MARKETING STRATEGIES AND PERFORMANCE OF KENYA'S MICROFINANCE BANKS: A CASE OF KENYA WOMEN MICROFINANCE BANK PLC

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DECLARATION

This research project is my original work and has been presented for an award of a degree in any other university.

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DEDICATION

I dedicate this project to my entire family for their effort and encouragement. I was motivated to complete this research project by their concern, love, care and support for me.

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OPERATIONAL DEFINITION OF TERMS

Corporate brand strategies: This is the practice of promoting the brand name of a corporate entity, as opposed to specific products or services and the proxies in the study were corporate identity, branding communication plan and brand attributes development and positioning statement.

Customer service strategies: This is a thorough plan to handle customer interactions. It provides a consistent customer experience throughout the customer journey and the proxies in the study were communications, public relations and personnel training & development.

Distribution strategies: These are activities adopted by a firm to make sure the product/service can reach the maximum potential customers at minimal or optimal distribution costs and the proxies in the study were delivery process development, infrastructure development strategy and technology strategy.

Marketing Strategies: This is the manner in which a firm effectually stands out from its competitors through the capitalization of both current and potential strength that it may harbor in an endeavor to reliably avail better value to customers. In this study, it is measured by corporate brand, product, product delivery and customer service strategies.

Microfinance Banks This is a financial institution whose focus is on availing banking services for groups and individuals with relatively low income.

Organizational performance: This denotes the capacity of a business to persist, grow, operate profitably, and occasionally respond to subsisting environmental threats and opportunities. It is measured in the study by ROI, profit after tax and ROE of MFIs in Kenya. It also incorporates the recurrent economic events meant to achieve objectives of an organization, monitor progress, and make different types of modifications that focus on achieving the set targets in an effective and efficient manner.

Product strategies: This is a high-level plan that describes what a business aims to achieve with its products and how it plans to achieve these goals and the proxies in the study were development and differentiation, benefit statements and product management.

ABBREVIATION AND ACRONYMS

AMFI - Association of Microfinance Institutions of Kenya

CBK – Central Bank of Kenya

IO - Industrial Organization

KWFT - Kenya Women Finance Trust

MC - Marginal Cost

MR - Marginal Revenue

MBV - Market Based View

MFIs - Microfinance Institutions

MNCs - Multinational Corporations

NACOSTI - National Commission for Science, Technology and Innovation

PAT - Profit after Tax

RBV - Resource-Based View

ROA – Return on Assets

ROE - Return on Equity

ROI - Return on Investment

SMEs – Small and Medium Enterprises

UNCDF - United Nations Capital Development Fund

USAID- United states aid

ABSTRACT

Microfinance banks in Kenya have been experiencing fluctuations in their performance measured in terms or return on equity and return on investment. To address the declining performance, microfinance banks have adopted marketing strategies. However, despite the adoption of marketing strategies, the performance still remains poor.

The study sought to examine marketing strategies and performance of Kenya's microfinance Banks: a case of Kenya Women microfinance Bank PLC. The objectives of the study were; to find out the influence of corporate brand strategy, product strategy, distribution strategy, and customer service strategy on performance of Kenya's Microfinance Banks. This study was guided by resource-based theory, market-based view (MBV) theory, Ansoff growth theory and profit maximization theory. The study used descriptive research design. The target population comprised of 62 top management and employees working in credit, finance/accounts and operations departments at KWFT. A census approach was deployed and hence the whole population was used in the study. This study used structured questionnaire to gather primary data while secondary sources of information including business journals and Microfinance reports were used. The questionnaires' validity was determined by expert opinions while reliability was tested by Cronbach Alpha coefficients. A pilot test was conducted on 10 percent of the entire population as the study adopted a census approach. The data was analyzed using inferential and descriptive statistics with the help of SPSS Version 21. The study found that corporate branding strategies, product strategies, product distribution strategies and customer service strategies had significant positive effect on performance of the microfinance institutions in Kenya. The study therefore recommends additional usage of technological platforms so as to avail financial products and services to as many clients as possible. The study also recommends consistent training development to all staff on customer service as it has been pivotal on enhancing the influence of microfinance institution performance and ensuring that customers' needs are met. The study further recommends that amicable corporate relations should be enhanced by use of effective marketing sensitization to the public.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizations, around the globe, are faced with challenges caused by turbulent competitive business environment (Shihachi, 2018). By providing microloans to customers who cannot obtain conventional loan services, microfinance banks fill a void in the financial services sector. However, low income earners are often considered high risk group due to their inability to pay back their loans and due to lack of collateral to secure their loans. This negatively and significantly affects the performance of microfinance banks. Microfinance banks all over the world have been experiencing performance challenges in terms of market share (Market performance), financial performance, (profitability) and return of shareholders. Profitable Microfinance Company is essential in sustaining stable micro- banking system. Low profitability undermines microfinance banks capacity to absorb shocks, which consequently affect microfinance banks creditworthiness.

To survive in this ever-changing business environment, every firm needs marketing plans and strategies that set it apart from the competition and create a sustained advantage. A company's overall plan for reaching potential customers and converting them into buyers of their goods or services is known as its marketing strategy (Chiwanza, 2019). A marketing strategy's overall objective is to establish and communicate an enduring competitive advantage over competitors. Increased market share, competitive advantage, more sales, higher profitability, and better performance are all made possible by marketing strategy. With a distinctive brand identity and product and service offerings that are designed with special qualities and features, it helps the business carve out a position in the market and perform at its utmost best. (Bhasin, 2018).

Business performance is substantially credited to marketing strategies that ensure potential clients are reached and made known of available products and services that could meet their needs (Alhadid & Qaddomi, 2020). The correlation between performance and marketing strategies is undeniable because when configured appropriately it becomes easy to improve business performance. For instance, in Pakistan, Ul Hassan, Qureshi and Mukhtar (2018) observed that marketing strategies had an influence on organizational performance measured using customer satisfaction, sales volume and revenue generation. In addition, Prinka (2019) found that marketing strategies including product strategy and promotion strategy had a significant effect on organizational performance.

In Nigeria, Akinseye, Onimole and Adebusoye (2022) observed that marketing strategies including distribution strategy, product strategy and customer service strategy had significant effect on organizational performance. Additionally, Yalo, Enimola and Nafiu (2019) observed that marketing strategies including promotion, product development and distribution had significant effects on sales and profitability performance firms in Nigeria. In Tanzania, Matiku and Magali (2021) revealed that corporative societies in Dodoma were not able to use the market strategies to increase their profitability because the clients rated the constructs of the market strategies used as unsatisfactory. The product, service delivery, pricing and place strategies had no significant effect on the profitability of corporative societies in Dodoma. In Burundi, Gateka (2019) revealed that marketing strategies including advertising, promotion and distribution among commercial banks led to an improvement in customer satisfaction and financial performance measured using ROA.

In Kenya, Kalei (2020) found that the marketing effectiveness of SMEs is improved by the use of digital marketing methods. The use of display advertisements enhances marketing performance, and it has a positive impact on SMEs' marketing performance. According to Kaburu's (2017) research, the majority of Kenya's microfinance institutions have implemented effective marketing strategies, particularly those with a service-oriented focus that place more emphasis on the diverse marketing mix components of product/service, price, place, promotion, people, processes, and physical environment. To expand and improve the quality of the services provided to their clients, the majority of these businesses automated their operations. Ndungu (2020) found a significant correlation between the growth in client numbers for microfinance banks and the promotional marketing approach, product marketing strategy, and placement marketing strategy.

1.1.1 Organizational Performance

The ability of an organization to achieve its objectives while effectively and efficiently utilizing its resources is referred to as organizational performance. According to this viewpoint on organizational performance, is defined as an organization's capacity to utilize its strengths, overcome its weaknesses, and neutralize its risks in order to exploit opportunities (Partida, 2019). The effectiveness of an organization can be assessed by comparing its outputs with its expected results (goals). Performance of a company is equal to the efficacy, economy, and efficiency of numerous activities. The achievement of results that are related to the goals and needs of the client is what is meant by effectiveness (Shihachi, 2018). In contrast hand, efficiency refers to the economical use of organizational resources to accomplish a goal or objective. On the basis of efficiency and efficacy, businesses decide whether to pursue specific techniques.

Three factors are taken into consideration when measuring an organization's performance: market performance (market share), financial performance (profitability), and shareholder return. Profits, ROA, ROI, and ROE are used to measure financial performance (Ochoo, Rintari & Muema, 2018). Performance in the product market is measured by a company's sales and market share. Indicators of shareholder return include total shareholder return and economic value generated. Organizational performance is currently tracked and measured using customer service, financial performance, and internal business process using the balanced scorecard technique (Chiwanza, 2019).

The performance of microfinance institutions is the ability to keep on going towards Duramany-Lakkoh (2021) measured the performance of microfinance institutions in Sierra Leone in terms of customer satisfaction, ROA and net operating profit margins. Shkodra (2019) measured performance of microfinance institutions in Kosovo in terms of operational self-sufficiency, ROA and profit margin. Nonetheless, this study measured the performance of MFIs in terms of ROI and ROE.

1.1.2 Marketing Strategies

Bhasin (2018) suggests that marketing strategies is the manner in which a firm ensures it stands out among its competitors though the capitalization of its strength to provide value to its customers. Marketing strategies invariably aim at understanding the perceptions of the target market which ultimately helps an organization to achieve a positive differentiation over its competitors. It assists a firm to fully understand the market as well as the competitors and thus situate themselves favorably on that basis. Therefore, the way in which an organization is perceived or the manner in which it operates and engages the target market is typically informed by the market strategies that they espouse. According to Affran and Asare (2019), the process of understanding the three fundamental questions of where, when and how a business should compete, the company has a responsibility to undertake the five steps involved in marketing strategies which include mission identification; situational analysis; objectives configuration; development of marketing strategy; and enrooting basis for monitoring and evaluation. Organizations use the concept of marketing strategies to come up with a plan to enhance the process of reaching out and satisfying clients while boosting profitability and productivity.

Marketing Strategies, according to Akinseye, Onimole and Adebusoye (2022) include pricing strategy, distribution strategy and product strategy. Alhadid and Qaddomi (2020) conceptualized marketing strategy in terms of geographic expansion, new product strategy, distribution strategy and customer service. In addition, Brafu-Insaidoo and Ahiakpor (2017) indicated that marketing strategies comprise of product innovation, brand strategy, distribution strategy and customer service. Marketing strategy will be measured using corporate brand strategy, product strategy, distribution strategy changes and customer service strategy.

Corporate branding is the practice of marketing a corporate entity's brand name rather than particular goods or services. Building corporate brands is a common strategy used by marketing experts to show how they want the company to be seen (Katusabe, 2018). Corporate branding strategy aids in enhancing the performance of organizations by raising brand and product awareness. Additionally, it contributes to increasing sales, performance, and customer satisfaction. Corporate branding strategy also works to give products and services a distinctive identity and position, and it makes sure that the product and the company generate value that is greater than that of their rivals. Because prospective customers are already familiar with the name, it also makes it easier for new products to be accepted. Kuria (2020) used brand awareness, brand attitude, brand association and brand loyalty as measures of corporate branding strategies. Mukabwa (2017) measured corporate branding strategy in terms of brand attributes development & positioning statement, branding communication plan and corporate identity.

Product strategy is a broad plan that outlines the objectives that a company wants to accomplish with its goods and how it intends to do it. This strategy acts as a roadmap to develop products and answers questions such as who the product will serve (product persona) (Kyalo & Murigi, 2019). It also outlines how the product would benefit the business by describing the problem that the product solves and how it will impact the customers (Mbithi & Muturi, 2018). A product strategy sets the direction for new product development. A product strategy is used to introduce a new or improved product or service and provides the guidelines for the development process that help to reach the vision. Creating a detailed product strategy will ensure that tasks are completed on time and efficiently. Measure product strategy include development and differentiation, benefit statements and product management.

A distribution strategy is a way to get products or services out to consumers (Affran & Asare, 2019). The approach used by a business to ensure that the good or service may reach the greatest number of potential customers at the lowest possible or ideal cost of distribution is known as the distribution strategy (Duramany-Lakkoh, 2021). This kind of strategy aims to increase profits while retaining loyal clients. Partida, 2019) measured channel distribution strategy in terms of retail distribution strategy, internet distribution strategy, depot distribution strategy and personal distribution strategy. This study measured distribution strategy using delivery process development, technology strategy, and infrastructure development strategy, this study evaluated distribution strategy.

A comprehensive approach for managing client relations is called a customer service strategy. Through the whole customer journey, it offers a consistent customer experience. A customer service strategy plays a vital role in comprehending client needs and increasing customer satisfaction. It entails establishing procedures and methods for supplying dependable levels of assistance and service while regularly evaluating its efficacy and raising sales (Brafu-Insaidoo, & Ahiakpor, 2017). Customers are more inclined to trust and remain loyal to a business when they are pleased with the service they have received. Customers that receive excellent service have a pleasant experience, which may lead to repeat business and referrals. Indicators of customer service strategy include personnel training & development, communications and public relations (Chopra, 2019).

1.1.3 Microfinance Banks in Kenya

In the Sub-Saharan Africa, Kenya’s microfinance sector is well renowned (FSD, 2012). It has for a long time been an important backbone to the less privileged. The microfinance lenders bridge the gap that conventional lenders in the financial services industry have not been able to fill. Microfinance Banks therefore, come in by linking the poor to micro-loans. Kitonyi, Sang and Muriithi (2019) postulates that microfinance refers the forms of financial services that serves as intermediaries in the industry to provide services like; mobilization of savings, provision of credit services, risk management through insurance services as well as pension management and remittances. These are services offered to the less privileged families and establishments that subsist not only in rural but also urban settings, in addition to those that work in public and private sectors as well as the self-employed (Njue, Kariuki & Njeru, 2020). The function and magnitude of Microfinance institutions are evidently varied. Some organizations have plainly centered on micro financing whereas others exist as components of big investment banks. In Kenya, MFIs are founded and operated legally under the regulation of the Microfinance Act, 2006.

The regulatory, supervisory and legal frameworks are stipulated in the act and they inform progressions of microfinance institutions. 2nd May 2008 was the date from which the Microfinance Act became operational. The operations and establishment of MFIs is regulated by the Microfinance Act through supervision and licensing (Kenyan Constitution, 2010). Pursuant to the act, microfinance institutions that acquire licenses from the CBK are allowed to promote competition, efficacy and access to the funds through mobilization of savings from the general public. Before the Microfinance Act came into existence, there was a gap with regards to the regulation of MFIs operating in Kenya save for those that opted to join the Association for Microfinance Institutions (AMFI), which was funded by a USAID grant and had its headquarters in Nairobi. A study done by the Association of Microfinance institutions (2020), shows that Kenya has 59 registered microfinance institutions. Microfinance industry has invariably played a major role of bridging the gap in financial services industry and thus expanding the financial markets making sure that majority of Kenyans enjoy substantial financial services (CBK, 2021).

Kenya Women Microfinance Bank, formerly Kenya Women Finance Trust or KWFT, is a deposit-taking microfinance bank in Kenya, it is one of the largest Micro Finance banks in the East African Community. KWFT is a medium-tier financial services provider in Kenya. As of December 2018, it was the largest deposit-taking microfinance bank in the country, with an asset base valued at about KSh. 21.75 billion. At that time, the microfinance bank had in excess of 600,000 deposit accounts and a loan book of approximately KSh.14.53 billion, and shareholders' equity valued at KShs. 2.9 billion). However this bank has not been able to maintain its leadership position, it’s performance has been dwindling (CBK, 2021).

1.2 Statement of the Problem

The market share of Microfinance banks usually is anchored on a weighted composite index that incorporates assets, deposits, capital, loan accounts and number of deposit accounts. In all major performance metrics as of December 31, 2020, microfinance banks underperformed as compared to December 31, 2019. For example, Pre-Tax Profits declined by 149%, return on Assets 139% and return on shareholder’s funds declined by 152% (Central Bank of Kenya Supervision Annual Report, 2020). This is evident that performance of MFIs is poor, though most of them have adopted new marketing strategies. Notable poor performance was also registered by the leading micro finance bank- the KWFT bank. Therefore, this research sought to assess the influence of marketing strategies on performance of MF banks in Kenya, focusing on KWFT Microfinance Bank.

Marketing strategies and performance is an area that has appealed to a number of scholars both internationally and locally. Guchu, Kimani and Obunga (2022) examined the association between marketing strategies and performance of recruitment agencies in Nairobi County. The results indicated that marketing development and diversification strategy have an effect on organizational performance. Odoyo (2018) studied the relationship between effects of marketing communication strategies and organizational performance of selected beauty product firms located in Kisumu. The results indicated that marketing strategies such as appeal marketing strategies and social media marketing strategies have an influence on organizational performance of beauty product firms. Ngundo, Kinyanju and Mwangi (2020) examined the association between marketing strategies and organization performance of Kenya media houses. According to the study, marketing strategies including pricing strategy and promotional strategy influenced organizational performance. The three studies focused on recruitment agencies in Nairobi County, beauty product firms in Kisumu and media houses in Kenya. In addition, the three studies conceptualized marketing strategies in terms of pricing strategy, promotional strategy, appeal marketing strategy, social media marketing strategy, marketing development and diversification strategy. These studies did not show the effect of corporate brand strategy, product strategy, distribution strategy and customer service strategy on performance. For that reason, study was geared towards fixing the important gap existing in this area of focus. This study therefore seeks to investigate the influence of marketing strategies on performance of microfinance banks.

1.3 Objectives of the Study

This section covers the general objective and the specific objectives.

1.3.1 General Objective

The general objective of the study was to investigate the influence of marketing strategies on performance of Kenya's Microfinance banks.

1.3.2 Specific objectives

The study also addressed the below specific objectives:

i. To assess the influence of corporate brand strategy on performance of Kenya's Microfinance banks.
ii. To investigate how product strategy influences the performance of Kenya's Microfinance banks.
iii. To examine how distribution strategy changes the performance of Kenya's Microfinance banks.
iv. To determine how customer service strategy influences the performance of Kenya's Microfinance banks.

1.4 Research Questions

The research questions were:

i. What is the influence of corporate brand strategies on the performance of Kenya's Microfinance banks?
ii. What is the influence of product strategies on performance of Kenya's Microfinance banks?

iii. How do distribution strategies influence Microfinance banks performance in Kenya?

iv. How do customer service strategies influence the performance of Kenya's Microfinance banks?

1.5 Significance of the study

The study may be important to management of Kenya Women Microfinance Bank, policymakers, Kenyan government, and to other researchers and scholars. To the management of Kenya Women Microfinance Bank, this study may provide insights on how various marketing strategies such as corporate brand strategy, product strategy, distribution strategy and customer service strategy influences the performance of Kenya's Microfinance institutions. The management of Kenya Women Microfinance Bank may use this information to develop proper market strategies to enhance performance. In addition, the management may use the study findings to identify the challenges facing Microfinance institutions in Kenya and take the necessary steps to address them.

To the Kenyan government as well as policy makers, this study may give essential information on how marketing strategies influences performance of Kenya's microfinance banks. The information may be used to develop and modify existing policies governing operation of microfinance banks to enhance their performance. The study will also guide the formulation of policies on the use of corporate brand strategy, product strategy, distribution strategy and customer service strategy in microfinance banks in Kenya.

The study adds more information to the body of knowledge on marketing strategies and organizational performance. To other academicians and researchers, the findings may give essential information that can be employed in empirical literature review as well as in identification of research gaps in studies related to marketing strategies and the performance of Kenya's MFIs. Moreover, the study forms basis upon which other researches can be done in regard to marketing strategies and performance of Kenya's MFIs. The study may add information to body of knowledge on marketing strategies and the performance of Kenya's Microfinance banks.

1.6 Scope of the Study

This study was limited on four elements of market strategy: corporate brand strategy, product strategy, distribution strategy and customer service strategy. The dependent variable in this study was performance. Moreover, the study was conducted at the headquarters of KWFT. The target population was 62 staffs in top management and employees at the operations, finance and credit departments in Kenya Women Microfinance Bank. The study was conducted between June 2022 and October 2022.

1.7 Study Limitation

This research experienced various limitations. First, data collection was collected from Kenya Women Microfinance Bank therefore, not all participants were committed to responding to the questions since some were hesitant for fear of victimization. Nonetheless, this was dealt with by giving out introductory letter from Kenyatta University showing the anonymity of information given. A research permit was also acquired from National Commission for Science, Technology and Innovation (NACOSTI). Moreover, the respondents were given assurance that the study was to be utilized for education purposes to enhance response rate.

The researcher encountered a number of limitations that influenced questionnaires' dissemination due to participants' busy schedules. Owing to the fact that the proposed method of data collection was importers and manufacturers administer questioners and have them back almost immediately, frequent trips were made to the relevant institutions. Therefore, the researcher found it necessary to drop and pick the questionnaires after some days. This, however, implied that the control as to who filled the questionnaires was not verifiable. The limitations therefore dictated the number of respondents and the duration of the study.

The participants may not be willing to provide relevant information and felt as if they were being investigated. However, researcher gave the respondents an assurance of the confidentiality on given information. In addition, researcher gave the respondents an assurance of the confidentiality on information provided. Furthermore, to ensure anonymity participants were not be required to indicate their personal information in questionnaires and hence no information provided was accredited to particular individuals. In addition, information on performance was solicited and was based on self-report, it was not availed to the researcher for the report

1.8 Organization of the study

This study comprises of five chapters. Chapter one, which is the introduction chapter, comprises of study's background, study's objectives, problem statement, research questions, significance of the research, study's scope, research limitations and organization of the study. Chapter two presents a review of literature on marketing strategies and performance of Microfinance institutions in Kenya. Moreover, it encompasses theoretical review, empirical review as well as conceptual framework. Chapter three presents the methods that were used in collection and analyzing data. This chapter contains the research design, sample size and sampling techniques, target population, data collection tools, validity and reliability of the research instrument, data collection procedure and data analysis methods. The forth chapter covers data analysis, presentation as well as interpretations of the findings as well as discussions. The last chapter covers summary of the study results, conclusions as per objectives of the research and recommendations for practice, policies and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature on marketing strategies and performance. It begins with theoretical review of literature outlining theories used in the study, followed by empirical review of literature and summary of research gaps. The chapter also covers conceptual framework that shows the associations between variables.

2.2 Theoretical Review

A research study's theory is supported or held in place by a theoretical framework. The theory which gives an explanation as to why the research problem being investigated exists is described and introduced by theoretical framework (Wernerfelt, 1984). This study used Market-based view (MBV) theory, resource-based theory, Ansoff growth theory and profit maximization theory.

2.2.1 Market-Based View (MBV) Theory

The theory of the market-based view originated from Mason (1939). The theory was further developed by Michael Porter(1980) in his book 'the competitive advantage'. The field industrial organization (IO) economics is the pedigree for the MBV of the firm. According to the theory, industrial organization economics evaluates the organization of industries, the impacts of concentrating on competition, and the subsisting borders between markets and companies, amongst several other dynamics. To compare with the real-world status quo, industrial organization economics gives prominence to the inadequacies of contemporary knowledge of perfect competition by the mode of introducing frictions, such as entry barriers, cost of transactions and unevenness of information.

Market-Based View (MBV) is, in essence, a free-standing approach to competitive strategy; as Galabova and Ahonen (2019) portends, it anticipates that market positioning is key when dealing with competition. By using available tools including Product Life Cycle, Strategic groups, Porter's 5 Forces Model of industry analysis, Scenario planning and models namely Customer Matrix, Porter's Generic Strategies, and Mintzberg's 5P's Model, firms are able to pinpoint the threats and opportunities present in their surroundings. The process of identifying the threats and opportunities is important for the purposes of internal adjustments. When effectively mapped out, it becomes easy for a firm to substantially understand the behaviors and the nature of the peripheral situations and act accordingly to suitably fit in to the external environment (Usman, Maupa & Nurjanna, 2020).

Market-Based View (MBV) theory contemplates that multiple marketplaces and a thorough analysis of companies are adequate for themselves to handle all the key issues of economic relevance. This relates to businesses and corporate conduct, thus it offers the firm a specific treatment as a "black box" (Galabova & Ahonen, 2019). While doing so, it acknowledges the possibility of a market failure but instead concentrates on the fundamental market failure. In this situation, it is appropriate to view such systemic market failures as a need for government action to rectify.

This study found Market-Based View (MBV) theory applicable since it attempted to extrapolate diverse issues regarding competitive advantages which revolved around strategic marketing. Issues like the capability to employ subsisting resources to make the most of external openings instead of trying to obtain fresh skills for each different prospect were examined within this theoretical approach.

2.2.2 Resource-Based Theory

The earlier proponent of the theory of RBV theory was Penrose (1959). The theory was then developed further by Wernerfelt (1984) and later developed by Barney (1991). According to RBV of the firm, the competitive edge and consequent performance is hinged on resource endowments that have been previously developed (Wernerfelt, 1984). Schmidt (2019) emphasizes that the marketing functions of firms should have a major focus in leveraging resources that aid to their capability to yield valuable, scarce and imperfectly imitable and no substitutable market offerings in an efficient and effective manner. The organizational learning and knowledge of customers are important intangible resources that are not easy to facsimile and thus they invariably avail meaningful foundation for marketing strategy and market positioning. Therefore, impalpable resources and capabilities are perceived as to become idiosyncratic proficiencies for the firm.

The indication in practice and academic research denotes that the key aspects of gauging the future value potential of a firm are its competencies and resources available (Freiling, Gersch & Sanchez, 2018). The supplier selection is therefore an important aspect in business markets. Warnier, Weppe and Lecocq (2019) refer this as a process and market competences (procedures pertaining to the elements and traits of the company's value-creation process and the value exchange between the firm and its surroundings). Following an investigation by Schmidt (2019), there has been a developing conversation within market-orientation research, on implications of regulating the environmental variables on the association between business performance and market orientation. However, as Freiling, Gersch and Sanchez (2018) portends, there is a lot that is yet to be explored while same applies to relative performance restraint with regards to other marketing phenomena. The relevance of RBV theory to the present study was that it tried to provide a meaningful basis for understanding the key aspects of market positioning as well as the market strategy.

2.2.3 Ansoff Growth Theory

The Ansoff Growth theory, which is also known as Product/Market Expansion Grid and Ansoff Matrix, was developed and published by Ansoff (1957) in an article on diversification strategies. The Ansoff Growth Model comprises of four strategies that can be used to grow and expand a business. The matrix is arranged in such a way that it helps entrepreneurs and business managers to understand their firms' current strategy and also helps them to analyze risks associated with the adoption of new strategies. The matrix is formed on the idea that each time a firm moves to a new strategy (vertically or horizontally on the matrix), there is an increase in risk (Affran & Asare, 2019).

The four growth strategies in the Ansoff Matrix include market penetration, product development, market development and diversification. Market penetration is considered as the growth strategy with the lowest risk. This strategy focuses on expanding the sales of existing products in an existing market (Adefulu & Adeniran, 2019). This is low risk as the managers in a firm know that the product works and they are familiar with their customers. The market penetration strategies seek to expand the sales volume of the existing products in their target markets, which in turn increases market share. To achieve market penetration, a firm seeks to draw customers from their competitors and direct them to their business. The objective of this strategy is to encourage customer retention and loyalty, through increasing of brand awareness. Brand awareness is increased through implementation of product promotion and offering of competitive prices (Bhasin, 2018). Product development is considered slightly risky as a firm is introducing a new product to the market. It involves the expansion of the existing product line by offering new products and customers for the customers to buy as well as improving the current products. The main goal of this strategy is to attract new customers within the same market and to increase the rate at which existing customers buy from your business. Product development aims to increase turnover by providing more options to the same customers.

The study used the Ansoff Growth theory to explain the effect of growth strategies on organizational performance among microfinance banks. As indicated by the Ansoff Growth theory, growth strategies include market penetration, product development, market development and diversification. The four growth strategies vary in terms of risk, where market penetration strategies have the lowest risk and the diversification has the highest risk. This study therefore examined how the use of these growth strategies in microfinance banks.

2.2.4 Profit Maximization Theory

Profit maximization theory can be traced back to Adam (1776) essay on national wealth. He said that every employee in his company would operate in his or her own self-interest in order to maximize revenues. Today, this theory has taken on an economic viewpoint, in which businesses ensure that their profits are maximized by equal marginal costs and marginal revenues. According to Adefulu and Adeniran, 2019), an organization achieves its goals by making profit and, more specifically, by transforming its resources into services and goods, which are then sold to clients for a profit which determines its survival.

According to profit maximization theory, the variation between total cost and total income is used to calculate total profit of a company. When the difference between total revenue and total expense is at the highest, profit is maximized. For profit maximization, two requirements must be met: the first order condition and the second order condition (Nyanchama & Murigi, 2019). First order condition requires that Marginal Revenue (MR) should be equal to Marginal Cost (MC). Marginal revenue is defined as revenue obtained from sale of last unit of output, whereas marginal cost is the cost incurred due to production of one additional unit of output. Second order condition requires that first order condition must be satisfied in case of decreasing MR and rising MC.

Profit maximization theory has had various criticisms over the years. First, the theory assumes that maximization of profits is the sole organizations objective (Kyalo & Murigi, 2019). Organizations, on the other hand, accomplish a variety of other goals in the actual world. Maximization of sales, growth rate, managerial utility function, and market share retention are all essential organizational goals. Secondly, the theory claims that businesses have complete knowledge of the market, demand, and cost situations (Mbithi & Muturi, 2018). Organizations, on the other hand, do not have perfect knowledge of the business environment, according to current economics, and their price as well as output choices are dependent on probability.

Proponents of the profit maximization theory indicate that profit is essential for existence of an organization. This denotes that profit is a crucial requirement for an organization's success. The utilization of marketing strategies lead to an increase in profit before tax, return on equity and return on investment. Use of marketing strategies leads to an increase sales volume, which in turn increases profitability.

2.3 Empirical Review

2.3.1 Corporate Brand Strategy and Organizational Performance

Corporate branding strategy aids in enhancing the performance of organizations by raising brand and product awareness. Additionally, it aids in boosting revenue, performance, and customer satisfaction. Corporate branding strategies also make sure that both products and organizations offer value that is greater than that of their rivals (Partida, 2019). Shihachi (2018) conducted a study with an aim of determining corporate branding strategy and performance of Safaricom Limited. This study utilized a case study design. In order to ascertain how corporate branding strategy has impacted Safaricom Ltd. performance, primary data was gathered from the company (Safaricom Ltd). The information was gathered from two senior managers from each of the following departments: sales and marketing, customer care and retail. A corporate branding strategy seeks to establish a distinctive identity and position for its product and services, ensuring that both the product and organization create value above and beyond that of their rivals.

According to the study, doing so helps improve organization performance by raising sales, performance and customer satisfaction.

A study by Kuria (2020) sought to determine how corporate branding practices affect the performance of Kenya's commercial banks. This study used descriptive research design. The population consisted of 40 commercial banks in Kenya. The sampling process used the census approach. 40 marketing and finance managers who are now employed by few Kenyan commercial banks made up the study population. It utilized both primary and secondary data. Self-administered questionnaires were used as the primary method of data collection. Secondary data came from books and the internet, where financial records could be downloaded. The study found a positive correlation between brand awareness, brand attitude, brand association and brand loyalty with the commercial banks' performance.

Ochoo, Rintari and Muema (2018) investigated the effects of branding strategy on the performance of Multinational Corporations in Kenya. The study utilized a descriptive research method which targeted 122 management professionals from chosen MNCs operating in Kenya (Coca-Cola, Cadbury East Africa, Haco Tiger Brands and Uniliver Kenya) (Coca-Cola, Cadbury East Africa, Haco Tiger Brands and Uniliver Kenya). All 122 management workers of the chosen organizations took part in the census study. Both closed- and open-ended questions were included in the questionnaires used to collect the data. The study discovered that every single MNCs actively engaged in branding-related activities. Additionally, it was found that the four primary branding strategies—Brand Personality, Brand Name, Brand Element, and Brand Identity—had been widely used by MNCs. The performance of the MNCs was also enhanced by branding strategies. The findings also showed that only Brand Identity and Brand Personality were statistically significant. The study came to the conclusion that better organizational performance will result from MNCs developing and implementing branding strategies.

Chiwanza (2019) examined the effect of corporate branding on business success using the example of Zimbabwe's Olivine Industries. The study concentrated on corporate branding in terms of brand name, promise, association, and personality and evaluated their impact on company indicators such as market share, customer acquisition, repeat purchases, and profitability. A structured questionnaire was given to 100 clients at 2 locations for the company's primary distributors and 6 distribution and sales managers as part of an explanatory research strategy. The study discovered that a firm's corporate brand can boost individual brand performance to the same degree as the performance of the company as a whole in the market. Additionally, the study found that individual brands can outshine corporate brands.

Siddiquie (2018) examined the branding tactics employed by the proprietors of various profitable service SMEs using a case study. Data were gathered through semi-structured interviews with six owners of medium-sized service organizations who employed branding techniques to boost the financial performance of their businesses, as well as through an examination of corporate records and company websites. The concepts of the content analysis approach, which included identifying codes and themes, were used to analyze the data. The results showed that SMEs' owners should personify their brands, engage in internal branding, leverage the Internet and social media for marketing and branding, and employ cutting-edge marketing techniques to promote their brands.

Abidemi, Bannah, Ibrahim, Shehu and Sirajo (2020) assessed the impact of price and product strategy on the effectiveness of SMEs in Nigeria's Kaduna State. A survey questionnaire was utilized to collect data from 75 managers in total. The study's design was cross-sectional. The results showed a strong correlation between product strategy and SME performance. The results demonstrated a significant relationship between service price and service product and SMEs performance. The study demonstrates that depending on the market sectors they plan to service, SMEs can do better by either fixing price through a skimming approach or a penetration strategy. As most customers and consumers believe, a product's price greatly influences its quality. While some believe that a product with a low price is a subpar good or product, others believe that paying a high price for a product is luxurious spending and that they should opt for a different model that offers comparable features and advantages.

2.3.2 Product Strategy and Organizational Performance

Product strategy is a broad plan that outlines the goals that a business aims to accomplish with its goods and how it intends to do it. This strategy acts as a roadmap to develop products and answers questions such as who the product will serve (product persona), how the product will benefit personas and the company goals. It also outlines how the product would benefit the business by describing the problem that the product solves and how it will impact the customers

(Mbithi & Muturi, 2018). A product strategy sets the direction for new product development. A product strategy is used to introduce a new or improved product or service and provides the guidelines for the development process that help to reach the vision.

Using cross-sectional survey research design Mbithi, Muturi and Rambo (2018) examined performance in Kenya's sugar industry and product development strategy. Nine sugar firms in Kenya were the research's target population. A combination of descriptive and inferential statistics were used to analyze the data. The study found that, with the exception of Mumias, where additional goods like water bottling and ethanol were realized, the introduction of new products/services was either realized by bringing on board brown sugar or by exploiting leftovers after sugar extraction. The widespread deployment of diffuser technology and ISO certification contributed significantly to the improvement of new procedures. Further, the survey suggested that absence of bundling of products or services as a strategic approach in the companies' operations. Different firms approached product strategy differently when developing new products and services. On the association between product development and factors of performance gave varied conclusions demonstrate both low (capacity utilization and PAT) and high (increase in turnover) associations. The relationship between product development strategy and all performance facets was, however, unclear.

Kyalo and Murigi (2019) carried out a research to ascertain the impact of product development strategy on the performance of middle level chain stores. The study did use a descriptive research approach. Three mid-level retail businesses made up the study's sample population. Uchumi, Tuskys, and Naivas supermarkets were among the retail stores chosen for this investigation. Data collection involved using a questionnaire. Chain stores operating in Nairobi City County made up the study's population. There were 65 respondents where all of them were chain store employees. A census was done during the study. Using a self-administered semi-structured questionnaire, the main data was gathered. The study found that middle level retail chain stores within Nairobi City County used product development techniques that had a significant positive impact on their performance. Except for Uchumi, whose financial situation was still poor, the study indicated that retail chain businesses were doing well.

Cant, Wiid, and Kallier (2019) evaluated the variables affecting SMEs' decisions about product strategy in South Africa. A total of 105 relevant responses to the questionnaire—which was distributed to different business owners in South Africa—was received. The study found that when choosing a product to sell, SMEs in South Africa gave quality and customer demand the highest priority. SMEs concurred that consumers will almost certainly pay more for name-brand goods. The study makes it obvious that clusters of SME owners might develop depending on different product characteristics. The findings showed that SME's chose products based on the customer demand and product's quality.

Lin and Chang (2018) conducted a study to examine the moderating impacts of product innovation and competition intensity as well as the effects of new product marketing strategy on new product performance. The study made use of primary data that was gathered through the use of questionnaires. The study demonstrated that emotional and rational marketing approach had a significant positive effect on achieving rate of sales. There is no discernible difference between the effects of rational and emotional new product marketing strategy on performance. The study also shown that the effect of new product marketing strategy on new product performance is highly positive moderated by product innovation.

Mbithi and Muturi (2018) examined the effects of new product development strategy on company performance. The empirical setting for the evaluation of this study was the Kenyan sugar sector. The study's findings revealed that improvements to current products have been made through packaging and branding while the introduction of new products apart from sugar has mostly been limited. Overall output turnover and sugar sales volume were increased, and capacity utilization was at a modest level. However, profitability after taxes fluctuated. Performance was somewhat sensitive to changes in product processes and procedures, but it was poor when new products were introduced since actualization had not yet occurred.

Omosa, Muya, Omari and Momanyi (2022) conducted a study to assess the performance of a few Kenyan tea factories and the impact of their product diversification strategy. In this study, a descriptive research design was applied. The regions of Kisii and Kericho Highlands were specifically chosen for this research. Using Yamane's (1967) formula, a sample size of 364 was determined for the study's population of 701 people. To get particular responders, simple random sampling was utilized. Respondent data were gathered via a questionnaire. According to the study's findings, product diversification strategy improves a company's performance. The study found that to improve firm performance, tea factories use business growth techniques. The study also showed that tea factories use product variety to boost their competitive edge over rival companies and provide goods that customers want to buy.

In a study published in 2018, Ndumbaro (2018) evaluated the impact of the product differentiation strategy on sales performance in Tanzania's banking industry. Customers of the Songea Branch and NMB personnel made up the population for this study. Managers, supervisors, and other NMB offices were involved. 250 out of 2500 NMB clients and 24 out of 30 NMB employees made up the sample used by the researcher. Both primary and secondary sources of data were analyzed using observational methods, questionnaires, interviews, and document reviews. The researcher used a case study design in the explanatory research, which combined a quantitative and qualitative methodological framework. The results demonstrate a significant association between factors (preference, product knowledge perception, and cost of distinguishing products) and sales performance; as a result, product differentiation strategy contributes to sales performance positively.

Iheanachor, Umukoro and David-West (2021) examined the effect of product development practices on new product performance among Nigeria's financial services providers. The study adopted a descriptive research design. The results indicated that the processes adopted in the development of financial services affect the adoption, use, and overall penetration of the product in the target market. However the study was conducted in Nigeria and hence the results cannot be generalized to firms in Kenya. In addition, the study used new product performance as the dependent variable, which is different from organizational performance.

2.3.3 Distribution Strategy and Organizational Performance

The approach used by an organization to ensure that the good or service may reach the greatest number of potential customers at the lowest possible or ideal cost of distribution is known as the distribution strategy (Duramany-Lakkoh, 2021). This kind of strategy seeks to increase profits while retaining loyal clients. The advent of new marketing distribution tactics was studied by Affran and Asare (2019). Data were gathered from 415 randomly selected individuals of the target group using a structured questionnaire. SPSS version 24 was used to process the data that was acquired. The necessary sample for the study, 415 people, was drawn from the entire population using the Krejcie and Morgan (1970) sampling size determination table (retailers:

311, wholesalers: 70, distributors: 34). The major data gathering tool employed for this study was a structured questionnaire. Close-ended questions, which made up the majority of the questionnaire, provided respondents with the chance to address certain study-related topics. The study's conclusions showed that most businesses have yet to adopt strategic marketing and distribution practices in order to advertise their goods and raise marginal margins.

Mbondo, Okibo, and Mogwambo (2019) conducted a study using a survey methodology to evaluate the impact of distribution strategies on the performance of service firms in Kenya with a focus on the print media industry. 53 respondents that were chosen using the Census sampling approach made up the target population. It made use of a structured questionnaire. The study's conclusions showed that the two most common physical distribution strategies used were the customer service strategy and the transport logistics approach. The effectiveness of the print media sector and physical distribution tactics were highly and positively correlated. Furthermore, the performance of the print media sector benefits from customer service strategy.

Oliech (2020) evaluated the impact of distribution methods on organizational performance of companies using the Nyankoba Tea Factory as a case study. The study population consisted of 250 workers. The study used a sample of 75 employees from the total workforce of the Nyankoba Tea Factory. Using a purposeful sampling method, a sample of 250 Nyankoba Tea Factory workers was chosen. To collect data from the respondents, structured and closed-ended questionnaires were used. The study found that the company considers the trend of the current economy when fixing the channel. Provision of motivation to the channel members by the firm also makes the distribution channel selected to be more adequate and effective. The motivation methods like salary increment and providing free training to the members also tend to increase the morale of the channel members and by doing so will in turn make the channel to be more effective. Improvement of infrastructure and advancement of technology also leads to proper selection of effective distribution channel. This makes it possible for the company to easily select the members with more skills, experience and competency.

Partida (2019) used Dotmall Nigeria Limited as a case study to investigate the impact of an intense distribution strategy on the marketing of consumer goods. Both primary and secondary data collecting, including the use of questionnaires to elicit information and reviews of textbooks, journals, online sources, etc., were employed. The Chi-Square (x2) and frequency distribution, as well as straightforward percentage tables, were utilized as statistical tools. The results demonstrated that the organization distributes its goods using an extensive distribution strategy. Furthermore, the study found that inadequate storage facilities and poor infrastructure are barriers to efficient distribution of goods and services.

In Nigeria, Adefulu and Adeniran (2019) carried out study with the purpose of assessing the relationship between distribution channel strategy and marketing performance of consumer goods companies in Lagos State. A survey research design was used. 592 employees from the sales and marketing divisions of the chosen consumer goods companies in Lagos State, Nigeria, made up the study's population. A structured questionnaire with closed-ended questions was used. A total of 592 copies of the questionnaire were given out to respondents. Results showed that channel strategy significantly impacted the marketing performance of a few chosen consumer products companies in Lagos State, Nigeria.

In Shimo La Tewa Prison Enterprises in Kenya, Ojiambo and Kinyua (2022) examined the effect of product development strategy on organizational performance. A cross-sectional descriptive analysis design guided the investigation. Prison officers at the management and artisan levels were randomly recruited using stratified sampling as the target population. Primary data was collected using structured questionnaires. The study found that product development strategy has a positive and significant influence on the performance of Kenya Prisons enterprise. However, the study was limited to Kenya Prisons enterprise, which is different from microfinance banks.

2.3.4 Customer Services Strategies and Organizational Performance

A comprehensive approach for managing client contacts is called a customer service strategy. Through the whole customer journey, it offers a consistent customer experience (Shkodra, 2019). In order to understand customer needs, increase customer satisfaction, and establish procedures and systems for providing consistent levels of assistance and service while regularly evaluating its efficacy and increasing sales, a company needs a customer service strategy (Adefulu & Adeniran, 2019). Customers are more inclined to trust and remain loyal to a business when they are pleased with the service they have received.

In Cooperative Bank of Kenya, Nyanchama and Murigi (2019) examined the effect of customer focus strategies on performance. The study adopted a primary research methodology, which involved use of closed questionnaires to collect data from a sample of 65 employees selected from among the staff and board members of Cooperative Bank of Kenya. Customer focus strategies are part of strategic change management practices that influence the performance of Cooperative Bank of Kenya. However, the study was limited to commercial banks in Kenya, which operate under a different regulatory environment from microfinance banks.

Using descriptive research design, Ndiba and Mbugua (2018) carried out a study to ascertain how customer service procedures affect the performance of the hotel sector. The study concentrated primarily on client orientation and after-sale services and how these affect the market performance of hotels in Nairobi County. The study population in Nairobi County was the three-, four-, and five-star hotels. According to the study, customer after-sales services as well as customer orientation improve the market performance of Nairobi County's hotels. This might improve these Hotels' financial results in turn.

Using survey research design, Noella (2019) conducted a study to ascertain how customer relationship management techniques at Chase Bank (Kenya) Limited-In Receivership affect client satisfaction. 214 Chase Bank (Kenya) Limited-In Receivership employees who were working in the bank's branches in Nairobi City County made up the population. A sample of 65 people was chosen using stratified random sampling. Fifty non-management employees, 11 middle management employees, and 4 top management employees were chosen at random from the bank's staff list to participate in the study using random tables. Primary data were gathered using a questionnaire. The conclusions showed that Chase Bank (Kenya) Limited-In Receivership's emphasis on key clients has a positive impact on customer satisfaction. The findings showed that at Chase Bank (Kenya) Limited-In Receivership, organizational effectiveness had a positive impact on customer satisfaction. In order to increase customer satisfaction at Chase Bank (Kenya) Limited-In Receivership, the research identified the use of decentralized organizational structure, clear organizational goals, reward system and use of performance measurement standards as organizational efficiency management strategies. According to the research, customer knowledge management at Chase Bank (Kenya) Limited-In Receivership has positive impact on client satisfaction. According to the study, Chase Bank

(Kenya) Limited-In Receivership uses knowledge production, knowledge acquisition, knowledge sharing, and knowledge storage as part of its knowledge management practices.

Boamah (2020) assessed the effect of customer service on Ghana's telecom companies' performance In addition to conducting in-person interviews with customers and employees of the chosen firm, the study used the snow-ball survey, which is excellent for gathering information from the general public on a phenomenon. For the year 2010, 150 Vodafone Ghana individual mobile telecom users made up the target population. The findings suggested that providing excellent customer service had a positive effect on Ghanaian telecom firms' success.

Kerretts (2018) carried out a research with the purpose of assessing the influence of customer service on organizational performance of Gracia Garden hotel within Nairobi, Kenya. The study used a survey approach. Face-to-face interviews and semi-structured interviews were used in the study as data collection methods. According to the study, in order for communication strategies to be implemented effectively, people who would be impacted—mostly customers and employees—should be invited to a meeting. The type of food and equipment/labor are also the primary drivers of how long it takes to serve a customer.

Chopra (2019) conducted research to identify the key elements that are crucial for ensuring customer satisfaction at branded retail locations in Pune. Research journals and research publications on human resources and retailing were used to gather secondary data. Informally conducted interviews and structured questionnaires given to front-line staff members and customers visiting particular retail formats in Pune and Mumbai provided primary data. 200 respondents who attended the malls in the two cities were given a structured questionnaire to fill out. The findings showed that salespeople play a crucial part in ensuring client satisfaction. They must be compassionate, problem-solving, dedicated, and helpful. Therefore, salesperson abilities are crucial for ensuring client satisfaction.

2.4 Research Gaps

Despite various studies being done on marketing strategies most of these studies are limited to particular nations, sectors, industries and specific organizations, which hinder the generalization of the findings. For instance, Brafu-Insaidoo and Ahiakpor (2017) conducted a study with an aim of understanding marketing strategies of MFIs within Accra metropolis in Ghana; Gateka (2019) examined the connection between marketing strategies and sales performance in Bujumbura, Burundi's commercial banks. However, because of differences in the legal systems controlling various organizations, economic variables, and geographic boundaries, findings from studies conducted in other nations are cannot be applicable to Kenya.

In Kenya, Kaburu (2017) assessed the effect of marketing strategies on development of MFIs in Kenya; Ndungu (2020) examined the effects of marketing mix strategies on the development of customers for microfinance banks located in Nairobi and Kalei (2020) evaluated the relationship between digital marketing strategies and marketing performance of Top 100 SMEs in Kenya. Nonetheless, all these studies were done in various organizations and sectors therefore, their results are not generalizable to Kenya Women Microfinance Bank (KWFT). Moreover, these researches do not show how performance is affected by marketing strategy (product strategy, corporate branding strategy, distribution strategy and customer service strategy). Therefore, this study examined marketing strategies and performance of Kenya's MFIs.

Table 2. 1: Literature Review Summary and Study Gaps

Authors	**Focus**	**Findings**	**Research Gaps**
Ojiambo and Kinyua (2022	Effect of product development strategy on organizational performance in Shimo La Tewa Prison Enterprises	Product development strategy has a positive and significant influence on the performance of Kenya Prisons enterprise	The study was limited to Kenya Prisons enterprise, which is different from microfinance banks
Iheanachor, Umukoro and David-West (2021)	Effect of product development practices on new product performance among Nigeria's financial services providers	The processes adopted in the development of financial services affect the adoption, use, and overall penetration of the product in the target market	The study was conducted in Nigeria and hence the results cannot be generalized to firms in Kenya. The study used new product performance as the dependent variable, which is different from organizational performance

Ndungu (2020)	Effects of marketing mix strategies on the growth of customers for microfinance banks in Nairobi	The results indicated that marketing mix strategies had an effect on growth of customers	However, this study used growth of customers as the dependent variable, which is only one measured or organizational performance
Kalei (2020)	Relationship between digital marketing strategies and the marketing performance of Top 100 Small and Medium Enterprises (SMESs) in Kenya	The findings indicated that digital marketing strategies have an effect on marketing performance	However, this study used marketing performance as the dependent variable, which is only one measured or organizational performance. In addition, the study was limited to 100 Small and Medium Enterprises (SMESs), which do not include microfinance institutions
Kuria (2020)	effect of product development strategy on organizational performance	The brand awareness, brand association, brand attitude as well as brand loyalty is related positively to commercial banks' performance.	The researcher failed to examine product strategy, distribution strategy and customer service strategy which will be the focus of this study. Moreover, this study was conducted among commercial banks whose mission and objective is different from that of Kenya Women Microfinance Bank (KWFT)
Boamah (2020)	The relationship between customer service and the performance of Ghanaian Telecom Companies.	The findings revealed that good customer service positively influence the performance of GhanianTelecom companies.	The study was conducted in Ghana, a country with different legal framework and geographical boundary
Kyalo and Murigi (2019)	The influence of product development strategy on performance of middle level chain	Findings showed that product development strategies positively as well as significantly affected the performance of middle level chain	The study focused on Uchumi, Tuskys and Naivas supermarkets which differs from Kenya Women Microfinance Bank (KWFT) The study failed to assess

	stores in Nairobi City County	stores.	corporate branding strategy, distribution strategy and customer service strategy which will be the focus of this study
Cant, Wiid and Kallier (2019)	The factors that affect product strategy decisions of SMEs in south africa	The study established SMEs in South Africa take into account quality and customer demand as the most essential factors when choosing on a product to sell	The research was carried out in South Africa hence results are not applicable this study due to disparity in geographical boundary and legal framework between the two countries
Nyanchama and Murigi (2019)	Effect of customer focus strategies on performance in Cooperative Bank of Kenya	Customer focus strategies influence the performance of Cooperative Bank of Kenya.	The study was limited to commercial banks in Kenya, which operate under a different regulatory environment from microfinance banks
Mbondo, Okibo and Mogwambo (2019)	The influence of the distribution strategies on performance of Print Media Industry	A positive and strong association existed between physical distribution strategies and performance of print media industry	The study focused on Print Media Industry and because of variation in regulatory frameworks, and organizational structures, the findings are not applicable to Kenya Women Microfinance Bank (KWFT)
Noella (2019)	Relationship between customer relationship management strategies and customer satisfaction at Chase Bank (Kenya) Limited-In Receivership	The study found the use of customer relationship management strategies influence customer satisfaction at Chase Bank (Kenya)	The study failed to examine corporate branding strategy, distribution strategy and product strategy
Shihachi (2018)	The relationship between corporate branding strategy and performance of Safaricom Limited	The corporate branding strategy help in improving organization performance by building product and company awareness	The study used case study design while this research will use descriptive research method
Ndiba and	Customer service	Customer after-sales	This study was conducted in

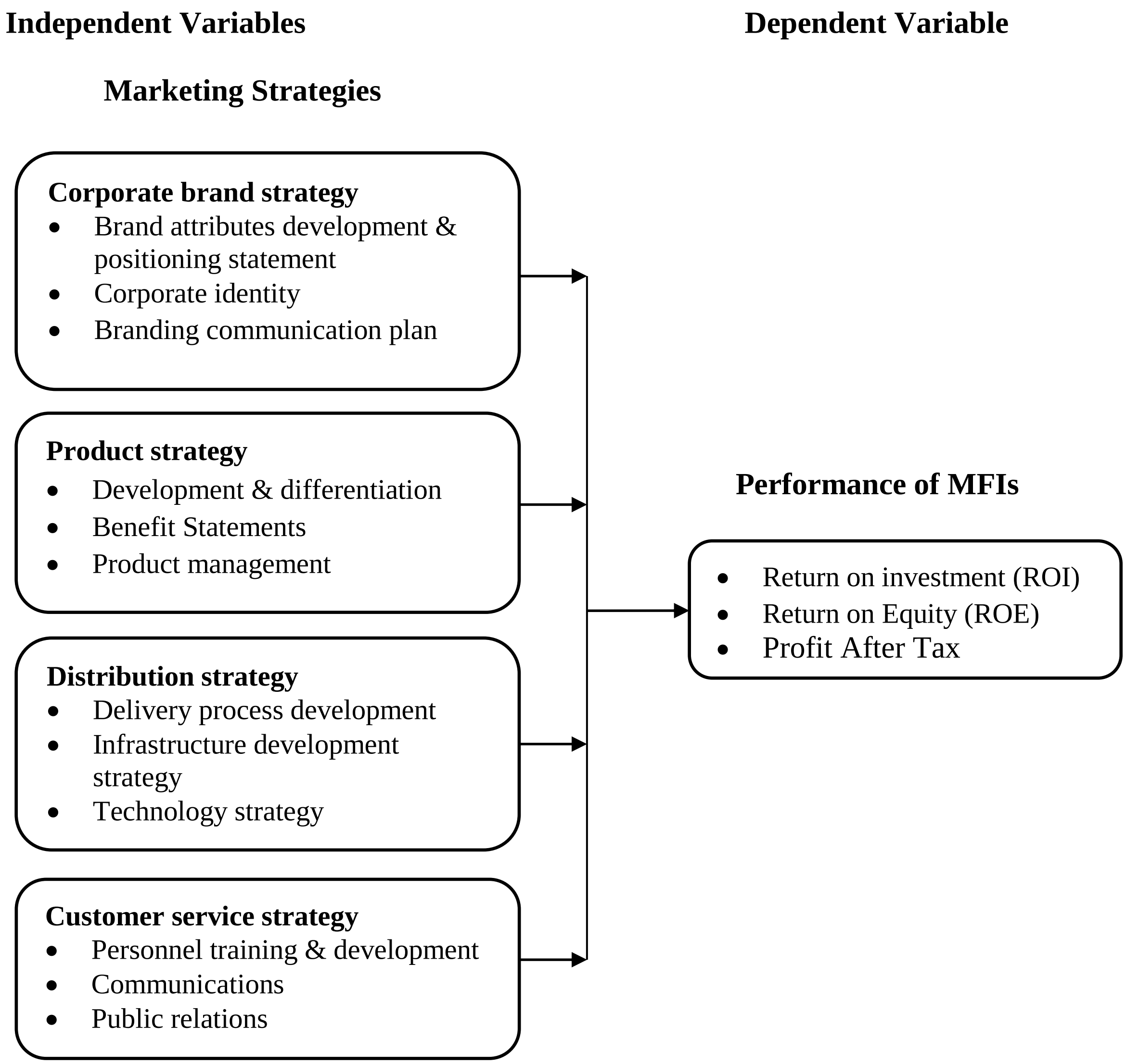
Mbugua (2018)	procedures affect the performance of the hotel sector	services improve the market performance of Nairobi County's hotels	the hotel sector and hence the findings cannot be generalized to microfinance banks

Source: Literature Review (2023)

2.5 Conceptual Framework

To illuminate the essential thoughts on the implications of marketing strategies on the effectiveness of MFIs as demonstrated from exploration of literature review, the need to fathom conceptual framework arose for the purposes of assimilating study variables. Conceptual framework of marketing strategies on efficiency of microfinance institutions is illustrated in Figure 2.1.

Figure 2. 1: Conceptual framework



Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section comprises of research design, population targeted, sample extracted from the population and sampling techniques or methods, instruments for collecting data, procedure for data collection, data validity and reliability, data analysis, presentation and ethical considerations.

3.2 Research Design

In order to gather data in regard to diverse concepts to describe the influence of marketing strategies on the effectiveness of MF Banks in Kenya, the researcher deployed descriptive research method. Descriptive research design was used because is cost effective and time saving as compared to experimental studies. In addition, this research design was used because it enables the research to examine the variables of their study in a natural setting without making any changes in them. It also helps the research to answer the questions of how, what, when and where in relation to the research problem.

3.3 Target Population

Population is a collection of objects or elements that possess potentially useful information that a researcher seeks to make important inferences from (Williamson & Johanson, 2017). Target population is the section of aggregate population that is narrowed down by the researcher. The target population was the staff working at the headquarters of Kenya Women Finance Bank including management staff and employees in credit, finance and operation departments were surveyed. These categories of staff were used in this study because they are involved directly or indirectly in the development and implementation of marketing strategies. The number of staff in top management and at credit, finance and operations departments at the headquarters of Kenya Women Finance Bank was as illustrated in Table 3.1.

Table 3. 1: Distribution of Target Population

Department	Senior management	Junior Employees	Sub Total
Credit	5	20	25
Finance/Accounts	6	15	21
Operations	5	11	16
Total	**16**	**46**	**62**

3.4 Sample and Sampling techniques.

Whenever the target population is small, the researcher may choose for the census method, which considers the total population (Zikmund, 2017). The entire population was surveyed using a census methodology. One of the advantages of census is that the results drawn by conducting a census are accurate and reliable while there are chances of errors in the results drawn from the sample.

3.5 Data Collection Instruments

Collection of data is an act or a practice of collecting information from a population so as to determine some facts. The study used secondary and primary methods of collecting data (Stokes & Wall, 2017). Sileyew (2019) refers to primary data as data that is collected firsthand with the intention of addressing a certain concern. Consideration the research objectives, personal interviews and questionnaires were the key tools utilized to collect data.

According to Waddell (2020) questionnaires are the most suitable instruments of data collection because it is relatively easy to gather sizeable amount of information within short span of time. Questionnaires ensured standardization while also keeping the source of information anonymous to guarantee confidentiality (Saunders, Lewis & Thornhill, 2018). Going by the above considerations, this study opted to employ questionnaires as suitable instrument for this study. The contents of the questionnaires were properly constructed open and close-ended questions that made it possible for respondents to provide prompt answers. Secondary sources of information including Microfinance reports, books and business journals were also applied.

The questionnaire had six sections. The first section covered questions on general information while the second section covered questions on performance. Sections three, four, five and six covered questions on corporate brand strategy, product strategy, distribution strategies and customer service strategies.

3.6 Validity and Reliability of the Research Instrument

3.6.1 Validity of the Research Instrument

Research validity relates to the degree to which a study measures correct elements that require to be measured. This study will use two forms of validity, face validity and content validity. Face validity ascertains that the measure appears to be examining the expected construct under investigation (Bell, Bryman & Harley, 2019). In this study, face validity was improved using experts' reviews in the field of marketing including the supervisor. The degree to which items accurately measure or represent the content of the feature or trait that the researcher seeks to measure is known as content validity (Creswell & Creswell, 2020). Measuring content validity involves assessing individual questions on a test and asking experts whether each one targets characteristics that the instrument is designed to cover. This process compares the test against its goals and the theoretical properties of the construct. Content validity was tested by use of expert opinions. It is the extent to which the content universe to which the instrument will be generalized is reflected in its items (Mitchell & Jolley, 2019). By organizing the questionnaire's questions in accordance with the study's goals and objectives, content validity was improved.

3.6.2 Reliability of the Research Instrument

Hair, Page and Brunsveld (2020) poises reliability as the extent in which consistent results can be generated using similar research instruments repeatedly. Reliability analysis is thus important because it assist in answering queries on whether similar findings will be brought forth if the same measurement procedures are employed over and over again under the same conditions (Kothari, 2017). Cronbach alpha coefficient was computed using SPSS. Cronbach alpha co-efficient value above 0.7 indicated that the measurement procedure was reliable (Cronbach, 1959). All variables in the questionnaires with Cronbach alpha coefficient of 0.7 and above were deemed reliable.

A pilot test was done to identify and rephrase any misinterpreted, ambiguous, or misunderstood questions. The pilot test also makes it easier to remove typographical errors and determine whether the questions being asked are relevant and suitable. The pilot test took place in Machakos branch of KWFT Microfinance. 10% of the sample size was drawn at random from the pre-test group (6 respondents). Babbie (2017) states that a sample size should be 10% of the sample needed for the entire research.

3.6.3 Data Collection Procedure

Collection of data is an act or a practice of collecting information from a population so as to determine some facts (Mitchell & Jolley, 2019). The data collection process began with obtaining a letter from Kenyatta University authorizing data collection, followed by obtaining a permit from NACOSTI. The study used drop off and pick up later method that involved dropping the questionnaires to the respondents and giving them three days to fill them before picking them up. In the drop-off/pick-up later method, the questionnaires were hand delivered to respondents and will be collected after they are filled. Follow-ups were made on daily basis to monitor the progress of the respondents in filling up the questionnaires. The data collection exercise was expected to take approximately three weeks.

3.7 Data Analysis and presentation

Kumar (2019) asserts that data analysis refers to the part of scrutiny of data that has been gathered in a research process in an endeavor to fastidiously make important extrapolations and deductions out of it. Using the SPSS software package, primary data was first tabulated and then analyzed after being verified for accuracy, completeness, consistency, and correctness. Analysis of the data was carried out using descriptive statistics as well through running a multiple regression analysis. Communication of research findings employed percentages, mean and standard deviation from the mean.

A multiple linear regression model of the form $Y= \beta_0+ \beta_1 X_1+ \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 +\acute{\varepsilon}$ was derived to demonstrate the association between dependent variable (Y) and independent variable (x) where:

Y = Performance

X_1 =Corporate brand

X_2 = Product strategy

X_3 = Product delivery

X_4 = Customer service

β_0 = Constant

β_1- β_4 = Regression Coefficients

$\acute{\varepsilon}$ = Error terms

3.8 Ethical Considerations

The researcher requested for data collection permit from NACOSTI and a letter of data collection from Kenyatta University. Additionally, the researcher made sure that respect for human dignity, and justice—principles of a proper code of behavior in any business endeavor—were upheld. Information consent entails comprehension and voluntarily participating in a study project (Williamson & Johanson, 2017). The respondents were asked whether they were ready to take part in this research since sensitivity principle was observed. Only the respondents who were ready to participate in the research were given the questionnaires to complete.

To ensure confidentiality, the participants got assurance from the researcher that information they provided, was regarded with confidentially and it was utilized for education purposes. The research stored data documents in locked location and restricted their access of by allowing authorized persons to access the data. In order to maintain anonymity, a research tool should not record respondents' personal information unless it is crucial to the study's protocol. When completing the questionnaires utilized in this study, the participant was asked not to include their names or any personal information.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter covers data analysis, presentation of the findings as well as interpretation as per the study objectives. The main study objective was to establish marketing strategies and performance of Kenya's Microfinance Banks. The chapter comprises of the response rate findings on demographic information, descriptive analysis as per the variables of the study as well as regression analysis and summary of key findings and discussions.

4.2 Response Rate

The researcher issued 62 questionnaires to the targeted respondents at the Nairobi Head office. Out of the 62 questionnaires that were distributed, 53 questionnaires had plausible information hence qualified for consideration in analysis attaining 85.48% response rate. However, 9 questionnaires which constituted 14.52% did not qualify for analysis as 3 questionnaires missed crucial information while 6 questionnaires were not returned at all, despite follow up by the researcher. The conspicuously high response rate was argued to be occasioned by having the researcher issuing and collecting the questionnaires. The res62 responses did not include the responses obtained during the pilot test.

4.3 Demographics

Demographics comprised respondents' gender, education level, the duration they had worked in the organization as well as the department the respondent was accountable for as at the time of the study.

4.3.1 Respondents' Gender

The study participants were categorized into either male or female. This was done in view of ensuring fair engagement of respondents in terms of their gender eliminating gender biasness while collecting data.

Table 4. 1: Gender of the Respondents

	Frequency	Percent
Male	29	54.7
Female	24	45.3
Total	**53**	**100.00**

Source: Research Data (2022)

Table 4.1 evinces that total number of respondents was 53, which consisted 29(54.7%) male and 24(45.3%) female respondents. This suggested that there were more male respondents than female respondents. The finding was a random occurrence and was not purposive. The findings depicted a similarity to those of Shihachi (2018) on the influence of strategic marketing on performance of Safaricom Limited, which indicated a higher representation of the male respondents (73.3%) while the female counteracts were at 26.7%.

4.3.2 Education Level

The study sought to analyze the respondents' education level which enhanced the evaluation of the respondents' qualifications, skills and competencies. This defined ones professional level and expertise in their areas of practice. The assessment was vital as it enabled the researcher to get reliable information from the respondents who had an understanding of the research variables under consideration. The results on the respondents' level of education were shown in Table 4.2.

Table 4. 2: Highest Education Level

	Frequency	Percent
Certificate	3	5.7
Diploma	13	24.5
Undergraduate	28	52.8
Post-graduate	9	17
Total	**53**	**100.0**

Source: Research Data (2022)

The respondents education level attained as presented in Table 4.2 was post-graduate at 9(17%); respondents who had under-graduate qualifications were 28(52.8%); those who had diploma level were 13(24.5%) while the remaining 3(5.7%) had certificate as the lowest level of education. This suggested that the responses were aware of and appropriate for the study input as most of the respondents had undergraduate and diploma levels of education followed by the respondents who were post-graduates. These findings indicate knowledge and understanding of the study variables being investigated among the respondents.

4.3.3 Designation

The study sought to analyze the scope of responsibility of the respondents. The study findings depicted that the respondents were top managers and employees in credit, finance and operation departments. The results were as presented in Table 4.3.

Table 4. 3: Respondents' Position in the Organization

Senior management	**Frequency**	**Percent**
Credit	3	5.66
Finance/Accounts	5	9.43
Operations	3	5.66
Employees in		
Credit department	18	33.96
Finance/Accounts department	14	26.42
Operations department	10	18.87
Total	53	100

Table 4.3 show close to an even distribution of representation in designation of the respondents; credit staffs were 18(33.96%), finance/accounts staff were 14(26.42%), operations staff were 10(18.87%), finance/accounts senior managers were 5 (9.43%), credit senior managers were 3(5.66%) and operations senior managers were 3(5.66%). The staff and senior managers gave credible and vital information to foster the study.

4.3.4 Duration Worked in the Position

The researcher also attempted to analyze the duration in which respondent held the position in the institution under study. This sought to prove how well the respondents were versed in the marketing strategies and performance of KWFT Bank.

Table 4. 4: Duration worked in the position

	Frequency	Percent
Less than 1	4	7.5
1-5	18	34.0
6-10	20	37.7
11-15	6	11.3
Over 16	5	9.4
Total	**53**	**100.00**

Source: Research Data (2022)

The study assessed the duration of time each respondent had worked in the organization as well as in the position. Most of the respondents 20(37.7%) indicated they had worked in their position for between 6 to 10 years, 18(34.0%) indicated 1 to 5 years while 6(11.3%) indicated for 11 to 15 years. However, only 9.4% of the respondents had worked in their departments for over 16 years whereas only 7.5% had worked in their departments for below 1 year. The implication here was that most of the participants had served the organization for considerable duration of time hence, they were in a good position to provide reliable information in relation to the research.

4.4 Descriptive Analysis

Descriptive analysis was used to analyze various study variables. The findings were made after the researcher determined the features of the variables. Descriptive analysis improved description of contingency of affairs since they occurred at the study period. The respondent's opinion was descriptively analyzed using frequencies, percentage mean as well as the standard. Respondent's diversity in opinion was established by the standard deviation from the mean. A standard deviation of more than one established a great dispersion of the respondent's opinion. The researchers were able to precisely depict the features of a certain circumstance under examination because of descriptive analysis.

4.4.1 Corporate Brand Strategy

The researcher sought to examine the influence of corporate brand strategy on Kenya MFIs' performance. Corporate branding gives the organization an identity enabling it to have consistent and unique feel and look across each medium. The study examined the existence of corporate brand positioning statement, corporate brand attribute strategies, corporate brand communication plan as well as the extent in which corporate branding department was effective in all corporate brand issues. The study also examined the extent in which corporate brand strategies affected the overall performance of the organization.

The study assessed whether or not their organization had brand positioning statement. The results obtained were as presented in Table 4.5.

Table 4. 5: Brand Positioning Statement

	Frequency	Percent
Yes	50	94.3
No	03	5.7
Total	**53**	**100.00**

The findings in Table 4.5 indicate that 94.3% of the respondents revealed that the organization had brand positioning statement clearly outlined in the corporate mission statement, vision statement, values and corporate objectives. It also indicated a clear understanding of the variable. However, 5.7% of the respondents opined that the organization did not have brand positioning statements. These findings agree with Shihachi (2018) observation that corporate brand strategy encompasses mission statement, vision statement, values and corporate objectives.

The respondents were also requested to point out the degree in which brand positioning statement was effective in ensuring the close relation of the organization to its customers.

Table 4. 6: Effectiveness of Brand Positioning Statement

	Frequency	Percent
Non-Effective	2	3.8
Least Effective	6	11.3
Moderate Effective	30	56.6
Effective	12	22.3
Most Effective	3	5.7
Total	**53**	**100**

Table 4.6 indicates the response made regarding the extent of the effectiveness of the brand positioning statement. From the results, 56.6% (30) of the participants revealed that brand positioning statement in their organization was moderately effective, 22.3% (12) indicated that it was effective, 11.3% (6) indicated that the was least effective, 5.7% (3) indicated that it was

most effective and 3.8% (2) indicated that it was non-effective. Kuria (2020), corporate image is an instrument used to determine organization ‘s legitimacy, quality and conduct loyalty.

The study sought to analyze whether or not the organization had brand communication department which outlined brand communication plan and brand attributes development strategies.

Table 4. 7: Brand Communication Department

	Frequency	**Percent**
Yes	53	100.00
No	00	0.00
Total	**53**	**100.00**

The findings in Table 4.7 indicate that all of the respondents (100%) opined that there existed a brand communication department which developed brand attributes and laid out brand communication plan to the customers. The study also examined the extent in which the brand communication department was useful in communicating all corporate brand issues. These findings are in line with Ochoo et al. (2018) argument that most of the organizations have brand communication department.

The study assessed the degree to which brand communication department was useful in communicating corporate issues. The findings were as presented in Table 4.8.

Table 4. 8: Usefulness of Brand Communication Department in Corporate Communication

	Frequency	**Percent**
No Extent at All	2	3.8
Small Extent	2	3.8
Moderate Extent	5	9.4
Great Extent	23	43.4
Very Great Extent	21	39.6
Total	**53**	**100**

Source: Research Data (2022)

According to the results, 43.4% of the participants revealed that brand communication department in developing and communicating corporate issues as well as developing brand attributes strategies was useful to a great extent, 39.6% indicated to very great extent, 9.4% indicated to moderate extent, 3.8% pointed out to a small and extent and same percent pointed out to no extent at all. This implies that brand communication department in developing and communicating corporate issues as well as developing brand attributes strategies was useful to a great extent. These findings are in concurrence with Chiwanza (2019) observation that brand communication department plays a key role in communication of corporate issues.

The results were tabulated in Table 4.9.

Table 4. 9: Extent of Corporate Brand Strategies effect on Performance of Organization

Variable	No Extent at All	Small Extent	Moderate Extent	Great Extent	Very great Extent	Mean	Std Deviation
Brand attributes development and positioning statement	2(3.8)	4(7.5)	14(26.4)	21(39.6)	12(22.6)	3.70	1.03
Brand Communication Plan	1(1.9)	3(5.7)	12(22.6)	23(43.4)	14(26.4)	3.87	.941
Corporate Identity	1(1.9)	3(5.7)	9(17.0)	29(54.7)	11(20.8)	4.02	.878
N=53							

Source: Research Data (2022)

The findings indicate that corporate identity strategies affected the performance of the organization to a very great extent (mean=4.02) with the respondents indicating a small deviation of opinion (standard deviation=0.878). These findings agree with Siddiquie (2018) findings that corporate identity strategies have a significant effect on performance. Brand communication plan strategy to great extent also affected the performance of organization (mean=3.87) while the standard deviation of 0.941 depicted a small dispersion in respondents' opinion. Brand attributes development and positioning statement strategies to great extent also affected organizations' performance (mean=3.70). The respondents however expressed a wide disparity in their opinion on this strategy on the performance of the organization.

4.4.2 Product Strategy

The study examined the effectiveness of product strategies on MF banks' performance. The study also examined the existence of product development and differentiation strategies as well as product benefit statements. Product development is whereby an organization modifies its product offerings and also offers new products so as to appeal and suit the existing needs of the target or existing market (Mbithi & Muturi, 2018).

The respondents were asked to indicate whether the organization had product development and differentiation strategies. The findings are tabulated in Table 4.10.

Table 4. 10: Frequencies of Existence of Product Development and Differentiation Strategies

	Frequency	Percent
Yes	51	96.2
No	02	3.8
Total	**53**	**100.00**

The study revealed that 96.2% of the respondents opined that the organization had product development and product differentiation strategies. However, 3.8% of the respondents opined that the organization did not have product differentiation strategies which indicated that respondents were not sure of existing product development and differentiation strategies. These findings concur with Siddiquie (2018) observation that business organizations make use of product development and product differentiation strategies to improve performance.

The respondents were further asked to indicate whether the institution had product benefit statement. The results were as presented in Table 4.11.

Table 4. 11: Existence of Product Benefit Statement

	Frequency	Percent
Yes	50	94.3
No	03	5.7
Total	**53**	**100.00**

The study indicated that 94.3% of the participants indicated that KWF Bank had product benefit statement in existence which communicated the benefits of particular financial product. Product benefit statement clearly outlined the benefits attached to each product handled by the organization. These findings are in line with Abidemi et al. (2020) argument that product benefit statement in communicates the benefits of particular financial product.

Moreover, the respondents were required to indicate whether the product benefit statement was clear to the target market. The results were as presented in Table 4.12.

Table 4. 12: Product Benefit Statement Clarity

	Frequency	Percent
Yes	39	73.6
No	14	26.4
Total	**53**	**100.00**

The results in Table 4.12 indicate that 73.6% of the participants indicated that the product benefit statements were clear to the targeted market. This was an indication that the benefit characteristics were clearly stipulated and were easily understood by the clients. However, 26.4% of the respondents indicated that the statements were not clear and therefore needed to be reviewed, making them clear enough to the target market. It was evident that, making the product benefit statement clear would clearly outline the product features and the favorable benefits attached to them giving the organization products a competitive edge against other market players. These findings are in concurrence with Mbithi et al. (2018) findings that firms have to ensure that product benefit statements are clear to the firm’s target market.

The study sought to examine whether there were product management strategies in KWF Bank. The study findings revealed were tabulated in Table 4.13.

Table 4. 13: Existence of Product Management Strategies

	Frequency	Percent
Yes	51	96.2
No	02	3.8
Total	**53**	**100.00**

The results in Table 4.13 show that 96.2% of the respondents indicated that the organization had laid out product management strategies in place. KWF bank is a financial institution and therefore had in place viable product management strategies such as on loan recoveries so as to keep the organization going. Additional findings indicated that 2(3.8%) of the respondents felt that the product management strategies did not exist. These findings agree with Kyalo and Murigi (2019) argument that firms have established product management strategies.

The study additionally sought the effectiveness of the product management strategies. Table 4.14 shows the study findings made.

Table 4. 14: Effectiveness of Product Management Strategies on Performance of MFI

Variable	Non-Effective	Least Effective	Moderate Effective	Effective	Most Effective	Mean	Std Deviation
Effectiveness of product management strategies on performance of MFIs	3(5.7)	5(9.4)	10(18.9)	21(39.6)	14(26.4)	3.72	1.133
			N=53				

The results in Table 4.14 showed that product management strategies adopted by KWF banks were greatly effective in enhanced performance of MFI. (Mean=3.72). The respondents expressed diversified opinion on the variable where the standard deviation was above 1. (Standard Deviation= 1.133). The findings were similar Kyalo and Murigi (2019), argument that product development strategy involved in the process of developing new products or even modifying the existing products to make them look new and offering the same products or services to current or new markets promoted financial performance of the organization.

4.4.3 Distribution Strategies

The researcher examined the existence of distribution plans, technological platforms on product/service delivery, the effectiveness and the extent in which delivery process development; technology strategy as well as infrastructure development strategy were implemented in the bank. The respondents were asked to indicate whether the institution had stipulated distribution plan.

The study sought to examine the existence of distribution plan on how financial products and services reach their clients. The participants were required to point out whether the institution had stipulated distribution plans. The results are tabulated in Table 4.15.

Table 4. 15: Existence of Distribution Plan

	Frequency	**Percent**
Yes	43	81.1
No	07	13.2
Do not know	03	5.7
Total	**53**	**100.00**

The results stipulates that 81.1% of the participants opined that KWF bank had existing distribution plans. The findings were similar to those of Cant, Wiid and Kallier (2019) whose study gave prominence to the association between the plasticity of planning approach and supply chain. An important determination of the study was that the combination of planning and the practice of sharing information with customers and suppliers were vital so as to always keep in touch with the customer tastes and preferences. The findings also indicated that 13.2% of the respondents opined that distribution plans in KWF bank did not exist while 5.7% opined that they were not certain of existing distribution plans of financial products.

The researcher also sought to examine the presence of technological platforms for product/services delivery. The results were as presented in Table 4.16.

Table 4. 16: Existence of Technological Platform for Product/Service Delivery

	Frequency	**Percent**
Yes	48	90.6
No	04	7.5
Not certain	01	1.9
Total	**53**	**100.00**

The results revealed that 90.6% of the participants opined that the organization had technological platform for product/service delivery to the customers. The respondents opined that different technological systems have been put in place to ensure products/services delivered delivery. These findings are in concurrence with Duramany-Lakkoh (2021) observation that firms in the financial sector have adopted technological platform for product/service delivery to the customers.

The respondents were also asked to show how effective the existing technological platform used in product and service delivery to the people in improving the organization performance. They were required to point out the effectiveness of the platform in a five scale; 1-Not effective, 2-Least effective, 3-Moderate effective, 4-Effective and 5-Most effective. The findings in Table 4.17 clearly indicated the respondent's opinion on the effectiveness of the technological platforms put in place to ensure product delivery to the customers.

Table 4. 17: Effectiveness of Technological Platforms in Product/Service Delivery

Variable	Non-Effective	Least Effective	Moderate Effective	Effective	Most Effective	Mean	Std Deviation
Effectiveness of technological platforms	2(3.8)	3(5.7)	11(20.8)	19(35.8)	18(34.0)	4.00	1.061
N=53							

From Table 4.17, the existing technological platforms and system put in place by the organization exhibited great effectiveness in delivery of products and services to the people. The standard mean of technological platforms effectiveness was 4.00 above 3.5 indicating a great extent of the effectiveness of technological platforms. These findings agree with Affran and Asare (2019) findings that technological platforms are important in improving performance. However, the respondents expressed diverse opinion on the variable as the standard deviation from the mean was above 1.

To further examine how distribution strategy enhanced changes in MF banks' performance, the participants were requested to point out the degree in which various product delivery strategies were implemented in the MF banks. The findings on the variables were presented in Table 4.18.

Table 4. 18: Extent into which Product Delivery Strategies are implemented

Variable	No Extent at All	Small Extent	Moderate Extent	Great Extent	Very great Extent	Mean	Std Deviation
Technology strategies	1(1.9)	2(3.8)	7(13.2)	27(50.9)	16(30.2)	4.04	.876
Delivery process development	1(1.9)	4(7.5)	13(24.5)	17(32.1)	18(34.0)	3.89	1.031
Infrastructure development strategy	2(3.8)	5(9.4)	6(11.3)	27(50.9)	13(24.5)	3.83	1.033
N=53							

The results in Table 4.18 indicate that the organization to a great extent leveraged on technology strategies as product delivery strategy ensuring the availability of the organization in tech world as shown by a mean of 4.04, which was above 3.5. These findings agree with Mbondo, Okibo, and Mogwambo (2019) observation that technological strategies improve production distribution, which in turn improves performance. The respondent opinion had a minute diversification as standard deviation was below one (Std.dv= -0.876). Delivery process development and infrastructure development strategies were also implemented to great extent as shown by means of 3.89 and 3.83 correspondingly, while the respondent's opinion on these aspects exhibited a greater deviation where the standard deviations from the mean were greater than one.

4.4.4 Customer Service Strategies

The study sought to determine how customer service strategy influences the performance of Kenya microfinance institutions. To examine the concept, six variables were set examining the existence of customer care departments, personnel training and development programmes on customer care services, their effectiveness as well as the extent in which personnel training and development, communication and public relations strategies were implemented in the organization.

Moreover, the participants were requested to indicate whether the institution had established customer care department. The study findings were as tabulated in Table 4.19.

Table 4. 19: Existence of an Established Customer Care Department

	Frequency	**Percent**
Yes	50	94.3
No	02	3.8
Not certain	01	1.9
Total	**53**	**100.00**

The study findings established that 94.3% of the participants opined that the organization had an established customer care department to respond and consistently assist the users by providing support to company objectives and facilitating growth of its business by increasing the number of returning customers. These findings agree with Shkodra (2019) observation that most of the firms in the financial sector have a customer care department facilitating an improvement in customer service.

The respondents were further asked to indicate whether the institution had personnel training and development programmes on customer care services. The results were as presented in Table 4.20.

Table 4. 20: Existence of Personnel Training and Development Programs

	Frequency	**Percent**
Yes	49	92.5
No	04	7.5
Total	**53**	**100.00**

The results reveal that 92.5% of the participants indicated that the organization had established personnel training programs on customer care service aimed at offering affluent service delivery and assistance to customers. These findings agree with Nyanchama and Murigi (2019) observation that firms in the financial sector have adopted personnel training programs on customer care service.

However, 7.5% of the respondent indicated that personnel training and development programs needed to be consistently implemented and made universal. The study also examined the effectiveness of personnel training and development programmes on customer service.

Table 4. 21: Effectiveness of Personnel Training and Development Programmes on Customer Service

Variable	Non-Effective	Least Effective	Moderate Effective	Effective	Most Effective	Mean	Std Deviation
Effectiveness of personnel training and development	1(1.9)	2(3.8)	8(15.1)	27(50.9)	15(28.3)	4.00	.877
N=53							

The research findings reveal that there existed great effectiveness in personnel training and development programme utilized by the organization in articulation of customer service. The respondent's opinion had minute deviation on this aspect as standard deviation was less than 1. (Mean=4.00, Std.dv=0.877). These findings concur with Ndiba and Mbugua (2018) argument that the effectiveness in personnel training and development programme is important in service delivery.

The study also examined the extent in which various customer service strategies were implemented which affected the performance of MFIs in Kenya.

Table 4. 22: Extent into which Customer Service Strategies were Implemented

Variable	No Extent at All	Small Extent	Moderate Extent	Great Extent	Very great Extent	Mean	Std Deviation
Personnel training and development	2(3.8)	6(11.3)	5(9.4)	19(35.8)	21(39.6)	3.96	1.143
Public Relations	1(1.9)	5(9.4)	10(18.9)	23(43.4)	14(26.4)	3.83	.995
Communication	2(3.8)	5(9.4)	19(35.8)	17(32.1)	10(18.9)	3.53	1.03
N=53							

The results in Table 4.22 explicates the extent in which customer service strategies were implemented. The study findings reveal that personnel training and development on customer service was to a great extent implemented by the organization ensuring that the staff were adequately trained on customer service (Mean=3.96). The respondent's expressed a wide difference on their view as standard deviation was higher than one. Public relations strategy implementation was also to a greater extent implemented in ensuring customer service (Mean=3.83). Public relations strategy ensured that the organization was reputable and could be an attractive investment destination. These findings agree with Boamah (2020) argument that Public relations strategy influences customer service and customer satisfaction. At a moderate extent of implementation, communication strategies were implemented by the organization to ensure constant inflow and outflow of company information to the organization stakeholders who influence microfinance performance (Mean=3.53). The respondent's opinion however exhibited a great deviation on the aspect since the standard deviation was not less than one.

4.4.5 Performance of Microfinance Banks

The measures of performance of MF banks included ROI and ROE. The respondents were requested to rate their organizational performance for duration between 2016 and 2022. The findings were as presented in Table 4.23.

Table 4. 23: Organization Performance for the period between 2016 and 2022

	Frequency	Percent
Very good	10	18.9
Good	17	32.1
Average	23	43.4
Poor	3	5.7
Total	**53**	**100.0**

Source: Research Data (2022)

According to the findings, 43.4% of the participants indicated that organization performance for the period between 2016 and 2022 was average, 32.1% indicated that it was good, 18.9% pointed out it was very good while 5.7% indicated that it was poor. These findings imply that organization performance for the period between 2016 and 2022 was very good. These findings agree with Central Bank of Kenya Supervision Annual Report (2020) argument that the performance of microfinance banks was moderate.

The respondents were asked to indicate the trend of performance in their organization for the period between 2016 and 2022. The findings were presented in Table 4.24.

Table 4. 24: Trend of Organizational Performance

	Frequency	Percent
Increasing trend	43	81.13
Stagnant trend	10	18.87
Total	**53**	**100.00**

Source: Research Data (2022)

According to the findings, 81.13% of the respondents indicated that organizational performance in KWFT had an increasing trend for the period between 2016 and 2021. However, 18.87% of the participants indicated that organizational performance of KWF bank had stagnant trend for the period between 2016 and 2021. This implies that organizational performance in KWF bank had an increasing trend for the period between 2016 and 2021. These findings are contrary to Central Bank of Kenya Supervision Annual Report (2020) observation that the performance of microfinance banks was fluctuating.

The participants were further requested to specify the actual figures reported by their organization for the period between 2016 and 2021. The results were as presented in Table 4.25.

Table 4. 25: Measures of Performance

	2016	2017	2018	2019	2020	2021
Profit After Tax (PAT) (in millions)	5,244	5,563	5,958	5,976	5,058	5,198
Return on investment (ROI)	2.374	2.673	2.463	2.783	2.283	2.406
Return on Equity (ROE)	1.195	1.297	1.207	1.554	2.142	3.106

Source:1Research1Data1(2022)

From the findings, profit after tax was Ksh. 5,244 million in 2016, which1increased to Ksh. 5,563 million in 2017, Ksh. 5,976 million in 2019, decreased to Ksh. 5,058 million in 2020, but increased to Ksh. 5,198 million in 2021. In addition, return on investment increased from 2.374% in 2016 to 2.673% in 2017, decreased to 2.463% in 2018. In 2019, return on investment increased to 2.783% before decreasing to 2.283% in 2020 and increasing to 2.406% in 2021. Further, return on equity in KWF bank was 1.195% in 2016, which increased to 1.297% in 2017 and decreased to 1.207% in 2018. However, return on equity in KWF bank finance decreased to 1.554% in 2019 before increasing to 2.142% in 2020 and increasing to 3.106% in 2021. These findings agree with CBK (2021) observation that the financial performance of microfinance banks has been fluctuating.

4.5 Regression Analysis

Regression analysis encompasses a set of complex statistical method used in the examination of the relationship and value of an outcome. In order to assess the association on marketing strategies (independent variable) and performance of MF banks (dependent variable), multiple regression analysis was performed. The analysis used SPSS to calculate the measurement of multiple regressions. The regression model summary was as tabulated below.

The table below shows the findings for regression model summary.

Table 4. 26: Regression Model Summary

Model	R	R square	Adjusted R square	Standard error of estimate
1	.700[a]	.490	.447	.3490

The correlation between dependent variable (performance of microfinance), and independent variables (influence of corporate brand strategies; product strategies, distribution strategies and the customer service strategies) was modelled by the multiple linear regression analysis as shown in Table 4.26. The adjusted R^2 presents the degree of relationship between performance of microfinance and independent variables. Adjusted R squared is a coefficient of determination that depicts the variation in dependent variable because of changes in independent variable. The findings shows that there existed a strong positive correlation (R= 0.700[a]) on performance of the microfinance as a result of changes on the corporate brand strategies; product strategies, distribution strategies and the customer service strategies.

According to Table 4.26, R squared is 0.490 revealed that there existed a variation of 49.0% on change in performance, profitability and return on investment of the microfinance under consideration attributed by changes in the corporate brand strategies, product strategies, distribution strategies and the customer service strategies at 95 percent confidence interval. This depicted that 49.0% changes in performance of the microfinance (profits and return on investment) could be accounted for by the influence of corporate brand strategies, product strategies, distribution strategies and the customer service strategies. The ANOVA results were as presented in Table 4.27.

Table 4. 27: ANOVA Results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.483	4.000	4.121	43.702	.016[a]
	Residual	4.526	48.000	0.094		
	Total	**21.009**	**52**			

ANOVA statistics as presented in Table 4.27 document a p-value of 0.016 which was below 0.05 (significance level) an implication that model was good fit for the data. The calculated value was less than critical value (43.702<2.603) an indication that role of corporate branding strategies, product strategies, distribution strategies and customer service strategies collectively explains performance of the microfinance institutions in Kenya. Table 4.28 shows the findings from regression analysis.

Table 4. 28: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std.	Beta		
1	Constant	1.671	0.354		4.720	0.000
	Corporate Branding strategies	0.367	0.124	0.308	2.960	0.014
	Product Strategies	0.224	0.105	0.223	2.133	0.080
	Product distribution Strategies	0.255	0.101	0.259	2.525	0.024
	Customers Service Strategies	0.287	0.102	0.252	2.814	0.049

Source: Research Data (2022)

Table 4.28 outlined beta coefficients for actual regression equation. Because this section contains both a slope term and a y-intercept term (beta zero), the unstandardized coefficients were the main focus. The variables were rescaled so that the y-intercept was equal to zero, and this provided the foundation for the standardized coefficients.

From Table 4.25, extracted regression equation was:

$Y_i = 1.671+0.367X_1+ 0.224X_2 + 0.255X_3 +0.287X_4$

The study established that holding the microfinance marketing strategies on constant; corporate branding strategies, product strategies, product distribution strategies and the customer service strategies of the microfinance, the overall performance of the microfinance would be at 1.671. Kuria (2020) in his study on the implication of strategic marketing on business performance; moderating effect of country specific factors in Austria, Finland and Germany found that there was a strong association between the application of internal marketing competencies and the business financial performance.

The study discovered that corporate branding strategies had significant positive effect on performance of the microfinance institutions in Kenya as indicated by regression coefficient of 0.367. A unit enhancement in corporate branding strategies by the microfinance would lead to improvement in the performance of the microfinance by a factor of 0.367. The p-value for the corporate branding strategies and performance of MFIs was 0.014 which was less than 0.05, and hence the relationship was statistically significant. Ochoo, Rintari and Muema (2018) did a case study of Nairobi County Government to establish the dynamics that inform the quality of customer service in Kenyan's devolved units Government. In the study, it was determined that corporate governance predisposition of Nairobi County government affected customer service negatively. Affran and Asare (2019) emphasized the importance of consistency in positioning by emphasizing that the brand managers must develop a unique selling proposition for the brand and stick to it. Chiwanza (2019) favored one consistent positioning strategy with Crest and Mercedes as the best examples known for consistent positioning strategy.

The study revealed that product strategies had a significant positive effect on performance of the microfinance institutions in Kenya as indicated by a regression coefficient of 0.224. The study also revealed that unit increase on product strategies would lead to increase in the profitability of the microfinance by a factor of 0.224. The p-value for the product distribution strategies and performance of MF banks was 0.080 which was less than 0.05, and hence the relationship was statistically significant. The findings concurred with Mbondo, Okibo and Mogwambo (2019), argument that product development strategy involved in the process of developing new products or even modifying the existing products to make them look new and offering the same products or services to current or new markets promoted financial performance of the organization.

The study revealed that product distribution strategies had a significant positive effect on performance of the microfinance institutions in Kenya as shown by a regression coefficient of 0.255. Additionally, unit increase of product distribution strategies would result to enhancement in returns on equity and investment of microfinance by unit factor of 0.255. The p-value for the product distribution strategies and performance of MF banks was 0.024 which was less than 0.05, and hence the relationship was statistically significant. The study findings were similar to Oliech (2020) in his study on the importance on supply chain planning of delivery speed in Finland which found out that fundamentally, it was not favorable for manufacturing companies that have extensive delivery times to embrace speedy transmission of demand information or a more combative planning process because in the end, a company is confronted with the inability to effectively respond to frequent plan changes.

The study established customer service strategies had a significant positive effect on performance of the microfinance institutions in Kenya as shown by a regression coefficient of 0.287. Moreover, unit increase in customer service strategies would result to enhancement in the performance of the microfinance at a unit factor of 0.287. The p-value for the customer service strategies and performance of MF banks was 0.049 which was less than 0.05, and hence the relationship was statistically significant. The researcher thus concluded that the influence of corporate branding strategies had the key effect on performance of microfinance whereas the effect of product strategies had the least influence on the financial performance of the microfinance. Oliech (2020) took a study to establish the nature of strategies espoused by Nyankoba Tea Factory to enhance quality customer service focusing on royal media services as a case study. The study revealed that, on implementing effective customer service quality strategies enhanced team spirit among workers.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section encompasses the summary of the findings, draws conclusions and proposes recommendation as per the study objectives. The chapter covers a summary of the study findings giving the analysis of the research findings, conclusion made and recommendation for further research.

5.2 Summary

The study main objective was to establish the effect of marketing strategies on performance of Kenya's Microfinance Banks. The study in addition addressed the following specific objectives: To find out the influence of corporate brand strategies on the performance of Kenya microfinance banks: To investigate how product strategy changes the performance of Kenya's microfinance banks: To examine how distribution strategy changes the performance of Kenya Microfinance banks as well as to determine how customer service strategy influence performance of Kenya's Microfinance Banks. Moreover, the study was built by reference of a range of literature and engaged in primary research aimed at understanding the marketing strategies which were pivotal in the overall performance of Microfinance banks in Kenya. The study adopted descriptive research design.

The study established an existence of corporate brand positioning statement which exhibited a moderate extent of their effectiveness in corporate brand positioning. The study in addition revealed the existence of brand communication department which was useful to a higher extent in communicating corporate issues as well as developing different corporate brand strategies of the organization. Upon examination of the extent in which brand attributes development and positioning statements, brand communication plan and corporate identity affected the performance of microfinance, the study revealed that the strategies included the performance of the microfinance. The study also revealed a statistically significant influence on performance of the microfinance by the corporate branding strategies.

The study established existence of product development and differentiation strategies aimed at enhancing financial product development and uniquely tailoring them for different clientele. The study findings also revealed the existence of product benefit statements which clearly communicated the benefits attached to different financial products of the organization. The study however revealed that the organization required continuous review of the product benefit statements making them clear on their features and benefits attached to them. The study also revealed the existence of different product management strategies aimed at efficient product development and maintenance to the market. Different products were differently managed through schemes that ensured profitability and efficient debt recoveries. The study revealed a great extent in effectiveness of product management strategies adopted by the microfinance.

The study examined the existence of distribution plans, technological platforms on product delivery, their effectiveness and the extent in which infrastructure development strategies were implemented by the microfinance. The study revealed existence of distribution plans which enhanced products reached their customers. The study also revealed that the microfinance leveraged on different technological systems in product and service delivery to the people. The technological platforms and systems exhibited great effectiveness in reaching out and delivery of the product and services to the people. The findings revealed that the organization to great extent leveraged technology strategies, delivery process development and infrastructure development strategies as distribution strategies.

The study examined how customer service strategies influenced performance of microfinance. Moreover, the study revealed that the organization had an established customer care department which responded and consistently assisted the users by providing support to company objectives and facilitating growth. The study also revealed established personnel training programs on customer service which depicted great effectiveness in articulating customer service. The study also established a great extent in the implementation of public relations, communication and the personnel training and development by the microfinance as customer service marketing strategies. The study as well established a statistical significance on the effect of customer service strategies to the performance of the microfinance.

5.3 Conclusions

This study provided a comprehensive review of the marketing strategies and performance of the microfinance bank. The study indicated that there was a statistical significance and a strong positive correlation between the marketing strategies adopted by the microfinance institutions that included corporate branding strategies, product strategies, product distribution strategies and customer service strategies on financial performance of MFIs. The study concluded that the microfinance marketing strategies were pivotal and greatly influenced performance of microfinance bank. The study concluded that the organization required continuous reviewing of product benefit statements making them clear on their features and benefits attached to them. The research also concluded that there existed moderate effectiveness of corporate brand positioning statement an indication that the brand positioning statements required constant and consistent reviewing to make them more effective as they had great influence on performance of microfinance. The study also concluded that corporate branding as a function of marketing strategies was very strongly associated with the performance of microfinance as they actively sought to align their image to their core values and missions and as such endeavored to put the customer first.

The study findings revealed a great extent in usefulness of brand communication department in developing and communicating corporate issues as well as developing brand attributes strategies in the organization and therefore the study concluded that strategies were pivotal in harnessing performance of microfinance. The study also concluded that that technological platform and systems put in place by the organization exhibited great effectiveness in delivery of product and services to the people. The study concluded that the organization leveraged on technological platforms as product delivery strategy ensuring the availability of products to the people. In view of statistical significance of the findings, the study concluded that corporate brand strategies, product distribution strategies and the customer service strategies had significant influence on the performance of the microfinance and were pivotal in the amicable and consistent performance of the microfinance. This conclusion was backed up by the positive correlation of marketing strategies to overall performance of microfinance.

5.4 Recommendations

The findings indicate that corporate branding strategies influences performance of microfinance to great extent. The study therefore recommends enactment of strong corporate branding marketing strategies which would greatly enhance the effectiveness of corporate branding and positioning. The study also recommends additional usage of technological platforms so as to avail financial products and services to as many clients as possible. In view of a moderate extent in the effectiveness of corporate brand positioning statement the study recommend formulation of major corporate brand positioning statement that would give the organization a competitive edge against other financial service providers and adopt viable corporate branding strategies so as to enhance overall performance of microfinance institutions. The study recommends that the organization required continuous reviewing of product benefit statements making them clear on their features and benefits attached to them.

The study also reveals and establishes personnel training programs on customer service which depicts great effectiveness in articulating customer service. The study recommends consistent training development to all staff on customer service as it has been pivotal on enhancing the influence of microfinance institution performance and ensuring that customers' needs come first. Moreover, based on the results, the study recommends that available product strategies should be consistently be reviewed and updated to improve their significant influence on performance of microfinance and make them as current as possible. The study also establishes great extent in the implementation of public relations, the study recommends amicable corporate relations enhanced by the effective marketing sensitization to the public and ensure close relationship. The study as well recommends consistent inflow and outflow of corporate information as part of enhanced customer service marketing strategies.

5.5 Contribution to Knowledge

The findings will add to the body of knowledge in the microfinance banking discipline by bridging gaps in marketing strategies adopted by the microfinance institutions. The study findings have indicated gaps in the effectiveness of corporate brand positioning strategies where the study has recommended continuous harnessing for the organization better performance. The study contributed to the market-based view (MBV) which provided for a free-standing approach to competitive strategy and it anticipated that market positioning is fundamental in dealing with competition. Additionally, findings are helpful in viewing various marketing strategies instrumental in the influence of performance of microfinance.

5.6 Areas of Further Study

The fact that this study limited itself to Kenya Women Finance Trust as main proponent to this study, the findings indicated a great significance of various microfinance marketing strategies to the overall performance of the microfinance. The researcher therefore suggest that a comparative study ought to be done in other microfinance institutions in other parts of the country to examine whether there are differences or similarities from the findings. The findings are essential in benchmarking themselves with other institution within the finance sector. The findings from the studies to be conducted will provide a broad spectrum of knowledge in the finance sector to researchers and policy makers who may find the information helpful.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Ann Nyambura

P.O BOX 75909 – 00200,

Nairobi, Kenya.

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

My name is Ann Nyambura a Kenyatta University student undertaking an MBA (Marketing).Am carrying out my research proposal on “Marketing Strategies and performance of MFIs in Kenya: A case of Kenya Women Finance Trust”. This research proposal is part of the academic fulfillment requirements for award of my degree. Your institution is the selected Deposit Taking Microfinance in my research proposal and by virtue of working there, I humbly request you to participate as one of my respondents by sparing some time to fill the questionnaire attached herein.

The questionnaire is administered for research reasons only. Any information given out will be used only for academic purposes and will be accorded confidentiality deserved. Upon completion of the research, if you are interested, the findings shall be made available upon request.

Your kind support and assistance will greatly be honored.

Kind Regards.

Ann Nyambura

MBA Student

APPENDIX II: QUESTIONNAIRE

PART I: GENERAL INFORMATION

1. Gender: Male [ ] Female [ ] {Tick Appropriately}

2. What is your highest level of education? {Tick as appropriate}

Certificate [ ] Diploma [ ] Undergraduate [ ] Postgraduate [ ]

3. How long have you been in this institution?

Less than 1yr [ ] 1-5yrs [ ] 6-10yrs [ ] 11-15yrs [ ] Over 16yrs [ ]

4. What is your position in this institution? {Tick as appropriate}

Finance Manager [ ] Operations Manager [ ] credit manager [ ] other positions (specify) [ ]

5. How long have you worked in this position?

Less than1yr [ ] 1-5yrs [ ] 6-10yrs [ ] 11-15yrs [ ] Over 16yrs [ ]

PART II: PERFORMANCE

6. How has your organization performance since year 2016 to 2020?

Very good [ ] Good [ ] Average [ ] Poor [ ]

7. Which performance trend has your organization been reporting from year 2016 to 2020?

Increasing trend [ ] Decreasing trend [ ] stagnant trend [ ]

8. To what extent has your organization's performance been improving as a result of the following? Please tick appropriately against each practice using a scale of 1-5. The scale stand for the following: 1 =No Extent All; 2= Small Extent; 3= Moderate Extent; 4= Great Extent; 5= Very Great Extent.

	No extent at all	Small extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Return on equity					
Return on investment					

9. Kindly indicate the actual figures reported by your organization as at the year's end as shown below:

	2016	2017	2018	2019	2020
Profit After Tax (PAT)					
Return on investment (ROI)					
Return on Equity (ROE					

PART III: CORPORATE BRAND STRATEGY

10. Does your organization have brand positioning statement?

Yes [ ] No [ ]

11. If the answer above (6) is yes, to what extent is the statement effective?

Not effective at all [ ] less Effective [ ] Effective [ ] Very Effective [ ] Not sure [ ]

12. Does your organization have brand attributes development strategies?

Yes [ ] No [ ]

13. Does your organization has branding communication plan

Yes [ ]   No [ ]

14. Is there established brand communication department within your organization?

Yes [ ]   No [ ]

15. If the answer above (10) is yes, to what extent is the department useful in all corporate brand issues?

No extent at all   [ ] Small Extent [ ] Moderate extent [ ] Great Extent   [ ]   Very Great Extent [ ]

16. Kindly indicate the degree to which the below corporate brand strategies affect the performance of the institution. Please tick appropriately against each practice

	No extent at all	**Small extent**	**Moderate extent**	**Great extent**	**Very great extent**
	1	2	3	4	5
Brand attributes development & Positioning statement					
Branding communication plan					
Corporate identity					

PART IV: PRODUCT STRATEGY

17. Does your institution have product development and differentiation strategies?

Yes [ ]   No [ ]

18. Does your institution have product benefit statements?

Yes [ ]   No [ ]

19. If the answer is yes for 14 is statement clear to the target market?

Yes [ ]   No [ ]

20. Are there product management strategies in your institution?

Yes [ ] No [ ]

21. How effective is the product management strategies on performance of your Microfinance?

Not effective 1 [ ] Least effective 2 [ ] moderately effective 3 [ ]

Effective 4 [ ] Most effective 5 [ ]

PART V: DISTRIBUTION STRATEGIES

22. Does your institution have stipulated distribution plan?

Yes [ ] No [ ] Do not know [ ]

23. Does your institution have technological platform for product/service delivery?

Yes [ ] No [ ] Do not know [ ]

24. How effective is the technological?

Not effective 1 [ ] Least effective 2 [ ] moderately effective 3 [ ]

Effective 4 [ ] Most effective 5 [ ]

25. To what extent are the following product delivery strategies implemented in your microfinance?

	No extent at all	**Small extent**	**Moderate extent**	**Great extent**	**Very great extent**
	1	2	3	4	5
Delivery process development					
Technology strategy					
Infrastructure development strategy					

PART VI CUSTOMER SERVICE STRATEGIES

26. Does your institution have established customer care department?

Yes [ ] No [ ] Do not know [ ]

27. Does your institution has personnel training and development programs on customer care services?

Yes [ ] No [ ] Do not know [ ]

28. If the answer is yes for 23 above, how effective is the program?

Not effective 1 [ ] Least effective 2 [ ] moderately effective 3 [ ]

Effective 4 [ ] Most effective 5 [ ]

29. To what extent are the following customer service strategies implemented in your Microfinance?

	No extent at all	**Small extent**	**Moderate extent**	**Great extent**	**Very great extent**
	1	2	3	4	5
Personnel training & development					
Communications					
Public relations					

Your kind Response is appreciated

APPENDIX III: RESEARCH AUTHORIZATION LETTER

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/26507/2014

DATE: 10th March, 2020

Director General,
National Commission for Science, Technology and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ANNE NYAMBURA MBURU – REG. NO. D53/OL/CTY/26507/2014.

I write to introduce **Anne Nyambura Mburu** who is a Postgraduate Student of this University. The student is registered for MBA degree programme in the **Department of Business Administration.**

Anne intends to conduct research for a MBA Project Proposal entitled, **"Marketing Strategies and Performance of Kenya's Microfinance Institutions: A case of Kenya Women Microfinance Bank".**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EM/lnn

APPENDIX IV: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **399418**

Date of Issue: **13/September/2020**

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