the manufacturers.

The five theories instigated the necessity to growth sales of coffee exports in Kenya, in the sense that Stakeholder engagement called for recognition of all participants in the coffee industry. Innovation diffusion explained how creativity in production brings about improved sales. Market penetration theory and Market entry modes theory, pointed out usability of tangible and intangible to differentiate in the market place, while product life cycle informed of life span of every venture or product. Hence resulting to cultivated measures for better sales increment.

Figure 2.1

Theoretical Framework



Source: Adapted from H. Igor Ansoff (1957) Everett M. Rogers (1995), Dunning and Lundan (2008), Edward Freeman (1984) and Raymond Vernon (1979).

2.3 The Empirical Literature

An empirical review is a type of research that uses data from previous studies to answer a research question. The data may be from experiments, surveys, or observations. It was essential in laying out the theoretical foundations upon which the paper's argument rested (Nakano & Muniz, 2018). The study's clear presentation of review is due in large part to its attention to the following sub-endings.

2.3.1 Penetration Strategy and Sales Growth

Penetration strategy was reviewed as a broadening plan on improvement of market segment of MCN (Multichoice Nigeria Ltd) (Akintoye & Ayotunde, 2015). A descriptive method of survey research was applied and information collection was via structured questionnaire while interviews were done and observations made. Further, obtained details were

examined using prevalence distribution analytical methodology and Charts. The findings showed that penetration as a strategy had the best payoff with the minimal risk qualified to improve capacity of MCN. It also delineated fidelity programs, unbound preview, and promotional pricing as strategies had noteworthy control in captivating contender customers. This explained a conceptual gap by region of study, as well as use of descriptive method of survey as opposed to cross-sectional survey. Further in Kuwait a study was carried out on closeness of marketing output in SMEs as compared to large enterprises in a fast-food industry (Richard et al., 2019). Interviews were applied with home office marketing managers per distributor. Further results suggested that LEs outmatched SMEs in all areas examined: buyer contentment, consumer loyalty, adaptation speed, demand uplift and investment gain.

Furthermore, it was evidenced that bigger firms were utilizing what they were better with against competitors as well as major capital enabling them in excellent planning, hence increasing sustainable consumer relations in different styles not applicable with smaller firms. Coffee exporters being a large firm needed investigation on its penetration focus hence a gap. Sizeable companies seemed to be in favor of penetration in the market a step ahead (Holm & Thilenius, 2015). After achievement of trial and penetration, they maneuvered ways that positioned them greater as far as customer contentment and retention was concerned. This definitely led to a great base with higher preferences and loyalty other than those involved in small entities (Richard et al., 2019). This called for research on coffee export to find out whether the same was applicable, as well as application of different variables. Advertising effectiveness on sales performance according to Acar and Temiz (2017), a case in Turkey used distributed lag models. The

outcome suggested a recognizable and positive link between promotional cost and monetary growth. With all said and done, the authors had come up with ways of determining prolonged benefits of advertising. In conclusion, a positive relationship was determined on adverts costs and capital gain that stretched with time. The suggestion was that the incurred expenses need capitalization plus amortization other than turning to current expense. This study took a novel strategy by using receivership as a clear indicator of maturity to help establish the guide of causation in the tie-up between advertising plus the failure of businesses. Thus, showing conceptual gap since the study was investigated in Turkey as compared to the current that was done in Kenya.

Further examination of the influence brought about by online promotional shows as well as paid search in comparison with offline adverts on sales growth and value addition, took place. Application of propriety information on annual advertisement expense on 1651 companies traversing seven years, probed a plus consequence on corporate development which was as a result of Tobin's q utilization (Bayer et al., 2020). Higher positivity was witnessed with search promotions unlike offline in sales out-turn, accordant seeming closer to definite buying decisions not forgetting magnified target capabilities. The outcome suggested heterogeneous economic satisfaction beyond divergent means of advertising, having unswerving inference to management while examining adverts efficiency and external stakeholders in judging firm growth. Borrowing from this, the study measured advertisement as a route to penetration. It was also in agreement with Sridhar et al. (2016) on positive link betwixt sales and corporate performance together with online manifesting over paid search both in short- and long- term effectiveness. It disclosed that paid searching

was customer-initiated and propels close to purchase decisions although firms still make use of it in marketing while seeking direct sales impact (Bayer et al., 2020).

The findings confirmed that heterogeneous out-turn to online displaying, paid searches, together with offline adverts on the two, short or long-term sales output over several years owing to a broad cross-section. These results were assumed to be useful to managers during resource allocation in relation to advertisements charges, to be invested in monitoring of companies. This study borrowed a leaf in connection to current and examined if this was applied in coffee export. Another study embracing penetration of market aiming at growth of Small-Medium area entrepreneurs was investigated a close Nigeria (Adamu, 2020). The concerned looked to investigate on penetration of the market assuming deep corporate development. It deducted that niche was big issue with SMEs since it was not utilized, therefore prescribed as the extreme pertinent for competition focus. This informed a conceptual gap due to regional base in Nigeria as opposed to locally based in Kenya. It was also established on SMEs instead of exporting firms' hence methodological gap because of target population.

The word 'Masstige' means mass prestige (Paul, 2018). Masstige in marketing could be expounded as phenomenon in strategic aimed at business penetration along with brand management during dispensation of globalization. The foremost goal was to add on growth of masstige marketing theory in expounding brand management factual to highly valued /premiums/moderate high price so long as its affordable labels inclined to original theorem trend. These could be based on production, promotion together with place as strategies while maintain prices sustained. It contrasted effectiveness of global and domestic vehicle branding; that was US utilizing MMI established by Paul (2015). The discovery proved

that foreign firms remarkably Japanese branding out did indigenous that is America in coming up with mass prestige of course resulting to market niche. However, being an international examination, it created a space that needed to be refilled domestically.

According to an investigation concerning penetration of the marketing strategy influence to firm performance, resulted to financial growth across Universities in Kenya public sector, was informed in product expansion grid (Auma & Waithaka, 2020). This made use of cross-sectional involving a census of 33 respondents. Further, use of questionnaires formulated as Semi-structured were self-administered with the aid of the researcher to the respondents. Respective respondents were given enough time and questionnaires picked later and explored applying descriptive and inferential statistics supported by regression and correlation analysis in establishment of potential correlation between variables. Market penetration growth strategy proved to come up with a positive influence on universities development who had multiplied their advertising expense maximizing on offerings aided sufficiently. This pointed out a conceptual gap because Universities differ from coffee exporting firms. In support of the above Bulle (2020) made use of descriptive design. Study informed that pricing strategy influence performance of the firm. This was through pricing rooted on believes of the buyers in relation worthiness of the firm as well as the charges offered by the competitors. This created worth in the consumers' minds on the products cost. It also revealed the ideology of reducing prices and hiking them later increasing firm growth since it was a means of entrant in competition zones (Perez, 2016). This encouraged the study to carry out investigation in coffee export.

Further the study concurred with allocational channel having effect on advancement where by the line of contact was reduced to one. This called for efficiency in the firm to get its

products in time to the buyers and increased experience of members lead to effectiveness. Thus, the corporate was able to concentrate on one channel creating room for faster movement of the commodities. Therefore, utilization of retailers networking, encompassed extended region through use of distribution strategies reaching to buyers far and wide (Bulle, 2020). The conceptual gap witnessed needed examination in methodology as well as some variables also differed. Yet still the study informed that, differentiation strategy influenced the productivity. The brands being encouraged by the firms up skills demand for the product in the competitive environment. Thus, application of distinct as part of the product features was of vital in upgrading sales growth due to competitiveness. Further, the organization to ensure lowered cost from those of competitors, had acquired current technology. The adaptation enhanced more scope for products with added value and specialty of corporate trademark enhanced ease to consumer preference for goods (Perez, 2016). This triggered the study to find out if it worked for exporting firms.

Also, on the end results using development plans on company effectiveness in Nairobi exclusive hotels, with adoption of the use of descriptive survey design, it was detected to have enough correlation betwixt marketing penetrate and trade performance, which also access to new customers in the market was evaluated (Mwangi, 2019). The study further pointed to penetration in market which took various forms. Individual form subscribed on the manner of marketable print that companies would prefer to utilize in their major strategic plan in relation market penetration. To reap knowledge on cases related to consumer attitudes on divergent styles including dynamic pricing as well as management conclusions or strategy choices, to come up with models rooted on economics was of essence (Kienzler & Kowalkowski, 2017).

Companies that enter new markets with a pricing strategy in mind are more likely to maintain tight control over product prices. A company may set artificially cheap pricing for its goods in an effort to gain market share by luring in more customers or to keep rival companies from entering the market altogether (Mwangi, 2019). A question that needs answering about coffee. There was a revelation that market penetration influences pricing methods of the organization. Their performance in a specific market segment appeared to excel when they aligned their pricing strategy accordingly (Daniel, 2018). There was a notable association between pricing and product quality. The research indicated that products of superior quality with higher prices tended to secure a more significant market presence compared to products of lower quality coupled with a low-price strategy. Additionally, achieving market penetration was crucial for advancing organizational activities and strategies.

In conclusion a significant and productive relation among market penetration along with organizational accomplishment, lead to sales growth. Market penetration majorly focused on gaining more and more customers in a market niche. That was harvesting customers in a market segment to try products by the organization (Mwangi, 2019). Having been done in a hotel created room for examination with export of coffee. This was supported further in a similar study in agrochemicals Nakuru (Muriithi & Waithaka, 2020). The application of descriptive resulted in penetration game plan impact on growth of companies. Thus, supplying of top-tier consumer services did not only influence loyalty, nevertheless the contented customers inform many more hence encouraging greater markets. There was creation of gap to investigate whether this was applicable to farmers as well.

On the same length, through adoption of a descriptive research design, it wound out that market penetration strategy influenced performance of organization through; allowing speedy dissemination and advocacy of the firm's product with the buyers as well as utilizing reduced prices in order to accelerate demand for the product and top up market share. The findings gave out a scenario where addition in demand resulted to reduction on manufacturing costs since production was in volumes (Luvusi & Muthoni, 2020). To analyze on how well the service was gaining a portion of market fixed percentage, the penetration assessment was applied. Conceptualization of Telkom needed investigation on coffee dealers to evaluate its product. Investigation carried out on Kenyan tour companies' performance, market penetration, and external environment, delivered measurable results (Nganga, 2018). The research utilized strategies like bundling, promotion, lowering pricing, or bulk discounts as the indicators to market a new product. Correlation analysis plus descriptive conclusions were utilized. The conclusions explained that factors in the external environment have an impact on how well sales perform. Additionally, it was found that the rational allying market briefing and achievement was moderated by elements related to external environment. Association between an organization's performance and market orientation was also confirmed to be somewhat mediated by marketing strategy. The same was tested using different parameters.

Essar Telecom Kenya's market penetration techniques were studied by Mukangai and Murigi (2021) to boost efficiency. Performance of market penetration strategies. As a sort of promotional technique, the corporation had used both pull and push strategies. The research only looked at market penetration tactics and performance; sales performance would have received more attention. This research extends on previous research by

focusing on additional marketing techniques in addition to the specific feature of sales performance. The market penetration of passenger cars using new drive train technology in Japan was modelled by Vilchez and Jochem (2020) marketing encroachment. There were significant lags between routinely used market penetration metrics and strategic policy decisions. The research did not link sales performance to market penetration. This research's main goal was to establish a link between marketing tactics and sales results. A discussion on Market penetration's effects on Kenyan insurance industry performance took place, with the conclusions that Market share and effectiveness; Market penetration and process innovation both positively and dramatically affected organizational success (Mutembei & Njuguna, 2019). Only the market penetration strategy was examined in the study. The analysis was based on Kenyan insurance providers. The report may have included ideas for product and market development.

Various studies have examined the effectiveness of different pricing techniques as a means of market penetration, with varying degrees of success. By administering a survey and then testing hypotheses based on the results with 95 participants, Vardari et al. (2017) found a correlation between pricing strategies and the methods used to put such strategies into effect. In addition, Tangus and Omar (2017) analyzed how commercial banks in Kenya's sales performance changed after adopting various market penetration tactics. Nairobi city was the site of the investigation. It aimed at 43 private enterprise banks in Kenya recognized in Central-Bank of Kenya. Ngara (2018) set out to determine how market expansion tactics and client attendance value in Kenya Power together with Lightings Company are connected. Market leaders have clout that can be leveraged for profit, hence Nair and Kshatriya (2019) argued that companies primarily want to grow their market share

for this reason. An organization's bargaining position might be strengthened by increased influence within a specific industry. When negotiating with vendors and other channel partners, Paul (2018) noted that larger companies always held the upper hand. Having this kind of muscle allowed a company to better compete in its field, which in turn led to better productivity. For this investigation, researchers used a variety of measurement parameters. The Ansoff model suggests that a company can grow by focusing on a single box and then expanding its presence within that unit. As a result, a plan for penetrating a market is really just a strategy for increasing one's share of that market (Paul, 2018).

PIMS project's empirical investigation for correlation on market share and profitability found that dominant market players were more likely to report high profits (Nair, & Kshatriya, 2019). While the company maintained its presence in the market and continued to sell its product lines there, expanding its market share required a far more aggressive marketing effort to penetrate deeper into the industry and take advantage of all prospects for sales growth inside the current market. The PIMS research also revealed that while companies holding a large portion of a market were more likely to be profitable overall, many companies holding a very small portion of the market were nevertheless quite successful. It was called the "hole in the middle dilemma" by Kucher and Jewiarz (2017). The following explanation was offered for this phenomenon: companies that commanded a big segment in the market succeeded after adopting cost executing method; companies that commanded small quota of the business were profitable because they had applied trade segmentation plan that allowed them to focus on niches with high profit margins; and companies that commanded a medium share of the market were not fortunate for lack of worthy generic vision.

The sheer size of Nigeria's population would seem to guarantee a sizable customer base for any business operating there. Despite the country's massive population, however, the average Nigerian SME has historically had a modest share of its industry's market (Odunsi, 2021). Despite efforts to educate themselves about the industry, many Nigerian SMEs continue to lament a lack of customer support. Customers in these massive markets have different requirements and react differently to a company's marketing strategy based on the products and services it offers. To this end, no business, no matter how small or medium-sized, can successfully target all consumers with a single marketing plan and set of promotional materials (Ojeme & Adeola, 2022).

2.3.2 Digital Marketing Strategies and Sales Growth

A study targeting employment of social-media marketing of electronic industry utilized descriptive through application of questionnaires across a survey of 49 firms. It noted that most of corporates made use of Facebook, twitter and You-tube as a procedure to sell out products, logo and cultivate connection with their clientele (Odongo, 2014). The discoveries entailed firm control as one of the major predicaments especially on pages as well as lack of explicit measurements of accomplishment parameters. Recommendations included putting the aforementioned in place and creation of target population with the ideology of upgrading usage benefits. This showed a conceptual gap on electronics industry as compared to coffee export. A study by Gujari et al. (2020) on Influence of Search Engine Optimization (SEO) to Online Advertising, used a Case of Companies utilizing E-Marketing in Jordan. The research aimed at exploring how vital and beneficial was SEO in relation to E-marketing and investigated the consequences of SEO regarding online advertisement.

Utilization of a questionnaire was shared among 121 companies making use of the method. 102 companies completed and submitted making 72% comeback rate. Further, Factor Analysis furnished four dimensions made use of exploration of Multiple Regression. These were namely SEO; strategies, competitiveness, experience and techniques. Verdict informed that all SEO had no effects, but all other had effects. This created a conceptual gap in that it was done in Jordan and yet still applied case study while the current utilized cross sectional survey design and in Kenya. There was need in addressing the issue of website marketing as a trending method in digital marketing and if as a strategy it affected coffee export in any way. Examination on analytic practices in comparison with cooperative achievements surveyed in Indian retail together with IT industries comprised of high-ranked and middle level management and experts (Garg et al., 2020). Findings manifested innovative relation allying Software Management and Assurance Program (SMAP), conformité européenne (CE) and Blog Post (BP) and confirmed existence of conciliation of CE on the aforesaid. This was denoted by competition globally where CE was effective for business. In progress interactions on sellers and buyers was analyzed with SMAP. Further, interests of the consumer on the organization or logo were clear indications of high buying which in turn gave birth to up graded accomplishments in marketplace. Customer in the discussion were replaced by stakeholder in this study hence investigated to find out if the same outcome would be felt if applied. This created a conceptual gap which was also derived from being carried out in India as opposed to Kenya.

In drive to compete, Nuclear Centre of Mexico (NCM) as well as proposal for digital marketing model innovation was designed (Mejía, 2018). Focus group was utilized with Panel-Delphi together with rational Hierarchy Procedure including experts and consultants

in the sector. This was managed in identification of diverse varying and showing different usefulness rates together with the level of once occurrence and all within digital marketing innovation model (DMIM) manifesto construct involved in the two models. Bearing the conceptual gap of being applied in Mexico, called for investigation in Kenyan set up. Further a development on sales performance and digitalization in industry aiming at demonstrating the notion of having a relation in digital manufacturing and growth of a firm in comparison of German vehicles as well as innovation in motorcycle commonly known as Bayerische Motoren Werke Aktiengesellschaft, utilized a quantitative and case methodology (Tohanean et al., 2020). Digitally many firms were able to come up with products together with services which had linked them to stakeholders in a special way. The perceived drivers of this included social media, mobile, cloud computing large information and internet along with other innovations that had enhanced market worldwide resulting to developed companies as witnessed in the current times. The fourth uprising of industry also referred to as “Industry 4.0,” was wholly as an out-turn of technology that applied in the whole world (Biswas & Goswami, 2020). This was where a self-managed production chain was developed to create more output through amalgamation of produce, ideologies and service practically and in a supervisory manner as well as application of cyber-physical settings. The evaluation noted that technological upgraded the growth of firms which resulted to provision of safer products friendly to consumers and more adaptable. Therefore, the emphasis was on implementation of digital for growing firms (Tohanean et al., 2020). The enlightenment called for gap refill of Germany as well as vehicles to Kenyan coffee export.

Another study by Kimathi et al. (2019), discussed how growth of Micro, small & Medium Enterprises (MSMEs) was influenced by usage of technology in promotions. It utilized positivism along with descriptive survey to enrich on licensed MSMEs in Tharaka-Nithi County where 38.8 % was reckoned. There was also great harmony betwixt technological advertisement to achievements in MSMEs, where most owners and executive that implemented IT acknowledged growth of the companies. Further major influence was witnessed therefore leading to recommending of embracement of digital trade for sales maturity. This gap of MSMEs as opposed to coffee revealed a researchable content. Additionally, examination of inbound in business around Europe and USA in view of company attainment was grounded on Dorfman and Steiner (1954) plan for maximum expense on promotion (Erdmann & Ponzoa, 2021). This was carried out on 29 best firms among six countries in a period of six years utilizing SEO and scanning electron microscope (SEM) tools looking forward to attractiveness together with transformation of Internet usage on web page. The evaluation informed that e-commerce implemented inbound business in accordance with instituted sample. The only monitored difference occurred in category of design that was pure player against brick and mortar as well as country intensity meaning UK, USA as opposed to others. This called for a study in Kenya instead of UK.

Wangu et al. (2021) conducted research on the degree of online business incorporation with dairies, and concluded that e-promotion was evaluated as having the highest level of acceptance. The outcome failed to demonstrate the chain between e-marketing effectiveness and dairy industry output. Online marketing had an impact on the revenue and brand recognition of SMEs, according to Mulunda et al. (2021) research on the same

topic in Nairobi. The use of online market was evaluated in North Eastern US for straight-market farms by Hudak et al. (2017), findings indicated that few farmers were enthusiastic in utilizing Social media for advertising purposes. Search information needed to be researched in Kenya set up hence a gap. Kannan (2017), investigated how computers and the internet were used on Canadian plantations and discovered that the major determinant was bestowed on computer and internet application nature of corporate operations. In a related survey conducted in the US's Great Plains by Smith et al. (2014) disclosed that agronomist' utilization of IT was mostly affected by education. Goldfarb and Tucker (2019), business size and sales output have a favorable impact on farmers' use of computers and the internet. This research supports (Smith et al., 2014), who found a link between firm gross sales and technology use.

Onyango (2016) researched on impact of digital advertisement plan on growth of Kenyan companies which exports cut flowers. Semi-structured interviews were used in a qualitative and quantitative study that focused on Kenya's 30 cut flower exporting companies. The results demonstrate how much Digital Marketing affected every aspect of a company's performance. Digital marketing had been acknowledged to have greatly boosted revenue, market share, and profitability. Companies that used digital marketing performed better than their rivals who used traditional marketing strategy. Its primary advantage stemmed from its extraordinary capacity to deliver details tailored and connected without regard to events or location. A true approach for marketing communication was digital marketing. Businesses who invested in digital marketing claimed to have increased revenue, customers, and returns. The most often utilized digital techniques in Kenyan companies that export cut flowers included were email advertising, digital shows, websites, plus online

awareness. Florist businesses may employ digital selling techniques if they want to be competitive and hold onto their market share. The study found open agreement in relation to doing well of flower shops vis-a-vis their digital marketing use. The authors concluded that chop floret businesses which were yet to utilize digital promotions may start doing so if they wanted to maintain or increase their competitive edge. More research was recommended, according to the findings into the reasons behind particular countries were more okay to specific digital business tactics including the steps that needed to be taken to enhance digital marketing at the corporate level.

De Pelsmacker, et al. (2018) examined how much digital marketing tactics (such as coming up with a plan, responding to feedback, and tracking information about online recommendations) contributed to lodge members and money collected in each occupied room (RevPar). Either domestic or international via volume and caliber of outlined online data and how much that mechanism varied for various types of hotels in terms of their target market. The study was conducted in 132 hotels in Belgium. Discoveries reviewed capacity affected lodging number while reviewed valence affected RevPar. Technological promotions viewpoint and policy had no direct influence on hotel production as well as the quantity and quality of online reviews. Private motels spoke much compared to private hotels while greater-star guest house were high in vociferous about IT than low-star motels had been. Thus, resulted to gap since coffee export were used.

Dyahrini et al. (2021) studied influences of digital market and money on PT. Indosat's maturity in the Bandung sales area. Regression model was used in this work in a quantitative manner utilizing SPSS 20. The methodology for the research was multiple linear analysis, using a sample of 100 respondents drawn by random selection from

Widyatama University, including staff, students, and teachers. The findings, which used digital marketing and electronic payment methods, scored 32.6 percent. That resulted to demonstrating the link between digital marketing and digital currency factors and business performance. The research emphasized how crucial it was to use information and technology to boost business success, particularly in competitive markets.

Lamwaka (2018) expounded on marketing tactics impact on Coca-Cola product vending at Century Bottling Company Mbarara. Both secondary and primary sources were used to gather the data. Survey questions served as the researcher's study tools. 10 participants were selected as the sample size via simple random technique, and information were collected using structured questions. Employees of Century Bottling Company Mbarara made up the responders. Utilizing percentile statistics, the data was examined. Tables were used to present the facts. The data gained demonstrated that marketing methods such as sales promotion, marketing research, and advertising played a significant role in affecting sales levels. Hence brought in gap on sample size.

2.3.3 Diversification Strategy and Sales Growth

Reflecting on the correlation diversification and cooperative enhancement well informed by reduction in its levels over time, the argument was that pressure strongly attacked firms that had diversified in the highest detrimental on achievements (Schomner et al., 2019). Meta-analytical regression (MARA) was employed with the aim of testing hypotheses, with a total population of 267 primary informers. The conclusion was that degrees of unrelated diverse had reduced unlike measure of related which had increased. Further the outcome was that comparing the aforementioned with sales output, relation remained

almost stable but unrelated had upgraded outstandingly. This informed a gap since the measures applied were different with this study.

Further they came up with a comprehensive model with the idea of examining influence brought about by corporate variegation in regard with ownership, industry and corporate size, in respect to accomplishments of the firm which was based on Indian setting (Srinivasan et al., 2020). This was applicable through use of secondary material in a span of fifteen years, contributing to an aperture since this study utilized primary data. The founded information was that cooperative applying diverse varied with age. Unrelated also acquired higher respect during pre-liberalization, but at past there was no impact. Major firms did well due to scaling and participation in industries that brought in profits as well as utilized assets for fruition. The corporates picked had a lot of diversifications involved but diminished as it grew according to the findings. This created interest to this research to find out the reason behind what happened as well as its implication in Kenyan set up as opposed to India.

Other scholars Mierzajewska and Dziurski (2019) also came up with desk research and application of statistical inference. The findings in Poland confirmed moderation in diversifying and it did not differentiate the fulfilment of corporate groups. The wind-up was clear that businesses could grow due to diversifying and it was an outstanding growth strategy utilized in major enterprises and especially those with large pool of resources. This implied that the game plan called for good allocation of money, but was to be proved further by this study. Furthermore, investigation on the above but making use of commercial banks was carried out (Mwangi, 2016). This utilized a population of 42 registered and census in both initial and derivative information took place. The results were

mobile and internet banking was oversubscribed as a product divergent plan. Furthermore, fresh product designs to already implemented prices and logos or rebranding existing services together with re-launching in fresh markets were most vital for the bank in raising its sales. Hence informed the need at coffee export, since the survey was on commercial banking in Kenya.

A discussion on Telkom Kenya Limited, in regard to market penetration strategies in Kenya showed that diversification strategy influence growth (Bulle, 2020). The company soils itself in introduction of mature products into fresh market together with engagement of current products in older market. Use of technological potentiality enabled the organization to tap more market. Still helped to limit risk and lead to increased organizational sales and revenue. On the other hand, utilizing both primary and secondary data, the survey, It was communicated that a crucial approach for diversifying products involved heavily leveraging mobile and internet banking. Kenyan commercial banks can enhance their effectiveness by implementing significant marketing techniques, such as introducing novel features to their current products (pricing), revitalizing a majority of their existing offerings through rebranding, and reintroducing them to the market (Mwangi, 2016). Addressing the conceptual gap within Telkom necessitated an assessment of coffee exports.

The above was supported by Mwangi (2019) through looking at effects brought up by diversity on improved profit and applied descriptive survey design. The findings had powerful and productive relation betwixt diversification and sales development. That was attributed to increase in return on investments following pressure from the shareholders. With the increase in portfolio or the entrance of new markets, there comes the need of skill

and talent invited to the organization, to help manage and cope with the scope of work. That proves a challenge with time and the outcomes from diversification did not seem to be favorable to organizations, therefore necessitating this study to evaluate the same in coffee exporting firms. An observation was made on mixed results from diversification by firms in North America. The firms that chose to diversify performed rather poorly than the non-diversified firms (Hashai, 2015). It was concluded that diversification failed to work out properly for firms in north America owing to the complex nature of markets the firms found themselves in and the strain in terms of resources both financial and personnel that were required, but was crucial for market expansion in the business environment. The study added that diversification enhanced risk mitigation in the organization; aimed at additional market share by the firms and further increased profitability in the organization; and was crucial for risk diversification. This triggered a study in Kenya on diversification.

On the other hand, scholars (Xie et al., 2021) evaluated large information against upcoming innovations in market companies together with open economy. The concerned was how EMFs mixes resources globally and trade divergent to come up with better creativity for enhanced firms. Founded on information gathered from Chinese corporate, it was evidenced that international diverse as well as related trade constructively uplifted company innovation accomplishments. However, overall trade divergent weakly affected innovation outputs. In addition, slack was known per a firm-specific which served as a firm-specific assets, could turn out to be a way to modest influence diverse on business production. Having been carried out in China, it was of vital importance to be investigated in Kenya. This was supported by Cahyo et al. (2021), in examination moderated by life cycle process in Indonesia. It was found out that growth as well as maturity level empowers

the effects of company diversifications. At the same time decline and initiation phase diversification has no effect on the firm. However, having been done on non-financial business that carried out related and unrelated diversification, current study had to examine other diversifications in coffee export.

Furthermore, application of ex-post facto and Purposive approach, found that the mean return on assets (ROA) of corporations that implemented related diverse were greater as opposed to hybrid and unrelated. The median return on equity (ROE) in firms that applied blend diversifiers seemed larger beyond close and unclosed strategy (Oladimoji & Udosen, 2019). While considering mid-point return on investment (ROI) in hybrid it is always higher than the other two. Therefore, ROA was taken to be effective in relative diverse as compared to ROE plus ROI despite more covariance. On the other hand, ROA showed greater efficiency when unrelated was implemented. Irrespective of that ROE having lowest coefficient seemed a better weigh of accomplishments in contrast of the rest (Oladimoji & Udosen, 2019). Yet still, those utilizing the strategy had larger area as far as all assets were concerned, which could be attributed to expansion of survived capital and how well they were applied in coming up with more products in the same line. This could lead to encouraging competition hence transformation of specialty, digital information or innovations from one area of trade to another.

However, Leverage influenced more with utilization of associated, unlinked and mixture in comparison with liquidity (Infante et al., 2020). This made it clear that advantages of diversification outnumbered the expense, hence a likable impact on sales growth. Being an eye opener, other methods of diversifying were evaluated for their upshot on export of coffee. Anne-gertraude (2018) evaluated the impact of diversification efforts concerning

profitability in Kenyan self owned banks. Audience became primarily the 42 licensed private banking of Kenya, where all were picked for observation. Data from principal source together with second- rate sources were used in the study. Management staff members got surveyed to get the primary data. Frequencies, percentages, averages, and standard deviations were computed to shed light on the data. There were many uses of inferential statistics like analysis of variance and so linear plotting. Conclusion that the widespread adoption of mobile and online banking was a crucial part of product diversification initiatives. Adding innovative goods hallmark to currently produced (costs), trade mark /rebranding the majority of old goods, as well as relaunching onto business are all vital advertising methods that personal banks operating in Kenya could utilize for boosting earnings. Utilizing investments to expand banks, dividend payments to legitimate members, in addition debt repayment is another crucial method of internally diversifying growth. Additionally, the results showed that the impacts of divergent methods on execution in Kenya Commercial Banks may be reckoned with the analyzed unconventional variables to the tune of 53.7%. Based on the results of the analysis of variance, the regression model was statistically significant. Bank performance was most strongly correlated with internal growth diversification methods among the three variables. As a means of maintaining a competitive edge in the banking sector over the long term, the report suggested implementing diversification techniques emphasized on broadening the scope of the entities' markets and operations. Having a business bank account while the current focused on coffee export caused a chasm to form.

A variety of growth, separated goods, merging, exiting, trading, and acquisition plans, to mention a few were all viable options for every organization to consider when making

plans (Titiloye et al., 2018). Commercial banks, like any other organization, used a variety of approaches to accomplish its goals; these approaches were crucial to the success of the banking industry as a whole. Capital formation, investment in new businesses, fostering trade and industry, bolstering the agricultural sector (Mondal & Giri, 2022). Yang et al. (2017) found that the risk-return tradeoff is improved by product diversification strategies used by European banks. According to Nepali (2018), banks' profits can be increased by diversification strategies, and profit illiquidity can be reduced. Taking a more diversified approach has the potential to lower costs and boost efficiency (Jeong et al., 2014). The argued was that diversification lowered risk premiums for contingent claims and uninsured debt, such as those arising from derivative contracts. The benefits of diversification, according to López et al. (2017), allow financial institutions to make riskier investments, leading to greater average revenues.

When comparing the performance of Canada's Big Five chartered banks across time, Cunningham et al. (2017) found that the banks consistently underperformed. Researchers in Germany looked into the efficiency of their cooperative and savings banks' monitoring capabilities, focusing on their interest in monitoring individual industries (Dinku, 2018). They claimed that enhanced quality control was achieved through increased sector specialization, notably in cooperative banks. In contrast to the findings of Mondal and Giri (2022), who found that expanding a bank holding company's product lines reduced risk and increased value, the opposite was true: increasing the distance amidst the bank stock company and its establishments led to a decline in value and an increase in risk for the business. The loan portfolios of Brazilian banks were also found to be more concentrated than those of developed countries after an evaluation of the concentration vs. diversifying

borrowing portfolios in banks working for Brazilian savings procedures and the impact of agreement made on the banks' ability to function (Cimino et al., 2021). Other researchers looked at the benefits of sectoral diversification in Argentina's banking system and found that the largest banks reaped the most rewards (Cesarone & Colucci, 2017).

Based on research conducted for Italian financial institutions, it was shown that diversified income sources increased risk-wavered revenue and set up certain separation advantages alongside the growth of the sector (Chandramohan et al., 2022). Meanwhile, Nepali (2018) conducted research on small community banks in an effort to determine the link between diversity and risk-adjusted performance. Discovery was that diversification tactics pay off within broad activity classes but not between them. The study looked into the link between banks' reliance on charity income and unknown profits come losses. There was minimal evidence supplied through transition on huge varying surplus as fixed income, as shown by the aggregate and bank data. To measure how a product-market diversification strategy influences a company's bottom line and long-term growth, an experimental study was conducted using a small sample of Nigerian businesses (Omosa et al., 2022). Using a triangulation of different statistical methods (correlation, variance exploration, Scheffe Ad Hoc, double regression, individualistic sample test, and tests), findings notified that financial performance was positively correlated with the appropriate diversification approach. When compared to unrelated and mixed diversifiers, linked diversifiers produced the best financial results. A correlation was found, albeit a weak one, between diversified revenue and earnings and the number of unrelated business lines. These omissions prompted the current investigation.

A study evaluating relationship in industrial divergent and growth in an upcoming market was done. The research used both an accounting measure and a market-based performance measure to examine the connection between industrial diversity and business success (Beillouin et al., 2019). Data from the companies listed on Borsa Istanbul between 2017 and 2019 was used by researchers. The panel data results showed a considerable positive link between performance and diversification. It was discovered that diverse businesses outperformed standalone ones. The diverse companies were obliged to utilize what they owned most efficiently in comparison to minor enterprises, which is consistent with a resource-based strategy. Thus, gave difference in research design. An investigation on changes in diversity in growth for businesses making use of many institutional frameworks including a period of close economic equilibrium and during a significant surprise took place. The research was located in six Asian nations with various levels of institutional development (Brown & Greenbaum, 2017). The findings showed that diversification only enhanced performance in the least developed institutional environments, while negatively affecting performance in more established institutional environments. At the occurrence of economic shock, diversity simply provided marginal profit, even in the minimal known institutional competition. Diversification was linked to poor performance in affiliated enterprises and standalone firms, without considering the fact that effective diversifiers occasionally involved with trade groups. To conclude, affiliation with business groupings, economic stability, and institutional contexts, all affected the results of diversification, but the current study applied other variables.

An alternate study revealed that companies in their growth phase, rather than those in their maturity stage, yielded these findings. The research also emphasized the noteworthy

performance of well-established companies engaged in related business activities. They concluded that various stages in a company's life cycle had a more pronounced influence on the connection between performance and diversification into both related and unrelated fields (Liu et al., 2020). Furthermore, irrespective of a company being in its growth or maturity phase, the ownership of the business played a pivotal role and exhibited a strong correlation with performance. A study examining businesses that diversified into products utilizing their existing internal expertise or resources found that they enjoyed the advantages of economies of scale, resulting in higher returns (Shirokova et al., 2020).

This research contended that the benefits of diversification could be heightened when multinational corporations leveraged available advantages, deriving not only from the diversity of their products and markets but also from various merits arising in their foreign operations, such as intellectual growth, capacity enhancement, risk mitigation, and complementary synergies. Additionally, findings from Saini and Singhanian's study (2018) indicated that companies engaged in related diversification exhibited poorer performance, leading to the conclusion that the correlation between diversification and firm maturity proved to be weak.

Furthermore, Sajko et al. (2021) proposed that the question of how to delineate a company's boundaries influenced the link between diversification and success. The study highlighted that conglomerates dominated the production landscape in the United States, constituting over half of all output. It was observed that there was no direct causal connection between diversification and company success; rather, it depended on other factors as well as the degree of relatedness among business divisions and the efficiency of the internal market.

Some highly diversified companies consistently augmented shareholder value and experienced reduced market volatility.

2.3.4 Product Development and Sales Growth

Examination on methods that stimulate development in Stima Savings and Credit Cooperative Organization (SACCO) looked at the role played by market and product development. It indicated that some ideologies were already in place including applying of new form of trade beyond the main banking activities, intensive marketing to out-way competition, innovation of competitive by-product, merger together with forecasting (Macharia, 2015). Conceptual gap on SACCO instead of coffee exporters needed to be addressed in the study. Further an interrogation on how aggressive superiority consequences on upcoming product strategy, utilized descriptive as a survey method. The outcome proved that factors such as standard, cost-effective, revolution together with reporting were undoubtedly and remarkably part of new products innovation. Grounded on the evidence, open innovation model believed that a firm does not obviously encourage greatest expertise for creativity as opposed to closed model (Hosseini et al., 2018).

It called for a continuous channel of ideas within the firm in the understanding that all workers were not talented equally and there was disparity of geographical know-how which was increasing day by day. The upcoming ideas were based on Technology which was acceptable norm globally hence difficult for any firm to stand alone which lowered competitive opportunity. Therefore, application of internal wisdom was of essence for any corporate wishing to achieve better than others in the external business. This model called for a change where all plans carried were made diverse in order to create production. In open creativity the competitors out there achieved gain besides other firms, hence so much encouraged as it systematically lifted and made use of large area of inward and outward

assets resulting to innovation and competition advances that integrated into the system via several means. After all competition was enhanced by how well the corporate distinguished its product, service or process from competitors (Chen et al., 2016). This could be seen as survival technique for the current frequent change in global field where bench marking utilization in regard to work processes took competitive advantage. Therefore, needed for examination in coffee export study.

Furthermore, research reviewed how chief executive, sharing of practical wisdom, open creativity related with sales enhancement. Researcher showed the antecedents and effect of open creativity with SMEs utilizing mixed sources information and constructional equation modelled to examine the hypothesis. The discussed was found to influence open innovativeness which further impacts on achievements of corporate sales. Executive understanding as well as distribution of wise counsel indirectly played a role in creativity (Singh et al., 2020). It is notable that along the way, management wisdom reduced and the growth was therefore maintained by policies as well as practices applied in open-innovation to live in competitive trade. This research was seeking to extend the framework through coffee export. Investigation on drivers of success in coming up with product, several engagements was done to weigh achievements. Three phases of superiors identified included tactical which defined specific projects with customer in mind. Secondly, trade level where creativity and decision on productivity were encouraged and lastly the structures and procedures that the firm had in place for handling the new line (Cooper, 2019). A well-structured working conditions seemed highly placed in determination of new-products outputs and finally growth. Meeting Quality of by-product for first instance minimized a lot of uneconomical materials and unfortunately this was the trend in most

firms. Furthermore, poor market survey, lacking implementations had resulted to the downfall of an assembly of related goods. This conceptual gap needed analyses in coffee export.

Further still a discussion on non-physical skills in broadening of current merchandise besides defensible trade working applied plans in marketing management, investigated their expertise, knowledge, financial capabilities together with past exposure on initial creation of goods that lead to maintainable competition. It was concluded that superior staff skills and abilities contributes significantly to ideologies utilized in new merchandised for the firm (Ali et al., 2020). Hence caused the need to investigate the same to coffee products. Additionally, sales increase and growth plans impact in Nairobi five-star motels applied descriptive survey design. The findings demonstrated existence of correlation among goods created in so far as sales achievements were concerned. Often, the effort towards product development was aimed towards addition of different characteristics to the products, making it unique thus offering an advantage to the customer (Mwangi, 2019).

Study expounded that product development enhanced technological innovation in the industry. The processes assume the conversion of a product into an entirely new product or the modification for the sole purpose of fitting into the interest of the buyers. When the final goods and aids sold to customers fall short of consumers' expectations, the company suffers not only in relation to market findings but rather according to other elements, such as revenue turnover (Grove & Clouse, 2018). In addition, the company's product and service quality is greatly influenced by the efforts put into product development. The pace at which consumer behavior evolves is increasing, and it is up to businesses to make the necessary adjustments so that their tangible and intangibles continue to make customers

loyal due to satisfaction. Businesses have had to adapt to the ever-changing technological landscape by incorporating cutting-edge innovations into their wares and intangibles to quench the needs plus preferences of their customers (Mwangi, 2019). More proof in coffee is needed, and this data helps the investigation along.

Furthermore, product development enables the organization to come up with product management strategy. The outcomes of the products need to be visualized by the team tasked to guide the product in the market. In a product strategy, a vivid and clear vision of the target market of the products has importance as well as consumer patterns and behaviors (Gwozdz et al., 2017). The conclusion was a significant and positive relationship. The development was deemed right for the corporates that sought to dominate or be felt in trade, which enhanced innovation in that the organization involved itself in creativity; attempting to create new goods and offerings that satisfied the lack of buyers, invoking need for investigation on exporters. Moreover, examination on firm composition and plans shaping effect on creation of by-product through a stratified random sampling method was arrived at. This was done in Taiwan, where model together with hypotheses were evaluated for electronics companies.

Formalized and modified goods were supported by useful relation, while contingent modifier of trade initiation found out that under minor degree of business orientation achievements was more (Hsiao & Wu, 2020). It was a show of largely concentrated market plans that were of beneficial to minimal formalized to strategies on sensation on trade and consumer acceptance that encouraged coming up of other merchandise (Borg & Ljungbo, 2018). The outcome informed of an inverse U-shaped relation betwixt reorganization and current goods enhancement with ideal range. This was expounded to indicate that optimal

level was the best as far as development of new services was upheld as it resulted to realization of increased and decreased forces (Hsiao & Wu, 2020). Finally, the results indicated the aforementioned relationship was enhanced by technology and with a major grade of decentralization fruition was witnessed, due to idea sharing along with acceptance of individual opinions. At the same time centralization brought about advanced impact on products through utilization of minimal digitalization which increased reallocation of funds and innovation ideologies. Resulting to need for examining coffee exporters in Kenya as opposed to Taiwan.

Manufacturing firms in Thailand study on involvement of chief executive officer (CEO) responsibilities in agreement with firm issues affecting creation of products utilized phase set up plan called SEM. The innovation strategy, firm learning, and culture seemed to be associated in a good way to leadership despite production innovations being against it. At the same time creativity plan did not have any impact on new product development (NPD) stages or good creation as well as firm learning. On the other hand, innovative culture had influence on the aforesaid but not significantly associated with growth (Tharnpas & Sakun, 2015). Therefore, NPD phases had superior and positive impact on product enhancement. The study wished to carry out a similar evaluation in exporters based in Kenya instead of Thailand. Further, a comparison on outcome of product expansion plan on achievement in sugar manufacturing applied research design, namely cross-sectional survey. Study indicated control in enlargement to accomplishment as far as scope used while coming up with a good and improvement of original ones showed no influence, which translated to no growth in the firm (Mbithi, 2015). This study evaluated coffee as a product to fill the gap.

In support cultivating on accomplishment by means of innovation came out with agility incurred in NPD needing radical creativity. Flexibility was also called for in additional innovativeness although it failed in digital challenges (Puriwat & Hoonsopon, 2018). Thus, increased creativity was not dependent on achieving unknown situations, but flexibility of team may improve progress in radical. It seemed that a combination may result to a special product that could outshine the competitors.

Insignificantly low influence incurred by moderator of plasticity and technological roughness resulted to no fruition, postulating that new IT in the manufacturing or within goods may not be a must have. While the group may not fathom the technological diverse, yet still it played no role in absolute creativity (Pratono et al., 2018). In conclusion the founded was that utilization of NPD group swiftness resulted to improved firm sales whether in exhaustive or step-wise innovation in terms of digital challenges (Puriwat & Hoonsopon, 2017). Examination of the same was of importance to coffee. The impact of Kenya's sugar industry's market development strategy on its profitability was the subject of a second study. Because of its important role in Kenya's agricultural sector, the country's sugar industry was chosen as the empirical setting for this research (Mbithi, 2017). The research results validated the study's central hypothesis, showing that current products had been enhanced through packaging and branding, whereas the introduction of novel products had been minimal. Sugar sales volume and overall output turnover were both increased, while capacity utilization was about average.

Nonetheless, tax profit was inconsistent. Performance was moderately responsive to shifts in manufacturing practices, but it tanked whenever novel goods were introduced before actualization was placed. The outcomes of this research's implications aspect illustrate the

critical requirement for customer and industrial capacity realization of new products. Even though some businesses had been affected by the introduction of new technology, the strategy looked to having great promise for investment in high, diverse output that was also affordable and wasteful to a minimum. Managers in the present must be careful to set expectations for prospective new products that are compatible with the methods used to produce sugar that are logical and practical, claims the study. The gap was created from Sugar to coffee export.

Additionally, studies on the effectiveness of various marketing strategies and their application to company outcomes in the Nigerian state of Akwa-Ibom were carried out. Study was prompted by challenge found in small and medium-sized enterprises (SMEs) among Akwa Ibom State business climate and may be unaware of the most effective marketing strategies for boosting their company's success (Ojeme & Adeola, 2022). The research employed a survey approach. There were a total of 240 SMEs surveyed across their State. The gain and expanding market segments in Akwa Ibom State SMEs were found to be significantly impacted by the relationship advertising and product quality strategies. In addition, Kura (2019) investigated how Marketing Management Strategies affected the success of Product Development Strategies. Procedures for Establishing Prices Marketing Methods Sales results for 20 small and medium-sized markets within Côte d'Ivoire. The research method consisted of a descriptive and exploratory survey. The study found that many people had a good grasp on how vital marketing management methods are to the prosperity of SMEs. This opened a chasm in terms of methodology.

Ngara (2018) looked on the connection betwixt promotive planning and success of keeping and lending unions in Mombasa area. Survey methodology was utilized to evaluate the

impact of marketing strategies on SACCO efficiency. A total of 84 participants in the survey were included in the analysis. The survey findings expounded on a correlation among promotional methods and SACCO output. Most of these companies tried to position themselves as the most reasonably priced in their industries by using strategies like product differentiation and specialty marketing. That was reinforced by research on advertising methods and company success in the Kenyan town of Matuu, Machakos County. To accomplish the goals, a descriptive research strategy was used and majored in small and medium-sized firms (Asindua et al., 2021). Twenty-one picked a group of 86 MSMEs at random and then stratified them. Sample size issues arose due to findings, which showed that despite innovative promotional plans having no correlation with maturity of SMEs' over Matuu town, technology rooted advertisements and consumer related promotion plans had additional insignificance impact on SMEs development in the area.

2.3.5 Stakeholder Engagement and Sales Growth

A structural model on the outcome of oriented actions of stakeholder beside establishment of sustainable firm, discovered that the mentioned behavior was part and parcel of Corporate Social Responsibility (CSR) strategy (Ferro-Soto et al., 2018). Market performance was crowned as the major effects followed by employees' firm commitment, which was found to be positively inclined to reputation taken to be forerunner of business achievements. This created the ideologies that owners' practices indirectly influence financial position and corporate image across market execution as well as firm commitment in that order. Realizing the aforesaid calls for cooperative believes, oriented in connection with stakeholders being fulfilled. Furthermore, consumer engagement to some extent

always was heralded as a value facilitating sales broadening, competitive edge as well as surplus (Viglia et al., 2018).

That kind of acting was directly expounded by behavioral norms as well as artefacts and all together shared original utility which were taken as forbearer of habits standards. This called for companies to utilize the right organizational customs and conduct towards associated mind-set. Managers are presumed to generate an associate-oriented environment at the firm, which first hand or second hand pay much role in upgrading enterprise achievements as earlier mentioned (Ferro-Soto et al., 2018). This was of much interest to the current study due to stakeholder engagement. By use of descriptive research design, it was found that partnership in tactical leadership in British American Investments Company Limited (BAICL) contributed to growth of the Company. The opportunity given to partners to air their issues gave room for better decision making in analytical areas including: financial, involvement of investors, expanding, restructure and planned associations not withholding firm governance (Lydia, 2015).

As a result of this conducive togetherness the firm leaped many advantages such as clear path of administration, coherence in all agreements decided, improved ways to maneuver in market challenges, a well-structured method in implementing firm activities, better practice of information delivery, additional effectiveness in operations and workers' output, efficiency in managing working capital, coming up with improved by-product and services as well as uplifting quality, expanded returns, superior capital management together with surge capability of dealing with forever turbulence witnessed in the global market. This was also supported in relation to CSR (Helmig et al., 2016). In addition, stakeholder being part of tactical deliberations brought about positivity on the increase of

BAICL. It honored up to date data that through clear outlining of how well the administration worked and critiquing where necessary, participating in recommendations organized resourcefulness to improved firm capabilities, creation of capital base for achievable plans discharge and assistance in research of surviving trade threats and excellent chance (Lydia, 2015). This was investigated on coffee export.

While using descriptive research design Nkobe (2015), came up with applauding of consumers, enhancing feedback from workers, customer care advancement, investing on employees, customer friendly accomplishments systems and by-product in total created increased influence in the company development. The study involved Stakeholder and firm sales accomplishment partnership in Kenya Power and Lighting Company. The overall regression result showed that the improvements realized in the organization were as a result of encouraged communication and feedback from partners. It was examined that customer as well as employee participation accorded highly on sales achievements although the consumer issues played a major roll. This informed the study to evaluate the same in the mentioned export. Furthermore, study found out that servant hood leadership mainly on vital partners like workers, buyers, sellers, community and owners, when viewing growth of a corporate in relation to leadership was paramount (Lemoine et al., 2019). The findings concluded that no growth could be detected in firms unless service partnership was part and parcel. Servant execution does not necessarily mean changing capital aspects from shareholdings to collaborators. Giving the partners due diligence to work as partners in the firm and especially in decision-making, was what was of essence in creation of value. Management may be overwhelmed in dealing with all these aspects but servant governing gives a plan for a practical observation (Johnson et al., 2017).

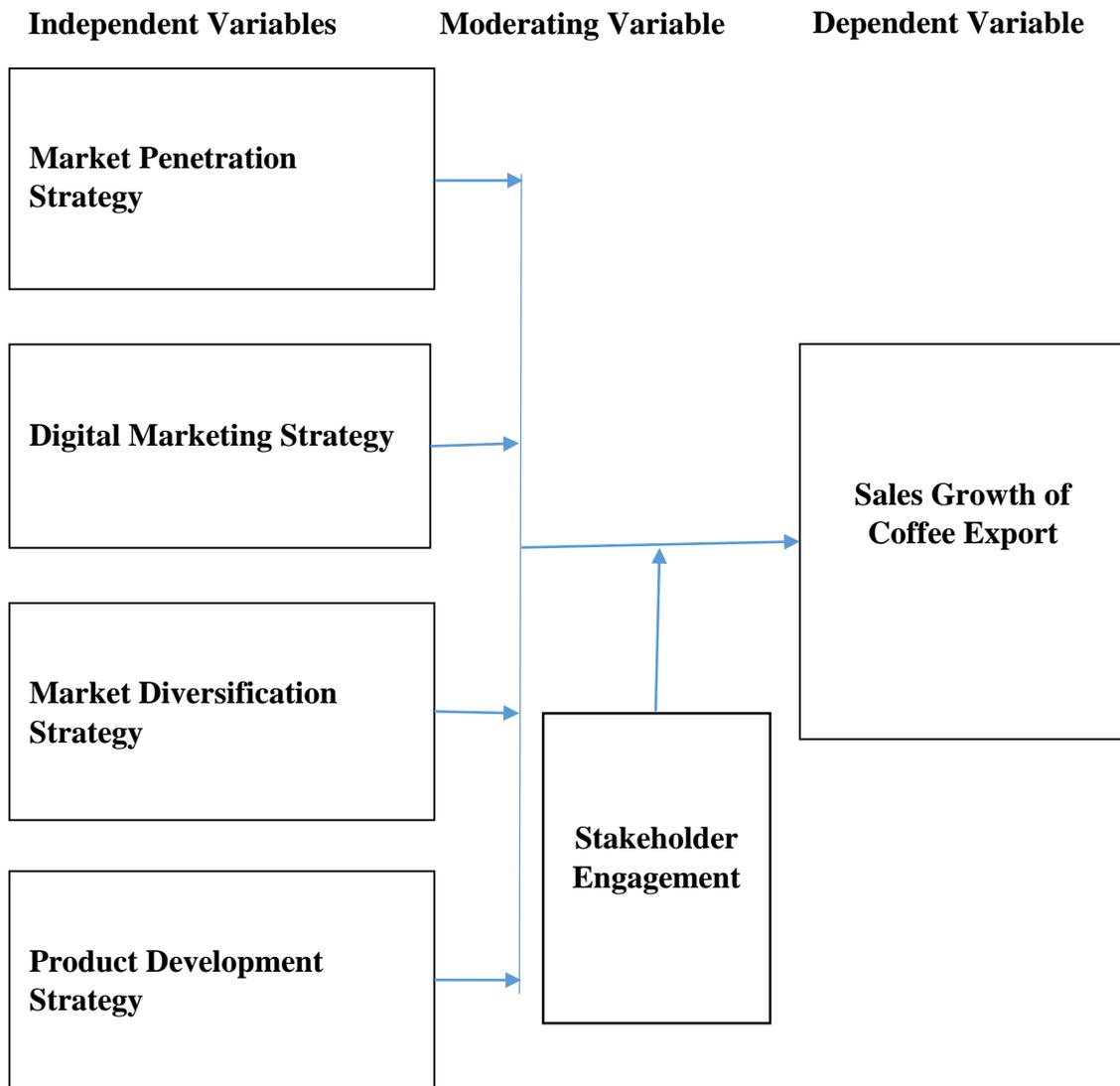
The study informs, Ethical execution in firms creating understanding on doing the right things the right way, giving equal measures to everyone without by passing others; which was occasioned by low recipients as far as moral habits were concerned and collaboration value uploaded. This type of governing attracted major morals together with stakeholder-anchor which was not an obvious issue in company set up. Study acknowledges that to be a heard off though an excellent ideology in as far as sales development was witnessed partnership was key. Servant-governance bestowed an outward and evidenced blue print for executives and corporates to access room for value addition through utilization of stakeholders (Lemoine, et al., 2019). An evaluation of servant leadership was vital to coffee Grounded on these theories, exports all together.

2.4 Conceptual Framework

Study proposed the following conceptual framework defined by a dependent variable; sales growth of coffee export' and independent variables; marketing strategies. According to Kombo and Tromp (2006), the key variables in independent were the factors thought to have explained disparity in the depending variable.

The predictor variable of the study was marketing strategies which comprised of four areas: one, market penetration which entailed marketing and advertising, competitive pricing and distribution channel and promotion. The second was digital advertising strategy, which involved e-mails, social promotions and website. The third was diversification strategy which was about related, unrelated and lateral diversification and the fourth was product development. This was about product line extension, upgrading and innovation capabilities. Figurative representation of variables in the study was as demonstrated in the table 2.2 below.

Figure 2.2
Conceptual Framework



Source: *Adopted and modified from H. Igor Ansoff (1957).*

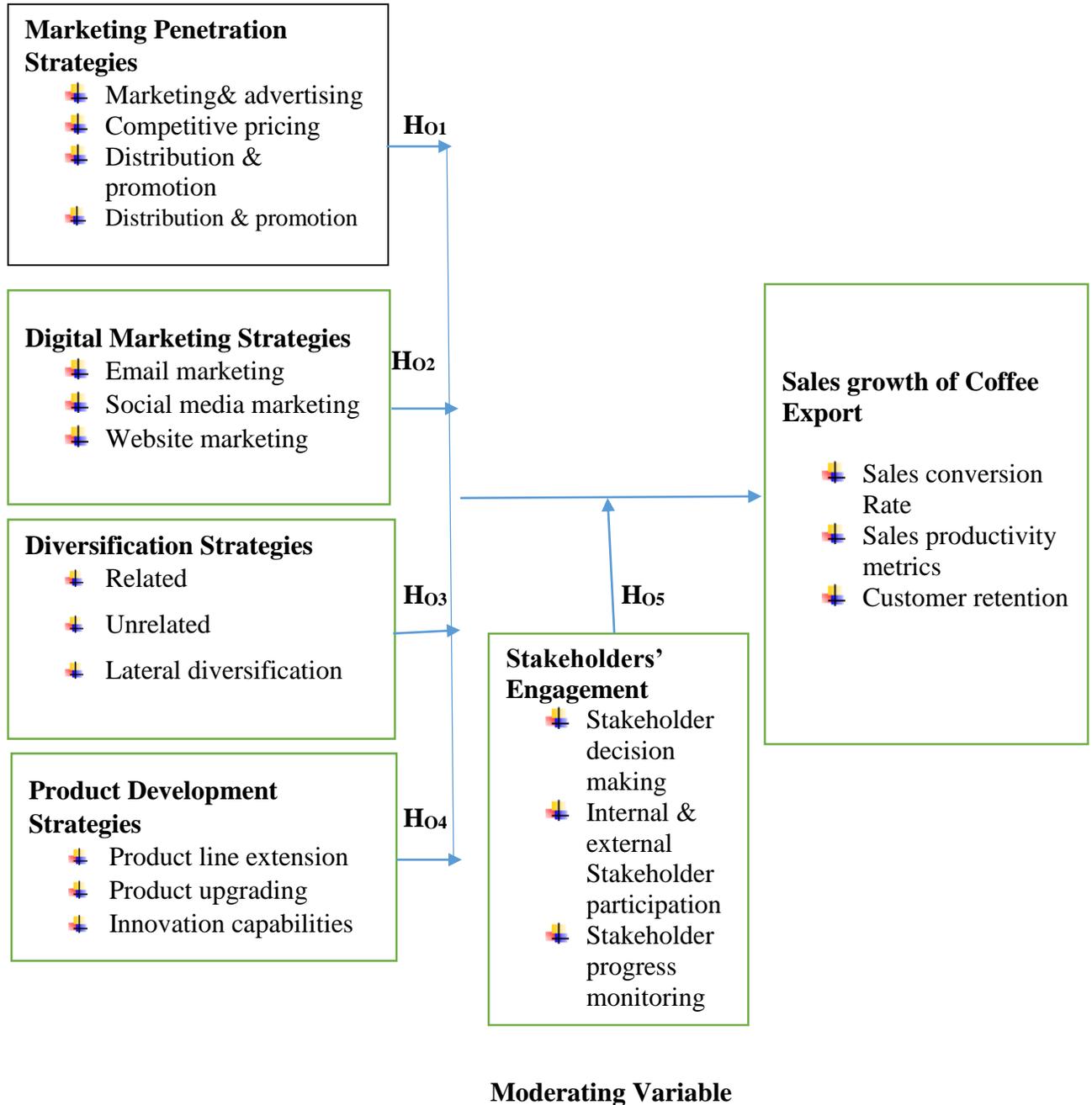
2.5 Operational Framework

The comparison on marketing strategies and sales growth of coffee export relationship was moderated by Stakeholder engagement. This entailed stakeholder's decision making, internal and external stakeholder participation and progressive monitoring. These were evaluated through sales growth of the coffee export, which has been concerned with sales conversion rate, sales productivity metrics and customer retention. The operational framework comprised of Sales growth which has been one of the most powerful metrics in any business and was introduced as key performance indicator (KPI) by Kaplan, (2009) in his book on conceptual foundations of Balanced score card. Stakeholder engagement was adapted from Stakeholder-theory by Donaldson and Preston (1995), while marketing strategies were bestowed to Ansoff (1957).

Figure 2.3
Operational Framework

Independent Variables

Dependent Variable



Source: Adopted and modified from Edmund Jerome McCarthy (1960)

Table 2.1
Research gaps

Variable	Author (year)	Title of the Study	Methodology	Findings	Knowledge Gap
Penetration strategies and Sales growth	Akitonye and Ayotunde, (2015)	Penetration strategy in the market to upgrade market share (Multichoice, lagos, Nigeria)	Descriptive survey research.	Penetration as a strategy had the best pay off with the minimal risk.	Study used descriptive survey as opposed to this study that applied cross sectional survey to be able to evaluate further on the variable.
	Murithi's and Waithaka, (2020)	Market Penetration Strategy and Performance of Agrochemical Companies - Nakuru County, Kenya	The research applied descriptive survey design, targeting 20 agrochemical companies operating in the County. Census survey and purposive sampling were utilized to pick 60 senior management. Self-administered questionnaires were used to collect data after being pretested for reliability and validity and found to meet the acceptable Cronbach's alpha value. Data analysis was descriptive and inferential.	Simple regression found that market penetration strategy had a positive and statistically significant relationship with the performance of agrochemical companies. The findings were significant to managers, scholars and government. Since they revealed market penetration strategies influence the performance of their agrochemical companies. In government there was need for policy to support market penetration strategy adopted by agrochemical companies. For scholars, there was contribute to clear understanding effects of the strategy on firm performance.	This study concluded that market penetration strategy was the most important predictor of performance of agrochemical companies. This created a gap since this was agrochemicals as compared to coffee export to compare the findings. Applied descriptive survey while this study used cross

	<p>Acar and Temiz, (2017)</p>	<p>Advertising influence on banking sector financial performance: Turkey</p>	<p>Distributed lag models was used to investigate the association between advertising expenses and bank's financial productivity.</p>	<p>There was recognizable and positive link between promotional cost and monetary growth. The prolonged benefits of advertising were determined as well as positive relationship on adverts costs and capital gain that expanded with time. Adoption of a new approach was witnessed and receivership as an unambiguous measure of performance which clarified the direction of causality in the relationship and firms where those advertised likely went on receivership than the ones who rarely advertised.</p>	<p>sectional survey hence methodological gap.</p> <p>The geographical gap being in Turkey and Kenya for the current study. Methodological gap was also witnessed since distributed lag models were applied as opposed to cross sectional survey. This was done in a banking sector instead of coffee firms bringing out product gap.</p>
	<p>Richard et.al. (2019).</p>	<p>Comparison of large vs SMEs businesses in Kuwait (fast food industry) in relation to marketing</p>	<p>Interviews were carried out to evaluate the relationship of LEs and SMEs.</p>	<p>Discovered that bigger firms applied their strengths in major capital against their competitors. Large enterprises (LEs) outreached (SMEs) in all areas evaluated like: buyer contentment, consumer loyalty, adaptation speed, demand uplift and investment gain. LEs favored penetration strategies through trial and managed ways of</p>	<p>Gap was evidence in the variables of measure utilized. The current study made use of Marketing & advertising Competitive pricing Distribution & promotion variables instead of the</p>

	Bayer et. al. (2020)	Impact of advertising online display and paid search in relation to offline on firm broadening and worth	Used proprietary information on yearly advertisements expenses in 1651 corporates in a period of seven years.	<p>positioning them higher in customer contentment and retention. High performance and loyalty of LEs was evidenced causing research on coffee firms.</p> <p>Displayed and paid search exhibited increased influence on firm maturity (sales) and value (Tobin's q). Paid search promotions had a higher positive effect on sales than offline advertising, consistent with paid search being closest to the actual buying decision and escalated target capabilities. Displayed advertising showed relatively larger positive change on Tobin's q as opposed to offline advert, consistent with its long-term effects. Findings suggested heterogeneous economic benefits across different types of advertising, with direct implications for managers in analyzing impact and external stakeholders in assessing firm productivity.</p>	<p>mentioned in Richard's study. The product also created gap since this was on food industry as opposed to coffee exports.</p> <p>Gap in methodology since the current study used cross sectional survey using questionnaires as opposed to the mentioned analysis.</p>
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	Bulle, (2020)	Investigation on penetration mission in business on organization maturity. Telkom Kenya limited, Nairobi city County.	Employment of descriptive survey study design with 65 population of staff obtained from 4 Departments including IT; business units-mobile; pre-sales and post-sales; and support was carried out as well as census.	Pricing, distribution channel, diversification and differentiation methods demonstrated additional significance on corporate productivity. Competitive pricing, positioned the organization tangibles in comparison to others on the trade. Usage of an older chain network, deemed to, extend the firm geographical reach so efficient and fast. Diversification assisted the corporate in maximizing on potentially underutilized materials. Differentiation was applied in the organization to distinguish its supplies from alike offerings in the market.	Different variables except diversification were used. Methodology was descriptive as opposed to cross sectional survey.
Digital marketing strategies and sales growth	Odongo, (2014)	Competitive Advantage of Strategic social media marketing; an electronic industry case in Kenya.	The researcher applied a descriptive research design. The population was made up of marketing managers within 49 electronic companies appearing in the list at Kenya Companies Registry	The popularity of Facebook, Twitter and YouTube as social media sites were confirmed. Other sites to a limited scale are, Instagram, LinkedIn, Google plus Pinterest. The social media marketing strategy in many of the business was not differentiated to target specific groups. Some other firms focused on the young people, the indigenous clients and external customers in that order. The applicability of social media is powerful or good with the media being the main used as a	Gap in target population was evidenced.

				<p>communication tool to create awareness of products. Media was also utilized as branding tool together with customer relationship management. The unavailable corporate authority on social media; along the trouble in evaluating and discovering success was confirmed. However, the sector never faced the challenge of coming up with long term relations when social media was applied as a marketing tool. All the same time and capabilities for social media marketing did not present a challenge to the electronic sector in Kenya. Strategies utilized included; innovation management, Integrated communication, information management and organization management to magnify merger of social media trading into the firms' competitive strategies.</p>	
	Mejia, (2018)	Increasing Competitiveness by Designing a Digital Marketing Model Innovation; First insights in Mexico	Established on a documentary, exploratory, descriptive, correlational and transversal research (academic vision). Made use of focus group, utilizing Panel Delphi and Analytical Hierarchy Procedure, within	<p>An empirical model of NCM-DMIM informed added impact of correlation in 2/10 variables of the DMIM: amidst mission, vision and values (MVS) along with ideologies and usability of the digital marketing tools, (DMT) the two variables inclined to the DMIM over to the</p>	Target population gap was witnessed; Mexico verses Kenya.

			<p>the specialists of digital marketing sector (expert vision) to pick out separate variables and indicators registering their unlike importance rates including the order of occurrence of each one into the DMIM proposal construct, for both visions.</p>	<p>NCM. The reminder of the (8/10) variables of the DMIM, proved low correlations which signified that they were still not well enough widespread and known in the sector for what they stood for, as the sector's chance.</p>	
	Kimathi et al.(2019)	Effectiveness caused by Digital advertising on the Productivity of MSMEs-Kenya	<p>Exploratory survey design was utilized with a population of 8,526 licensed MSMEs Tharaka-Nithi County.</p>	<p>Study demonstrated that online promotions accounted for 38.8% of the variation in achievement of MSMEs. Strong positivity in correlation between digital marketing and output of MSMEs was evidenced. Most owners and directors who utilized the strategy claimed growth in their firms. The bivariate regression expounded digital plan to having clear positive influence on MSMEs improvement.</p>	<p>Gap is contextual since it was carried out on MSMEs as opposed to coffee exports.</p>
	Tohanean et. al. (2020)	Evaluation of BMI on Digital networks: Minimizing Risks and Creating stability.	<p>Examined entrepreneurial conduct of 92 technology-rooted firms applying online and face-to-face in European business market Research comparing Eastern and Western.</p>	<p>There were crucial differences in form and style amidst Eastern and Western corporates, together with risk mitigation, increased innovation and business model rearrangement.</p>	<p>Gap was evidenced in target population one being from Europe while the current was in Kenya.</p>

	Erdmann and Ponzoa, (2021)	The long-term strategy of keyword choice Search engine optimization	Web analytics software was utilized to gather details on leading fashion e-commerce. What was utilized included: Long run analysis of brand positioning on search engines based on keyword costs; economic cost of organic keywords measured through estimated cost per click; cost convergent or catch-up for identified and general keywords; strategic main word insights based on time series analysis of transition dynamics; and cost-based analysis in line with the behavior of analyzed leading fashion retailers.	Keyword costs were bestowed to monetary costs plus the writings on keyword auctions suggested coming together towards a long-run equilibrium expenditure path. Despite that search engine optimization skills, connected with implicit costs, was found mainly too focused on the short run. long-term inferences from estimated cost per click, as the economic cost of organic keywords was revealed. A time series test of transition dynamics determined convergence of economic keyword price among branded and generic keywords or catch-up, so to prove an early state of convergence, for a great portion of all considered e-commerce.	Contextual difference was evidence where other variables were utilized as opposed to the mentioned ones.
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Diversification on Strategy and sales growth	Schomner et al. (2019)	A Meta-Analytical examination on change as a result to diversifying firm productivity.	Employed meta-analytical regression (MARA), testing the hypotheses, applied 267 principal studies involving 387 effective sizes grounded on 150,000 firm-level surveyed for more than 60 years of working out on the expansion of firm development correlation.	Suggestions included degree of unrelated had reduced, whereas magnitude of related had added since the mid-1990s, although witnessed was original decrease around 1970s and 1980s. Moreover, unrelated diversification and firm capability had grown significantly for some time, as far as related diverse was concerned, performance considerably stabled.	Different methodology was applied.
	Srinivasan, (2020)	Diversification plans associated to Institutional Transformations: An Emerging Market research	The Model examined a large sample of public owned business in India, utilizing GLM univariate model, for post-liberalization, Transition and Pre-liberalization stages in the past fifteen years.	Findings showed that diversified firms performed relationship varies as institutions developed. Unrelated diversifiers gained superior growth in pre-liberalization stages but dedicated players did best during the transition phase. Post-liberalization diversification showed no impact on corporates gains, however powerful firm maturity was informed by company capabilities in scaling; commanding profitable industries plus utilizing their assets for gain. A clear interaction change was witnessed among diversifying as well as industrial structures, sole proprietors group and firm measurements, while deciding firm growth. Companies that joined the	Gap was found in method utilized.

	Hashai, (2015)	Diversification influence on corporate projection in hash energy (k) ltd	Study applied exploratory design with a sample size of 98 executive employees in the corporate knowledgeable on firm's diversification strategies. Finally, the sampled totaled to 87 respondents who were obtained via formula created by Yamane.	main ones, encouraged divergent but performed poorly as institutions grew. The study demonstrated a significant positive relation betwixt the predictor variables and corporate performance. Conclusion was that diversifying into relative trade generated higher gain unlike diversifying within unrelated business; The horizontal mergers resulted to the consequence of a fast addition in the quantity of output; The companies had attained conglomerate diversity via buying already in place trades rather than beginning new operations from scratch and after, diversifying into unrelated trade providing less increment in value.	Difference witnessed in methodology and target population being from coffee exporters currently.
	Mwangi, (2016)	The effect on the performance of commercial banks in Kenya due to diversification strategies	Census was applied to reach out sample size. Target population came from 42 registered commercial banks in Kenya. Mixed data of Primary and secondary were availed.	The ANOVA report showed that the regression model was significant, with the independent variables studied giving 53.7% of the influence of diversification strategies on the production of Commercial Banks of Kenya. Strongest relationship was exhibited between bank performance and internal growth diversification	Gap in study design and population was identified.

	Mierzejewsk a and Dzijurski, (2019)	Divergent plans and trade Groups' projections in Poland	Critical analysis of academic reviews as well as documentations were investigated (desk research). Study method applied were statistical inference.	strategies. When considering the three variables researched. The investigation showed business groups within Poland were moderately diversified however they did not separate the productivity of business groups.	Geographical gap was clear since one is in Poland while the other is in Kenya. Methodology differed as well.
	Xie et al. (2021)	Green processes innovated, new product entrepreneurial, influences to firm assets capabilities: A content expounded method	Data collection was availed among 209 listed companies that belonged to extremely polluting manufacturing companies, picked through content analysis methodology.	Green process innovation resulted to a positive impact on green product innovation and the two could improve a firm's financial performance. It also revealed innovation in green product mediated the relation amidst green process innovations and a firm's financial capability, while a firm's green image moderated the relationship among green product innovation and financial performance. However, the moderating impact of green subsidies on the relationship between green product innovation and a firm's sales output was not supported or rather it was not in favor.	Both contextual on green process as opposed to coffee exports as well as content analysis instead of cross- sectional survey was evidence for a gap.

	<p>Infante et al. (2020).</p>	<p>An interrogation of the Italian banking system on Diversity from risks through derivatives.</p>	<p>Causes of Italian banks' using derivatives over a prolonged period (2003–2017) were investigated using quarterly Bank of Italy supervisory details.</p>	<p>Application of bank derivatives was influenced positively by size and being part of a banking group. They mostly made use of derivatives for hedging purposes, more so against interest rate together with credit risks. Also representing a hedging substitute on capital and liquidity, while business people changed behaviors when participating in the business activity. A few features delineating bank's trade model in the account were found; including but not limited to lowered reliance on retail deposits as well as uncovering more to interbank loans were additionally linked to the application of derivatives.</p>	<p>Gap in measure of variables applied differed from the current study.</p>
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	Singh et al. (2020)	Exploration on industry 4.0 networking in SMEs for ethical and maintained operations: Investigation of threats	A questionnaire was designed for collecting the response from industry and academic experts. On the collected data, the DEMATEL approach was applied to check the degree of influence and interrelationship among challenges.	creativity played a critical role for companies to achieve a great green product development performance. However, reactive green innovation did not significantly influence green creativity and green product development performance. Findings proved that lack of motivation from partners and customers on the application of I4.0 technologies was the leading challenge and Fear of failure was the main effect group challenge.	Gap in SMEs as compared to coffee exports.
	Mwangi, (2019)	Effectiveness of loyal Product Quality on Clients utility amidst Dairy Milk Processors in Kenya	Denoted by cross-sectional research design, the examination was carried with population picked from buyers who bought milk per day from renown supermarkets flows Kenya wide. Key information was picked out from 384 participants making use of semi-structured questions self-administered.	Consumer believe on quality of milk seemed high according to descriptive analysis. Regression examination revealed that perceived quality of the product was statistically significant at 5% comprising 6.1% of preferences in customer satisfaction.	Target population differed from the current study.

	<p>Ali et al. (2020)</p>	<p>Examining impact on Cycle Time and Break-even Time on Product Innovativeness and Entry Strategy</p>	<p>A sample totaling seventy-three small manufacturing firms was utilized.</p>	<p>Uncovered proved that moving tangables development was correlated with small break-even period. It was further discovered that these firms realized a shorter cycle period not by amending goods quality, but managing to keep the technical feature of the product simple.</p>	<p>Different parameters were used to measure product innovation; goods line expansion, Product upgrading plus Innovative capability.</p>
	<p>Mbithi, (2017)</p>	<p>Product Development effect as a Strategy on Performance in Kenyan Sugar Industry.</p>	<p>Kenyan Company specialized in sugar were picked as the empirical context for the research analysis simply because of its great role in agriculture subsector</p>	<p>Results demonstrated that coming up with new products besides sugar had extremely been at lowest while innovating of current products were adopted via packaging and branding. Revealed performance was positive in over all output turnover, sugar selling quantities, while capacity utilization proved average and profit after tax deduction delivered fluctuating results. Development was responsive in minimal to upgrade products, processes, procedures but low in bringing in innovated products where by actualization took time for implementation.</p>	<p>Methodological gap was indicated since the current study applied cross-sectional survey in the findings.</p>

	Hsiao and Wu, (2020).	New product success effects caused by firm structure and Strategic process	Expounding was via Regression clarity used in testing of hypothesized cases from a target of 80 participants admitted by a populace 5,000 best Taiwan's companies availed in the book of the year put forward incorporation of China Credit Information aids.	Results indicated that formalization was positively related to new product performance while decentralization had an inverse U-shaped curvilinear effect on new product performance. Regression findings showed that market-orientation strategy negatively moderates the relationship between formalization and new product performance. On the same note, technology-oriented strategy positively moderated the curvilinear relationship between decentralization and new product performance.	Other variables were used to measure product development other than the discussed in the previous study.
Stakeholder engagement and sales growth	Lydia, (2015)	Involvement in planning controls of stakeholders and development of British-American stake- Company Limited (BAICL)	The study targeted five interviewees from each of the three branches of BAICL in Nairobi all of whom participated in the study. Both primary and secondary data was obtained. Secondary data was found in the published annual reports of BAICL spanning five years (2010-2014) while the primary data was received through an interview guide.	The study established that BAICL had embraced the concept of strategic management with stakeholder involvement on various matters of significance to the firm's operations, including financing, investment, expansion, restructuring, strategic alliances and company management. Also indicated was that stakeholder involvement in the firm's strategic management process led to clarity in organization direction, coherence in organizational decision making,	Study differed in target population and analysis.

	Ferro-soto et al. (2018)	Exploration on Stakeholders-introduction character amidst projections of continual trade	The examination evaluated two integrated conceptual models: (Stakeholder Orientation Model carrying out link among company culture features and how they influence stakeholder-oriented firm behavior. While, the model on development estimated the relation amidst stakeholder-introduction in the firms way of living and financial plus market output, name, and commitment. Utilizing Structural Equation	increased ability to effectively deal with market turbulence, better coordination of organizational activities, effective communication, increased operational efficiency and employees' productivity, better operational cost management, creation of innovative products and services, enhanced product and service quality, increased output, better resource utilization and increased ability to handle the ever increasing competition in the market place. The values were antecedents of norms, according to investigated, although none of the values or norms were predictors of artefacts. Yet still, norms together with artefacts exerted direct influence on stakeholder-oriented firms structure. In turn, stakeholder-oriented organizational behaviors were predictors of both market performance and commitment. Nevertheless, stakeholder-oriented organizational behaviors were not direct antecedents of both financial performance and reputation	Methodology difference was realized.
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			Modelling, the two models got evaluated from original information gathered among large- and medium-sized multi-sector Colombian companies practicing trade sustainability.		
	Viglia et al. (2018)	The determinants of stakeholder engagement in digital platforms	Based on a digital setting (Expo2015), the study collected all the social media posts (n = 984) in the Facebook page with restricted access to the stakeholders involved in the event.	Regression results suggested that the presence of transformation, in stand for activation of creative resource integration in posts, was a strong predictor of compliant and interactive engagement. Fuzzy-set qualitative comparative analysis (fsQCA) showed the configurations of cognitive and emotional attributes lead to compliance and interaction. Stakeholder engagement interacted experiential process on participant with focal organization, but more intensively with other stakeholder community members as reviewed.	The study applied digital to collect data as opposed to the current study that had digital as a stand-alone variable hence a gap.
	Nkobe, (2015)	Kenya Power and Lighting Company case was examined on Stakeholder Engagement and firm Performance in Eldoret branch,	Utilized descriptive vividly on a populace of 718. A sample size of 215 workers and customers picked through stratified random sampling were selecting.	Exploration of Pearson goods moment correlation and multiple regression models were made use of resulting to customer recognition of all variables with a positive influence on firm growth. The accounted regression result informed that the	Gap was in studying Kenya Power as opposed to Coffee exports.

	Lemoine et al. (2019).	Uasin-Gishu County. Broadening ideologies in firm growth: approach on stakeholder governance.	The study drew across 200 articles articulating control research for peers.	difference in company growth was accredited to stakeholder engagement in decision provision phases. Buyers along with workers association plans topped up in plenty to maturity in corporates amidst the clients preferences showing more impact on performing firm. The study exemplified that executive added utility as well as creating capabilities for stakes to guide by way of servanthood.	Other parameters were utilized instead of leadership to evaluate stakeholder engagement.
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Presupposed key method of exploration adopted for the investigation were probed. These included the targeted population, philosophy, sample size, research design and sampling techniques. At the same time presenting information gathering instruments, approach, soundness & authenticity, analysis of data, as well as considerations in ethics were considered.

3.2 Research Philosophy

The major philosophies in research are positivism, realism and interpretivist. In review of positivism as a philosophy, study strategy interrogated was built on information gathering and forming of hypothesis (Hughes & Sharrock, 2016). To facilitate hypothesis, positivists maintains that socialization of world could be fathomed in an impartial way and followed extremely structured methodology. In attempting to reduce bias in data collection and interpretation positivists distances himself from the participants (Eyisi, 2016). Accordingly statistical analysis was derived due to working on quantifiable observations. Notable, realism emphasized the being of a realization that lives independently of people's mind (Hobololo, 2020). Realism could be categorized as direct where it was diminutive, not well represented concept of acumen which was mostly important part of conventional investigative philosophy. In wholesale, it looked both controversial and anti-scientific. It was as critical in the sense that it expressed what one experiences through sensations like images of the real world, as opposed to reality (Beaton, 2016).

Interpretivist was expounded as upholding the distinctiveness of human behavior from the natural sciences. In other words, it ascribed through interpretation of the social world (Meyer et al., 2015). Therefore, positivistic philosophy approach was adopted in the study, simply for the reason that it dissociates itself from personal values and works independently, therefore grounded on mindful observation and measures of focus to real life together with problems scrutiny viewed as unconstrained and disparate (Joslin & Muller, 2016). Since it was rational and unbiased in character, this warranted for usefulness in qualitative together with quantitative information in testing of hypothesized concepts from theorized framework.

3.3 Research Design

Mixed research design was adopted as the blueprint because a study on coffee marketing strategies and sales performance could not be possible without prompt data collection so as the researcher could establish patterns of change on the output of coffee export in Kenya. Design enabled collection of information in a given occurrences within a partial time horizon, which helped in describing incidences of occasions which were related to a business (Creswell & Poth, 2017). Meyers and Morin (2016) furthermore, observed that the design involved an organized method of gathering information from persons in an illustrative sample. This made application of indeterminate and multiple-choice questions, discussion and scrutinization therefore, qualified for this study. In addition, wide-ranging data was collected, including instant information without unnecessary delays. Furthermore, the design was chosen as it expedites the assessment of associations between variables.

3.4 Target Population

This is the study's segmented area that allows for examination and which bears related traits that need utilization in a study (Majid, 2018). These characteristics of the sample population make it possible for the researcher to gather valid data for use in solving a specific problem (Mugenda, 2008). This study used a census design, with applications submitted and responses gathered from each of all 157 coffee marketing firms in the sample. Managers at exporting companies were tasked with training on planting skills to farmers and provide prime coffee for higher yields, negotiating favorable prices for their products, advising cooperatives on the most effective means of financing, and ensuring that cooperatives were paid on time, among other responsibilities (Kamakia, 2016; Kenani & Bett, 2019).

Conversely, coffee farmers were those who actively engaged in the coffee industry, from planting, tending, harvesting, transporting their crops to processing facilities. They are essentially the cooperative's shareholders; thus, they have an interest in knowing which exporters the cooperative is working with at any given time. As a result, the marketing managers who participated in this research contributed data on the roles that stakeholders play in exporting businesses. Coffee growers' familiarity with production methods was corroborative of their value to the research. Given that they were the ones who would ultimately reap the benefits of the coffee cooperative societies' efforts, it was their responsibility to look into suitable locations for coffee plantations, investigate possible financing options, monitor prices, and ensure that the cooperatives were managed efficiently (Meru Coffee Millers, 2020).

Study applied mixed-method technique, gathering details from selected group of participants using both qualitative and quantitative questionnaires. All the marketing companies were included, and the interaction between the responders and the researcher was improved. Staff involved in marketing were randomly selected from all the exporters in Kenya. Since the population size was unknown, the formula $n = (Z^2_{\alpha/2}pq)/e^2$ (Glenn, 2003), was applied.

Where:

Z=Critical value at 95% confidence level

p=Probability of a success for the variable of interest

q=Probability of a failure for the variable of interest

e = Margin of error

The survey used a critical value at 95% confidence level (1.96), assuming that the value of p=0.5 , q=0.5 and 0.05 error margin. Hence sample size given as :

$$n = ((1.96)^2 (0.5 * 0.5))/ 0.05^2$$

$$n = (3.8416 * 0.25)/0.0025$$

$$=384.16$$

The study therefore used a sample size of 384 respondents.

3.5 Sampling Technique

Sampling technique involves application of choosing subgroup with characteristics of an entire collection within what study intended to incorporate, and act in the scope of symbolizing the whole population (Majid, 2018). Therefore, proportionate stratified random sampling was utilized to come up with the sample (Cooper & Schindler, 2011). The sampling was done to all coffee marketing firms and marketing manager from each of

the 157 firms to come up with 384 respondents which in accordance to Cooper and Schindler (2011), makes certain that mean to any samples from the target population need to be roughly equal to population. The number of respondents to be sampled per stratum was determined based on the number of firms under that stratum as reviewed per table 3.1 below.

Table 3.1
Sample Size

Categories	Strata	Number sampled	Total
Coffee dealers	84	2	168
Coffee millers	15	3	45
Commercial marketing agents	11	3	33
Grower marketers	22	2	44
Commercial warehouse men	14	3	42
Private warehousemen	7	4	28
Management agents	4	6	24
Total	157		384

Coffee.agricultureauthority.go.ke, (2021)

3.6 Data Collection Instruments

Data means information showered to the investigator from the study population (Kothari, 2004). Gathering of information could be defined as method that gets together pertinent information. Tools of data collection means instruments used systematically to measure information on variables of interest. Thus, enabling answering listed questions and in testing of the hypotheses. The study used first-hand information through questionnaires that comprised of closed ended questions connected to objectives which were availed in concern of their uniformity of responded for analysis (Kothari et al., 2016). It also involved structured open-ended survey questions to capture qualitative data. The easiness to administer and time saving as well as minimizing biases as part of many advantages related to these methods informed their choice for this study unlike other instruments.

The data collection was through online utilizing Open Data Kit (ODK) that uses the Kobo Toolbox platform. A link was sent to the respondents online after the researcher requested their prior consent to participate in the study. Where there seemed delays in responses, the researcher used research assistance to go in person and kindly seek questionnaires to be filled or interview them directly as they fill the link. The questionnaire was organized into four subsections where every subsection covered each specific objective. Section A: covered background information, B- growth strategies C- Sales , while section D involved Stakeholder engagement. The questionnaires included open and closed-ended questioning and others were of ordinal scale (5 points Likert).

3.7 Piloting

Preliminary assessment to interview guide for feasibility discovery before going on board the project of study is called piloting. Ideally pilot aids in upgrading and giving assurance of correspondents getting the asked correctly (Hughes & Sharrock, 2016). It was also used to bring out viability of point of view that was aimed at being applied in a substantial scale study . Therefore, testing was conducted on 5% of the sample size, giving a total of 20 marketing managers indiscriminately sort out. This was according to a sample range of 1% to 10% acceptable for piloting (Meyers et al., 2016). The sort out respondents were not needed to participate in the end data gathering because some scholars purported that infection of data may come along due to: inclusion of pilot data in the current results; and where sample interviewees indicated in pilot played part in the major study, despite latest data being filled from same individuals (Malmqvist et al., 2019).

In relation to pilot study, it was achieved by the researcher to test the information gathering instrument that would be utilized for the main research. Pilot survey also helped to verify

whether or not the data collection tool was genuine and fitted for use in the major study. Other concerns for this piloting was allowing the investigator to understand the entire research process and zeal any loopholes that would otherwise have hindered the process. It also assisted in identifying other factors like the unforeseen resources that were needed in the main study (human, financial, and time), to establish the quality control of the tool and to get a clear understanding of the sampling strategies that would be used by checking their effectiveness in order to rectify where necessary. The study also checked how words and listing of questions in the questionnaire reflected. The varied options, the scales were thoroughly checked following frequent concerns from the respondents. The ODK online was used in collection of data as discussed in information collection tool above. The respondents answered to the study using their phones and submitted to the server, after which the researcher downloaded and analyzed the data. The respondents were allocated enough time to be able to fill out the questionnaire.

The researcher noted all the feedback to identify the errors, ambiguity, and difficult to answer questions. Also considered was the time taken, finance used and the number of research assistants required to manage answering the asked and the entire process for pilot noted keenly to find out if it was reasonable. All questions were checked to verify if they were answered by the respondent and where not answered to find out what could be the cause behind that. This guided the researcher to re-word or re-scale unanswered questions for the main document. Reliability measure was achieved through applying Cronbach's Alpha.

Results showed Cronbach's Alpha .932 on 54 constructs. Such findings mainly above 0.7 were termed as reliable and dependable (Schrepp, 2020). The mean value of all the

constructs was analyzed and the results were shown as above. Questionnaire response rate was 90% (18 out of 20). The median response was 4 for all the six strategies (which stood for ‘Agree’ as shown in the Likert scale that was used). Meaning that on average, responses supported the strategies that were proposed. The interquartile range for the responses in all the strategies was 1, which meant that the responses were not much spread.

Results tested were reflected per table 3.2 below:

Table 3.2
Pilot Reliability Statistics

Cronbach's Alpha	CA Based on Standardized Items	N of Items
0.932	0.941	54

Conclusions

As per outcome of the pilot survey, the researcher corrected all ambiguous, difficult and non-intellectual questions. The pilot study guided the researcher to improve on the main study. Besides, the piloting enabled the researcher to understand what would take place in the actual study including preparing resources needed, adopting the research methods and learning statistical tools to be used (SPSS, vs 25).

Recommendations

Researcher therefore, adopted the research tool after the necessary corrections. This was because, the tool was found to be reliable and had clear glimpse of the study overview.

3.7.1 Validity of the Findings

Bestowed on Heale and Twycross (2015) validity intricate magnitude to which abstract ideas or phenomena being studied were perfectly computed. That means the authenticity and significance of inferences in quantitative survey. The validation geared towards

ascertaining soundness from questionnaire through a subset of logical validity, referring to clarity or applicability of a test when appearing to testable contestant while content looked at adequate covering of all the matter with respect to the variable. It answered the question whether apparatus engulfed whole sphere in relation to a variable as well as establish what it was intended to evaluate.

In reference to Taherdoost (2016), Validity expounded on how fit gathered information enfolded verified space for exploration. At the same time Construct validity conferred to how skilfully a concept, behavior or idea was translated or modified to a functional and workable real life; operationalization. It bore two areas: convergent and discriminant validity. In relation to this, the instrument was exposed to experts to get feedback on how well it captured all that it was intended to measure. Both content and construct were applied to ensure, several sections of the questionnaire were subdivided in order to measure a precise objective at the same time verifying construct with conceptual framework.

On the other hand, Content was pursued through management of device to accessibly pick out focused group of five specialists on stakeholder engagement, strategies for marketing as well as performance in coffee export. Validity of the questions to be answered was first confirmed through revision in agreement to supervisors. After assessment the opinions were merged to increase content validity of the questionnaire. This was spelt out that professionalism was key in applicability of any type of validation (Meyers et al., 2015). The out-turn exhibited by the study were assessed for verification whether the questionnaire answered the investigated questions correctly. Areas that showed some loopholes in answering research questions were discussed with the supervisors and necessary corrections made to rectify the short falls.

3.7.2 Reliability of the Findings

Instrument is said to be reliable when magnitude research tool builds a parallel effects of diverse events in unlike circumstances. It associates with regularity of measurement in the sense that individual contributing towards filling of instrument aligned in measuring stimulus should produce just about alike feedback wherever the testing was accomplished. The fact that practicability giving identical computation of reliability seemed impossible, an approximate could be attainable by means of divergent count (Cohen et al., 2017).

In such a case the tool would be guaranteed through avoiding vagueness and leading questions for the respondents. A total of twenty managers would pertain in the test of questionnaire, which interpreted to 5% of target population to justify its effectiveness and suitability. Bestowing to Lewis et al. (2021), piloting with 1% to 10% of the sample size was acceptable. Cronbach's alpha was utilized to ascertain reliably using coefficient of 0.6-0.7 which was within the limits, while a coefficient of 0.8 and above was considered decent. Reliable testing done, resulted to a value 0.932 as mirrored in Cronbach's Alpha, beyond 0.7 termed as reliable and dependable (Schrepp, 2020). This showed that the research instruments were reliable.

3.8 Variables and their Measurements

Table 3.3

Variables and their Measurements

Variable	Definitions and Authors	Scholars findings	Measurements
Sales growth	<p>This was measure of growth in percent of net sales taken from one fiscal period to another of a business. Also taken as one of the most important metrics in any business (Kaplan, 2009).</p> <p>Net sales are given by the total sales revenue minus returns, allowances and discounts. Thus, a differentiation of an earlier period of low sales as compared to a later one of higher sales (Baumgartner et al 2016).</p> <p>It was subdivided into five themes namely; Finding growth before the competitors do, selling according to customers wish, ensuring optimal sales support and automation, looking for sales expertise who challenges the existing conditions continually and excellently oversee performance as well as being front line for sales hence change.</p>	<p>Guenzi and Habel (2020), sales growth can be measured using: Conversational Intelligence which is the capability to evaluate a conversation's route and get knowledge on the positive and negative contributors that affects its outcome in relation to awaited results.</p> <p>Second was through length of Sales Cycle. This was simply the routine and logical process salesmen uses to change a lead into a buyer. which may aim to align with the way revenue is tracked. The third was Sales Converted Rate, which is the units of reconstructions overall numbers of new comers.</p> <p>Fourth was Rate of Customer Retention, informed by the firm capability to change buyers to frequent purchasers while preventing older ones from getting lost.</p> <p>This could help the company to get a glimpse of what keeps customers loyal to company, as well as signaling room to upgrade customer service.</p> <p>Lastly was the value of Customer Lifetime; all monetary expenditure by purchasing people in business, or products, during the lifetime of an average business relationship; A vital metric since it is cheaper to keep existing customers than acquire new ones, so increasing the value of old customers is a superior way to drive growth.</p>	<p>-Sales conversion rates.</p> <p>-Sales productivity metrics</p> <p>-Customer retention.</p> <p>*Measured through ordinal and interval scale.</p>

Market Penetration	In 1957 Igor Ansoff came up with Ansoff Matrix where penetration was adapted.	<p>Al-Qudah et al., (2020) found out that for organizations overall sales growth requires strategic HRP dimensions but not limited to workers gratification together with image and minimized operating expenses.</p> <p>The gauze exposes four strategies applicable for growth correlated to joining a fresh or living market utilizing new or fixed goods or services (Hussain et al., 2013). As indicated by David et al., (2021), the involvement of competitiveness in the market penetration positions the products from the firm in the best place as compared to competitors. The price reduction and offering of excellent quality in products together with increased incentives to dealers enables wider penetration in the markets comfortably.</p>	<p>-Marketing and advertising. -Competitive pricing. -Distribution channel and promotion. *Measured using ordinal and Nominal scale.</p>
Digital marketing strategy	1981 saw the launch of earliest Personal Computer by IBM, introductory Channel Net Erstwhile Soft Ad Group pioneered ideology of Digital-Marketing in 1980.	Patrutiu-Baltes (2016), made use of inbound marketing, representing natural form, which was rooted on company and its buyers, that had shown liking of company's products voluntarily as evidenced in subscription to newsletters, blog, social networks and not withholding their attractions as well as involvement in extreme quality content in marketing.	<p>-E-mail marketing. -Social media marketing - Website marketing. *These were informed through Ratio, Nominal ordinal scale.</p>
Product development strategy	Discussion by Darroch (2014) implies originality of this strategy to Ansoff (1957).	This calls for NPD enclosure of full processes involved in coming out with a first-hand good for sale, republishing already accessible product or all together launching an item in up-to-date trade (Darroch, 2014).	<p>-Products line extension. -Products upgrading *The two were measured by ordinal scale</p>

Diversification strategy	Another of Ansoff (1957) development in growth strategy.	<p>Technology-intensive corporates base their approach on making use of innovation to aid diversifying market.</p> <p>According to Gyan et al. (2017), industrial diversification showed an outstanding benefaction in performance advancement. International diversification exhibited no consequence on performance. International-conglomerate had a remarkable negative relation with end results. Hence, efficiency outcome differing with the theory. Efficiencies enhanced performances, although not a moderator in varying of diversification performance linkage.</p>	<p>- Innovations capabilities. *Were informed by interval scale.</p> <p>-Related. - Unrelated - lateral diversification * This was measured through Nominal, ordinal and interval scale.</p>
Stakeholder engagement	Adapted from Stakeholder-theory by Donaldson and Preston, (1995), that conveys components concerned with stakeholder's relations.	<p>Stakeholder engagement holds that capacity of cooperative to give rise to maintainable wealth for a long period, and thus long-term value, is resolute by correlation with analytic stakeholders (Post et al., 2002).</p> <p>The assessment obliged corporate to attract external stakeholders in order to grab their expertise in solving complex issues, and further add social legitimacy.</p> <p>Stakeholder engagement is valued as vigorous capabilities believed to tackle differentiation within external-stakeholders to add to their particular assets base. The outcome probed getting the idea on how well the corporates efficiently incorporates innovation from stakes engagement (Watson et al., 2018).</p>	<p>-Stakeholder decision making. -Interior and exterior stakeholder contribution. - Stakeholder phases evaluating' *This was measured through interval and ordinal scale.</p>

3.9 Diagnostics Tests

In the view of Saunders and Townsend (2016), for unquestionable statements of Classical Linear Regression Model (CLRM) the diagnostic test was vital. Diagnostic test ensured no contravening and in case of violation rightly models were put in place for the study. Thus, before regression of the model, pre-evaluation and post evaluation tests was administered. The diagnoses applicable included; normal testing, multicollinearity, heteroscedasticity, as well as linear. Each expounded in the sections below.

3.9.1 Normality Test

Several procedures were necessitated in statistical software notwithstanding Shapiro-Wilk (SW), Kolmogorov Smirnov (KS) test, although some were implied not so much as in specific circumstances or speculation. Further dissimilar try-out of normal most often brought out non-identical effect. These implicated null hypotheses in some cases were rejected while in others they were accepted. Therefore, it was very vital when making a choice for the test to apply (Razali & Wah, 2011). Shapiro–Wilk test applied here since it was more powerful among all tests for normality. A critical value of 0.05 was utilized in hypotheses testing, where the rule stands in rejecting H_0 where (P) value was lower to 0.05 otherwise was not declined. Since, study was analyzed by use of multiple regression model, then dependent variable should be normally distributed for the conditions of normality must be fulfilled. The normality assumption was tested by Shapiro wilk and the normality assumption were met.

3.9.2 Test of Multicollinearity

This was done when two or else more variables, were involved in a linear relationship. This was an issue of data resulting to extreme difficulty in dependency on estimations of model restrictions. Further, assessment on variables of interest whether one or more may result to

great correlation to other varying independence within the model. In search instances VIF (variance inflation factor) need to be utilized to gauge magnitude as well as approximate variance of coefficient required to be inflated in case of linear dependency occasioned by predictors. When VIF values were higher than 10 or 5 while conservative, chances of issues arising from multicollinearity were high and mostly resulted to unhealthy study (Alin, 2010). Test of multicollinear thus applied VIF and covariance matrix.

3.9.3 Test for Homoscedasticity

In Narum's theorem, homoscedasticity touched on the conditional distributions themselves. This meant that enactment of OLS (ordinary least squares estimator) comes handy when there has been acceptance of hypothesis of homoscedasticity while 2SAE (two stage Aitken estimator) would be applicable where investigation of minute specimen occurred lately (Ohtani & Toyoda, 1980). When variance has not been sustained, the situation qualifies for heteroscedasticity. Therefore, influenced both the viability of a research design as a whole and chanced that testing consequential descried whether there was a digression out of null hypothesis, in the cases where deviation might exist as per the collection of random variables (Ghasemi & Zahediasl, 2012). The testing included Levene to ensure all variations were equal.

3.9.4 Test for Linearity

This measure of linearity has been taken to be of essence as evaluation method. Outcome of its experiment fits into a straight line and assessed though visual summing up or linearly carried on subjectively or through lack-of-fit test (Njoroge et al., 2015). Therefore, the study utilized scatter plot of independent against dependent variables to investigate whether or not there was any linear relationship.

3.10 Data Analysis and Presentation

The assembled data had to be probed through expository and deductive statistics. Correlation was amplified to assess multiple correlation analysis through examination of variables. Data was carefully read and re-read per question and made as clear as it was; any impression made was highlighted along the continuum which turned to be useful later. A lot of focus was placed on each question across all correspondents so that data could be easily organized per question. This aided development of consistency in content and identification of any differences among correspondents. Data from each question was put together for easier analysis. After re-reading the data, links were created in order to relate the relationship between variables as supported by Gallegati, (2014).

Data was categorized into major themes (variables) and this helped to bring meaning in the provided participant's text. Focus was turned to each category. Further reading and re-reading was done so as to create coherent meaning based on the needs of each objective. Major categories of data were sub-categorized into smaller and more defined sub-groups, which allowed discrimination and differentiation of themes. Information was summarized through explanatory and diagnostic scientifically. Described summaries were arranged in figures and diagrams. Means as well as medians were applied as measures of central tendency for quantitative and qualitative variables respectively. Standard deviation and inter-quartile range was used in measurement of spread for quantitative and qualitative variables respectively. Multiple linear regression analysis was used to analyze quantitative variables while multiple regression analyzed qualitative variables.

Multicollinearity was also carried out which existed while predators were extremely matched up or when disposed by varying an independent computation out of more accrued

in datum or rather where there was provision of alike and same results. Using SPSS in data presentation ensured that the data was highly summarized and easier to understand and interpret. Narrative interpretation as well as descriptive presented the result output. Univariate regression models were useful in ascertaining relationships in the four objectives. It attempted to make out if independent variable predicted a set dependent variable (Rathore & Kumar, 2019).

Empirical models (Sum iii, iv, v and vi) tested the statistical significance of penetration, Product development, Market diversification and Digital marketing on the Coffee export.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + e \dots\dots\dots (i)$$

That was established through the equation:

$$Y' = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k \dots\dots\dots (ii)$$

The coefficient β_0 represented the intercept, but β_1 were the partial regression coefficients. Thus, procedure maximized the relation amidst the actual values of Y and the predicted values, Y'.

$$Y = \beta_0 + \beta_1 MPS + \varepsilon \dots\dots\dots (iii)$$

$$Y = \beta_0 + \beta_1 DMS + \varepsilon \dots\dots\dots (iv)$$

$$Y = \beta_0 + \beta_1 MDS + \varepsilon \dots\dots\dots (v)$$

$$Y = \beta_0 + \beta_1 PDS + \varepsilon \dots\dots\dots (vi)$$

Where:

Y = Sales growth

MPS = Market penetration strategy

PDS = Product development strategy

MDS = Market Diversification Strategy

DMS = Digital marketing strategy

β_0 = Constant

$\beta_1 \dots \beta_4$ = Coefficient of Independent variables

ε = Error term

To determine the potential caused by marketing styles on productivity, multiple linear regression models were used as below;

$$Y = \beta_0 + \beta_1 \text{MPS} + \beta_2 \text{DMS} + \beta_3 \text{MDS} + \beta_4 \text{PDS} + \varepsilon \dots\dots\dots \text{(vii)}$$

Meaning;

β_0 intercept; $\beta_1, \beta_2, \beta_3$ and β_4 regression coefficients

Y = Sales growth

MPS = Market penetration strategy

PDS = Product development strategy

MDS = Market Diversification Strategy

DMS = Digital Marketing Strategy

β_0 = Constant

$\beta_1 \dots \beta_4$ = Coefficient of Independent variables

e = Error

In application, β_0 = constant term while coefficient $\beta_i = 1 \dots 4$ utilized in evaluating susceptibility in (Y) module converted into the indicator variables, while ε error expounded on the inexplicable discrepancy as modelled. The information was expounded through percentages, frequencies and Tabling. Work out for the composite indices was through getting the mean accumulation of all the variations. Composite indices n = Aggregate of each item's Mean /Number of items for each of the variable.

3.10.1 Moderating Effect of Stakeholder’s Engagement

The last objective looked at the influence of stakeholder engagement on marketing strategies and coffee export correlation, making use of hierarchical regression method. Moderation was defined as the effect that takes place due to transformation caused by the third variable on the nature of association amidst a predictor and an outcome, especially in analyses such as multiple regressions. It could only be supported if path C assuming it was the interaction of paths A and B was significant (Baron & Kenny, 1986).

To test for effect, three steps were followed. The first tested impact of market strategizing influence on trend of Coffee export. Step two evaluated marketing strategies on sales growth at the same time controlling for stakeholder engagement. Third step involved interactions termed in relation to significance evaluation while controlling for marketing strategies and stakeholder engagement. This was worked out by cause of standardized scores of market strategies amid stakeholder engagement. Moderation was confirmed when the influence of the interaction terms was significant. Further, its determination was not anchored on the significance of the predictor or moderating variables, bestowing to Yzerbyt et al. (2018).

$$Y = \beta_0 + \beta_1MPS + \beta_2DMS + \beta_3MDS + \beta_4PDS + \beta_5 (MPS * DMS * MDS * PDS) SE + \varepsilon$$

(M3.2) (viii)

Y = Sales growth

MPS = Market penetration strategy

PDS = Product development strategy

MDS = Market Diversification Strategy

DMS = Digital marketing strategy

SE = Stakeholders engagement

β_0 = Constant

$\beta_1 \dots \beta_4$ = Interactions

e = Error term

Moderation verdict: If β_3 was consequential, stakeholder engagement was a remarkable predictor to sales growth of coffee export in Kenya.

3.11 Ethical Considerations

Conducting research in a bustling environment exposes the researcher to a wide range of people and personalities. The researcher sought for a letter of permission to carry out the study from Kenya Methodist University. This played vital role in pursuing a letter from NACOSTI. The findings were reliable since only certain suggested questions were captured in the study. Conclusions deemed congruous with questions and findings of the study. Moreover, requirements of research ethics incline that methodologies used be specific to study issues (Oberle et al., 2019). The study was primarily interested in receiving comments that allows creation of a reliable report on the correlation linking marketing strategies, stakeholder exposure and coffee export output growth in Kenya.

Voluntary participation and consent was so much encouraged. There has been a guideline that no company members could be forced to be a response on the issues being addressed and one could only be set to respond under own consent in agreement with (Kilinc & Firat, 2017). There must be a good agreement between the respondents and data collector. On the other hand, considering this study was on coffee export that might have had the influence of cartels and other personnel who false fully benefit from the cooperative, hence

the research stated confidential level that were created with whoever gave the information to ensure they were free from harm.

The study also focused on risk to benefit ratio in order to ensure the participants were free from risks. Thus, stating that any study should not risk the participant's life and in case the risks outweigh the benefits the study would be redesign or abandoned (Gallagher, 2019). However, this did not happen in this study. At the same time the marketing managers were used because they were the most likely to assess the needed information. It is precise that respondents were over 18 years of age and responded wholly without any influence or intimidation.

CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.1 Introductions

Reflected along, dispenses discovery amidst explanations deduced from analyzed information. Data probed was rooted on the objectives given in the survey. These were: evaluation of changes in market penetration methods in selling growth of Kenyan Coffee export, to check influence created by digital marketing methodologies on vending productivity of Coffee export in the country, helping out decisions on outcome of trade diversification plans on the coffee sales growth, investigate influence of product development ideologies to sales growth of Coffee export as well as determine the moderational change in stakeholder engagement on the relation amidst marketing plans and sales growth of Kenya Coffee export. Further, data was analyzed using SPSS version 25.

4.2 Response Rate

Sample size was set at 384 respondents. The questionnaire returned rate was $(311/384*100)$, which was 81% . This was a fairly great answering of questions.

Table 4.1
Questionnaire Response Rate

CATEGORY	INTERVIEWED
Coffee dealer	164
Coffee miller	29
Commercial WAREHOUSEMEN	28
Commercial marketing agents	31
Grower marketers	39
Management Agents	12
Private coffee warehouse men	8
Grand Total	311

4.3 Pilot Study Results

The pilot examination was done by the researcher as a means to test data assembling instrument that would be utilized into the main study. The pilot survey also helped to verify whether or not the data collection tool was dependable and genuine for use in the primary study. In considerations of other purpose for pilot study it gave the investigator an understanding on the entire research process and zeal any loopholes that would otherwise have hindered the process. It also assisted in identifying other factors like the un foreseen resources that will be needed in the main study (human, financial, and time), to establish the quality control of the tool and to get a clear understanding of the sampling strategies that would be used by checking their effectiveness in order to rectify where necessary. The study also checked the language and the flow of questions depicted in the questionnaire. The extent of options, the scales was thoroughly checked following frequent concerns from the respondents. Sampling technique depicted was Simple random, engaged in the pilot study by selecting 20 interviewees from 10 coffee marketing companies in Kenya, which translated to 5% percent of the study sample (n=384).

The respondents filled the online questionnaires using their phones and submitted to the server, after which the researcher downloaded and analyzed the data. In incidences where respondents said that they were unable to fill the questionnaire by themselves, the researcher administered the questions herself by interviewing them or made use of research assistance. The researcher noted all the feedback to identify the errors, ambiguity, and difficult to answer questions. Also considered was the time taken, finance used and the number of research assistants recommended for the entire process of pilot and compilation of questionnaire, noted keenly to find out if it was reasonable. All questions were checked

to verify if they were answered by the respondent and where not answered to find out what could be the cause behind that. This guided the researcher to re-word or re-scale unanswered questions for the main research. Reliable test was manifested by application to Cronbach's -Alpha. The findings of the test were tabled (4.2) below:

Table 4.2

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.932	0.941	54

The results showed a Cronbach's Alpha of .932 on 54 constructs. Cronbach Alpha beyond 0.7 is termed reliable and dependable (Schrepp, 2020). The mean value of all the constructs was analyzed and the results were shown in table 4.2 above. Questionnaire response rate was 90% (18 out of 20). The median response was 4 for all the six strategies (which stood for 'Agree' as found in the Likert scale). This means that on average, respondents supported the strategies that were proposed. The interquartile range for the responses in all the strategies was 1, which means that the responses were not much spread.

Conclusion

As provided in the pilot survey, study corrected all ambiguous, difficult and non-intellectual questions. This pilot study guided the researcher to re-word or re-scale unanswered questions for the pry study. Besides, study enabled the researcher to understand what took place in the actual study including preparing resources needed, adopting the research methods and learning statistical tools to be used.

Recommendations

Researcher adopted the research tool after the necessary corrections. Thus, the tool was found to be reliable and the researcher had a clear glimpse of the study overview.

4.4 Demographic Information

Table 4.3
Highest level of Education of the Respondent

	<i>Frequency</i>	<i>Percent</i>
Higher diploma	2	1
College diploma	53	17
Master's degree	54	17
Under graduate degree	202	65
Total	311	100

Highest number of the respondents held an undergraduate degree (65%). The least number were those who had higher diploma (1%). Based on the median and mode values, study concluded that on average, the respondents held undergraduate degrees (A value of four stands for under graduate as per the rating used in the research).

Table 4.4
Duration that the Respondent had been in the Current Job

Years	Frequency	Percent
< 1	3	1
3-Jan	16	5
5-Apr	63	20
> 5	229	74
Total	311	100

Taking a response rate of 74%, proved that majority had worked in their current job for over five years. Least number of respondents had been in the company for a period of lower than one year (1%). The median and mode both had a value of 4, which stands for over five years in the current job. Based on the median and mode values, study concluded that on average the participants had been working in the present job for a time beyond five years, making it possible to respond to the questions well.

4.5 Descriptive Statistics

Description of statistics provided the principal traits of statistics in research and were carried out between sales growth and marketing strategies.

4.5.1 Market Penetration Strategy

Table 4.5
Market penetration strategies

Opinion	N	Mean	Standard Deviation
Our organization employs license and distribution arrangements	311	3.67	.603
Our organization allocates high levels of marketing expenditures	311	4.35	.634
We have relatively reduced our prices	311	4.35	.711
We Aggressively advertise our products in both existing and new markets	311	4.15	.921
We Set the right market prices	311	4.36	.703
We add new distribution channels often	311	4.21	.866
Our organization has increased the intensity of distribution in each channel	311	4.10	.954

Source: Research Data (2022)

The total count of 4.36 as denoted on Table 4.5 informed that market penetration strategies was agreed by the respondents that they set the right market prices at close range digress from the mean with 0.603. The respondents also strongly agreed that they have relatively reduced our prices with a mean score of 4.35 and standard deviation of .711. Similarly a mean of 4.35 indicated that ther organization allocates high levels of marketing expenditures which closely digressed from the mean by 0.634. They as well agreed that they add new distribution channels often as underpined by mean of 4.21 and standard deviation of .866. The participants highly supported that they aggressively advertise their products in both existing and new markets as reinforced by mean of 4.15 and standard deviation of .921. Further, the respondent mostly accepted that their organization has increased the intensity of distribution in each channel as supported by 4.10 and .954 mean

and standard deviation respectively. Lastly, majority agreed that their organization employs license and distribution arrangements with a mean of 3.67 and standard deviation of .603. The investigated collaborates with Adamu (2020) informed of a positive correlation between market penetration strategy and organizational competitiveness and customer experience management. Another clear ideology was that of businesses embracing growth strategies including market penetration, marketing, pricing among others and of course that created competitive advantage.

Table 4.6

Number of distribution channels the organization had opened within the past five years

	<i>Frequency</i>	<i>Percent</i>
1	124	40
2	88	28
3	62	20
4	37	12
Total	311	100

Source: Research Data (2022)

Most of the participating target said they changed their distribution flows once in the last five year (40%). Least number of respondents said that they had changed their distribution channels four times (12%) in the last five years as shown in table 4.6 above. This was in agreement with Waseem-UI-Hameed et al. (2017) who found that addition of distribution channels was critical in creating Takaful awareness level among general public.

Table 4.7

The frequency at which the organization changes product features in provision of increased value to the customer through improved product quality

	<i>Frequency</i>	<i>Percent</i>
Monthly	3	1
Quarterly	19	6
Mid-year	62	20
Yearly	227	73
Total	311	100

Source: Research Data (2022)

Most of the participants accepted to changing of product attributes yearly (73%). The least number of respondents (1%) said that they changed product attributes monthly as shown on table 4.7 above. This was in agreement with Taleizadeh et al. (2018) study that concluded that quality increases demand and sales efforts.

4.5.2 Digital Marketing Strategy (DMS)

This is a road map to build a world wide web chains including original search, interactions socially, paid promotions as well as other upcoming information technology like personal web page. DMS entails website marketing, email marketing as well as social marketing.

Table 4.8
Website marketing

Opinion	N	Mean	Standard Deviation
Our enterprise has a functional website	311	4.34	0.595
Our web page was connective and amiable to buyers and sellers	311	2.08	1.028
All our company goods and services are remitted on the website	311	2.42	1.062
Our Clients feedback and communiques are responded to on the website	311	4.12	.623
Our website allows messaging between the firm employees and clients	311	4.14	.714
Our management posts current issues on new products, location and promotions on the website	311	4.24	.787

Source: Researched Data (2022)

The overall count of 4.34 as presented in Table 4.8 proved that digital marketing strategy was credited by those answering to the question that their enterprise had a functional website which so close drifted by 0.595 mean. The respondents also firmly denoted that their managers posts current issues on current products, adverts and promotions on the website as held up by a mean score of 4.24 and a standard deviation of .787. They also agreed that their website allows messaging between the firm employees and clients as reinforced by 4.14 and .714 mean and standard deviation respectively. The repondents

agreed that their clients feedback and communiques were responded to on the website as affirmed by a mean of 4.12 and a standard deviation of .623. However, most respondents strongly disagreed that all their company goods and services were remitted on the website as underpined by mean of 2.42 and a standard deviation of 1.062. They strongly disagreed that their web page was connective and amiable to buyers and sellers as braced by mean of 2.08 and a standard deviation of 1.028. The findings concurred to the results of a study done by Tsopatsa (2020), revealed that digitally marketed chains including social interactions, online promoted agenda, heavily added increase to SMEs held in Cameroon generally and Jumia. Addition, Saul (2021) found out that in large extent online advertising was the superior applied digital marketing platform and it had escalated brand awareness and recognition. Kalei (2020) concluded that digital marketing strategies significantly positively influenced the marketing performance of SMEs.

Social Media Marketing Strategy

This was reviewed as a way of digitally promoting that leverages on strength of commonly known technical nets to score on advertising and trade-name visions. It lays a blue print of actions that gives the company know how or whether it is succeeding or failing. The more specific the strategy is, the higher the effect it turns to be. Table 4.9.

Table 4.9
Social media marketing

Opinion	N	Mean	Std Dev.
Our company holds account in every known social media programs	311	4.19	.767
Our goods are promoted within social interactions walls	311	4.27	.746
We socialize amidst consumers internet connectivity	311	4.29	.655
Our requirements for attachment was through customers by posts and chats	311	4.30	.690
We respond on customers inquiries timely	311	4.52	.595
Our network mails utilization has intensified client care	311	4.47	.666

Source: Researcher Data (2022)

The overall result of 4.52 as anchored on Table 4.9 demonstrated that they respond on customers inquiries timely which digressed closely from the mean by .595. The respondents also strongly agreed that their network mails utilization has intensified client care affirmed by a mean of 4.47 and a standard deviation of 0.666. They as well agreed that their requirements for attachment was through customers by posts and chats as shown by a mean of 4.30 and a standard deviation of .690. The respondents also strongly agreed that they socialize amidst consumers internet connectivity as held up by a mean score of 4.29 and a standard deviation of .655. Further more, they agreed that their goods were promoted within social interactions walls as affirmed by a mean score of 4.27 and a standard deviation of .746. Lastly, they agreed that their company holds account in every known social media programs as reinforced by a mean score of 4.19 and a standard deviation of .767. The results were in agreement with Mwangi (2019) who directed energies to SME's through researching on how they utilized internet marketing which brought out positive controls to growth. Application of social communiques as well as websites were mostly the used methods and gave out prudence outcome in surplus, additional segment in the trade and created expansion internationally.

Email marketing strategy

This type of strategy, is a set of sequences that a marketer finds out and follows to allow for predictable marketing goals with email advertising. This strategic action provides the firm a straight chain of communication with anticipated and consumers for brand promotion. The overall total of 4.35 as shown in Table 4.10 below demonstrated that email marketing strategy was accepted by the participants that most of their orders were placed via email which closely deviated from the mean by .764. The respondents also agreed

strongly that they use aides effective interaction among employees and our clients as supported by .699 standard deviation and in addition 4.33 mean aggregate. The respondents further informed that they have an active email account a reinforced by a mean score of 4.25 and standard deviation of .758. Lastly, the respondents strongly agreed that they correspond with clients via emails as agreed upon by a mean score of 4.21 and standard deviation of .924. Findings were consistent with Do and Khuu (2018) on the effectiveness of Email Marketing to Customer Loyalty that submitted to electronic messages additionally supporting brand fidelity. However, success in upgrading utility equity and association advantages seemed illogical. Further, Reimers et al. (2016) found that permission electronic mails in business developed more influence on perceived usage, ease to use and pleasure derived from shopping online. Hartemo (2016) clarified on how, why and when e-mail advertising would probably get useful in empowering clients as well as researchable ideologies for future scholars. The reason being, E-mail gave way for an agile, give-and-take and individual messaging satisfying the wishes of consumer with bargaining power. At the same time, it could be utilized in lifting customers through remitting e-mails corresponding while permitted, as well as enabling clients to be part and parcel of decision making and in allowing e-messages relevance to receivers.

Table 4.10
Emain marketing

Opinion	N	Mean	Std Dev.
We have an active email account	311	4.25	.758
We correspond with clients via emails	311	4.21	.924
Most of our orders are placed via email	311	4.35	.764
Its use aides effective interaction among employees and our clients.	311	4.33	.699

Source: Research Data (2022)

4.5.3 Market Diversification Strategies

This strategy can be explained as where a company seeks to top up their gains through selling volumes of their products derived from innovated products. The overall tally of 4.36 as shown in table 4.11 below informed that market diversification strategies that they make use of related diversification (we enter up to date industry that has crucial likeness with our current industry) which closely deviated from the mean by .681. The respondents also agreed that they apply unrelated diversification (we get into an industry that does not have any product close to what we offer) as show cased to a mean total of 4.33 together with standard deviation of .708. The participants as well agreed that their diversifying strategy resulted to positive organizational sales and revenue as affirmed to through a mean score of 4.22 and standard deviation of .706. They agreed that they use Lateral Diversification (Firm looks for complete new group of clients, other than concentrating on the old ones) as denoted to a mean score of 3.93 and standard deviation of .319. Moreover, the answered highly disagreed that through their diversification strategy, they improve older goods and put them in current market or innovate products in ancient and more mature market as help up by a mean score of 2.89 and standard deviation of 1.394. Lastly, they strongly agreed that through utilizing this strategy, they were able to gain additional technological capability as braced by a mean score of 2.46 and standard deviation of 1.140. The outcome was consistent with Morris et al. (2017) revealed that related diversification, as far as goods minimizing was concerned, played a major role to diversification challenges found in former studies and unrelated diversification did not realize any addition to sales performance. In addition to that study by Oh et al. (2015) showed that moderating effect of market diversification was negative as compared to inter-regional diversification and firm performance.

Table 4.11
Market Diversification Strategies

Opinions	N	Mean	Standard Deviation
We apply unrelated diversification (we get into an industry that does not have any product close to what we offer)	311	4.33	.708
We make use of related diversification (we enter updated industry that has vital likeness with our current industry)	311	4.36	.681
We use Lateral Diversification (Firm looks for complete new group of clients, other than concentrating on the old ones)	311	3.93	.319
Our Diversifying strategy results to positive organizational sales and revenue	311	4.22	.706
By utilizing this strategy, we are able to gain additional technological capability.	311	2.46	1.140
Through our diversification strategy, we improve older goods and put them in current market or innovate products in ancient and more mature market	311	2.89	1.394

Source: Research Data (2022)

4.5.4 Product Development Strategies

The plans and ways used to come up with new products to a market or create a better quality to enhance new market is product development strategy. This calls for several steps, from idea initiation to availing products to customers. The overall score of 4.36 as seen in Table 4.12 informs that product development strategies was agreed by the respondents that their organization utilizes intensive technological innovations which closely deviated from the mean by .730. The respondents also agreed that their organization upgrades all nonperforming products often as affirmed by a mean score of 4.23 and a standard deviation of .751. The respondent accepted that their organization encourages high usage of its current products as reinforced by a mean score of 4.21 and standard deviation of .814. The participants informed that their company had ignited process innovation in major extent as supported by 4.02 mean and 1.021 standard deviation. The participating group agreed to their organization carrying out product replacement as supported by a mean score of 4.01

and standard deviation of 1.000. The respondents agreed that their company was involved in product upgrading as accepted to a mean tally of 3.89 and 1.02 standard deviation. This was in concurrence with Banga (2022) on digital technologies concluded that product upgrading resulted to climbing up the value-chain ladder, hence in support. Moreover, another study (Yu et al. 2016), discovered that when innovations are so small or medium, the coming up with current products could increase a lot of profitability in the seconded business but it may not bring profit to the newcomers in third party when innovations are completely large in numerical analysis

Moreover, majority of the respondents were neutral to the opinion that they incur a high level of R&D expenditure to pursue product growth as supported by a mean tally of 3.08 and standard deviation of 1.448. They were also neutral that they collaborate with large corporations for expertise, technical resources, and finance as supported by mean total of 3.00 and standard deviation of 1.378.

In so far as the respondents gave answers, mostly disagreed that they use high product innovativeness undepined to a mean score of 2.56 and std deviation of 1.093. They also disagreed that they were active in developing new products for existing customers as proved by 2.44 and 1.159 mean and standard deviation respectively. The participants as well strongly disagreed that their organization introduced a lower-priced line 2.15 mean and standard deviation of .999. Lastly, they strongly disagreed that they have established links with the production facility to take more quality checks while keeping the cost low as affirmed by 2.14 mean and standard deviation of .011. These were in total allignment with Yan et al. (2020), whose research found out, PDM (Product Development Management) had productive correlation influence to current product maturity than

Customer Relationship Management to upcoming wealth and also the unforeseen change on trade and accepted surroundings varied. Moreover, technological changes and unfit enforcement could positively moderate the integration on CRM and latest production performance. So, to say, the moderated effects of market turbulence in PDM was positive. However, Santos et al. (2020) results showed that sales performance was negatively associated with product variety. This may mean that results differ per type of product being studied. This differed with Usman and Vanhaverbeke (2017) who found out that start-ups successfully organized and managed open innovation with large companies for great advantages. Moreover, firms incurred high level of R&D expenditure to pursue product development was accepted by 96%. This was in support where Swift (2016) came up with the ideologies that magnitude of changes in R&D expenses, whether reduced or added was positively associated with organizational let down. Further, firms that remained in superior ranges of absorptive capacity built better capability to maneuver in leaping from Research and development gauged on exploitation to exploration. However, firms that never applied reductions in R&D usage to take advantage of short-term earnings performance deemed more likely to be survivors of leaping from the same.

In conclusion, product development strategies agreed with evaluation by Mbithi et al. (2015) who observed a less relation among strategies for product development and all other aspects of performance in sugar industry in Kenya. However, Koks and Kilika (2016) in regard to product growth strategy, business adoption and firm production enlighten on the existent of a relationship between tangible maturity strategy and a company production. Both agreed those companies who invested to such a strategy were bound to undergo additional correlation among product-services development plan investments as well as

company growth. The research also expounded that irrespective, the strategy being effective in firm increment, their relation tied with the overall happenings of the business that encouraged ideologies acceptability.

Table 4.12
Product Development Strategies

Opinion	N	Mean	Standard Deviation
Our company is involved in product upgrading	311	3.89	1.020
Our organization carries out product replacement	311	4.01	1.000
Our Company has ignited process innovation in major extent	311	4.02	1.021
Our organization utilizes intensive technological innovations	311	4.36	.730
Our organization upgrades all nonperforming products often	311	4.23	.751
Our organization encourages high usage of its current products	311	4.21	.814
Our organization introduced a lower-priced line	311	2.15	.999
We are active in developing new products for existing customers	311	2.44	1.159
We use high product innovativeness	311	2.56	1.093
We have established links with the production facility to take more quality checks while keeping the cost low	311	2.14	1.011
We collaborate with large corporations for expertise, technical resources, and finance	311	3.00	1.378
We incur a high level of R&D expenditure to pursue product development	311	3.08	1.448

Source: Research Data (2022)

4.5.5 Measures of Sales Growth

Sales growth rate monitors capability of the firm to increase revenue through sales at a given measure of time. To some extent this is utilized by investors as well in checking out strengths and opportunities of the company, other than being wholly for the benefit of internal successes and challenges. The overall total of 4.56 as represented on Table 4.13 informed that measures of sales growth was agreed by the respondents that employment of digital marketing has increased their sales volume which closely deviated from the mean

by .520. The respondents also agreed that conversion rate of sales has gone up as supported by mean tally of 4.35 and std deviation of .758. They agreed that organization sales has improved as supported by mean score of 4.34 and standard deviation of .696. The respondent agreed that number of customers had noticeably increased as supported by mean score of 4.33 and standard deviation of .781. They as well strongly agreed that their customer fidelity had improved as affirmed by mean score of 4.32 and standard deviation of .714. Lastly, the respondents further agreed that the capacity to handle larger customers has been boosted by digital marketing as supported by mean score of 4.13 and standard deviation of .719. The findings was in line with Kimathi et al. (2019) findings that Marketing and sales alignment, is critical for any successful organization. This could mean value addition lacked in coffee export. According to Wang (2020), Digital marketing capabilities contributed additionally to growth. Business owing to major entrepreneurial inclination leveraged DMCs were most fruitful as well as the best growth. Minor firms with higher digital capabilities performed better together with medium category company's, despite, larger ones performing slightly finer; meaning being in agreement.

Table 4.13
Measures of Sales Growth

Opinion	N	Mean	Standard Deviation
Employment of digital marketing has increased our sales volume.	311	4.56	.520
Customer service has added up due to availability of digital marketing	311	4.13	.719
Our Customer fidelity has improved	311	4.32	.714
The capacity to handle larger customers has been boosted by digital marketing	311	4.24	.722
Number of customers has noticeably increased	311	4.33	.781
Organization sales has improved	311	4.34	.696
Conversion rate of sales has gone up	311	4.35	.758

Source: Research Data (2022)

4.5.6 Stakeholder's Engagement

The process that firms utilizes in getting to know each other is known as Stakeholder engagement. The benefits accrued from this, comes in handy with clear understanding of the needs, when needed, how it should be delivered and more to it the firms' plan and actions that may affect them. Through discussions, communication can be enhanced in order to bring on board strategies that can upgrade customers wants bearing in mind their loyalty due to brand reputation and competitive advantage. Stakeholders are crucial and need to be properly engaged in all aspects of marketing for betterment of quality products once they realize their potential in sales increase. In this case farmers who toil so much to ensure coffee berries are handled well and brought to the factory intact.

The overall tally of 4.343 as seen on Table 4.14 informed that Stakeholder's Engagement was agreed by the respondents that expansion of market indicated that good marketing strategy were being used and there was positive sales growth of coffee exporting which closely digressed by 0.648 mean. They also agreed that all stakeholders were included in contributions concerning marketing strategy together with coffee exportation growth as supported by mean score of 4.38 and standard deviation of 0.650. The respondents as well strongly agreed that they apply Restructuring to control marketing strategy and sales growth of coffee export in Kenya as supported by mean score of 4.33 and standard deviation of .692. Further, the respondents agreed that Company management controls marketing strategy and sales growth of coffee export in Kenya as supported by mean score of 4.28 and standard deviation of .808. Lastly, they agreed that their internal and external stakeholders participate in Investment of marketing strategy supported by mean score of 4.24 and standard deviation of .733. This was supported by Strand & Freeman, (2015), who

believed that any organizational activity should uphold complex chain of human beings with different needs and wants so called stakes, which calls for identification, management and physical fulfilment to make a project visionary. This was also supported by Kariithi (2015) who concluded having significant influence on marketing strategies in sales maturity for an enterprise and at the same time a correlation among users of straight distribution methods and beneficially of a firm which could be linked to market expansion.

Table 4.14
Measures of Stakeholder’s Engagement

Opinion	N	Mean	Standard Deviation
Our Internal and external stakeholders participate in Investment of marketing strategy	311	4.24	.733
We apply Restructuring to control marketing strategy and sales growth of coffee exporters in Kenya.	311	4.33	.692
Company management controls marketing strategy and sales growth of coffee exports in Kenya	311	4.28	.808
All stakeholders are included in contributions concerning marketing strategy together with coffee exportation growth.	311	4.38	.650
Expansion of market indicates that good marketing strategy are being used and there is positive sales growth of coffee exporting	311	4.43	.648

Source: Author 2022

4.6 Correlation Findings

In research, correlational analysis is commonly employed to determine the scope to which two factors align or deviate from each other depending on the situation, with the aim of establishing the significance of their relationship. When the correlation coefficient holds a positive value, it signifies that the two variables exhibit a parallel trend. Conversely, a negative value indicates that the variables follow divergent directions. Furthermore, correlation analysis offers insight, to a certain extent, into how one factor impacts another, although it does not necessarily imply a cause-and-effect connection. Therefore, the study

conducted a correlation analysis involving the independent factors and the dependent factor, and the resulting findings were condensed and presented in Table 4.15 below.

Table 4.15
Pearson Correlation Matrix for Independent and Dependent Variables

		MPS	AD	PR	PSL	GP	SG
MPS	Correlation Coefficient	1					
	Sig. (2-tailed)						
	N	311					
DMS	Correlation Coefficient	.672**	1.				
	Sig. (2-tailed)	.000					
	N	311	311				
PDiS	Correlation Coefficient	.641**	.722**	1.			
	Sig. (2-tailed)	.000	.000				
	N	311	311	311			
PDS	Correlation Coefficient	.525**	.547**	.430**	1.		
	Sig. (2-tailed)	.000	.000	.000			
	N	311	311	311	311		
SE	Correlation Coefficient	.521**	.536**	.658**	.339**	1.	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	311	311	311	311	311	
SG	Correlation Coefficient	.589**	.614**	.733**	.578**	.575**	1.
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	311	311	311	311	311	311

***. Correlation was found at 0.01 level (2-tailed).*

Key: *MPS = Market Penetration Strategy; DMS = Digital Marketing Strategy; PDiS = Product Diversification Strategy; PDS= Product Development Strategy; SE=Stakeholders Engagement and SG= Sales Growth*

Source: Author 2022

According to the evidenced on the table, MPS had a positive and clear relationship with sales growth of Coffee export in Kenya ($r = .589$, $p\text{-value} = 0.000$) at 0.01 level of significance. The founded also proved that digital marketing strategy for sure gave a

positive and significance correlation with sales growth of Coffee export in Kenya ($r = .614$, $p\text{-value} = 0.000$). Additionally, the findings revealed that there was a positive and significant relationship between product diversification strategy and sales growth of Coffee export in Kenya ($r = .733$, $p\text{-value} = 0.000$) at 0.01 level of significance. Farther still, investigated implied that product development plans showed added and significant interaction with sales growth of Coffee export in Kenya ($r = .578$, $p\text{-value} = 0.000$) at 0.01 level of agreement. At the end stakeholder's engagement also signified an added correlation with sales growth in Kenya Coffee exports ($r = .575$, $p\text{-value} = 0.000$).

4.7 Hypothesis Testing

Hypothesis testing was applied since its a statistical method that was used to determine if there was enough evidence in a sample data to draw conclusions about a population.

Several methods were made use of to test the hypothesis as discussed.

4.7.1 Diagnostic Statistics

The study utilized different tests to come up with the right diagnoses as follows: Normality assumption, test for homoscedasticity, multicollinearity assumption and linearity test.

Normality Assumption

Market Penetration Strategies: The Kolmogorov-Smirnov test statistic was 0.135, and the $p\text{-value}$ (Sig.) at 0.001. Since the $p\text{-value}$ was less than 0.05, there was evidence to reject the null hypothesis of normality. Thus suggesting that the data distribution for Market Penetration Strategy was significantly different from a normal distribution. Digital Marketing Strategies: The test statistic was 0.072, and the $p\text{-value}$ of 0.210. With a $p\text{-value}$ greater than 0.05, there was no enough evidence to reject the null hypothesis. Hence suggesting that the data distribution for Digital Marketing Strategy was reasonably

consistent with a normal distribution. Market Diversification Strategy: Similar to Digital Marketing Strategies, the p-value of 0.210 suggested lack of enough evidence to reject the null hypothesis. Therefore concluding the data distribution for Product Diversification Strategy was reasonably consistent with normality. Product Development Strategy: The test statistic was 0.109, and the p-value 0.056. The p-value was slightly larger than 0.05 but still relatively close. Thus suggesting that the data distribution for Product Development Strategies was not significantly different from a normal distribution, but there might be some departure from normality. Then, Sales Growth: The test statistic was 0.247, and the p-value was 0.000. With a very small p-value, the null hypothesis was rejected, indicating that the data distribution for Sale Growth was significantly different from a normal distribution.

Table 4.16
Normality Assumption

	Kolmogorov-Smirnova		
	Statistic	df	Sig.
Market Penetration Strategies	0.135	69	0.001
Digital Marketing Strategies	0.072	69	0.210
Product Diversification Strategies	0.076	69	0.210
Product Development Strategies	0.109	69	0.056
Sale Growth	0.247	69	0.000

** This was low bound of the real significance.
a Lilliefors Relevance Correction*

Test for Homoscedasticity

A few common statistical procedures assumed that differentiations of the populace from which unlike samples were brought out seem equal. Levene's test assesses the foresaid assumption. The test for homoscedasticity was done using Levene's Test for freedom of variance. Based on the mean value 3.179 and the corresponding p value 0.024, study wound up existence of enough verification to say the variance in sales growth between the independent variables was significantly different.

Table 4.17
Homogeneity of Variance Test

		Levene	df1	df2	Sig.
Sales	Based on Mean	3.179	3	307	0.024
growth	Based on Median	2.773	3	307	0.042
	Based on Median and with adjusted df	2.773	3	115.398	0.045
	Based on trimmed mean	2.815	3	307	.039

Multicollinearity Assumption

This made use of VIF (Variance Inflation Factor) and covariance matrix as shown in tables 4.18 and 4.19 below. For the multicollinearity assumption to be met, the VIF value should be between 1 and 10. Further, the tolerance values should be greater than 0.2. From table 4.18 below, independent variable number of new distribution channels opened within the past five years with a tolerating value below 0.2 (0.122) and its VIF value was quite big 8.228. This showed that there was a high correlation between number of new distribution channels opened and other independent variables.

Table 4.18
Variance Inflation Factor (VIF)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-43003.276	16186.277		-2.657	0.008		
Number of latest products introduced within the last five years	4954.773	13807.163	0.024	0.359	0.720	0.215	4.642
Units of new products the firm has developed and introduced in new markets within the past five years?	13260.781	13285.149	0.062	0.998	0.319	0.239	4.182
Number of new distribution channels opened within the past five years?	160112.511	18183.284	0.770	8.805	0.000	0.122	8.228

a. Dependent Variable: Sales growth

Table 4.19
Covariance Matrix

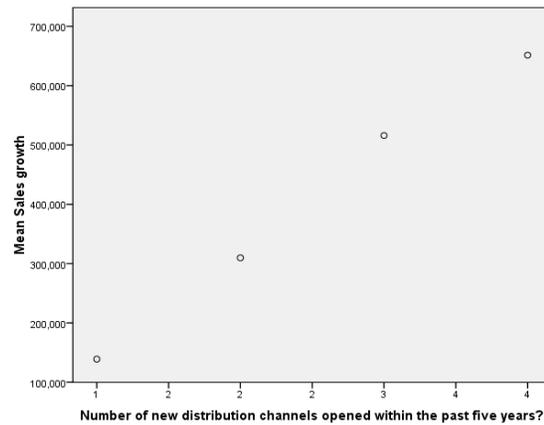
		Sales growth	Number of innovated goods introduced within the past five years	Units of current physical goods the firm has developed and introduced in new markets within the past five years.	Number of new distribution channels opened within the past five years.
Pearson Correlation	Sales growth	1.000	0.752	0.751	0.845
	Units of current products introduced within the past five years	0.752	1.000	0.758	0.885
	Number of new products the firm has developed and introduced in new markets within the past five years.	0.751	0.758	1.000	0.872
	Number of new distribution channels opened within the past five years.	0.845	0.885	0.872	1.000

From table 4.19 above, there was a high correlation between number of new distribution channels opened within the past five years and the other two independent variables number of innovated products introduced and units of new products developed in the last five years.

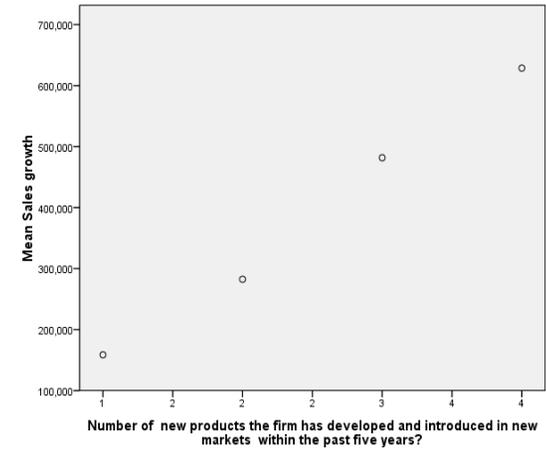
Linearity Test

The test had linearity connecting dependence variable corresponding to independent variables and were done employing scatter plots as shown in figure 4.1 (i, ii, iii) below. From the three figures, study concluded that the linearity assumption was met.

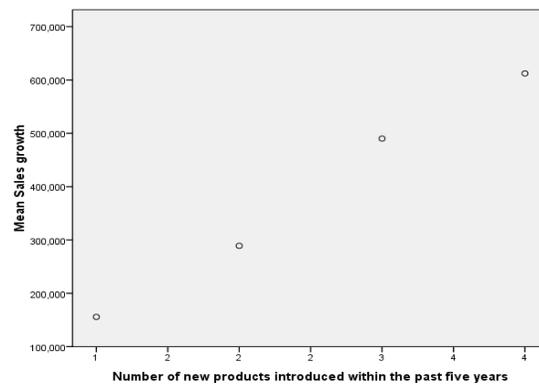
Figure 4.1
Linearity test



i



ii



iii

4.7.2 Hypothesis Findings

H₀₁: Market penetration strategies have no statistically significant influence on the sales growth of Coffee export in Kenya.

The first hypothesis (**H₀₁**) stated that market penetration strategies have no statistically value on sales growth of Coffee export in Kenya. However, the results in Table 4.20 attested that market penetration strategy had a significant and positive effect on sales growth of Coffee export in Kenya ($\beta_1 = 1.022$ with a probability value, $p < 0.05$). Therefore, the hypothesis was declined and this expounded longer by getting the worth of the t-test that revealed that market penetration strategy were accredited to the regression model double 14 extra in comparison to the out-turn of the standard error correlated with the estimated coefficient ($t = 14.231$). Additional findings indicated that the difference in sales increase of Coffee export in Kenya was attributed by 48.8% change in market penetration strategy.

Table 4.20
Market Penetration Strategy

	Unstandardized	Standardized			
	Coefficients	Std. Error	Beta	t	Sig.
(Constant)	-0.261	0.173		-1.452	0.1510
Market Penetration Strategy	1.022	0.082	0.632	14.231	0.0000
Model Summary statistics					
R	0.672				
R Square	0.488				
Adjusted R Square	0.474				
Std. Error of the Estimate	0.637				
Model Fitness Statistics (ANOVA Results)					
F	204.428				
Sig.	0.0000				

a Dependent Variable: Sales Growth

H₀₂: Digital marketing strategy had no statistically significant influence on the sales growth of Coffee export in Kenya

The second (**H₀₂**) hypothesis posited that digital marketing strategy does not affect significantly the sales growth of Coffee export in Kenya. However, the findings in Table 4.21 manifested that digital marketing strategy had a positive and significant influence on sales growth of Coffee export in Kenya ($\beta_2 = 0.821$, $p < 0.05$). Hypothesis was declined. This was expounded more by examining the value of the t-test that indicated digital marketing strategy would be attributed to the regression model 13 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 13.111$). The results further indicated that the differences in sales growth of Coffee export in Kenya was attributed by 44% change in digital marketing strategy.

Table 4.21
Digital marketing strategy

	Unstandardized	Standardized		t	Sig.
	Coefficients	Coefficients			
	B	Std. Error	Beta		
(Constant)	0.304	0.157		1.943	0.053
Digital marketing strategy	0.821	0.064	0.661	13.111	0.0000
Model Summary statistics					
R	0.661				
R Square	0.443				
Adjusted R Square	0.435				
Std. Error of the Estimate	0.659				
Model Fitness Statistics (ANOVA Results)					
F	172.673				
Sig.	0.000				

a Dependent Variable: Sales Growth

H₀₃: Market diversification strategy have no statistically significant influence on the sales growth of Coffee export in Kenya.

Third (**H₀₃**) hypothesis uncovered that market diversification strategy does not significantly affect the sales growth of Coffee export in Kenya. However, the investigated in Table 4.22 proved that market diversifying strategy had a positive and significant effect on sales growth of Coffee export in Kenya ($\beta_3 = .791$, $p < 0.05$). Thus, hypothesis was rejected. This was explained more by assessing the value of the t-test which indicated that market diversification strategy would be attributed to the regression model 11 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 11.631$). The unearthed still indicated that the disparity in sales growth was accredited to 36% difference in product diversification strategy.

Table 4.22
Market diversification strategy

	Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta	t
(Constant)	0.481	0.179		2.656	0.007
Market diversification strategy	0.791	0.075	0.584	11.631	0.000
Model Summary statistics					
R	0.581				
R Square	0.357				
Adjusted R Square	0.324				
Std. Error of the Estimate	0.726				
Model Fitness Statistics (ANOVA Results)					
F	122.627				
Sig.	0.000				

a Dependent Variable: Sales Growth

H₀₄: Product development strategy have no statistically significant influence on the sales growth of Coffee export in Kenya.

The fourth (**H₀₄**) hypothesis postulated that product development strategy does not significantly impact on the sales growth of Coffee export in Kenya. Nevertheless, the findings in Table 4.23 showed that product development strategy had a positive and significant effect on sales growth of Coffee export in Kenya ($\beta_4 = 0.667$, $p < 0.05$). Thus, the hypothesis was rejected. This was explained further by assessing the value of the t-test which indicated that the effect on product development strategy would be attributed to the regression model 10 times more in comparison to the influence of the standard error linked with the estimated coefficient ($t = 10.006$). Further the study indicated that the variation in sales growth of Coffee export in Kenya was attributed by 31% change in product development strategy.

Table 4.23
Product development strategy

	Unstandardized	Standardized			
	Coefficients	Std. Error	Beta	t	Sig.
(Constant)	0.807	0.171		4.711	0.000
Product development strategy	0.667	0.067	0.527	10.006	0.000
Model Summary statistics					
R	0.517				
R Square	0.308				
Adjusted R Square	0.294				
Std. Error of the Estimate	0.702				
Model Fitness Statistics (ANOVA Results)					
F	81.113				
Sig.	0.0000				

a Dependent Variable: Sales Growth

4.8 Multiple Regression Analysis

Multiple regression analysis was done between dependent variable and independent variables that were measured on a quantitative scale. The dependent variable was sales growth and the independent variables were number of new distribution channels opened in the past five years, many innovated products developed in the last five years and the increased current products introduced within past five years. Since there was multicollinearity between the independent variable; number of new distribution channels opened in the past five years and the other two independent variables, independent variable (number of new distribution channels opened in the past five years) was dropped from the regression analysis. This was remedy to the multicollinearity problem. To fix the problem of heteroscedasticity, weighted regression model was fitted instead of the ordinary regression model. Summaries of the regression model were as shown on Table 4.24 below, where the p-value = 0.000, that was below 0.05 level in significance. Meant to say the independent variables in a statistical way, significantly predicted the dependent variable.

Table 4.24
Variance Analysis (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.047E12	2	4.523E12	277.156	.000
Residual	5.027E12	308	1.632E10		
Total	1.407E13	310			

Table 4.25 showed the summary of the model. Based on the Adjusted R Square value, the model estimated 0.643 in total variations as far as dependent variable is concerned. This deemed to prove, independent variables (Number of new products produced and number of new products introduced) accounted for 64% of the total variations in the dependent

variable (Sales growth). The other percent of variations was accounted for by other factors not included in the model.

Table 4.25
Model Summary

Multiple R	0.802
R Square	0.643
Adjusted R Square	0.641
Std. Error of the Estimate	1.278E5
Log-likelihood Function Value	-4.096E3

4.8.2 Optimal Regression Coefficient

Regression models are commonly looked up to evaluate as well as visualize chain of circumstances already represented, at least indirectly, through correlation analysis. Both the weight and flow of the causal connection on variables are shown by the regression model. To do this, estimation of coefficients of estimates connected to the illustrative variable is worked on. To put it another way, if the estimated coefficient is negative, the response variable is likely to fall by the same amount. Using standardized coefficients of estimation helps ensure that the estimated model is as precise as possible. Thus, as far as regression model was concerned, the study looked for determining change caused by market penetration strategy, digital marketing strategy, diversified products strategy and production development strategy within sales maturation of Coffee sales in Kenya.

The findings in table 4.26 showed how market penetration strategy demonstrated significant effect in growth of coffee sales export Kenya wide. Where $\beta_1 = 0.365$, while p-value equals 0.000 an indication of possible increase of 0.365-unit per increase in sales growth. This could farther be demonstrated at t- test 4.704 which signified that the difference in sales growth of coffee exports in Kenya attributed to market penetration

strategies had been clearly bigger compared to that denoted by the standard error. In totality findings also delineated that digital marketing strategy was evidenced having notable and significant change on sales growth of coffee export in Kenya ($\beta_2 = 0.178$).

The significant p-value=0.006 was ascribed to it, where by t-test value=2.326 further reviewed on influence of sales growth in coffee export of Kenya would be attached to digital marketing strategies 2 more times in comparison to the impact delineated to the error of standard ($t = 2.326$). Thus portrays, the sales growth of coffee exports in Kenya would add by 0.178 units in compassion to each unit addition in digital marketing strategy. Study also evaluated that product diversification strategy had positively and significantly influenced sales growth of coffee exports in Kenya ($\beta_3 = 0.156$; p-value = 0.013) symbolizing 0.156 units increase in sales growth. In this case, highlighted by the t-test value of 2.433 which implied that the difference in sales growth of coffee exports in Kenya attributed to product diversification strategies was significantly higher in regard to standard error.

Table 4.26
Coefficients of Estimate

	Unstandardized	Standardized		t	P-Value
	Coefficients	Coefficients	Std. Error		
	B	Beta			
(Constant)	.623	.173		.348	0.001
Market Penetration Strategy	.534	.124	0.365	4.704	0.000
Digital Marketing Strategy	.214	.096	0.178	2.326	0.006
Product Diversification Strategy	.182	.072	0.156	2.433	0.013
Product Development Strategy	.220	.063	0.182	3.543	0.000

a Dependent Variable: Sales growth of Coffee export in Kenya

Finally, the results demonstrated that product development strategy bore positive and open evidence on the sales growth of coffee export in Kenya ($\beta_4 = 0.182$; p-value = 0.000). Therefore, insinuating that sales growth of coffee exports Kenya wide was assumed to increase by 0.182 units upon any unit added in product development strategy. As a matter of fact, the impact on sales growth of coffee export in Kenya was attributed to product development strategy by far above 2 times higher in comparison with standard error associated to its effect.

4.9 Multiple Linear Regression

Since most of the marketing strategies were measured on qualitative data, the research fitted multiple linear regression to predict the sales growth as influenced by marketing strategies (Categorical data was analyzed using the SPSS vs 25). Hypothesis for the multiple linear regression model:

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$$

H_1 : at least one of $\beta_1, \beta_2, \beta_3, \beta_4$ is not equal to 0.

The study utilized regression analysis to investigate how different marketing approaches, including tactics related to product development, diversification, digital marketing, and market penetration, impact the growth of coffee exports in Kenya.

Based on the data presented in Table 4.27, the R-square value depicting the relationship between marketing strategies (including product development, diversification, digital marketing, and market penetration strategies) and the growth of coffee exports in Kenya is 0.795. The adjusted R-squared value of 0.791 indicates that marketing strategies can account for 79.1% of the variability in coffee export sales growth in Kenya. The remaining 20.9% of the variability is attributed to other factors affecting coffee export sales growth

in Kenya. The R-square value is a crucial measure of how well the equation predicts outcomes. These results suggest that marketing strategies have a significant impact on driving the growth of coffee exports in Kenya. The model's goodness of fit predicts a positive and substantial influence on the sales growth of coffee exports in Kenya.

Table 4. 27
Summary of the four independent variables and sales growth of coffee export in Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.795	.791	23516.315

a. Predictors: (Constant), product development strategies, diversification strategies, digital marketing strategies and market penetration strategies

ANOVA for Regression Model

In this research, the analysis of variance (ANOVA) technique was employed to determine the importance of the regression model. A p-value of 0.05 or lower was considered indicative of substantial statistical significance. The results in Table 4.28 display the findings of the regression models, indicating a p-value of 0.000, which is below the threshold of 0.05. This outcome affirms the statistical importance of the regression model's ability to forecast the dependent variable. The ANOVA outcomes reveal an F-critical value of 3.56 (with degrees of freedom 4 and 306), while the calculated F-value was 43.815. This comparison shows that the calculated F-value surpasses the critical F-value, indicating a positively significant linear relationship for predicting the dependent variable.

In essence, this suggests that variations in the independent variables significantly contribute to variations in the sales growth of coffee exports in Kenya. Moreover, the p-value of 0.000, which is less than the significance level of 0.05, further strengthens these findings.

Table 4.28
ANOVA for regression model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7479.332	4	2544.823	43.815	.000 ^b
Residual	8453.234	306	43.520		
Total	15963.566	310			

a. Dependent Variable: Sales growth of coffee export in Kenya

b. Predictors: (Constant), product development strategies, diversification strategies, digital marketing strategies and market penetration strategies.

The findings presented in Table 4.29 indicate that, while keeping all other variables unchanged, the sales growth of coffee exports in Kenya was projected to be 11.453. Additionally, when holding other variables constant, an increase of one unit in Diversification strategies was linked to a 0.452-unit rise in sales growth of coffee exports in Kenya. The study also unveiled that a unit increase in Product Development strategies corresponds to a 0.394-unit growth in coffee export sales. Moreover, while maintaining other factors steady, a unit increase in Market Penetration strategies was associated with a 0.356-unit growth in sales of coffee exports in Kenya. Lastly, the study revealed that, with other factors remaining consistent, a unit increase in Digital Marketing strategies leads to a 0.299-unit increase in sales growth of coffee export in Kenya.

Table 4.29
Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	11.453	3.026		4.123	.001
Product development strategies	.394	.169	.132	2.469	.113
Diversification strategies	.452	.292	.349	4.737	.000
Digital marketing strategies	.299	.098	.115	1.634	.103
Market penetration strategies	.356	.128	.149	2.012	.002

a. Dependent Variable: Sales Growth of Coffee Export in Kenya

The regression equation representing the relationship between marketing strategies and sales growth of coffee exports in Kenya was presented as follows:

The regression equation $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ which translate to:

$$Y = 11.453 + .452X_1 + .394X_2 + .356 X_3 + .299 X_4 + \varepsilon$$

Where: X_1 = Product development strategies, X_2 = Diversification strategies, X_3 = Digital marketing strategies and X_4 = Market penetration strategies

4.10 Regression Results of the Moderation Effect

The fifth hypothesis of the study was that stakeholder engagement had no statistically significant influence on the relationship between marketing strategies and sales growth of Coffee export in Kenya. Moderated Regression analysis was done in order to test the moderating effect of aforesaid relation. Regressions examination was conducted for all independent variables with the moderating variable and dependent variable. The moderated influence of stakeholder's involvement on correlation amidst market plannings and sales development of Coffee sales in Kenya was tested using the changes in R-square after the moderator was introduced. The condition for rejecting the null hypothesis was a computed p value < 0.05. The magnitude of moderation effect was shown by the difference in R^2 found in model summary.

In Table 4.30 Model 1 represented multiple linear regression of marketing strategies analyzed on the sales growth of coffee exports in Kenya without moderating variable while model 2 represented hierarchical Moderated Multiple Regression examination of market plans and sales productivity of coffee exporting with the moderating variable. The results above showed that coefficient of correlation (R) was 0.718 without the moderating variable, indicating that there was an influence of marketing strategies (X_1 - Market

Penetration Strategy, X₂- Digital marketing strategy, X₃ - Diversification Strategy, X₄ - Product development strategy) on sales growth of coffee selling without stakeholder engagement, and increased to 0.879 with introduction of moderator. The results further expounded that when moderating variable in the overall model was absent R squared was 0.535 (53.5%) and changed to 0.775 (77.5 %) with introduction of the variable. Implication was that stakeholder's engagement increases the impact of marketing plans on the exports growth in coffee country wide.

Table 4.30
All Variables with Moderating Variable Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.718a	0.535	0.525		0.51654
2	0.879b	0.775	0.537		0.53072

a. Predictors: (Constant), X₁, X₂, X₃, X₄
*b. Predictors: (Constant), X₁*Z, X₂*Z, X₃*Z, X₄*Z*

Source: Author 2022

The outcome of ANOVA in Table 4.31 demonstrated that model 2 (overall regression model) of the influence of marketing strategies on the sales growth of coffee export in Kenya with the moderating variable ; stakeholder engagement was significant as F statistics were 38.713 and the p-value of 0.000 which is less 0.05.

Table 4.31
ANOVA for Moderated Multivariate Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.983	4	10.518	41.218	0.000
	Residual	47.402	306	0.358		
	Total	100.385	310			
2	Regression	46.246	4	11.512	38.612	0.000
	Residual	54.139	306	0.394		
	Total	100.385	310			

a. Predictors: (Constant), X₁, X₂, X₃, X₄
*b. Predictors: (Constant), X₁*Z, X₂*Z, X₃*Z, X₄*Z*

Source: Author 2022

This informed that moderated multivariate model used was statistically significant. Results in Table 4.32, demonstrated transparent difference in the beta coefficients before and after the application of the moderation. Thus, being in support by the fact that p values were all less than 0.05. The overall regression model equation with stakeholder engagement as moderating variable was defined as; $Y = 0.643 + 0.575X_1*Z + 0.745X_2*Z + 0.411X_3*Z + 0.732X_4*Z$, where X_1 was Market Penetration Strategy, X_2 Digital marketing strategy, X_3 Diversification Strategy, X_4 Product development strategy and Z stakeholder engagement. The model was compared with the model without the moderating variable $Y = 0.623 + 0.534X_1 + 0.214X_2 + 0.182X_3 + 0.220X_4$ where a significant change in beta coefficients was noted. Thus, with the initiation of a stakeholder engagement there was improvement in the influence of marketing strategies on the sales growth. According to the MMRA (moderating multiple research analysis) results informed that SE (stakeholder engagement) had a moderating effect on the sales growth of coffee export in Kenya caused by marketing strategies.

Table 4.32
Regression Coefficients for Moderated Multivariate Regression

	β	Std. Error	Beta	t	Sig
(Constant)	0.643	0.121		4.953	0.000
X_1*Z	0.575	0.015	0.396	22.42	0.002
X_2*Z	0.745	0.027	0.256	26.423	0.005
X_3*Z	0.411	0.022	0.004	18.431	0.004
X_4*Z	0.732	0.028	0.126	31.587	0.003

a. Dependent Variable: Sales growth of coffee export in Kenya

Source: Author 2022

(Key: Market Penetration X_1 ; Digital marketing X_2 ; Diversification X_3 ; Product development X_4 Stakeholders' engagement Z).

4.11 Hypothesis Testing Conclusions

The study sort to test the hypothesis on whether the marketing strategies had statistically significant influence on the sales growth of Coffee export in Kenya.

Based on the value of p which was below 0.05 level in significance as shown in tables 4.20, 4.21, 4.22, 4.23, 4.24 and 4.26, the following conclusions were made regarding the hypothesis:

The null hypothesis were rejected, and the investigation outcome included;

- (i) Market penetration strategy had a statistically significant influence on sales growth of coffee export in Kenya.
- (ii) Digital marketing strategy had a statistically significant influence on sales growth of coffee export in Kenya.
- (iii) Market diversification strategy had a statistically significant influence on the sales growth of coffee export in Kenya.
- (iv) Product development strategy had a statistically significant influence on sales growth of coffee export in Kenya.
- (v) Stakeholder engagement strategy had a statistically significant moderating effect on the relationship between sales growth and marketing strategies of coffee export in Kenya.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In the fifth chapter, the summed findings, conclusions along with recommendations were made. The research questions and thus the hypotheses were answered; Does market penetration strategy have statistically significant influence on the sales growth of Coffee export in Kenya?, Does digital marketing strategy have statistically significant influence on the sales growth of Coffee export in Kenya?, Does market diversification strategy have statistically significant influence on the sales growth of Coffee export in Kenya?, Does product development strategy have statistically significant influence on the sales growth of Coffee export in Kenya? And does stakeholder engagement have statistically significant influence on the relationship between marketing strategies and sales growth of Coffee export in Kenya?

5.2 Summary of the Findings

Brief add up to research results was given in this section. This study concentrated on investigation of the influence found in market strategies and sales growth in comparison to stakeholder engagement. This was done in Coffee exporting firms in Kenya and the outcome was as narrated. Further it expounded on each marketing strategies as per the objectives in relation to how they affected the dependent variable. Pertaining to the effect of penetration marketing strategies, to sales growth, the study had a significant effect on sales growth of Coffee export in Kenya, with the model having significance of ($P < 0.000$). The model stands for 67% add together variability in the response variable ($R\text{-sq} = 0.6709$).

Farther, examination of digital marketing strategy proved that some variables proved a significant influence on sales growth of Coffee export in Kenya, with the model presented at ($P < 0.000$) significant. The model stood for 67% of the full variability in the response variable ($R\text{-sq} = 0.6701$). Product Diversification strategy showed significant effect on digital marketing at ($P = 0.0002$). The concerned role played by market diversification strategy on sales growth of Coffee export in Kenya also had a significant effect at ($P < 0.000$). Thus, standing for 68% in total variability in the response variable ($R\text{-sq} = 0.6755$). At the same time, Digital Market plans had significant influence on sales growth of Coffee export in Kenya ($P = 0.0148$).

Moreover, the investigation on product development plan in comparison to sales growth also found significance of ($P < 0.000$), hence positive effect on sales growth of Coffee export in Kenya. Thus, accounted for 67% of the total variability in the response variable ($R\text{-sq} = 0.6729$). Further, Digital Marketing Strategy and Market Diversification Strategy had significant effect on sales growth of Coffee export in Kenya with ($P = 0.0128$ and 0.0003 respectively) which was properly highlighted. Also, beta coefficient representing number of products developed was 90665.645 and that of new products introduced was 90364.29. This came out clearly that one-unit increase in the number of new products developed lead to a 90665.645 increase in sale growth and one unit increase in the number of new products introduced lead to a 90364.29 increase in sales growth. In addition, Moderating effect of the stakeholder's engagement had a significant effect on sales growth ($p\text{ value} < 0.0001$) of coffee exporting firms.

On measures of sales growth, majority of those who responded agreed with statement on measures of sales growth with high rating of above 88% in all the questions interrogated.

This may also mean understanding of influences of sales growth as far as the respondents were concerned.

5.3 Conclusions

Following discussion in previous sections research concluded to all the strategies proposed under the market penetration strategy were appropriate as per the responses given by the respondents which supported them. Majority of the strategies proposed under the digital marketing strategies were not implemented based on the responses given by respondents who did not support them except digital marketing strategies 8, 9, 11 and 12. Most of the strategies proposed under product diversification were not acceptable as per the responses which did not support them apart from product diversification strategy 4. All the strategies proposed under the product development strategy were appropriate as per the responses which supported product development strategies 1 to 12. All measures of sales growth were appropriate based on the responses given. Majority of the stakeholder engagement strategies were not appropriate (SE1, 2 and 3) as per the responses which did not support them.

The two independent variables (Number of products developed and numerous current products brought in for trade) manifested statistical degree of control in sales growth of Kenya's coffee exports. Market penetration strategy MPS3, digital marketing strategies DMS9, DMS12 and DMS13, product diversification strategy PDS4, product development strategy PrDS3 and domination of stakeholder engagement moderation on correlation within marketing strategies in addition sales growth had statistically felt control on sales growth of coffee exports in Kenya. Thus, implying the importance of stakeholder engagement which was a moderator in the study. Coffee exporters therefore needed advice

on inclusion of all members in selling of this vital commodity for their own benefits as well as that of other members and so to say farmers who are on the ground for quality production.

Consequently, the null hypotheses were rejected and the study made the following conclusions:

- (i) Marketing penetration strategy proved a statistical significance impact in sales growth of Kenya coffee exports.
- (ii) Digital marketing strategy showed significantly statistical manifest upon sales growth of coffee export in Kenya
- (iii) Marketing diversity approach reviewed statistical measure of power over sales growth of coffee exports Kenya-wide.
- (iv) Product development strategy demonstrated clear level of control as sales growth of coffee exports' Kenya was concerned.
- (v) Stakeholder engagement strategy had brought out significant influence by the sales growth of Kenyan coffee exports.

5.4 Recommendations

5.4.1 Policy and Program

Government should come up with policies that govern products and selling of coffee in order to benefit farmers who are main stakeholders in coffee production. At the same time, the stakeholders should come up with ways of manufacturing coffee from the factories or Counties as well as means of storing berries for selling at favorable prices. Further, Coffee stakeholders should be encouraged through learning programs to embrace the strategies that portrayed statistically significant effects on sales growth in the research to boost the sales growth of coffee exports in Kenya. Thus, embracing these strategies; product

development, market penetration, stakeholder engagement, digital marketing and market diversification.

5.4.2 Further Research Areas

The strategies used in the research were not exhaustive as they were based on Ansoff Matrix only. Future research should employ more strategies not used in the current study.

Also, The research took place in Coffee export companies. Future research on the same should endeavor to study other exports like Tea, pyrethrum who are suffering from the same problem of low profit.

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APPENDICES

Appendix I: Letter of Introduction

Ninah Makena Muriuki

Kenya Methodist University (KeMU)

P.O Box 267-60200

Nairobi.

Dear Sir/Madam,

RE: Academic Research Thesis

I am a student in Kenya Methodist University (KeMU), currently pursuing a PhD in the School of Business and Economics. One of the requirements for the award of the degree was to write a thesis in my area of study. The title of my research was “*The influence of marketing strategies and stakeholders’ engagement on the sales growth of coffee export in Kenya*”. At this stage, data gathering was needed and I have picked you out as the respondents in the study. I kindly sought for your time to respond to the attached questionnaire, to the best of your knowledge. The information captured was treated with extreme confidentiality and no name was referred to directly, but utilized for academic research purpose only.

Thanks so much for your time and cooperation.

Yours Sincerely,

.....

Ninah Makena Muriuki (PhD Student)

Appendix II: Questionnaire

In order to ensure confidentiality, do not put down your name on the questionnaire. Please answer the questions as honestly and objectively as possible. All the information provided shall be treated with utmost confidentiality and used for academic objectivity of the study.

Tick (√) / click where applicable.

SECTION A: DEMOGRAPHIC INFORMATION

1. Name of the institution (optional).....
2. What is your highest level of education?

Masters’ degree	[]	Undergraduate degree	[]
College Diploma	[]	others (specify.....)	[]
3. Duration on current post?

Less than 1 year	[]	1 year to 3 years	[]
3 year to 5 years	[]	Over 5 years	[]

SECTION B: GROWTH STRATEGIES

Part A: Market Penetration Strategy (MPS)

4. Please use the point scale below to indicate your level of agreement by ticking (√) /clicking on each one of the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
MPS1	Our organization employs license and distribution arrangements					
MPS2	Our organization allocates high levels of marketing expenditures					

MPS3	We have relatively reduced our prices					
MPS4	We Aggressively advertise our products in both existing and new markets					
MPS5	We Set the right market prices					
MPS6	We add new distribution channels often					
MPS7	Our organization has increased the intensity of distribution in each channel					

5. How many distribution channels have you opened within the past five years?

- 1 [] 2 []
3 [] 4 [] any other specify []

6. How often does the organization change product attributes to provide more value to the customer by improving product quality

- Monthly [] Quarterly []
Mid-year [] Yearly [] any other specify []

7. Please suggest what should be done concerning market penetration strategy to improve your sales growth.

.....
.....
.....
.....
.....
.....
.....

Part B: Digital marketing Strategy (DMS)

8. Please use the point scale below to indicate your level of agreement by ticking (√) /clicking on each one of the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
	Website marketing					
DMS 1	Our enterprise has a functional website					
DMS 2	Our website is interactive and friendly to the users and clients					
DMS 3	All our firm products and services are posted on the website					
DMS 4	Our Client feedback and orders are responded to on the website					
DMS 5	Our website allows interaction between the firm employees and clients					
DMS 6	Our management posts updates on new products, location and promotions on the website					
	Social Media Marketing					
DMS 7	Our firm has an account in all the common social media platforms					
DMS 8	Our products are advertised on the social media walls					
DMS 9	We interacts with clients on the social media platforms					
DMS 10	Our orders are placed by clients through chats and posts					
DMS 11	We respond to client requests in time					
DMS 12	Our Social media accounts have improved the interaction of clients with staff					
DMS 13	Our Social media use has enhanced customer service					
	Email Marketing					
DMS 14	We have an active email account					
DMS 15	We correspond with clients via emails					
DMS 16	Most of our orders are placed via email					
DMS 17	Email use promotes effective interaction between employees and our clients.					

9. How often does your Clients place orders on the website

- Daily [] Weekly []
 Monthly [] Yearly [] any other specify.....

10. How high is Email use by clients in your firm per day?

- 0-5 [] 6-10 []
 11-15 [] 16-20 [] 21 and above []

11. In your own opinion suggest what needs to be done concerning digital marketing strategy to enhance coffee exporting performance

.....

Part C: Product Diversification Strategy (PDS)

12. Please use the point scale below to indicate your level of agreement by ticking (✓) /clicking on each one of the methods in the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
PDS1	We apply unrelated diversification (we enter an industry that bears no significant resemblance to our company's current industry)					
PDS2	We make use of related diversification (we enter a new industry that has important similarities with our existing industry)					
PDS3	We use Lateral Diversification (company targets a new segment of customers, instead of catering to its existing loyal customers).					
PDS4	Our Diversification strategy leads to increased organizational sales and revenue.					
PDS5	By use of Diversification strategy, we are able to gain more technological capability.					
PDS6	Through our diversification strategy, we do introduce older products in the new market or introduce the new products in an older and more mature market.					

13. How many new products have you developed and introduced in new markets within the past five years?

- 1 [] 2 []
3 [] 4 [] any other specify []

14. How many new avenues of business outside the coffee industry have you explored within the past five years?

- 1 [] 2 []
3 [] 4 [] any other specify []

15. How many new markets through diversification strategy have you tapped within the past five years?

- 1 [] 2 []
3 [] 4 [] any other specify []

16. In your own opinion suggest what needs to be done concerning product diversification strategy to enhance sales growth

.....
.....
.....
.....

Part D: Product Development Strategy (PrDS)

17. How many new products have you introduced within the past five years?

- 1 [] 2 []
3 [] 4 [] any other specify []

18. How many products have you improved within the past five years?

- 0-5 [] 6-10 []
 11-15 [] 16-20 [] 21 and above []

19. What is the total number of products that your firm offers?

- 0-5 [] 6-10 []
 11-15 [] 16-20 [] 21 and above []

20. How many new products are you planning to introduce this financial year?

- 0-5 [] 6-10 []
 11-15 [] 16-20 [] 21 and above []

21. Please use the point scale below to indicate your level of agreement by ticking (✓)

/clicking on each one of the given statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	Opinion	1	2	3	4	5
PrDS1	Our company is involved in product upgrading					
PrDS2	Our organization is involved in the product replacement					
PrDS3	Process innovation is adopted to a very great extent in our company					
PrDS4	Our organization has intensive technological innovations					
PrDS5	Our organization continually upgrades all nonperforming products					
PrDS6	Our organization has strategies to increase the usage rate of its current products					
PrDS7	Our organization has introduced a lower-priced line					
PrDS8	We are active in developing new products for existing customers					
PrDS9	We have high product innovativeness					
PrDS10	We have established links with the production facility to take more quality checks while keeping the cost low					
PrDS11	We collaborate with large corporations for expertise, technical resources, and finance					
PrDS12	We incur a high level of R&D expenditure to pursue product development					

Section D: Measures of Stakeholder Engagement (SE)

26. State whether you strongly agree (5), agree (4), neutral (3), disagree (2) or strongly disagree (1) with the statement below by ticking / clicking appropriately (√)

	Items	1	2	3	4	5
SE1	Our Internal and external stakeholders participate in Investment of marketing strategy					
SE2	We apply Restructuring to control marketing strategy and sales growth of coffee exporters in Kenya.					
SE3	Company management controls marketing strategy and sales growth of coffee exports in Kenya					
SE4	All stakeholders are involved in decision making concerning marketing strategy and growth of coffee exportation.					
SE5	Expansion of market indicates that good marketing strategy are being used and there is positive sales growth of coffee exporting					

27. How often do you carry out progress monitoring to all your stakeholders?

Daily [] Weekly []
 Monthly [] Yearly [] any other specify.....

28. Stakeholder engagement determines an association between marketing strategies and sales growth of coffee export in Kenya Yes [] No []

Thank you for the assistance

Appendix III: KeMU Authorization Letter



Appendix IV: NACOSTI Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION
SCIENCE, TECHNOLOGY &
INNOVATION**

Ref No: **175049** Date of **25th Feb/ 2022**

RESEARCH LICENSE



This is to Certify that Ms.. Ninah Makena Muriuki of Kenya Methodist University, has been licensed to conduct research
**In Nairobi on the topic: MARKETING STRATEGIES, STAKEHOLDER ENGAGEMENT AND SALES GROWTH
OF COFFEE EXPORT IN KENYA for the period ending : 25/February/2023.**

License No: **NACOSTIP/22/1**
5846

17504
Applicant Identification


Director
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR



Appendix V: List of Coffee Exporters

NO.	NAME OF TRADER	LICENSE NO.
A . COFFEE DEALERS		
1.	Connect Coffee company ltd	001658
2.	Kenya Nut Co. Ltd	001659
3.	Sondhi Trading Limited	001660
4.	C. Dorman Limited	001661
5.	Dorman Coffee Limited	001662
6.	Trade Wind Merchants International	001663
7.	Africoff trading Company Ltd	001664
8.	Alanwood Limited	001665
9.	Diamond Coffee Ltd	001666
10.	Red Berry coffee Company Ltd	001667
11.	Kafe Koko Limited	001668
12.	African Coffee roasters EPZ	001669
13.	Eagle Crown coffee Ltd	001670
14.	Faina Enterprises Ltd	001671
15.	Kimani Coffee Experts Ltd	001672
16.	Taylor Winch(Coffee) Ltd	00673
17.	Tea & Coffee Connections Ltd	001674
18.	Mombasa Coffee Ltd	001675
19.	Rockbern Coffee Ltd	001677
20.	Rosie Van Dyke Co. Ltd	001678
21.	First Cup Coffee Ltd	001679

22.	Jaksco import export co. ltd	001680
23.	Jungle Macs (EPZ) ltd	001681
24.	Rashid Moledina ltd	001682
25.	Waylite Enterprises Ltd	001683
26.	Ibero Kenya Ltd	001684
27.	EastMount Native Coffee Ltd	001686
28.	Premier Fortunes Co. Ltd	001687
29.	Kenyacof Ltd	001688
30.	Emcoff Marketers Ltd	001689
31.	Bekas Systems Ltd	001690
32.	Caffe Delduca Ltd	001691
33.	Kenya Cooperative Coffee Exporters ltd	001692
34.	Josra Coffee traders Ltd	001693
35.	Jowam Coffee Traders Ltd	001694
36.	Coffee Exporters Kenya Ltd	001695
37.	Vava coffee Ltd	001696
38.	Servicoff Ltd	001698
39.	East African Gourmet Ltd	001697
40.	Kaizen Export Ltd	0001699
41.	Fenkil Expire Ltd	001700
42.	Gateway and Partners Ltd	001551
43.	Emcoff marketers Ltd	001552
44.	Nairobi Java House	001553
45.	Kyandu Trading	001554

46.	Delafarm Trading company Ltd	001555
47.	Mumbi coffee Merchants ltd	001556
48.	Mt. Kenya specialty Tea & Coffee	001557
49.	Global Afrea Ltd	001558
50.	Ikawa coffee ltd	001559
51.	Sanaark investment ltd	001561
52.	Utaka coffee ltd	001560
53.	Sansato ltd	001562
54.	Elite Exim Ltd	001563
55.	Kencoff Quality Products Ltd	001564
56.	Prime Coffee Merchants Ltd	001565
57.	Louis Drefus Company Ltd	001566
58.	African Gold coffee Ltd	001567
59.	Crown farm Africa Ltd	001568
60.	Buteco Limited	001570
61.	Taste of Kenya Coffee Limited	001572
62.	Skidmore International ltd	001512
63.	Homeciti Africa Ltd	001573
64.	Jemman coffee & mining co. Ltd	001576
65.	Rumani agencies ltd	001577
66.	Goldrock International Ent Co(K) Ltd	001575
67.	Paulbath Investments ltd	001578
68.	Le- Alvin enterprises ltd	001579
69.	Freshday limited	001580

70.	Triple M. Enterprises	001581
71.	Sasini (K) Limited	001582
72.	Rejitek Coffee co. Ltd	001584
73.	Star coffee (K) Ltd	001586
74.	Betco Coffee Co. Ltd	001585
75.	GGCJ Arabica coffee exporters ltd	001588
76.	Rambi Investment ltd	001589
77.	African Tea and coffee Ltd	001590
78.	Primacafe Agency Ltd	001591
79.	Lakeside Carriers ltd	001593
80.	Baobab coffee limited	001594
81.	Marakqana limited	001595
82.	Hydergy (P) Ltd	001596
83.	Grainergy K. Ltd	001597
84.	New KPCU Ltd	001598
B. COFFEE MILLERS		
85.	CMS Mills Ltd-Eldoret	000182
86.	Central Kenya Coffee Mills- Nyeri	000183
87.	Kahawa Bora Millers	000184
88.	Kofinaf Company Ltd	00185
89.	Thika Coffee Mills Ltd	00186
90.	NKG coffee mills Ltd	00187
91.	Gusii Coffee farmers ltd	00188
92.	Embu County coffee Coop. Soc. Ltd	0189

93.	KCCM ltd	0190
94.	Kirinyaga county Cooperative Union Ltd	0191
95.	Sasini PLC	0193
96.	Meru County Coffee Mills ltd	0196
97.	The Great rift Coffee ltd	0194
98.	Hema Coffee Mills	0195
99.	New KPCU Ltd	0197
C. COMMERCIAL MARKETING AGENTS		
100.	Oakland Coffee Ltd	000343
101.	Classic Coffee Ltd	000344
102.	Sucastainability Kenya Ltd	000345
103.	Coffee Management Services Ltd	000346
104.	Sustainable management services	000347
105.	Tropical Farm Management Kenya PLC.	000348
106.	Thika coffee marketing ltd	000349
107.	Kenya Cooperative coffee exporters ltd	000005
108.	Aristocrats Coffee and Tea Exporters Ltd	00021
109.	Meru County Coffee Marketing ltd	00030
110.	New KPCU ltd	00031
D. GROWER MARKETERS		
111.	Maguta Estate	000341
112.	Gicheha Estate	000342
113.	Makenga Coffee Estate	00001
114.	Mandela Estate	000002

115.	Pentland Holdings	000003
116.	Emcoff Marketers Ltd	000004
117.	A.I.R Harries and Sons	0000006
118.	Makamu Holdings	0000007
119.	Edwin Maega Kiyaka	0000008
120.	Nyangweta coffee estate	0000009
121.	Cross Medicare Ltd	000010
122.	Japem Estate	000011
123.	Sakami Ranches	00012
124.	Edmax Tea & Coffee ltd	00019
125.	Sasini PLC	00022
126.	Patrick Kirui	00023
127.	Iriaini fcs ltd	00024
128.	DeKUT enterprises Company ltd	00025
129.	Murue fcs Limited	00026
130.	Baragwi fcs Limited	00027
131.	Kichawir fcs Ltd	00028
132.	Kamchungwa fcs ltd	00029
E . PRIVATE COFFEE WAREHOUSE MEN		
133.	Sodhi Trading Ltd	0446
134.	Africoff Trading Company Ltd	0448
135.	Coffee Management Services Ltd	0351
136.	Alanwood Limited	0352
137.	Mombasa coffee Limited	0353

138.	Servicoff Limited	0449
139.	African coffee roasters (EPZ)	0450
140.	Rashid Moledina Ltd	0354
141.	Diamond Coffee Ltd	0355
142.	Jungle Macs (EPZ) Ltd	0356
143.	Kyandu trading Ltd	0361
144.	Louis Dreyfus company Kenya ltd	0363
145.	Jemman coffee & Mining co. Ltd	0364
146.	Le- Alvin Enterprises Ltd	0365
F. COMMERCIAL COFFEE WAREHOUSE MEN		
147.	C. Dorman Ltd	0447
148.	Thika coffee marketing ltd	0357
149.	NKG Coffee mills	0358
150.	Bollore Transport & Logistics	0359
151.	Kenya Co-operative Coffee Exporters ltd.	0360
152.	Mitchel Cotts Freight (K) ltd	0362
153.	New KPCU Ltd	001598
G. MANAGEMENT AGENTS		
154.	Sustainable management services	0086
155.	Tropical farm management plc	0087
156.	Thika coffee mills ltd	0088
157.	Coffee Management Services ltd	0090

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