CORPORATE STRATEGIES AND PERFORMANCE OF TEA INDUSTRY IN KIAMBU COUNTY, KENYA

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ABSTRACT

A corporate strategy is a move made by a business to achieve its objectives and greater organization performances. It's about how corporations add worth in a variety of industries. The tea sector is currently confronting issues that are jeopardizing its success. Decline in profits, low returns to farmers, decline in sales and market share amid high operational costs have led to poor performance of tea industry. The industry performance has also been affected by the rise in prices of manufacturing, exchange rates of dollar, consumer preferences for other drinks, price variations, market abundance, market inelasticity, customer needs for standardization procedures, variations in weather situations, and the presence of an unpredictable political situation in the market among other challenges. To remain afloat, it is important to think of strategies that will bring growth and improve performance of tea industry. The purpose of this study was to establish the influence of corporate strategies on performances of tea industry in Kiambu County, Kenya. The specific objective was to investigate the influence of market development on performance of tea industry in Kiambu County, Kenya. The study was anchored on Resources Based View Theory and Balance Score Card model. The target population of the study was 710 employees working in the five factories at Limuru in Kiambu County. These consisted of 102 senior level employees, 186 middle level employees and 422 junior level/supervisory employees. The sample size was 128 staffs. The study used a descriptive research design with the goal of gathering complete and accurate data in order to achieve the study's goal with pinpoint accuracy. Questionnaire was used to collect primary data from the selected sample. Data was analyzed using Statistical Package for Social Scientists (SPSS) program based on descriptive, correlational and regression analysis where level of significance was assessed using 0.05 as the threshold. Ethical standards were duly followed during this study. The study established that there was a positive but significant ($p<0.05$) association between market development and organization performance ($r = .456$, $p = 0.000 < 0.05$). The study found that market development significantly influences organization's performance. This study recommended that tea industry in Kiambu County, Kenya should use market development strategies to attract customers to engage with the services and products offered by the tea industry.

Key Words: Corporate Strategies, Market Development, Product Development, Diversification and Performance.

INTRODUCTION

The notion of corporate strategy has been seized worldwide because of its evident importance in business effectiveness and organization performance. Inner corporate strategic framework, according to experts (Okeyo, 2013; Lussier, 2013), has an impact on how firms use assets, consequently leading to improved organization performance. Advisors including experts have explained that certain companies do better than others, largely due to their corporate strategic responses. In the corporate world, a company must have well thought out strategic responses that help it gain a comparative edge against its competitors (Ogaga, Ogendo & Awino, 2019). The ever-increasing rivalry, and the arrival of the 'new enterprises' have clearly proved that corporate plans and strategies must provide greater and increased efficiency in order to achieve a market advantage and better organization performance. Corporate strategy implies to a series of consistent and logical decisions made by an organization over a period of time at a corporate level with the aim for better performance (Arasa & K Obonyo 2012). According to Ranasinghe and Mallika (2018), enterprises are found to take key corporate strategies that provide businesses with the ability to sustain their organization performance and profitability in the long run. Organization performance can be measured by sales volumes, market share and profitability (Wheelen & Hunger, 2012). Hubbard and Beamish (2011), state that corporate strategies are concerned with senior executives remapping its operations to match the rapidly changing market opportunities and hence better organization performance.

Diversification may be defined as the entry of an organization or business unit into new lines of activity by either internal business development or the acquisition of new business. According to Uko and Ayatse (2014), operation efficiency determines the company's ability to maintain its competitive balance or develop toward a progressive state that demonstrates outstanding and defensible organization results. Corporate strategy further reflect on the operation efficiency that allows for seamless workflow leading to improved performance (Johnson & Scholes, 2010). Strategy is a platform adopted by the organization to cope in different business environment with a set of corporate capability (Ongore & Owoko, 2011).

Industrial enterprises in Africa, particularly in Sub-Saharan Africa, have been reported to be underperforming. According to a World Bank report from 2015, industry players in Africa are performing under average. African Development Bank report (AfDB, 2016) states that industrial enterprises in Africa contribute between 3.8 percent to 11 percent of GDP which is relatively small compared to 30 percent to 40 percent contributed by the developed nations.

Kenya's trade and economic growth are completely dependent on the farming industry. Kenya's tea industry is a major export that contributes significantly to the country's economic growth (Ministry of Agriculture Report, 2017). Tea is the second most popular beverage in the world as only water is rated highest in the world consumption (EATTA 2016). According to report by

EATTA (2018), 21 of the 47 counties depend on the proceeds of tea. Tea Board of Kenya (2011) indicates that about 6 million people benefit from the tea sector either directly or indirectly. These could be farmers, workers in the tea industry, buyers, brokers, and cargo transporters among others. Kenya's tea output dropped dramatically, when initially it had been placed third in the world behind India and Sri Lanka (Tangus and Omar, 2017). Kenya came up with strategies that aimed at gaining a wider marketplace share by sacrificing short-term profits. Corporate market development methods were introduced with the aim of increasing sales, assets, operations efficiency and profits which are the most extensively pursued. According to Kasiso (2017), the introduction of varieties in market and product development helps organizations save money, build new markets, and expand their brand distribution all across the nation. Kuria (2011) emphasizes on the need to have clear growth strategies that help to give direction to the firms. Corporate strategy is a step taken by an organization in order to accomplish its goals with the aim of attaining superior performance (Purce, 2014). Corporate strategy is mainly concerned with strategic decisions made by a business which influences the organization as a whole. According to EATTA (2021), in the recent past many problems dogged the tea sector which has led to decline in performance. These problems include high production costs, depressed tea prices, fluctuation of prices, unfriendly government regulations, competition, tea hawking among others. AFA (2014) additionally classified the challenges facing the tea sector into three, that is, macro, industry and micro environmental factors that have negatively affected the tea industry performance leading to minimal returns to farmers and manufacturers. The macro environmental factors are political interference, economic social, technology, climatic changes and legal requirements. The industry factors include competition and price fluctuation whereas micro factors include cost of production, stakeholders' wrangles and labour. Accordingly, Market development, product development, diversification are some of the strategies which organizations adopt for better performance.

Statement of the Problem

The tea industry in Kiambu Kenya is currently confronting issues of poor performance which jeopardize its success (KTDA report, 2019). Reports show that the tea industry in Kiambu, Kenya has gone down in profits, farmers are no longer getting good returns, sales and market share have been on decline amid high operational costs (TBK 2020). There has also been a rise in the prices of manufacturing, exchange rates of dollar, consumer preferences for other drinks, price variations, market abundance, market inelasticity, customer needs for standardization procedures, variations in weather situations, and the presence of an unpredictable political situation in the market are among the problems (EATTA report, 2018). According to the FAO, tea market has expanded inelastic. As a result, stable market growth plans must be devised in order to expand markets and therefore improve organization performance.

Several efforts have been implemented to address the issues. This includes introduction of corporate strategies such as, market development, product development and diversification but the industry is still yet to see the benefits in terms of performance (Ongong'a & Ochieng 2013). Farmers who are among the major stakeholders overcame with despair because of the decline on returns and took measures of uprooting the tea. The aftermath effect leading to decrease in output during processing of tea, job losses, increased production costs and reduction of earnings of foreign exchange (Kitur & Rop 2020). The Government has made several attempts to promote the tea industry but this is yet to be achieved. Therefore it is important to look out for better ways of ensuring that the tea industry business is profitable. This can be achieved by relooking into the strategies which will boost the organization performance in the tea sector.

Studies have been conducted on corporate strategies and organization performance, Ojiambo and Kinyua (2022) investigated corporate strategies on efficiency in Kenyan prison, Ojwaka and Deya (2018) investigated corporate strategies on performance of printing enterprises. Other studies carried out outside Kenya, included Oladimeji and Udosen (2019) who looked at diversification strategy and industrial firm profitability while other studies did not use experimental analysis such as, Makau and Ambrose (2017) used non-experimental investigation to assess the effect of corporate strategy and profitability. Therefore this study was to determine the influence of corporate strategies on organization performance of tea industry Kiambu County, Kenya.

General Objective of the Study

To investigate the influence of corporate strategies on performances of tea industry in Kiambu County, Kenya.

Specific Objective

To analyze the influence of market development on the performance of tea industry in Kiambu County, Kenya.

THEORETICAL REVIEW

Resource-Based View Theory

The firm's Resourced Based View (RBV) is traced back to Penrose's publications (1959). Several researchers have elaborated on the Resource Base View theory, including Wernerfelt (1984), Barney (1994), Prahalad, and Hamel (1991). The emphasis of the resource-based perspective is on the physical and conceptual resources that make up the value of brand components with the capacity to increase efficiency (Crook et al., 2008). The resource-based perspective theory emphasizes the importance of core services inside a firm and their use in establishing strategy that can help in the development of long-term industry competitiveness (Schroeder et al., 2002).

Wernerfelt (1984) described a company's resources as combining real and conceptual resources that are linked to the enterprise in a semi-permanent manner. The capacity of a company to maximize its available capabilities improves its competitiveness edge (Wernerfelt, 1984). According to Petaraf and Barney (2003), entities in the same sector have distinct amounts of funds, suggesting that several institutions are much more skillful to accomplish definite aims and functionality than the others merely as they have special functionalities, unless other agencies are unable to resemble those certain assets, the attempting to control firm is much more plausible to create a competitors edge than others in the sector (Petaraf & Barney, 2003). The company's RBV is that the company's finances and key capabilities are important factors which determine its initiatives (Pearce & Robinson, 2007). According to Peteraf and Bergen (2003); Hodgson (2008), company's assets are viewed as possibilities for greater achievement in order to arrive at a more defined corporate strategy.

In this opinion, the RBV considers how firm assets are distributed and employed in corporate strategy, according to Leiblein (2003). As a result, corporate strategies for industries are developed by concentrating on the combination of critical core competencies (Furrer, Thomas, & Goussevskaia, 2008). According to Eisenhardt and Martin (2000), the objective of corporation policy is to manage key assets and key capabilities into different contexts in order to obtain and maintain better company performances amongst industrial rivals. As a result, in terms of RBV, firms select the appropriate corporate strategies depending on tactical tools and core capabilities, assuming that the projected potential of company assets is divided unevenly (Newbert, 2007; Lockett, Thompson & Morgenstern, 2009). The idea of solid achievement has indeed been discussed in most corporate strategy research depending on the success of a connection among the broad aspects (Mazdeh, Moradi & Mazdeh, 2011).

Balance Score Card Model

The BSC was initially developed by Kaplan and Norton (1992) to address issues resulting from the widespread utilization of financial outcome schemes and accounting indicators, such as money transfer preferences, an emphasis on the previous century, an absence of congruity with modifications in organization significance and temporary decisions, which could sometimes lead to narrow minded judgment. The BSC takes a multi-faceted aspects of performance evaluation. Whereas conventional profitability ratios remain important as success indicators for organizational growth, it also incorporates indicators from three additional viewpoints - client, administrative environment, and innovation and learning - that are premised on causation relationships and are seen as the contributors of long-term corporation value creation.

The BSC model facilitates identifying goals, choosing a suitable metrics, setting deadlines, and implementing congruent activities to meet the thresholds of each viewpoint. While financial metrics give the outcomes of prior decisions, the other three viewpoints include non-financial metrics that allow businesses to track progress in creating the competencies and goodwill needed for future development and financial success. The BSC is a framework that addresses the interest of many stakeholders, integrates short run and the long interests, and uses trailing and delaying metrics to provide information for feed-forward supervision. Additionally, it combats sub-optimization by requiring top managers to examine all major indicators simultaneously to ensure that progress in one area do not come at the price of another (Merchant & Van der Stede, 2017).

The BSC was first presented as a performance measuring tool, but it has now grown to be linked with positional planning and adoption, functioning as a management plan that assists firms in identifying essential value propositions that they can use to optimize strategy (Kaplan & Norton, 2001). According to the four viewpoints, top level management use the BSC method to transform its plan and purpose into a series of performance measurements that people can comprehend and act on. This perspective makes it easier to integrate strategy with the activities and goals of employees (Davis & Albright, 2004). Furthermore, performance measurements should be developed from cause-and-effect correlations that managers hypothesize based on their assumptions and beliefs, as well as the organization's contingencies.

Managers should evaluate the activities (plan) that will result in the intended results (Bukh & Malmi, 2005). Because assessments in non-financial domains should be adjusted to anticipate profitability, the notion of causation connections among variables included in differing viewpoints is critical (Norreklit, 2000). The hypothesized correlations may be shown using strategy maps, which show the connections between the strategy's elements and the BSC measurements (Kaplan & Norton, 2004).

As shown in a numerous studies (Epstein & Roy, 2001; Hansen & Schaltegger, 2016; Moller & Schaltegger, 2005), the BSC is considered the right tool that controls and reports sustainability concerns for a variety of reasons: Several environmental and sociological challenges are non-financial; the environmental and social effects of organizational decisions are often long-term; the causation connections which should be hypothesized to establish the BSC could aid managers in clarifying the relationships among long-term assets, including sustainability issues and relatively brief financial results. The multi-dimensional method permits managers to handle environmental, social, and governance (ESG) objectives, while other strategies would only resolve one of these goals, such as the environment; and lastly, sustainability requires a performance evaluation system that includes both foremost and trailing metrics. Proponents of BSC prefer it for it helps to gauge company performance using both non-financial and financial parameters (Isoraite, 2008). In addition, Laurie & Cobbold (2004) states that firms take the model as a strategy for business growth as it measures organization performance and growth.

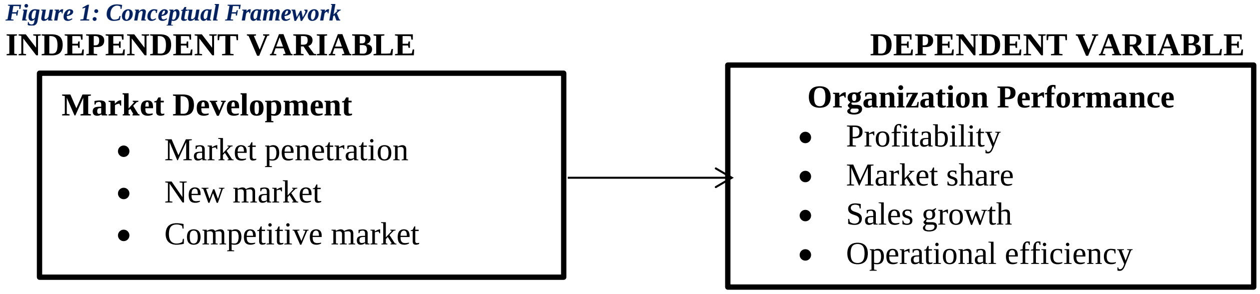
Empirical literature Review

Market Development and Organization Performance

In Nairobi, Kenya, Ojwaka and Deya (2018) investigated the impact of market expansion on the corporate effectiveness of industrial printing enterprises. The study's research demographic was 249 professional printing firms in Nairobi that are listed in the Registrar of Companies division, (Kenya Department of Registrar General, 2015). A descriptive survey methodology was used in this study. Data was obtained utilizing survey questions and a data gathering form, descriptive and inferential techniques were used to evaluate it. Market development was found to have a favorable substantial link with the corporate effectiveness of industrial printing enterprises in Nairobi, Kenya, according to the study. Executives as well as other high-level relevant parties in industrial printing enterprises needed to use the growth techniques outlined in the study to improve the company's operational effectiveness. The targeted demographic of this study focused on managers of all levels and supervisory employees in the tea factories.

On the impact of market development on the success of companies inside the insurance sector in Kenya, Mwau *et al*. (2016) found that market development strategy, particularly through additional regions, had an adverse impact on the success of insurance companies. With the inclusion of the organizations that possess devotion from reliable identities, the study concluded that companies have to be exceedingly careful when selecting areas to join if they are to succeed. On average, enterprises with lesser identities do not contribute positively by opening multiple branch offices at once, and hence eventually wind up devouring a percentage of their offices' income. The study was carried out on insurance sector, which is the financial sector of the economy, this study looked at tea industry which is the agricultural sector of the economy.
Mbithi, Muturi and Rambo (2015) conducted research on the impact of market development in the Kenyan sugar business. Market development strategy impacts a company's resource efficiency by 8.6 percent and volume of sales by 5.6 percent, according to the research. Because the outcomes had a weak effect size, the study advised that businesses should evaluate other elements that have influence to sugar firm profitability in addition to market expansion strategies. The study focused on company resources of sugar business, this study focused performance of tea industry, as such filling the contextual gap.

Figure 1: Conceptual Framework



Source: Researcher (2023)

Research Design

The study adopted cross sectional descriptive research design. This is the manner in which elements sampled are compared and analyzed in order to make interpretations from the data. Descriptive research design is considered appropriate because it provides an in depth and comprehensive inquiry required on the effects of corporate strategy on organization performance on tea industry. Kothari, (2011) asserts that the research design aims at describing the arrangement of conditions for collection and analysis of data. The descriptive designs aims to describe the features of the stated variables of the study. This is an advantage as it helps in understanding the features of a group in any circumstance (Sekaran & Bougie, 2011).

Target Population

In this study, the target population comprised of private tea factory units in Limuru, Kiambu County. Kiambu County was chosen due to the fact that it is where tea seedling was first introduced in Kenya. In addition, the researcher focused in factory units located in Limuru where tea bushes were first grown into large tree bushes forming historical features what is now Mabroukie Tea Factory. According to Mugenda and Mugenda (2013), a target population has observable characteristics to which the research intends to generalize the results of the study. This study's population was the 5 tea factory units in Limuru, Kiambu County, Kenya. The five factories were Mabroukie Tea Factory, Karirana Tea Factory, Maramba Tea Factory, Ngorongo Tea Factory and Kiambethu Tea Factory. These five factory units had 710 employees at different levels of management and supervisory. The rest of employees were casuals and on seasonal basis. The latter categories were not involved in this study because they were not privy to what the researcher was investigating. The respondents considered included; senior level, middle level and junior level (supervisory level) employees in the five factories in Limuru, Kiambu County, Kenya. Senior level employees in the 5 factories were are 102, the middle level were 186 and junior (supervisory) level were 422. As a result, 710 employees made up the study’s unit of observation. The study's target population was thought to have proficiency and knowledge on corporate strategies and organization performance of tea industry in Kiambu County, Kenya.

Sampling Design

Purposive sampling was employed to identify respondents for this study. To choose samples that denote the total population, the researcher employed proportionate stratified random sampling process. This guaranteed that target population was proportionally represented in all sections.
According to Mugenda & Mugenda (2013), stratified random sampling strategy enables the inclusion of small groups that would otherwise be absent totally if other sample methods were used. The 710 managers and supervisory employees were purposively sampled, the 128 were selected through stratified simple random sampling technique.

The researcher applied the formula by Yamane (1964) that determines the sample size.
$n = N/1+ (N(e^2))$
Where;
n = Sample size =?
N = Population Size = 710
e = error = 0.08
Therefore; n = 128.07 which is approximately 128 staff.

Data Collection Instruments and Procedures

This investigation relied on primary data. Semi-structured questionnaires were used to gather data and closed-ended questionnaire was employed. Closed ended questions required the respondents to choose one of five viable answers. These questionnaires were self-administered. The semi structured questionnaires allowed uniformity of responses to questions.

Data Analysis and presentation

Both inferential and descriptive statistical approaches was utilized in evaluating the gathered information. Descriptive statistics, according to Daramola (2016), are frequently used to organize and describe the properties of study variables in brief, relevant and quantitative forms. Through Statistical Package for Social Sciences, the facts acquired helped in utilizing descriptive analysis and standard variances (SPSS). Multiple regression assessment was performed to see if a set of independent factors associated forecasts a specific dependent parameter (Cooper & Schindler, 2011). The degree to which parameters are related was demonstrated using multiple regression modeling.
The model for regression analysis used was as follows:
$Y = \beta_0 + \beta_1 X_1 + \varepsilon$
Whereby
Y = Organization Performance
X_1= Market Development
$\beta_{0,} and\ \beta_1$ are coefficients of determination
ε was the error term.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics

Market Development Attributes

The study sought to analyze the level of respondents agreement with market development attributes in tea industry in Kiambu County, Kenya. Findings are detailed in table 1.

Table 1: Descriptive Statistics of Market Development

Statement	N	Mean	Standard deviation
Market penetration increases performance of tea industry	98	4.54	.83
New market segments identified and served by company increases performance of tea industry	98	4.29	1.08
Competitive market increases the performance of tea industry	98	4.68	.46
Market development increases performance of tea industry	98	3.09	1.32
Valid N (list wise)		4.15	0.92

Source: Research Data (2023)

Table 1 findings show that in general, market development attributes had an overall mean of 4.15 and standard deviation of 0.92. The results show that competitive market increased the performance of tea industry at a mean score of 4.68 and standard deviation of 0.46 an indication that majority of the respondents concur with the statement. The tea industry in Kiambu County believe that market penetration increases organization performance as indicated by the respondents findings mean of 4.54 and standard deviation of 0.83. The findings indicate that new market segments identified and served by company increased performance with a mean of 4.29 and a standard deviatio of 1.08. The findings indicate the market development moderately increases organization performance with a mean score of 3.09 and standard deviation of 0.92.

The findings are in agreement with the research done by Mbithi, Muturi and Rambo (2015) whereby market development strategy impacted company's performance by 8.6 percent and volume of sales by 5.6 percent. Because the outcomes had a weak effect size, the study advised that businesses should evaluate other elements that have influence to sugar firm profitability in addition to market expansion strategies. Mwau et al. (2016) found that market development strategy, particularly through additional regions, had an adverse impact on the success of insurance companies. The study concluded that companies have to be exceedingly careful when selecting market development areas as a strategy for organization performance.

Organization Performance

The study sought to establish the level of respondents' agreement with performance of Tea Industry in Kiambu County. The results are detailed in table 2.

Table 2 Descriptive Statistics for Organization Performance

Statement	**N**	**Mean**	**S.D**
The market share increased after implementing corporate strategies	98	4.02	.55
The sales growth increased after implementing corporate strategies	98	4.14	.45
Operational efficiency improved after implementing corporate strategies	98	4.04	.70
The tea industry performance has increased over the years	98	4.02	.96
Corporate strategies have contributed to the growth of tea industry	98	4.40	.63
Valid N (list wise)		4.16	0.65

Source: Research Data (2023)

Findings from table 2 indicated that majority of the respondents affirmed that corporate strategies have contributed to the growth of tea industry with a mean of 4.40 and a standard deviation of 0.63. Second in line were those affirming that the sales growth have increased after implementing corporate strategies with a mean of 4.14 and a standard deviation of 0.45. The findings from the respondents indicated that operational efficiency improved after the implementation of corporate strategies with a mean of 4.04 and a standard deviation of 0.70. The market share increased after implementing corporate strategies with a mean of 4.02 and a standard deviation of 0.55. The tea industry performance increased over the years with a mean of 4.02 and a standard deviation of 0.96. The average mean of 4.16 and standard deviation of 0.65 indicated that corporate strategies have contributed to the growth of tea industry.

Correlation Analysis

Person correlation was used to show the relationship amongst variables. It shows the relationship which ranges from +1 to -1 with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation and 0 indicating no correlation at all.

Table 3: Pearson Correlation Results

		Market development	Organization performance
Market development	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	98	
Organization performance	Pearson Correlation	.455**	1
	Sig. (2-tailed)	.000	
	N	98	98

Source: Research Data (2023)

Findings in table 3 reveal the existence of a positive correlation between market development and organizational performance of tea factories in Kiambu County at significant 0.05 level, the strength is average, at 45.5 %.

Regression Analysis

To ascertain how changes in the three independent variables would affect performance of tea industry in Kiambu County, Kenya, the researcher used multiple regression analysis. The coefficient of determination, which described how well variations in the dependent variable can be accounted for by alteration of the independent variables is presented in the model summary table 4.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567[a]	.322	.300	. 36384

a. Predictors: (Constant), Market development

b. Dependent Variable: Organization Performance.

Source: Research Data (2023)

Referring to table 4 the study establishes the R square value to be 0.322 implying that 32.2%, of organization performance of tea factories in Kiambu County, Kenya is explained by Market development leaving 67.8% explained by other factors not included. This is an indication that there are other factors that affect performance of tea industry.

Analysis of Variance (ANOVA)

The ANOVA test was done and the results shown in Table 5.

Table 5: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	5.907	3	1.969	14.874	.000[b]
1	Residual	12.444	94	.132		
	Total	18.351	97			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Market development, Product development, Diversification

Source: Research Data (2023)

The results in table 5 show that the model as a whole was significant (sig=0.000). An estimated F statistic of 14.874 indicated that the model as a whole was significant (p value <0.005). The generated F statistics exceeded the necessary F statistic in size. The results showed that market development was effective predictor of tea industry performance.

Regression Coefficients

The regression output was done and represented in Table 6.

Table 6 displays the research coefficients of independent variable. The coefficients show how the dependent variable has changed and in what direction as a result of the independent variable changes.

Table 6: Regression Coefficients

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.322	.458		2.885	.005
Market Development	.257	.099	.257	2.604	.011

Dependent Variable: Organization Performance.

Source: Research Data (2023)

The results in table 6 specifically show that Market Development has the highest positive influence on Organization Performance. Individual significance of the predictor variable was tested using t-test. The findings reveal that Market Development was statistically significantly related to organization performance p-value<0.05.

The established regression equation was:

$Y = 1.322 + .257X_1$

Where;

Y= Organization performance **1. 322**= Constant term, **$.257X_1$**= Market Development.

The relationship ($p < 0.05$) are all significant with market development (β=0.257,

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study objective aimed to determine the influence of market development on organization performance. The study found that market development significantly influences an organization's performance, leading to the conclusion that market development is an important element in organization performance.

Recommendations

This study recommended that tea industry in Kiambu County should use market development strategies to attract customers in engaging with the services and products offered by the tea industry. This study recommends that pricing and promotion strategies should be used by tea industry Kiambu County in accessing new markets as well as customers to enhance a sustainable competitive advantage.

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