EFFECT OF DISTRIBUTION STRATEGIES ON SALES PERFORMANCE OF TEA PACKERS IN KENYA: A CASE OF KENYA TEA PACKERS LIMITED -KENYA

RAYMOND NYAKUNDI OMBUI
BACHELOR OF COMMERCE (JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY)

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DEDICATION

This research project is dedicated to my wife Ruth for her encouragement, moral and financial support during the period of study.

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ABSTRACT

Distribution strategy is a vital ingredient for the tea factories sales performance, since it is the most affordable way of Kenya tea packers (KETEPA) products and services reach the potential consumers. Sales performance in KETEPA has been nosediving graphically in the preceding years of 2016 to 2020 where tea sales fell in billion kshs from 83.97 to 79.02, and secondly, the average percentage return to farmers was 75 in 2016 and 66 in 2020. The main objective of the study was to assess the effect of distribution strategy on sales performance of tea packers in Kenya, A case of Kenya Tea Packers Company limited. The specific objectives were to establish the relationship between intensive distribution strategies on sales performance, assess the role of selective distribution strategy on sales performance and to determine the effect of exclusive distribution strategy on sales performance on KETEPA Company Ltd. The study was underpinned by the theories of marketing mix and market segmentation, Population of the study was from the departments of Sales, marketing, transport and logistics with a target population of 159 respondents. Descriptive research design was applied hence stratified random sampling was used to arrive a sample size of 114 respondents. To carter for non-response the researcher increased the sample size by dividing 114 by 0.80 to get a total sample size of 143. Questionnaire was used as a data collection tool. Content and construct validity was used to validate the questionnaire. Reliability of the questionnaire was tested using Cronbach's alpha coefficient which was 0.9. The data collected was analyzed using inferential and descriptive statistics which included correlation analysis and regression analysis. Data presentation was done using means, standard deviation, skewness and kurtosis. The relationship between distribution strategies and sales performance was done using regression analysis. The results indicated that intensive and exclusive strategies had positive and significant effects on sales performance but selective had no significant. The finding further revealed that distribution strategies accounted for a good percentage of variance in sales performance. The study further concluded that distribution strategies affected sales performance of tea packers companies in Kenya. The research recommended that tea packaging companies need to ensure that there is an effective plan that intensive strategy is planned and organized well to increase efficiency and effective of tea industry also the researcher recommends that the study be replicated in other tea packers industries in other regions to enable the generalization of the findings. In addition, the study recommends that future researches examine other distribution strategies, this will go a long way in augmenting the results of this study.

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LIST OF ABBREVIATIONS AND ACRONYMS

KTDA Kenya Tea Development Agency

SOBE School of Business and Economics

KSHS Kenyan Shillings

KG Kilograms

TBK Tea board of Kenya

CIDP County Integrated Development Plan (2018-2023)

KETEPA Kenya Tea Packers

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, sales performance of every business concern cannot be maintained due to factors like; competition, change in tastes and preferences, substitute products like coffee, and for the global market each organization wants to be the leader as others follow. Thus compelling organizations to employ different distribution strategies like; intensive, exclusive and selective distributions strategies in order to boost her sales, hence enabling this research to be conducted to address this problem. In order to satisfy the value needs of the target markets, distribution strategies in Europe begin with market research, creating a market(s) vision, determining target markets, creating positioning strategies, establishing goals, and implementing marketing campaigns. A sales performance plan is an essential component of an industry's capacity to boost its market share, maximize revenues, and reduce the impact of rivalry (Colangelo, & Torti, 2008). International tea export earnings from all nations came to US$7.32 billion in 2021, a 9.4% decrease from the $8.08 billion international tea export sales in 2017. Compared to $8.11 billion in 2020, the value of exports of tea globally decreased by an average of -9.8% year (Workman, D. 2021).

Adoption of effective distribution strategies enables tea sectors to remain competitive as they deal with production of black tea, hence under intense pressure to deliver their products to the market by embracing modernized distribution strategies. Thus, intensive, exclusive and selective distribution strategies are prevalent in the tea sector. Many organizations regard globalization of their activities as a strategy to remain competitive in today's globalized distribution. A stronger distribution strategy is necessary for every firm to survive in a cutthroat market which holds true

internationally (Ndimanya, 2015). A distribution strategy must constantly be maintained as a template for decisions about how to allocate resources in an organization. This can be proved that for any business concern to remain into a competitive market it should maintain an upward sales performance trendy, and this should be witnessed through; Market penetration sales volume, increase on profitability and market expansion as parameters. Tea factories should work on innovation on both production, appealing distribution marketing methods and varietal enhancements to carve out a space for themselves in the global market (Chaudhry & Negi, 2019).

A distribution strategy is the method a business uses to ensure that its good or service reaches as many potential consumers as possible at the least amount of money that is practical or ideal for distribution expenses. A solid distribution strategy may increase sales and profits, but a poor and ill-thought-out distribution strategy might not only result in losses but also enable rivals to take advantage of the opportunity you created in the market. Many organizations have been using different distribution marketing strategies to win competitive world. This tactic necessitates the careful selection of numerous partners and channels. This approach is more hybrid that must be expertly built to guarantee the greatest possible distribution of the good or service (Xavier and Gopalaswamy, 1992).

In Kenya, many companies use distribution strategies together to optimize sales. Demand and supply analyses are used to continually update and optimize the distribution strategy so that it can keep up with changing market conditions and accomplish its intended goal of getting goods in the hands of potential buyers. Marketing mix and segmentation theories if a firm's distribution strategy isn't in place, neither would work. Hence, this research will address the gaps realized during the marketing of tea for export by coming up with the best distribution marketing strategies as addressed in the conceptual framework. A company's internal resources and competencies are

integrated through marketing strategy to obtain a competitive edge, which improves business performance (Cacciolatti & Lee, 2016).

Exclusive stories used to market products give rise to exclusive distributions and greater control. For specialty, premium, or niche goods, this is beneficial. We may rely on this method of distribution and cut expenses if a company is situated in a place where distribution is simple, such close to a port or railway lines. The target market is determined from the supplier, distributor, or retailer to the final customer. The distribution strategy should take into account where the end user is located or where they are interacting with similar products. If professionals are the product's target market, partnerships should be used to offer the product close to workplaces or inside offices so that it is accessible when needed. The distribution strategy must guarantee that the product reaches potential buyers at the right time. During the summer, for example, a beverage business would ensure that it is available in adequate quantities in all retail outlets. Distribution strategy affect performance in export ventures of Brazilian firms since wholesalers' distribution strategies are intermediary businesses that focus on bulk purchases of quantities of a product from a producer and resale it to either a retailer so after water, tea is the second-most popular beverage worldwide. (Novello, 2014).

GIZ, (2012) as cited by Kalauni, & Joshi (2020). Among the most crucial elements of a distribution, strategy is transportation. If a firm deal in frozen goods, it has to ensure that the logistics and transportation are meeting the needs of that through cold storage and temperature control. Without adequate transportation, the goods might not arrive in the desired market on time or in the appropriate quality. Despite the fact that many impoverished households depend heavily on the cultivation and trading of tea, tea prices have been declining. Sales performance of tea firms is declining and therefore need to assess distribution market strategies in place. Different tactics

must be implemented to guarantee that these commodities go from the production location to the final consumer since research has shown that each firm relies upon distribution strategies to ascertain that its products and services reach ultimate consumers (Oliech, 2017).

1.1.1 Distribution Strategies

Intensive distribution strategy being one of the most common marketing distribution strategy where organizations try to sell their products in as many outlets as possible. The more products a company sells the more money it makes. The more locations that carry a product, the more opportunities there are for KETEPA company Ltd to make sales. Most firms use distribution strategies in order to achieve their goals, while others experiment with other techniques as a result of market rivalry Mwangi, et al (2015).

The second distribution strategy is selective; this is a distribution approach where a company chooses a few outlets through which the product is made available to the customers. In tea factories, for instance there are tea products selectively made for export. To distribute the company's goods in accordance with a set of company-specific requirements, Selective Distribution entails using more than one intermediary and distributor but less than all of them (Skool, 2020).

The third distribution marketing strategy is exclusive, when a company offers its goods or services in just one store in a particular region. In this distribution method, a distributor and a manufacturer always come to an agreement that the manufacturer would only sell the product to the exclusive distributor and not to anyone else. This increases the exclusivity of the brand and grants the retailer the only right to sell the goods in that area (Bhasin, 2018).

1.1.2 Tea Industry in Kenya

European immigrants in Limuru (Kiambu County) brought the very first tea seedlings (Camellia sinensis) in Kenya in 1903. Although few individual farmers created modest tea gardens in Limuru, while that of Kericho was 1925 through the African Highlands Produce Company (now James Finlay (Kenya). Some of these tea bushes grew into huge trees, establishing a historical landmark on what is now Unilever's Mabroukie Tea Estate (Gesimba, Langat, Liu and Wolukau, 2005). Up until 1956, when African farmers were permitted to begin cultivating tea, colonialists had only carried out commercial tea production in Kenya. The Kenya Tea Development Agency (KTDA), which operates tea factories in all tea-growing areas, and KETEPA Company Ltd., one of its subsidiaries, oversee the tea sector. With more than 111,002 hectares of land planted in tea, it is clear why Kenya comes in third place in the world after both India and China in terms of tea production. Kenya has over 271,000 active tea growers who make a significant contribution to the 303,308 tonnes produced yearly (Nyabuto, 2020). However, there exist earnings gaps between what farmers make and what multinational corporations receive. For instance, a kilo of processed Kenyan tea might sell for up to £30 (Sh3, 800) on the European retail market, yet a KTDA farmer only receives Sh23 for every kg of green leaves. A kilogram of black tea requires 2.5 kilograms of green leaves to produce it. One justification for the displeasure is that international corporations have generated enormous profits for years with little effect on locals (Chepkoech, 2018).

The majority of Kenya's tea is cultivated in the highlands, which are situated between 1,500 and 2,700 meters above sea level in the West and East of the Rift Valley. Tea-growing counties like as Nakuru, Narok, Kericho, Bomet, Nyamira, Kisii, Kakamega, Bungoma, Vihiga, Nandi, Elgeiyo Marakwet, Trans-nzoia, Kiambu, Muranga, Nyeri, Kirinyaga, Embu, Tharaka-nithi, and Meru are spread out over the highlands (Tea Directorate Office, 2022). Nevertheless, for the purposes of

this research majorly concentrated on KETEPA company Ltd. Tea production in Kenya is regionally promoted by the K.T.D.A, which develops and markets Kenyan tea globally, Tea being the biggest GDP earning in Kenya, there should be put in place a productive distribution strategy to aid better sales performance since tea relies heavily on rain-fed farming (K.T.D.A 2018). Optimasi, (2022) contend that one of the most consumed non-alcoholic beverages worldwide is tea and its marketing distribution should focus on all consumers. According to FAO (2005) Kenya is among the main tea production centers globally, second only to Burundi in Africa. However, due to poor marketing distribution of tea in the Mt. Kenya region, tea plucking boycotts and the removal of tea plants have all been occurring (Gikunju, 2019).

Ongonga and Ochieng (2013) contented that since 2004, Kenyan tea companies have used creative approaches to product design and technology to improve their production. Tea processing is the procedure used to turn fresh tea leaves from the Camellia Sinensis tea plant into dried tea leaves. The several categories of tea processing comprise oxidizing the leaves in varying ways and intensities, halting the oxidation, brewing the tea, and drying. After processing, a tea can be combined with different teas or flavorings to change the finished tea's flavor (Sande 2021).

1.2 Statement of the Problem

The sales performance of the tea industry is important and crucial. As such, for tea packaging companies to function competitively, tea factories must exhibit successful distribution tactics, such as intensive, selective, and exclusive distribution strategies. The World Tea Directory (2023) states that KETEPA Company Limited is a critical component to tea sector because it is dedicated to finding, blending, packing, and distributing the best teas to the Kenyan market and beyond. As industry reforms gain momentum, KETEPA has worked to restructure the distribution of its tea products goods in an effort to offer excellent and varied distribution services. When marketing

strategies such as intensive, exclusive and selective strategies are effectively put into play, the sales performance is expected to increase. (Waitathu, 2023).

Even with efforts to offer high-quality and varied distribution options, tea product sales performance continues to be a significant source of concern. The sales performance of KETEPA Company has been falling and fluctuating over the years (KTDA 2021). The overall revenue generated from the sales of tea products experienced a sharp decline between 2016 and 2020, as demonstrated by two factors: first, the total revenue generated from tea sales in billions of shillings fell from 83.97 in 2016 to 79.02 in 2020; and second, the average percentage return to farmers was 75 in 2016 and 66 in 2020 (KTDA, 2020).

However, no study has been cited to determine the effect of distribution strategies such as intensive, exclusive, and selective distribution strategies on the sales performance of Kenya Tea Packers Company Ltd. Studies such as Gikunji (2018) focused on the advancement of technology as a tool for strategic management and a factor in the Mt. Kenya Region tea industry's success; Namu and Kiamba's (2014) examined the performance of tea in Embu County and was limited to cost reduction strategies; Fesseha (2019)focused on the processing and packaging of Addis Tea. As it is clearly reflected in these studies, none scholars look at the effects of marketing strategies on the sales performance of tea sector. Thus, this literature gap necessitated the need to investigate the effects of distribution strategies on sales performance in the Kenya Tea Packers Company Ltd.

1.3 Objective of the study

1.3.1 Main objective

The main objective of the study was to assess the effect of distribution strategies on sales performance of Kenya tea packers limited, Kenya

1.3.2 Specific objectives

The specific objectives of the study were to:

a) Establish the effect of intensive distribution strategy on sales performance of Kenya Tea Packers company ltd, Kenya.
b) Examine the effect of selective distribution strategy on sales performance of Kenya Tea Packers company ltd, Kenya
c) Establish the effect of exclusive distribution strategy on sales performance of Kenya tea Packers company ltd, Kenya.

1.4 Research Hypotheses

$H0_1$: Intensive distribution strategy has no statistically significant effect on sales performance of Kenya Tea Packers company ltd, Kenya.

$H0_2$: Selective distribution strategy has no statistically significant effect on sales performance of Kenya Tea Packers company ltd, Kenya.

$H0_3$: Exclusive distribution strategy has no statistically significant effect on sales performance of Kenya Tea Packers company ltd, Kenya.

1.5 Significance and justification of the study

Distribution strategies are touted to play a sufficient role in tea processing industries in increasing sales performance thus enhancing good relationship with the tea consumers. In carrying out this research the following respondents will be on advantageous state; the management of KETEPA Company Ltd can benefit by the findings of the study, as it will enable them to acquire knowledge about distribution strategies and sales performance for their firm. The management will also

improve vision & mission statements of the tea packers companies and use of the available resource for marketing their tea products.

The study will assist the stakeholders, farmers, distributors, and intermediaries of tea products to ensure that proper distribution strategies are put into practice to improve sales performance. Further, employees will get knowledge of distribution through this research, will be trained for any emerging new competitive trends in order to know on how they can solve problems which may arise in a distribution channel of tea packers companies by knowing and understanding the importance played by distribution strategies on enhancing sales performance.

Policy makers will get information by understanding the distribution strategy of tea firms on improving the economy. Police makers will get recommendation from this study which assist them in making new decisions about distributions strategies by tea packers companies across Kenya as well as global locations.

Scholars will benefit from study by extracting information in literature review and theoretical reviews to establish topics for further researcher. Further, researchers will get knowledge from the study findings of distribution strategies well understood to create empirical literature and gaps for future study.

1.6 Scope of the study.

The investigation took place in KETEPA company ltd which is a subsidiary of the Kenya Tea Development Agency Ltd. The company has four territories; West, East, Nairobi and Coast. The research's unit of analysis was the participants involved in the sales and distribution exercise of KETEPA company ltd. One hundred and fourteen (114) participants from a total of 159 in sales and distribution. The sample size was 143 respondents distributed with questionnaires for primary

data. The study analyzed distribution strategy and sales performance with descriptive and inferential statistics from July 2023 to October 2023.

1.7 Limitation and Delimitations of the study

The respondents were reluctant to disclose information sought in this study for fear of victimization. However, the researcher overcome this limitation by giving assurance to them that the study was purposively for academic use. The delimitation of this investigation was limited to descriptive research design, since it guaranteed to describe way things were at KETEPA Company limited. The processing of getting the respondents required permission from top management of the KETEPA company ltd and hence the researcher sought permission on solving this limitation through NACOSTI and letter of authorizations. The response rate was not achieved up to 100% and this was overcome by the scientific recommendation of the studied about the response rates. Above all the issue of non-response was catered during data collection. By addressing this challenge, confidentiality and anonymity throughout the entire research time was maintained through ethical issues in research.

1.8 Assumptions of the study

The study made the assumption that the intended respondents would be accessible and that they had a capacity to respond and were willing to offer truthful information about the study area. Therefore, the study assumed that the methodology adopted was sufficient to collect the required Data from the respondents.

1.9 Operational definition of phrases

Distribution strategy	This is the planned and organized flow that tea products follow from KTDA factories to the final consumer or buyer.
Intensive distribution strategy	This refers to a kind of marketing strategy that focuses on maximizing product availability.
Exclusive Distribution Strategy	This is the approach where manufacturers make a deal to sell their product only to one specific retailer.
Selective distribution strategy	This is when a marketing tactic focusing on selling certain types of products via a select network of retailers, resellers, or wholesalers.
Sales performance	It is the overall achieving of a company's sales target by the team.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Marketing Mix Framework

The concept of marketing mix came to play in the 1950s by Neil Borden. This concept was later referred as the four 4Ps (Singh, 2012). Marketing mix framework accrues on a number of components, which attract a product distribution in the markets for sell. This framework states that managers or owners of business considers marketing as it applies to the theory of the "4 Ps" and these are parameters that the marketing manager has influence over, subject to both the internal and external environmental restrictions.

This framework is based on the assumptions that the first P being product, it takes into account its design, features and competitors. The second P, price, it is very essential to any business concern since it is an element which determines profit margin. Consequently, it derives a market share. The third P is promotion. It seeks to find out which slogans, logos and media to choose with a wide coverage so to suit the target market. Place being the fourth P, it ensures that potential customers can access and purchase the firm's product easy (Thabit, 2018).

The criticism of this frameowrk is that marketing mix may not be the only tool used by business and marketers to help in determining a place or distribution offering as it was proposed by McCarthy, Other factors such as financial and personal factors can create the extension of marketing distribution that incorporates People, Process, Physical location and government policies. The marketing mix is the collection of marketing strategies used by a company to provide goods or services to its targeted consumers (Laura, 2021). However, target markets are not

homogenous in nature due to different cultural and beliefs among customers (TractionwiseTeam, 2020).

The theory is applicable in this study as it will explain how distribution strategies are influenced by different factors on sales performance. It will assist people to comprehend the marketing mix as a combination of elements under the control of the firm that may be used to evaluate on how a customer responds to a good or service. It suggests that because the components of the marketing mix are interrelated, raising the price of the product will reduce demand for it and make fewer distribution outlets desirable. As a result, this theory is being applied today in order to make crucial decisions that result in the implementation of strategic plans organized in all aspects of distributions in order to achieve a target market so as to reach the intended customers, whether to sell directly to the persons or through distributors. It is the best and suitable to the proposed study on the influence of distribution strategy on sales performance a case of KETEPA company ltd-Kenya.

2.1.2 Market Segmentation Theory

American economist John Mathew Culbertson initially proposed the concept of market segmentation in 1957 and later it was developed by Yoram and David (2007) in explaining different markets**.** It claims that market segmentation is the process of locating markets and breaking an international clientele into smaller consumer groups made up of both current and potential clients (Camilleri, 2018). Markets refer to people who are grouped together for marketing purposes and making decisions required when buying and selling (Adam, 2021). A segmentation strategy can result from consistent thinking or conception of product and hence many segmentation efforts to improve sales performance (Hunt, Shelby & Arnett, Dennis, 2004).

The fundamental tenet of segmentation theory is that various markets may be accessed via distribution channels; hence, a business may assign a distinct brand to each channel in order to increase distribution inside the channel. According to University Partners (2021), Segmentation variables are the key for distribution of goods and services to any prospect market and inter-relate. Demographic for instance is focused entirely on who the customer is, Geographic allows a business entity to effectively split the entire Market based on where they are located. Psychographic segmentation, on the other hand, divides the audience according to the personalities of the individuals inside it, whilst behavioural segmentation separates clients according to the past behaviours they have shown with your business.

Consequently, Team Ada (2022), contented that when thinking about how one can segment, spending time with individuals in their homes, shops, or fitness clubs ought to be a far superior way of comprehending their needs and behaviour. Thus attracting an effective characteristics of segmentation like; Measurability, which identifies customers in their segment. Actionability, whereby an organization is capable of offering goods and services to that segment. Substantiality, an organization should not cost-effective to target small segments. Differentiability, similar requirements that are distinctly distinct from those of individuals in other sectors should characterize a market. Accessibility, this is where a company is able to reach its segments. Stability, in this scenario a company need to be sufficiently stable over time to allow for strategic marketing (Jerry and Thomas, 2019).

This theory is so much applicable in this study since it describes distribution strategy and sales performance in theory and practice where a market should have similar products that are clearly different from the needs of other customers in other segments into direct sales. In order to create a comprehensive approach to product positioning for each segment it has selected, along with a

targeted marketing plan that takes into account that segment's expertise, selective distributions must first evaluate each segment's prospective and commercial allure. It will explain a very viable selective distribution strategy to meet customers and prospects demands of markets for sales performance (Ann Marie Hanlon 2022).

2.2 Empirical Literature Review

2.2.1 Intensive Distribution Strategy and Sales Performance

Muhoho and Oloko (2016) studied the influence of intensive distribution strategy implementation in Nairobi County, and the questionnaire was adopted. The study adopted exploration factor design or descriptive research. The study used data analysis such as means, frequency and percentages distribution. The results showed that marketers are strategically empowered in subgroup management of sales. The study enabled distribution strategy as the main selling elements in encouraging creativity among customers. The study indicated that individuals are inspiring employees and stakeholders providing foundations of sales management on organization performance.

Saif (2015) looked at how distribution strategy affected the sales performance of businesses. This study used empirical product development analysis and examined the effect of the distribution plan on business performance. The product development on sales performance by profit of Akwabon in Niger was empirically analyzed for this study. The findings revealed a sample of 45 organizations obtained through a census and descriptive study design. The findings demonstrated that marketing plan implementations are necessary for an organization's sales performance. Strategic managers measure sales performance using developed marketing management strategies. Many consumers provide the connection between the companies' buying and selling in order to

support product development. The study showed that markets are managed by subgroups of marketers and customers making decision that convince target market to work hard for growth of the organizations. The result showed that customers are prospected to increase sales performance and current issues of distribution management practices in formulations. Pricing strategies are well understood by customer's knowledge.

Oliech, (2017) examined the effects of intensive distribution strategy on organization sales performance. The study sought to assess effectiveness of distribution strategy on organization performance. Selective distribution strategy leadership requires very collaborative marketers and proper management strategies in the performance. The study used case study design using questionnaire through primary data collection. Factor analysis results established decision making employee mobilizations influences effective management for selective distribution strategy on performance in the guarantor views on service delivery. The study used leadership styles strategy on encouragement of customer communications of business entrepreneurs by top management middle administration. The study used cohesive intensive distribution strategy in decision processes. The employee is free to participate in decision making which is valued towards productivity of the people. This motivates marketers presenting their selling decision made by different customer's consultative approaches flexible for improvement of organizational performance. The research adopted cases study research design with 376 respondents selected from management, and employees. The study used chi-square test in data analysis which was later assisted by correlation. This study also used correlation analysis which indicated that consultative decision making affect performance of firms by different opinions in the organizations. The results may help managers to manage employees effectively in providing directions, planning and learning of the organization. Intensive distribution strategy enable employee to work hard for

effective management of the available resources. Marketing strategist is aiming the light way to improve performance for individuals in the organization for all organizations whereby indicators are not increasing service delivery. Participation of employees in consumer buying decisions is influenced by intensive distribution strategy that affects performance. The directions of buyers are explained by their preferences defined as a result of the consumer buying decisions made and responsibility for the given product or service. These enabled individuals to understand intensive distribution strategy on performance of organization.

Huddleston (2017) analyzed on intensive distribution strategy on sales performance. The study was done in the United States organization at Faliano California. The target population comprised of employees working with national government. Panel data was analyzed through case study designs by quantitative means. Primary data used questionnaires and secondary data recorded by documentation. The researcher collected data for 7 weeks from all organization under study using census sample size; the panel data indicated that distribution strategy was good for performance of organizations. Customers were well to provide owners incentives as analyzed from Croata organization. Distribution strategy is a well instrument in customer's value, knowledge skills and attitudes on the product. The systematic distribution strategy is influencing values of all customers or market groups of people in decision making status. Therefore, customers require all direct control of people using distribution strategy by characteristics upon low cost of the product revenue. Product requires very quick revenues or sales turnovers for profits through retailers. The study showed that customers are given an opportunity to participate in all aspects of marketing management in any other buying decision made. Distribution strategy was well listed with their characteristics and motivations towards segments. Strategic marketers are involved in all directions of managing other marketers to create an appropriate test on encouraging sales

performance from creativity of the production. Intensive distribution is distributed at low cost because marketers are reluctant in their marketing strategies. It also prevents professional setbacks in analyzing product revenue.

Omolay (2017) conducted the study on intensive distribution strategy on sales performance. The research aimed to determine customer related selling environment affecting sales performance in Nigeria Lagos. The study adopted cross-sectional design on 34 employees through census approach. The findings showed that descriptive results and factor analysis indicated that distribution strategy affect performance. However, strategic marketers are giving information challenging distribution strategy in public sectors well understood by marketing environment of the people. The study further showed that distribution strategy can enhance performance through service delivery and productivity in the organization growth of sales by increasing profits. This distribution strategy increases marketer's morale for all members of the organization resulted to problem solving approaches in the better understanding of the distribution strategy thoughts. The research revealed that clients are able to get the products every place they go. The company sells its products from very small vendors to big vendors' stores. It is one of marketing strategies that involve product availability everywhere through many distribution channels. It focuses on customer convenience factors.

Chukwuma, Ezenyilimba and Aghara (2018) examined the assessment on how intensive distribution strategy by small and medium scale bakeries affect the sales performance. The study used a survey research design with 197 senior management staff members of registered bakery enterprises in significant urban centers of the south-eastern states of Nigeria. Data were gathered using a structured questionnaire, and the study's findings showed that small and medium-sized bakeries in the south-eastern states of Nigeria are considerably impacted by intense distribution in

terms of sales volume. In their conclusion, they said that because bakery items are perishable, the majority of bakery business favor adopting an intense distribution strategy rather than using promotional tools. A descriptive research design was employed in the study in collecting and describing data from India business organization questionnaires. These were analyzed by inferential statistics using correlation and regression. This strategy gives marketing saturation coverage among the available numbers of distributors. Customers promoted views of all products and become societal use by the organization market segments, customers are worth of making clear decision about buying of a product. Distribution marketing strategy can develop and communicate vision and mission of the sales management, despite of these customers may buy in the decision by improvement of performance aspects thus increasing sales targets

2.2.2 Exclusive Distribution Strategy and Sales Performance

Essayas (2023) conducted a research on the moderating effects of exclusive delaying agreements on distributor satisfaction on beverages industry and how it affects the sales performance. The study was done in Spain. The surveys were sent to the entire population of 1120 wholesalers and response ratio was 21.5% equivalent to 241 questionnaires returned by wholesalers. The cover letters and envelopes were addressed to the purchase manager, and were often filled out by the owner or general manager. The results were that the distributors in exclusive dealers' relationship do not feel more satisfied than in nonexclusive dealers, relations since the sample was divided into two sub samples exclusive and nonexclusive relationships. (David, *et al* 2022)

Sirengo, (2022) studied how distribution channel methods sales performance in farms across Kenyan commercial banks. Through a questionnaire, the study used a combination of primary and secondary data collection.

2.2.3 Selective Distribution strategy and Sales Performance

Malik and Kotabe (2009) determines selective distribution on sales performance of Pakistanian firm. The research determined effects of selective distribution on performance of firms. The study employed descriptive research design on sample size of 76 employees, this study used census in sample size collection. Primary data through questionnaires were also adopted. The study used chi-square test and cross tabulations in data analysis. Findings indicated that selective distribution affect performance from sales using characteristics of selling hierarchies.

Namusonge and Koech (2012) studied analysis of selective distribution on corporation's sales performance of Kenya using postal, descriptive research design showed that 3112 respondents were determined by purposive sampling technique. Regression was used from ordinary least squares which noted that selective distribution affected performance. The management supervised frameworks in the understanding of various objectives of selective distribution. The results improved selective distribution decision making to create confidence of improving sales. Study evaluation of product-related variables, such as product size and weight, technological nature, consumer growth, quantity of customers, and post-purchase support, order size, and purchase goals, decide the selection of the selective distribution strategy. The choice of the selective distribution technique is influenced by various aspects of the manufacturers, monetary assets, management skills, and practice. For the selective distribution strategy to be implemented, sufficient management support is required. Further assessment of implementation costs, sufficient funding, effective communication, and clear rules, processes, and procedures is required in the study in order to enable the execution of a chosen strategy that would increase the competitive advantage of businesses in Kisumu County.

Yasin (2015) determine effects of selective distribution on performance of university in Malaysia, Utara. The research adopted cross section design and analysis using factor analysis approach and these study findings indicates that selective distribution are affected through business terms increasing management efficiency. Task organization can determine monetary orientations existences methodology. The selective distribution can enable development of product in the communication networks, and transportation technology making management effective. Unlike other marketing strategies, selective distribution marketing depends on selling strategy depends on culture applicable and believes leading to a customer's level of treatment. Selective distribution can be managed in organizing consumer behavior at specific and reasonable areas of engaging customers.

Ogbonnavr (2016) carried the study on roles of selective distribution on the performance of organizations in Ghana nationality development. The multiple consultation case studies were applied using descriptive design. The target population of 81 respondents comprised of human resources managers in sample size calculations. The study used qualitative analysis indicated that bureaucratic leadership styles affect performance. Management styles are social organization, authority protecting individuals in the selective distribution and arbitrated all employees. The study noted that selective distribution is a management of specific customer's perceptions towards performance.

Muroguri (2016) studied effect of selective distribution on organization performance in public organizations. The study analyzed bureaucratic selective distribution on performance of organization of Kenya. This study used experimental designs for analysis of research quantitatively and qualitatively. Using descriptive statistics notes that selective distribution on organization performance. Management and the employees are the major process of improve sales volume. The

study findings also found that selective distribution includes customers directly managing buying of goods to improve organization performance. Selective distribution is the marketing approaches in meeting market target positions of individual firms. Otieno, (2017) conducted a research on Fast-moving consumer products firms in Kisumu County have an edge over their competitors due to their selective approach to distribution. The research made use of forty Kisumu County, Kenya, fast-moving consumer products manufacturing companies. The corporation's Selected Key Informants assisted in the data collection process. The data analysis process included qualitative as well as quantitative methods.The research suggested that in order to improve the chosen distribution strategy, it is important to take into account product-related criteria such the items' weight and size, as well as their technical characteristics, which affect the likelihood of a distribution channel. The other related industries in Kenya need further investigation.

According to the findings, selective distribution agreements can be considered a positive aspect of competition provided that they satisfy three requirements in particular: the product's attributes require the establishment of such a network to maintain its quality or guarantee its appropriate use; resellers are selected based on objective qualitative standards concerning the technical qualifications of the reseller and his staff and the suitability of his trading premise; and resellers are selected based on objective quantitative standards concerning the technical qualifications of the reseller and his staff and the suitability of his trading premise.

2.3 Research Gaps

From the literature review, many researchers have determined intensive distribution strategy and their effects on sales promotions, but they have not established scientific ways to improve sales performance. This is supported by studies of Ramjit (2018) on descriptive research design used to

explain the influence of distribution phenomena under which area they underlie but did not address inferential statistics in data analysis.

Kirui et al. (2016) examined the factors that influence smallholder farmers in Kenya's Kericho District in terms of tea channels for marketing and sales intensity. The goal of the research was to identify the factors that influence smallholder farmers' sales intensity and tea marketing channels. While this research would use stratified random sampling approach to arrive at the prior study employed a multistage sampling technique to yield a sample size of 155 respondents out of a total of 221.

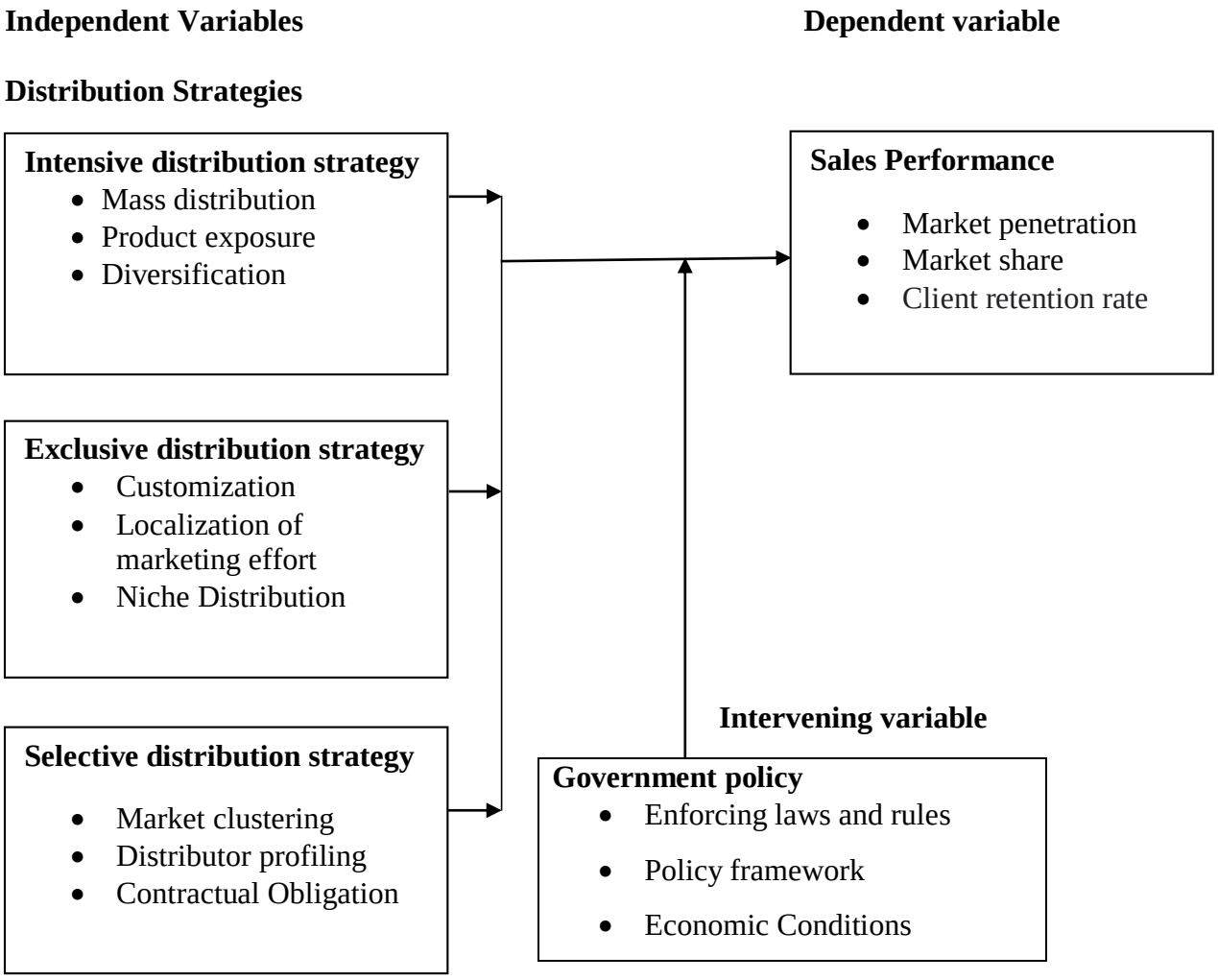
Luebke (2010) did a study of government policies on sales performance in Pacific coastal areas. The study used mixed survey design. However, the study did not explain the distribution strategies on performance. This study will use regression models to determine the relationship between variables.

Cugno (2012) assessed the impact of direct marketing distribution strategies on organization performance. Correlation design was employed on examining the phenomena underlying the marketing mix for customer using intermediaries particularly on product, promotion, pricing and people. The study research gap will address distribution strategies on sales performance of tea factories.

(Dharmendra, 2020) studied production, marketing and future prospects of Nepali Orthodox tea, the study noted that production of tea is in increasing trend with an average annual growth of 9.55%, export and imports mostly in India than China. However, the study did not analyze the relationship between productions and marketing on future prospects of tea, therefore, this study

will adopt regression analysis to establish the relationship between distribution strategies and sales performance in tea factories.

2.4 Conceptual Framework



Source: (Researcher, 2023)

Figure 2.1 Conceptual framework

Conceptual framework is a representation of the relationship the research expects to see in the study between his variables, the characteristics and the properties that he wants to study. It depicts the expected relationship between his variables (George, B. S. 2022). Consequently, it is a diagrammatical illustrations depiction that defines the relevant objectives for his research process and maps out how they come interrelate to draw coherent conclusions.

For the case of this study, the conceptual framework integrated the following; Intensive distribution strategy, Exclusive distribution strategy and Selective distribution strategy hence the framework hypothesized resulting from the studied literature represented in Figure 2.1 above.

In order to explain figure 2.1 above, the independent variables in the conceptual framework were Intensive distribution strategy, exclusive distribution strategy and selective distribution strategy. Sales performance is the dependent variable, which was measured by sales volume, market penetration and market share while sales performance when moderated by government policy variable elements like enforcing laws, policy framework and economic conditions influenced the performance of tea industries leading to improved sales performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study used descriptive research design. This was because it ensured that research problem was effectively addressed and it aimed to systematically obtaining the information to describe a phenomenon situation or population. It explains on how to obtain an information under investigation as it is, in addition to doing a thorough investigation and outlining the procedures for collecting the data required to organize and address the research challenges (Cooper & Schindler, 2008).

3.2 Study Area

The researcher targeted all the four territories of KETEPA company ltd, in Kenya, namely; west, east, Nairobi and the coast territories. KETEPA company ltd head office is situated in Kericho county one of the 47 counties that make up the Republic of Kenya. It is situated in the Great Rift Valley's South Rift, some 256 kilometers from Nairobi, Kenya's capital. At a height of roughly 2002 meters above sea level. Between latitude 023' south and the Equator, exactly, Kericho County is located between longitudes 350 02' and 35040'. North to the Uasin Gishu, East to Baringo County, West to Nandi, East to Nakuru County, and South to Bomet County are the counties that encircle the county. Its borders are as follows: Kisumu County to the north-west (Kericho County Integrated Development Plan 2018–2022), and Nyamira and Homa Bay Counties to the south–west. Thus, it is owned by the tea farmers of Kenya through the Kenya tea growers association (KTGA) whereas, majority of the shareholders is the Kenya Tea Development Agency (KTDA)

with more than 60 tea processing factories country wide. Thus, it is crucial to maintain complete market control, from receiving supply to delivering goods to clients, (Adam 2023).

3.3 Target Population

The target population is the entire item of group of people under study with similar characteristics in a particular place, or is the whole items that have similar situations or relationship to a common goal (Kothari, 2017). The target population was 159 employees comprised of Sales and marketing manager, Area sales manager, Area sales representatives, Distributors, Merchandizers and Transport and logistics. These group of people were selected because they employees of KETEPA who are directly involved in sales of KETEPA products.

It is quite noticeable for the activities to be carried out there. The conclusion about this area, was a good representative for the research. As displayed in Table 3.1

Table 3.1 Target Population.

Cadre	Target Population	Percentage (%)
Sales and marketing manager	01	0.6
Area sales managers	04	2.5
Area sales representatives	30	18.9
Distributors	54	34.0
Merchandizers	42	26.4
Transport and logistics	28	17.6
Totals	159	100

Source: KETEPA Human Resource (2023)

3.4 Sample size and Sampling procedure

3.4.1 Sample size

The sample size of this study was 143. A sample is an item or a section of respondents taken from the entire population for a study Oso and Onen (2008) as cited by (Lamaro, 2015). In order to

apply stratified random sampling, the respondents were grouped into strata based on their occupational roles to arrive a sample size of 114 respondents through sampling formulae of Yamane 1967 as applied by Vanessa (2021).

$$\mathrm{n} = \frac{N}{1 + \mathrm{N(e)2}}$$

Where;

N= given population size, n= required sample size, e= degree of accuracy/precision, 1=constant, inserting the required information into the formulae gives: Confidence level is set at 95% or the outcome accuracy level at 5%, N= 159, e= 0.05 thus the sample size is;

Substituting the above values by; $\mathrm{n}= \frac{159}{1+159(0.05)^2} = 114$

The study conducted by Vanessa (2021), used Yamane formula for computing a sample size, which resulted to 201 participants thus the study used random sampling technique to pick respondents. The same model was applied by Adam (2020) to compute a sample size of 226 and his research outcome was good. The study applied the sample size computed in Table 3.2 shown below. The Yamane, Vanessa model computed 114 as a sample size which was adjusted because the study was applying a population that was less than 10000. The researcher divided 114 by 80% to increase the sample size and account for non-response. Thus the Actual sample size was 143 (Vanessa (2021), as shown in table 3.2 below.

Table 3.2 Sample size

Cadre	Target Population	Sample size formula	Sample size
Sales and marketing manager	01	1/159*143	01
Area sales managers	04	4/159*143	04
Area sales representatives	30	30/159*143	27
Distributors	54	54/159*143	48
Merchandizers	42	42/159*143	38
Transport and logistics	28	28/159*143	25
TOTAL	159		143

Source: KETEPA Human Resource (2023)

3.4.2 Sampling Frame

The sample size was drawn from KETEPA Company ltd, in the departments of Sales, marketing, transport and logistics. These departs were selected because they are involved in sales of company products. The unit of analysis comprised of; Sales and marketing manager, Area sales managers, Area sales representatives, Distributors, Merchandizers and Transport and logistics.

3.4.3 Sampling Procedure

The study used stratified random sampling technique to select the respondents. This involved categorizing and partitioning the respondents according to their respective cadres. These procedures was to enable the respondents to take a broad view the findings of the entire population under investigation. The researcher was able to arrive at more precise and informed conclusions because to the stratified sampling strategy, which made sure that each cadre was fairly represented in the selected sample. It also gave the respondents a chance of including all items and participate in the study.

$$\text{Sample Size} = \frac{\text{Number of Elements in the Stratum}}{\text{Total Number of Element}} \times \text{Sample Size}$$

3.5 Data Collection

3.5.1 Research Instrumentation

The study used structured questionnaire to collect primary data. Survey method was the main research tool hence the questionnaires both structured and semi- structured was used for this research. According to Frezatti (2014), the main objective of preparing a questionnaire is to test the hypothesis, which is a crucial tool towards its flexibility and reliability due to its consistency in addressing issues of cost and time. The questionnaire comprised of five sections namely; background information, intensive distribution strategy, exclusive distribution strategy, selective distribution strategy and sales performance. A Five –Point-Likert-Scale which included; Strongly Disagree (1), Disagree (2), Neither Agree or Disagree (3), Agree (4) and Strongly Agree (5) were used.

3.5.1.1 Validity of the Research Instruments

Validity is the level of accuracy of questionnaire to collect data (Mugenda and Mugenda 2003). According to Kubai (2019), the research instrument must be trustworthy in order for it to be considered valid, yet a trustworthy instrument need not be valid. In order to assess validity, the questionnaire was evaluated by the experts' in providing expert opinion and assess the applicability of the content of the questionnaire.

The instrument for this study namely employees questionnaire was structured in terms of content and construct validity. Content validity is the degree to which the research instrument appropriately measures the variable under investigation (Yudiana, 2017). In light of this validity, the researcher, with supervisors' help, and specialists in the directorate of marketing at Kisii

University assessed whether the questionnaire covered all the broad aspects under study. This result was obtained after making the necessary corrections to the input (Roy, 2023).

Construct validity, which is concerned with looking at patterns of adjustments between variables thought to theoretically measure the construct of interest, was the second validation that was performed. Bhandari, (2023). High correlations were thought to be indicative of instruments covering all of the theoretical presumptions and concepts being examined in this study (Krieglstein, 2022)

3.5.1.2 Reliability of the Research Instruments

Reliability is the level of consistency in a study item or instrument used for data collection. Hair et al, (2013) opined that reliability is the degree in which the test maintains the same outcome from a research tool ones done in the same environment. Reliability of data can be evaluated using different techniques of reliability like; inter-rater, test-retest, internal consistency and parallel forms reliability.

The researcher applied internal consistency reliability because it requires only one sample of data in order to estimate the internal consistency reliability. Cronbach's alpha mostly describes internal consistency and ranges from 0.0 to 1.0. Meaning a tool with a value of zero has many errors but the one with 1 indicates that the instrument has errors which are minimal whereby a negative alpha denotes that a researcher will probably need to reverse some items (Zikmund, 2013 and Jeff, S. 2015). As a result, the most unfavourable reliability score was 0.70; an instrument's internal reliability increases with the number of items in the study. The academic needs to add questions to your questionnaire to improve internal consistency reliability (Kothari, 2014).

Omona, (2013) alluded that to ensure reliability of the research instrument whether it is founded, a pilot study was conducted using (10% of 143 =14) participants at Kaisugu packers Ltd. This was because it had similar characteristics for easy understanding of the analysis and generalization of the findings to KETEPA company ltd. A pilot study gave a feedback after pinpointing the flaws in the design including the instruments and guide to a corrective action. The 10% of sample size gave reliability value and improved clarity as well as readability on elements for data analysis of any study tools Mugenda and Mugenda (2003). The pilot objects which were drawn from Kaisugu packers Ltd were not part of the main study, this was done in order to eliminate biasness and inaccuracy of the research findings hence the study to be valid and reliable. As shown in table 3.3 Cronbach's Alpha computations using SPSS Version 25 demonstrated that intensive distribution strategy, exclusive distribution strategy, selective distribution strategy and sales performance were all correlated at coefficient within the threshold as recommended by (Zikmund, 2013 and Jeff, S. 2015). See details at appendix. Therefore the study retained the questionnaire items.

Table 3.3 Reliability Test Results

Variable	N of Items	Cronbach's Alpha	Study Coefficient Threshold	Decision
Intensive Distribution	6	.956	≥ .70	Accepted
Exclusive Distribution	6	.952	≥ .70	Accepted
Selective Distribution	6	.938	≥ .70	Accepted
Sales Performance	5	.937	≥ .70	Accepted

Source: Field Data, 2023

3.5.2 Data Collection Procedures

For the purposes of this study, and upon cleared by the university authorities after a positive research proposal defense. The researcher was issued with an introductory letter from the

University for application of the research permit from NACOSTI, after the researcher received the research permit he then visited the Kenya tea Packers Company human resource office. The researcher introduced himself and was directed to the sales and marketing manager, where he established a rapport with some of the targeted respondents by issuing out the research tool to the distributors and employees for an express permission of filling the instrument, and the respondents were informed through a written request letter by the company to authorize them fill the questionnaires. (Kabir, 2016).

One hundred and forty-three (143) questionnaires were issued to the respondents of the KETEPA ltd Company for information gathering. Then questionnaires which were filled were collected within two weeks for data analysis also extension of time was allowed for those which were not been filled by the lapse of the above given period. Adequate time was given to the respondents but they were always monitored and reminded through cellphone calls and emails in order to provide more responses but at a later time those which had not been collected were picked (Shwu-Ru, 2014).

3.6 Data Analysis and Presentations

Data collected was edited for analysis. The collected data then was transferred to excel sheet and recoded in statistical packages of social scientists (Kothari 2019). Descriptive statistics was used to analyze data using frequency, percentage, means, standard deviation, skewness and kurtosis**.** Inferential statistics included correlation analysis and regression analysis. Correlations analysis enabled the researcher to establish relationship between variables. Regression analysis established existence of the effects of the relationships between variables.

The regression model is as follows;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

$\beta_1 X_1$, $\beta_2 X_2$, and $\beta_3 X_3$,; X_1– intensive distribution strategy, X_2 Exclusive distribution strategy, X_3 – selective distribution strategy

β_0, β_1, β_2, β_3, and β_4 0, 1, 2 and 3 is model coefficients

ε- error term

In the model β_0, - is a constant term of the independent variables and β- Measure of sensitivity of the dependent variable Y known as the predictor. The data was presented using tables.

3.6.1 Diagnostic Test

Diagnostic tests were determined by non-parametric tests after correlation analysis to test regression assumptions included Multi-Collinearity using variance inflation factor (VIF), test of linearity, Test of homoscedasticity and lastly Test for Heteroscedasticity.

3.6.1.1 Multi-Collinearity tests

Multicollinearity entails the linear association among two or more variables, that is, lack of orthogonality among variables. Tolerance and variance inflation factor (VIF) are the two basic tools used in this study to detect multicollinearity. Senaviratna and Cooray, (2019) but for the case of this study VIF was applied in testing multicollinearity. Daoud (2017) opines that multicollinearity entails the linear association among two or more variables, that is, lack of orthogonality among variables. Mayers (1990) believes a tolerance value below 0.1 points out a major collinearity problem. When two or more independent variables have a high correlation, multiple regression is likely to give incorrect results of regression analyses (Kim, 2019).

Multicollinearity is absent when the VIF value is < 10, but VIF that is over 10 points out multicollinearity problem (Senaviratna & Cooray, 2019).

The results on the coefficient output, that is, collinearity statistics of the distribution strategies construct's independent variables Intensive, selective and exclusive had tolerance of more than 0.1 and VIF values were less than 10, proving the absence of multi-collinearity or that the independent variables were not multilinear.

3.6.1.2 Test of linearity

The results of the linearity test show that the variables of intense, exclusive, and selective have a linear connection with a significance value less than 0.05. Small significant values in the test for departure from linearity indicate the presence of a nonlinear connection among the independent variables.

The study showed that sum of squares of 109.091 with df 21 has significant influence between intensive and performance at 40.32, p=0.001<5%. This indicates that there is normal distribution of values between independent variable (intensive) and independent variable (performance) which confirms a linear relationship.

Across all groups, the null hypothesis could be rejected due to the probability value (p-value of 0.005) being less than 5%. The independent variables' statistical significance was examined using the t test. The model fitness was verified using the degree of significance of the regression depiction and the ANOVA F statistic.

3.6.1.3 Test of homoscedasticity

The phenomenon known as homoscedasticity occurs when there is a consistent variation between the expected and observed values. Consequently, this does not imply that the expected value and

the actual value should always match. However, the variation across many data points ought to be the same.

Levene's Test of Equality of Error Variances was used to test this. Some statisticians use the following general rule of thumb to assess homoscedasticity using calculated variances: if the ratio of the largest sample variance to the smallest sample variance does not exceed 1.5, the groups satisfy the homoscedasticity requirement.

3.6.1.4 Test for Heteroscedasticity

When there is heteroscedasticity, there is variation in the error variance between observations. Specifically, explanatory factors may influence the variance of the mistakes. This was tested by Modified Breusch-Pagan Test for heteroscedasticity The Breusch-Pagan test is used to determine whether or not heteroscedasticity is present in a regression model and tests of between subjects effects Thus, less than .05 hence rejected the null hypothesis and concludes that heteroscedasticity is present. Equally, selective distribution at a degree of freedom 9. failed to reject the null hypothesis because it was .048 at significant hence assumed that homoscedasticity was present. The null hypothesis of heteroscedasticity is accepted and the hypothesis of homoscedasticity is rejected if the test's p-value is less than a suitable threshold ($p < 0.05$). Robert Bitt, 2020.

3.7 Ethical Consideration

The researcher used utmost care to guarantee adherence to relevant legal restrictions throughout the study endeavor. Primarily getting participants' informed permission and requesting them to take part willingly in the research. The study ensured that there was confidentiality and privacy of the information which were given by respondents, and in order to get correct information, nowhere on the questionnaire was the respondent allowed to write their name. A letter of authority was

obtained by the researcher from the University for Introductory Purposes to various offices which were visited by the researcher.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Response Rate

One hundred and forty-three (143) questionnaires were self-administered to Sales and Marketing Manager, Area Sales Managers, Area Sales Representatives, Distributors, Merchandizers and Transport and Logistics. Table 4.1 provides a breakdown of the response rate.

Table 4. 1 Response Rate

	Number of respondents	Percentage
Questionnaires accepted (properly filled)	122	85.4
Questionnaires rejected (improperly filled)	17	11.8
Questionnaires not returned	04	2.8
Total	143	100

Source: (Field data 2023)

One hundred and forty-three (143) questionnaires were distributed, and 139 of them were returned. After sorting them, 17 questionnaires were eliminated because some of them were incomplete or improperly filled out. A total of 122 questionnaires were found to be complete and thus accepted. This was in line with Kothari's (2014) recommendation who opined that a response of at least 70% is acceptable for facts processing, examination and presentation. Table 4.1 represent the responses frequency as shown

4.2 Demographic Analysis

4.2.1 Gender

The researcher aimed to determine the respondents' gender distribution within the tea product distribution chain. The results are shown in Table 4.2.

Table 4. 2 Gender of Respondents

	Frequency	Percentage
Male	62	50.8
Female	60	49.2
Total	**122**	**100.0**

Source: (Field data 2023)

After analysis, it was determined that the majority of responders—50.8%—were men, while the remaining respondents—49.2%—were women. The results indicated that both genders were fairly represented in the distribution of products. These results support the government's determination that the two-thirds gender rule apply to employees, meaning that neither gender should represent less than thirty percent of the workforce (Murunga, 2020).Unlike gender – imaged products where gender has a bearing on sales, KETEPA products are not gender-imaged products, therefore the sex of the sales staff had no impact on sales performance (Sanny, 2020).

4.2.2 Age of Respondents

The age distribution of the respondents who worked in the chain of distribution for tea products was the aim of the study. Table 4.3 presents the findings.

Table 4. 3 Age of Respondents

Age distribution (in years)	Frequency	Percent
18-25	13	10.7
25-35	36	29.5
35-45	41	33.6
45-55	28	23.0
Above 55	4	3.3
Total	**122**	**100.0**

Source: (Field data 2023)

Findings showed that most (33.6%) of the respondents were between 35-45 years of age. They were followed by those between 25-35 years (29.5%), while 23.0% represented those between 45-55 years also they were followed by those aged between 18-25 years (10.7%) and Respondents above 55 years were the least represented 3.3%.

4.2.3 Education level of Respondents

The level of education for respondents involved in the distribution chain of Tea products was examined and findings listed in Table 4.4

Table 4. 4 Level of education

Level of education	Frequency	Percent
Form four and A-level	4	3.3
Certificate /Artisan	11	9.0
Diploma	37	30.3
Degree	43	35.2
Postgraduate (Masters and above)	27	22.1
Total	122	100.0

Source: (Field data 2023)

Results show that slightly more than a third (35.5%) of the respondents had a University Degree. They were followed by those with Diploma qualification (30.3%), and those with Postgraduate qualification. (22.1%). Few (9 %) respondents had attained Certificate qualification, just like those with form 4 Qualification (3.3 %.

4.2.4 Roles Played by Respondents in Distribution

The roles played by the respondents in the Distribution of Tea products was examined and displayed in Table 4.5.

Table 4. 5 Responsibility of Respondents

Responsibility	Frequency	Percent
Sales and marketing Manager	1	.8
Area sales managers	4	3.3
Area sales representatives	22	18.0
Distributors	42	34.4
Merchandisers	31	25.4
Transport and logistics	22	18.0
Total	122	100.0

Source: (Field data 2023)

Results show that distributors were the majority (34.4%) in the distribution value chain. They were followed by Merchandisers (25.4%) as well as Area Sales Representatives and Transport and Logistics (18 %) each. 1(one) Sales Manager and the Sales and Marketing Managers were the least represented at (0.8%) and (3.3%) respectively. This information was sought for representation purpose. These findings agrees with observation of Nur (2022), which demonstrated that many businesses adhere to an organizational structure that is appropriate for their size and business objectives in order to ensure smooth operations. Establishing and maintaining a well- defined organizational structure helps employees to comprehend their respective roles and responsibilities, and informs their goals-setting.

4.2.5 Working Experience of Respondents in Distribution

The worki experience of the respondents involved in the Distribution of Tea products was assessed and presented in Table 4.6

Table 4. 6: Working experience

working experience Months /Years	Frequency	Percent
less than 1	14	11.5
1-5	33	27.0
5-9	41	33.6
9-13	26	21.3
more than 13	8	6.6
Total	**122**	**100.0**

Source: (Field data 2023)

Based to the findings, 33.6% of the respondents had between five and nine years of work experience. 33 respondents, or 27.0% of the sample, had worked for the company for one year or less, indicating that they had been there for longer than a year but not longer than five years. Further still 26 respondents representing 21.3% had an experience which was not more than 13 years but also not less than 9 years were. Above all those 14 respondents had worked less than 1(one) year representing 11.5%, while 8 respondents with a working experience of more than 13 years represented 6.6% of the total respondents. This indicates that majority of the employees had worked for 5-9 years thus they may have a reasonable experience in their workplace This study agreed with Park (2022), who contended that employee engagement acted as a mediator and that transformational leadership was the key catalyst in boosting employees' job performance and affective organizational commitment. Furthermore, the results showed that these respondents possessed the experience needed to be able to promptly and accurately supply the relevant data needed for this study.

4.3 Descriptive Statistics

4.3.1 Intensive Distribution Strategy

The research aimed to investigate the use of intensive distribution strategy in distribution of tea products in Kenya and particularly in KETEPA Ltd Company. The results are shown in Table 4.7.

Table 4. 7 Adoption on intensive distribution strategy.

						Skewness		Kurtosis	
Statement	**N**	**Min**	**Max**	**Mean**	**S.D**	**Statistic**	**S.E**	**Statistic**	**S.E**
Tea products are available across the country	122	1.0	5.0	4.057	1.4954	-1.275	.219	-.037	.435
KETEPA involves all channels of distributions of its products	122	1.0	5.0	4.066	1.3711	-1.176	.219	-.115	.435
Our tea brands are well known by our customers	122	1.0	5.0	4.254	1.3334	-1.584	.219	.995	.435
KETEPA products are visible by consumers	122	1.0	5.0	4.311	1.2668	-1.724	.219	1.617	.435
We mitigate risks by distributing to our territories	122	1.0	5.0	3.975	1.4515	-1.111	.219	-.309	.435
Our product portfolio is diverse	122	1.0	5.0	4.148	1.2443	-1.489	.219	1.123	.435
Average	**122**	**1.0**	**5.0**	**4.135**	**1.3310**	**-1.393**	**.219**	**0.490**	**.435**

Source: (Researcher 2023)

Findings show that Tea products in Kenya are distributed by a variety of channels as most respondents agreed that KETEPA tea Company makes use of all possible channels of distribution, a (mean =4.066, SD 1.3711). Being one of the major players in the distribution of tea in Kenya, respondents agreed that their products are well known at a (mean= 4.254, SD =1.3334). Further, the study observed that the products are available across the country at a (mean = 4.057, SD = 1.3711) and in a manner visible by customers across the distribution networks a (mean = 4.311,

SD =1.2668). Respondents agreed that tea distribution risks were mitigated (mean 3.975 and SD 1.4515) by spreading distribution channel to territories. Consequently, the respondents agreed that that products portfolio were diverse at a (mean = 4.148, SD =1.2443) making it possible for all cadres of customers accesses the products of their choice.

From the findings above, the study showed that on average mean of 4.135 respondents agreed with the statements on intensive distribution strategies. The SD of 1.3310 showed that responses were widely spread, implying that some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.7. Further,as determined above, the findings showed that skewness was (SK=1.393, this indicated that the dataset was negatively skewed, meaning that the tail on the left side of the distribution is longer or more spread out than the tail on the right side. It also suggested that the dataset has a heavier concentration of values towards the right side of the distribution. Hence on the other hand, a kurtosis of 0.490 indicates that the dataset is platykurtic, meaning it has lighter tails and a flatter peak compared to a normal distribution.

4.3.2 Adoption of Exclusive Distribution Strategy

The study sought to examine the use of exclusive distribution strategy in distribution of tea products in Kenya and particularly in KETEPA Ltd Company. Findings are presented in Table 4.8.

Table 4. 8 Adoption on exclusive distribution strategy.

Aspects	N	Min	Max	Mean	S.D	Skewness Statistic	Skewness S.E	Kurtosis Statistic	Kurtosis S.E
There are varieties of tea products	122	1.0	5.0	3.992	1.3330	-1.156	.219	.028	.435
Our products cater for different customer` needs	122	1.0	5.0	4.189	1.2354	-1.463	.219	.955	.435
Agents use diverse means to approach the market (e.g, local transport)	122	1.0	5.0	4.008	1.2365	-1.056	.219	.003	.435
Local agents enhance product visibility (e.g, display at the point of sale)	122	1.0	5.0	3.975	1.3934	-1.092	.219	-.211	.435
We continuously explore new markets for tea products	122	1.0	5.0	4.172	1.1620	-1.274	.219	.590	.435
KETEPA has market segments for her products	122	1.0	5.0	3.959	1.3508	-1.111	.219	-.078	.435
Average	**122**	**1.0**	**5.0**	**4.049**	**1.2851**	**-1.192**	**219**	**0.215**	**.435**

Source: (Researcher 2023)

Findings show that the tea products carter for different customer` needs a (mean=4.189, SD=1.2354), this indicates that diverse tastes and preferences were taken with consideration. Additionally, respondents agreed that KETEPA continuously, explore new markets for their tea products at a (mean=4.172, SD=1.1620). To ensure that there is diversification of KETEPA tea products, they also agreed (mean =3.992, SD =1.3330) that different varieties of tea products are offered for sale by the company. Equally, respondents agreed that they use diverse means to approach the market (mean 4.008; SD 1.2365), this was because local agents enhance product visibility by displaying goods at a point of sale a (mean 3.975; SD 1.3934).

Consequently, the respondents agreed that distribution of tea products is segmented for ease of access for customers (mean 3.959; SD 1.3508). Responses felt between 1 and 5, implying that

some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.8.

From the findings above, the study showed that on average mean of 4.049 respondents agreed with the statements on exclusive distribution strategies. The SD of 1.2851 showed that responses were widely spread, implying that some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.8.Also, as determined above, the findings showed that skewness was (SK= -1.192), this indicated that the dataset was negatively skewed, meaning that the tail on the left side of the distribution is longer or more spread out than the tail on the right side. It also suggested that the dataset has a heavier concentration of values towards the right side of the distribution. Hence on the other hand, (kurtosis =0.215) indicates that the dataset is platykurtic, meaning it has lighter tails and a flatter peak compared to a normal distribution.

4.3.3 Adoption of selective distribution strategy

The aim of the research was to look at how Selective distribution strategy when distributing tea goods in Kenya and particularly in KETEPA Ltd Company. The results are shown in Table 4.9.

Table 4.9 Adoption on selective distribution strategy.

						Skewness		Kurtosis	
Statement	**N**	**Min**	**Max**	**Mean**	**S.D**	**Statistic**	**S.E**	**Statistic**	**S.E**
We divide our markets for a competitive advantage	122	1.0	5.0	3.967	1.3903	-1.198	.219	.110	.435
We develop distribution marketing programs to the customer segments	122	1.0	5.0	3.902	1.3812	-.969	.219	-.434	.435
We characterize our customers in order to predict or generalize their Purchasing pattern	122	1.0	5.0	4.066	1.3095	-1.246	.219	.262	.435
We assess our new business model without difficult	122	1.0	5.0	4.172	1.3342	-1.489	.219	.812	.435
We sign a contract with agents	122	1.0	5.0	4.172	1.3404	-1.493	.219	.855	.435
Agents have clearly spelt out obligations	122	1.0	5.0	4.090	1.1853	-1.267	.219	.572	.435
Average	**122**	**1.0**	**5.0**	**4.062**	**1.3234**	**-1.277**	**.219**	**.363**	**.435**

Source: (Researcher 2023)

Findings show that the market for tea products is divided for a competitive advantage (mean=3.967, SD=1.3903. Respondents further agreed that new business models are evaluated (mean=4.172, SD=1.342) and that KETEPA signs business contracts with their agents (mean=4.172, SD= 1.3404) which indicated the extent of variability in the responses. To recognize the importance of distribution market programs respondents agreed with (mean =3.902, SD= 1.3812) that they develop marketing programs to the customers segments in order to explore the bigger market. Furthermore, the respondents with the (mean =4.066, SD =1.3095) agreed that they characterized their customers in order to predict their customer`s purchasing pattern, above all, at (mean =4.090 ,SD=1.1853) respondents came into consensus that KETEPA Company made sure that all her agents had cleared spelt out obligations to have control for their for market span.

Responses felt between 1 and 5, implying that some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.9.

From the findings above, the study showed that on average mean of 4.062 respondents agreed with the statements on selective distribution strategies. The SD of 1.3234 showed that responses were widely spread, implying that some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.9. Besides, as determined above, the findings showed that skewness was (SK= -1.277), this indicated that the dataset was negatively skewed, meaning that the tail on the left side of the distribution is longer or more spread out than the tail on the right side. It also suggested that the dataset has a heavier concentration of values towards the right side of the distribution. Hence on the other hand, (kurtosis =0.363) indicates that the dataset is platykurtic, meaning it has lighter tails and a flatter peak compared to a normal distribution.

4.3.4 Sale performance.

The study sought to examine the influence of distribution strategies on sales performance in the distribution of tea products in Kenya particularly in KETEPA Company limited. Table 4.10 presents the results of the study.

Table 4.10 Sales Performance

Aspects	N	Min	Max	Mean	S.D	Skewness		Kurtosis	
						Statistic	S.E	Statistic	S.E
Our products are recognized and bought by customers	122	1.0	5.0	3.967	1.4370	-1.165	.219	-.089	.435
We encourage customers to purchase more for our territories growth.	122	1.0	5.0	4.008	1.3757	-1.177	.219	.011	.435
We have controlled a large portion of the market	122	1.0	5.0	4.008	1.2694	-1.051	.219	-.149	.435
We have Classical Measures for our customers e.g. offering discounts	122	1.0	5.0	3.885	1.4328	-.909	.219	-.652	.435
KETEPA offers good customer service	122	1.0	5.0	4.041	1.4454	-1.241	.219	-.044	.435
Average	**122**	**1.0**	**5.0**	**3.981**	**1.392**	**-1.109**	**.219**	**-.185**	**.435**

Source: (Researcher 2023)

Findings show that most businesses always banks on organizational sales in order to boost the market share and expansion. For instance, in tea industries specifically KETEPA Company limited, most respondents concurred that encouraging customers to purchase more for their territories growth and KETEPA controlling a large market; both shared a mean of 4.008 with different standard deviations of 1.3757 and 1.2694 respectively.

Nevertheless, the respondents at the (mean= 4.041, SD= 1.4454) agreed that KETEPA offered good customer service and these was necessitated by the trendy in which customers recognized and purchased KETEPA products which was supported with the (mean = 3.967, SD=1.4370). This perhaps had increased sales thus KETEPA had classical measures for their customers e.g. offering discounts (mean =3.885, SD= 1.4328).Responses felt between 1 and 5, implying that some respondents strongly disagreed, disagreed, neutral as well as agreed and others strongly agreed as demonstrated in table 4.10.

As determined above, the findings showed that skewness was (SK= -1.109), this indicated that the dataset was negatively skewed, meaning that the tail on the left side of the distribution is longer or more spread out than the tail on the right side. It also suggested that the dataset has a heavier concentration of values towards the right side of the distribution. Hence on the other hand, (KU= -.185) indicates that the dataset is platykurtic, meaning it has lighter tails and a flatter peak compared to a normal distribution.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

The study sought to test the association between the constructs. In interpreting results, the study used the conventional approach of interpreting the correlation coefficient as proposed in Mukaka (2012), where a correlation value of 0.00-0.10 indicates a negligible correlation; 0.10-0.39 is a weak correlation; 0.40-0.69 is a moderate correlation; 0.70-0.89 is a strong correlation; 0.90-1.00 is a very strong correlation. The result presented in Table 4.11.

Table 4.11 Correlations

		Intensive	Exclusive	selective	performance
Intensive	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	122			
Exclusive	Pearson Correlation	.892**	1		
	Sig. (2-tailed)	<.001			
	N	122	122		
Selective	Pearson Correlation	.919**	.874**	1	
	Sig. (2-tailed)	<.001	<.001		
	N	122	122	122	
Performance	Pearson Correlation	.903**	.912**	.863**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	122	122	122	122

Source: (Researcher 2023)

As shown in the findings above, intensive distribution has a very strong significant association on sales performance with r=.903, p=<0.001 <0.05. Hence strong association between intensive and sales performance. This study finding is congruent with Andrian (2018) who analyzed intensive distribution on sales performance and corporate image on consumer based brand equity in Nigeria. Based on consumer-based perceptions of the brand and image of the company, the research concluded that intense distribution had a major impact.

Similarly, the study revealed that exclusive distribution has a very strong and positive association to performance with r=.912 p= 0.001 <0.05. This study concurred with Nayeong Kim & D. L. (2022) who studied the effect of exclusive distribution on the sales performance of ready-made meals in online retail in Korea. The findings demonstrate that in online shopping, exclusive distribution boosts sales.

Equally, the findings showed that selective distribution has strong and positive correlation with performance (r =.863, p =.001 <0.05). The results, however, diverge from those of Nwachukwu, D. & (2023), who discovered a weakly positive correlation between marketing performance and selective distribution in his study conducted in Nigeria.

4.4.2 Diagnostic Test

To determine whether the data met the requirements for parametric testing of the hypothesis, statistical analysis is presented in this part hence four tests were conducted including Multi-Collinearity using variance inflation factor (VIF), also test of linearity to ascertain whether the predictor variables and predicted variables are linear related, Test of homoscedasticity using Levene's Test of Equality of Error Variances and lastly Test for Heteroscedasticity using Modified Breusch-Pagan.

4.4.2.1 Multi-Collinearity tests

Tolerance and variance inflation factor (VIF) are the two basic tools for detecting multicollinearity (Senaviratna & Cooray, 2019) but for the case of this study VIF was applied in testing multicollinearity. Daoud (2017) opines that multicollinearity entails the linear association among two or more variables, that is, lack of orthogonality among variables. Mayers (1990) believes a tolerance value below 0.1 points out a major collinearity problem. When two or more independent variables have a high correlation, multiple regression is likely to give incorrect results of regression analyses (Kim, 2019). Multicollinearity is absent when the VIF value is < 10, but VIF that is over 10 points out multicollinearity problem (Senaviratna & Cooray, 2019).

Table 4.12 Test for Multi Collinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Intensive	.122	8.177
	Exclusive	.186	5.390
	Selective	.141	7.093

Source: (Researcher 2023)

a. Dependent Variable: Performance

As shown in Table 4.12, the results on the coefficient output, that is, collinearity statistics of the distribution strategies construct's independent variables Intensive, selective and exclusive had tolerance of more than 0.1 and VIF values were less than 10, demonstrating that the independent variables were not multilinear.

4.4.2.2 Test of linearity

The results of the linearity test show that the variables of intense, exclusive, and selective have a linear connection with a significance value less than 0.05. As seen in Tables 4.12, 4.13, and 4.14, the test for departure from linearity also has a minor significant value, indicating the presence of a nonlinear connection within the independent variables.

Table 4:13 Test of linearity for Intensive

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance Intensive	***Between Groups**	(Combined)	92.823	15	6.188	40.322	<.001
		Linearity	89.013	1	89.013	580.003	<.001
		Deviation from Linearity	3.811	14	.272	1.774	.052
	Within Groups		16.268	106	.153		
	Total		**109.091**	**121**			

Source: (Researcher 2023)

The results in table 4.13 showed that sum of squares of 109.091 with df 21 has significant influence between intensive and performance at 40.32, p=0.001<5%. This indicates that there is normal distribution of values between independent variable (intensive) and independent variable (performance) which confirms a linear relationship.

Table 4.14 Test of linearity for exclusive

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance exclusive	***Between Groups**	(Combined)	93.985	15	6.266	43.967	<.001
		Linearity	90.726	1	90.726	636.639	<.001
		Deviation from Linearity	3.260	14	.233	1.634	.082
	Within Groups		15.106	106	.143		
	Total		109.091	121			

Source: (Researcher 2023)

The outcomes of the linearity tests and departure from linearity show that there is a nonlinear connection in addition to the linear component, with the linear relationship having a significance value less than 0.05, suggesting a linear link between the two.

Table 4.15 Test of linearity for Selective

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Performance * selective	Between Groups	(Combined)	89.264	15	5.951	31.816	<.001
		Linearity	81.282	1	81.282	434.556	<.001
		Deviation from Linearity	7.983	14	.570	3.048	<.001
	Within Groups		19.827	106	.187		
	Total		109.091	121			

Source (Researcher 2023)

The results in table 4.15 showed that sum of squares of 109.091 with df 121 has significant influence between selective and performance at F 31.81, p= 0.001<5%. This indicates that there is normal distribution of values between independent variable (selective) and dependent variable (performance) which confirms a linear relationship. In conclusion, the probability value (p-value of 0.005) was less than 5%, meaning that all groups could reject the null hypothesis. The independent variables' statistical significance was examined using the t test. The model fitness was verified using the degree of significance of the regression depiction and the ANOVA F statistic.

4.4.2.3 Test of homoscedasticity

The phenomenon known as homoscedasticity occurs when there is a consistent variation between the expected and observed values. Consequently, this does not imply that the expected value and the actual value should always match. However, the variation across many data points ought to be the same.

Levene's Test of Equality of Error Variances was used to test this. Some statisticians use the following general rule of thumb to assess homoscedasticity using calculated variances: The groups

meet the requirement for homoscedasticity if the ratio of the sample's highest variance to its smallest variance is less than 1.5.Table 4.16 Levene's Test of Equality of Error Variances

		Levene Statistic	df1	df2	Sig.
Performance	Based on Mean	7.405	16	32	<.001
	Based on Median	2.245	16	32	.025
	Based on Median and with adjusted df	2.245	16	10.318	.095
	Based on trimmed mean	6.673	16	32	<.001

Source Researcher 2023

According to table 4.16 of the research, if the p-value for the Levene test is larger than 0.05, then there is no significant difference between the variances, indicating that the homogeneity assumption of the variance is satisfied. There is a substantial distinction between the variances when the Levene's test p-value is less than 0.05.

4.4.2.4 Test for Heteroscedasticity

When there is heteroscedasticity, there is variation in the error variance between observations. Specifically, explanatory factors may influence the variance of the mistakes.

This was tested by Modified Breusch-Pagan Test for heteroscedasticity To ascertain if heteroscedasticity exists in a regression model, use the Breusch-Pagan test and tests of between subjects effects as presented by Table 4.17.

Table 4.17 Breusch–Pagan test

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	107.759[a]	89	1.211	29.088	<.001
Intercept	631.156	1	631.156	15162.917	<.001
Intensive	3.210	8	.401	9.640	<.001
Exclusive	3.214	8	.402	9.653	<.001
Selective	.827	9	.092	2.206	.048
Intensive * exclusive	.830	7	.119	2.848	.020
Intensive * selective	.268	9	.030	.716	.690
exclusive * selective	1.670	14	.119	2.865	.007
Intensive *exclusive selective	*.199	6	.033	.799	.578
Error	1.332	32	.042		
Total	2428.960	122			
Corrected Total	**109.091**	**121**			

a. R Squared = .988 (Adjusted R Squared = .954) Dependent Variable: Performance

Source Researcher 2023

The results showed that intensive and exclusive distributions at degree of freedom 8. was less than some significant level<.001. Thus, less than .05 hence rejected the null hypothesis and concludes that heteroscedasticity is present. Equally, selective distribution at a degree of freedom 9. failed to reject the null hypothesis because it was .048 at significant hence assumed that homoscedasticity was present. The null hypothesis of heteroscedasticity is accepted and the hypothesis of homoscedasticity is rejected if the test's p-value is less than a suitable threshold ($p < 0.05$). Robert Bitt, 2020. Test heteroscedasticity helped the study to produce unbiased, consistent, and efficient estimates of the regression coefficients of this study.

4.5 Regression Analysis

The following hypothesis was put to the test in this study:

$H0_1$: Intensive distribution strategy has no statistically significant effect on sales performance

$H0_2$: Exclusive distribution strategy has no statistically significant effect on sales performance.

$H0_3$: Selective distribution strategy has no statistically significant effect on sales performance.

4.5.1 Testing of Hypotheses

The hypothesis was tested by running a multiple regression. The accepted or rejection was based on P-value where P< 0.05 was accepted and vice versa.

As a result, all the three hypotheses were tested as shown in Tables 4.18, 4.19 and 4.20.using multiple linear regression.

Summary results for the Model are shown in Table 4.18.

Table 4.18 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933[a]	.871	.868	.34481

Predictors: (Constant), selective, exclusive, Intensive

Source Researcher 2023

The results showed that R=0.933 which indicates a strong relationship between intensive, exclusive and selective distribution strategies and performance. This suggests that a change would occur from a variation of a unit change in distribution of performance by 87.1% while the remaining percentage can be explained by exogenous variables.

The ANOVA was conducted to determine the fit model as displayed in Table 4.18.

Table 4.19: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.061	3	31.687	266.511	<.001[b]
	Residual	14.030	118	.119		
	Total	**109.091**	**121**			

Source Researcher 2023

From ANOVA results it was established that F=266.511, p=.001 at significant level of 5%. Therefore, the distribution strategies indeed measure performance. The study also aimed to investigate the connection between the construct. Table 4.20 presents the results of the study findings.

Table 4.20 Regression Coefficients

		UnStandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.161	.168		.957	.340
	Intensive	.426	.097	.417	4.417	<.001
	Exclusive	.569	.085	.511	6.664	<.001
	Selective	-.037	.097	-.034	-.381	.704

a. Dependent Variable: Performance

Source Researcher 2023

The results (B =.426, t =.4417, p. <0.05) show that intensive distribution play a significant role in performance of tea products. Results (B=.569, t=.6664, p= <0.01) show that exclusive distribution too influences performance of tea products. However, results (B= -.037, t= -.381, p=.704) show that selective distribution does not influence performance of tea products. On this basis, the study failed to reject the hypothesis that selective distribution strategy has no statistically significance

influence on sales performance. However, the study rejected the hypothesis that intensive distribution strategy has no statistically significance influence on sales performance. Equally, the study rejected the hypothesis that exclusive distribution strategy has no statistically significance influence on sales performance.

Regression equation was derived as follows;

$Y=.161+.426X_1+.569X_2-.037X_3+\varepsilon$

Intensive, Exclusive and Selective are X_1, X_2, X_3 and Y- dependent variable and ε- is the Error term

4.5.2 Summary of testing hypotheses

The summary of the testing hypothesis is displayed in Table 4.21 with the results.

Table 4.21: Summary of Hypotheses Testing

Hypothesis	Statement of the Hypothesis	Results	Decision
$H0_1$	Intensive distribution strategy has no statistically significance influence on sales performance.	T = 4.417 P=0.001<0.05	Reject $H0_1$
$H0_2$	Exclusive distribution strategy has no statistically significance influence on sales performance	T = 6.664 P=0.001<0.05	Reject $H0_2$
$H0_3$	Selective distribution strategy has no statistically significance influence on sales performance.	T = 0.381 P=0.704>.05	Failed to reject $H0_3$

Source Researcher 2023

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This section examines the goals of the current research project. The respondents were asked to state how much they agreed or disagreed with each statement as it related to Kenya Tea Packers Limited. The researcher's goal was to be able to determine how much an intensive distribution strategy affects sales performance. Descriptive statistics were used in the analysis of the respondents' demographic descriptions for the study. Based on the results, the age range with the highest response rate, 84.5%, was between 35 and 45 years old, accounting for 33.6% of the total number of respondents.

5.1.1 Intensive Distribution Strategy and Sales Performance

Analyzing the impact of extensive distribution on Kenya Tea Packers Limited's sales performance was the first goal. The findings from the hypothesis testing revealed that intensive distribution strategy has no statistically significance influence on sales performance of Kenya tea packers limited, Kenya. The indicators of intensive distribution strategy include mass distribution, product exposure and diversification. Intensive distribution strategy depicted a beta value of 0.417 indicates that, holding other factors constant, a unit change in intensive distribution strategy improved sales performance by 41.7 percent. Thus Intensive distribution strategy depicted a positive and significant influence on the sales performance of Kenya tea packers limited, Kenya.

5.1.2 Exclusive Distribution Strategy and Sales Performance

The second objective was to analyze the effects of exclusive distribution on sales performance of Kenya tea packers limited, Kenya. From the hypothesis testing the findings revealed that exclusive

distribution has no statistically significance influence on sales performance of Kenya tea packers limited, Kenya. The indicators of exclusive distribution strategy include customization, localization of marketing effort and niche distribution. Exclusive distribution strategy depicted a beta value of 0.511 indicates that, holding other factors constant, a unit a unit change in exclusive distribution strategy improved sales performance by 0.511. Thus exclusive distribution depicted a positive and significant effects on sales performance of Kenya tea packers limited, Kenya. This was consistent with research conducted by Amara (2012) on how distribution channel strategies affect farm sales success, in which he found that the model was appropriate for identifying the connection between distribution channel and sales performance of Kenyan commercial banks

5.1.3 Selective Distribution Strategy and Sales Performance

Analyzing the impact of selective distribution on Kenya Tea Packers Limited's sales performance was the third goal. The findings from the hypothesis testing revealed that Selective distribution has a statistical significance effects on sales performance of Kenya tea packers limited, Kenya hence does not influence sales performance. The indicators of Selective distribution strategy include Market clustering, distributor profiling and contractual obligation. Selective distribution strategy depicted a beta value of 0.034 indicated that, holding other factors constant, a unit change in Selective distribution strategy negatively affects sales performance by 0.034. Thus Selective distribution depicted a negative influence on the sales performance of Kenya tea packers limited, Kenya

5.1.4 Hypotheses Testing

The study showed the hypotheses that Intensive distribution strategy has no statistically significance influence on sales performance where T = 4.417 P=0.001<0.05and the results; Reject $H0_1$, also Exclusive distribution strategy has no statistically significance influence on sales performance where T = 6.664 P=0.001<0.05 and the results; Reject $H0_2$ Selective distribution strategy has no statistically significance influence on sales performance where T = 0.381 P=0.704>.05 and the results; Failed to reject $H0_3$

5.2 Conclusion

Based on the findings the study concluded that intensive distribution influence sales performance of Kenya Tea Packers Company Ltd, Kenya. Intensive distribution aspects include availing tea products across the country, involving all channels of distribution for the products, tea products should made known, products should be made visible to consumers, mitigation of risks by making sure that products are well displayed at all her territories and diversification in product portfolio. The relationship between intensive distribution and sales performance was a strong. Intensive distribution had a positive and significant influence on sales performance in Kenya Tea Packers company ltd, Kenya. This study finding is in line with Omolay (2017) who postulates that intensive distribution had significant effect on customer related marketing environment thus distribution of goods in companies should be handled in flexible way to enhance sales performance.

It was further observed that exclusive distribution strategy influenced sales performance of Kenya Tea Packers company ltd, Kenya. Exclusive distribution strategy aspects included tea products catering for different customer needs hence eliminating competitors substitute products, continuous explore of new markets to increase market share. KETEPA Company had a strategy in

place to ensure that agents use diverse means to approach the markets through display of goods at the point of sale and unique market segments for the products. This study finding is congruent with Nayeong Kim & D. L. (2022) whose results showed that exclusive distribution has a strong and positive effect on sales performance in online retail companies. Hence companies must embrace convenient and less costly distribution channels which will enable products to reach the market on faster, timely and convinient manner.

Lastly, the study showed that selective distribution has no statistically significance influence on sales performance of Kenya Tea Packers company ltd, Kenya. This was statistically insignificant at 5% and accepted the null hypothesis. Selective distribution aspects included dividing a market in order to serve consumers effectively, developing a distribution marketing programs to the customer segments in ensuring that their needs are well catered for. Characterize customers in order to predict and generalize a purchasing pattern assessing the business model without difficult, a clear contract between the management and the agents who have a clear spelt out obligations to minimize the conflict of interests. This finding however disagree with those of Nwachukwu, D. &. (2023) whose study in Nigeria found that there was a weak positive relationship between selective distribution and marketing performance. This enabled the management and the distributors to have a more understanding regarding this type of distribution strategy for them to come up with the better way to cap the gap.

5.3 Recommendation

5.3.1 Recommendation for Policy

Based on the case of KETEPA and the three distribution strategies studied in this study, this study established that distribution strategy play an important role in increasing industries sales

performance. Based on this, the study recommends that tea packers industries need to take distribution strategies diligently if they want to register improved sales performance to their potential customers. The study revealed that selective distribution has no statistically effect on sales performance, hence affected performance of tea packers industries. Therefore, the study recommends that tea industries need to adopt effective selective distribution channels programs in order to enhance customer satisfactions and tea packers industries efficiency hence, to have statistical significance influence on performance.

5.3.2 Recommendation for Practice

The research findings established that intensive distribution strategy enhance tea products to be visible and well known by the customers. This study therefore recommends that tea packers industries need to ensure that there is an effective plan that intensive strategy is planned and organized well to increase efficiency and effective of tea industry.

5.4 Recommendation for Future Studies

The scope of this research was covering KETEPA industry, which is a negligible area to represent the entire packaging tea industries. As such, the findings of this study may not reflect the situation of all tea packers industries in the whole nation. Therefore, the researcher recommends that the study be replicated in other tea packers industries in other regions to enable the generalization of the findings.

The researcher also suggests a study to be conducted on the role of technology in distribution strategies and it is impact on sales performance. Analyze how KETEPA should leverage technological advancements, such as e- commerce platforms, logistics optimization or data analytics, to enhance their distribution strategy and improve sales performance.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir,

SUBJECT: Data Collection

The above subject refers,
Am a postgraduate student pursuing Master in Business administration of Kisii University (Marketing option). As requirement for fulfiment of the award of the degree, am conducting a study on "**Effects of distribution strategy on sales performance: a case of KETEPA company Ltd**".

I am requesting your help in completing the questionnaire so that I can obtain data for an obligatory master's research project.

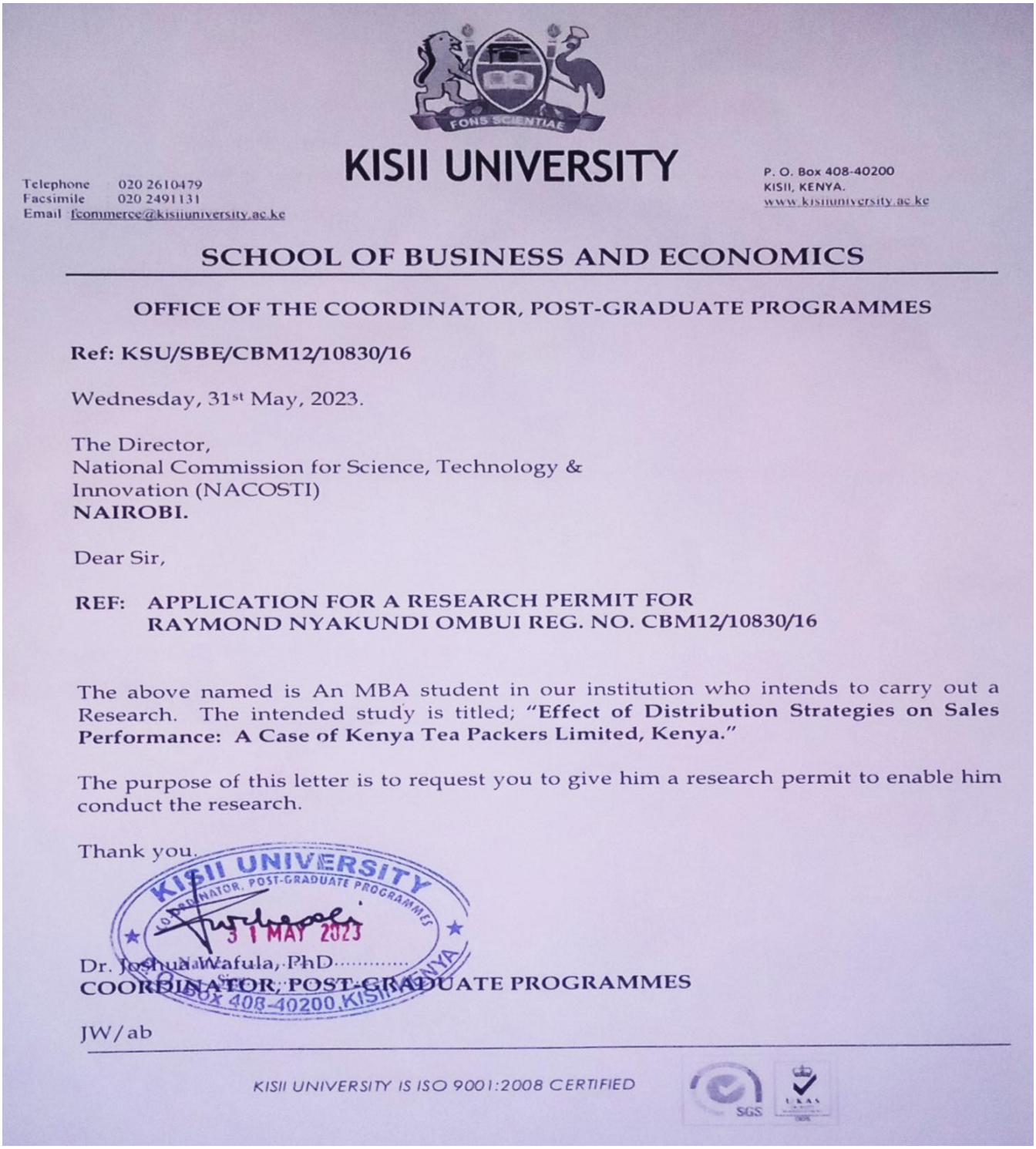
The information you provide will be treated with a lot of confidentiality and will be used for academic purpose only. Please for the sake of anonymity do not write your name anywhere in the questionnaire.

Thank you in advance.

Yours faithfully

Raymond N Ombui
CBM12/10830/16
Kisii University

APPENDIX II: AUTHORIZATION LETTER



KISII UNIVERSITY

Telephone 020 2610479
Facsimile 020 2491131
Email fcommerce@kisiiuniversity.ac.ke

P. O. Box 408-40200
KISII, KENYA.
www.kisiiuniversity.ac.ke

SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBE/CBM12/10830/16

Wednesday, 31st May, 2023.

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

REF: APPLICATION FOR A RESEARCH PERMIT FOR RAYMOND NYAKUNDI OMBUI REG. NO. CBM12/10830/16

The above named is An MBA student in our institution who intends to carry out a Research. The intended study is titled; **"Effect of Distribution Strategies on Sales Performance: A Case of Kenya Tea Packers Limited, Kenya."**

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.

KISII UNIVERSITY
COORDINATOR, POST-GRADUATE PROGRAMMES
31 MAY 2023
P.O. BOX 408-40200, KISII, KENYA

Dr. Joshua Wafula, PhD.....
COORDINATOR, POST-GRADUATE PROGRAMMES

JW/ab

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED

APPENDIX III: NACOST

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **691242**

Date of Issue: **30/June/2023**

RESEARCH LICENSE

This is to Certify that Mr.. RAYMOND NYAKUNDI OMBUI of Kisii University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kericho on the topic: EFFECT OF DISTRIBUTION STRATEGIES ON SALES PERFORMANCE : A CASE OF KENYA TEA PACKERS LTD-KENYA for the period ending : 30/June/2024.

License No: **NACOSTI/P/23/26833**

691242

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX IV: RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

SECTION A: BIO DATA

In this section, you are requested to provide information regarding your Bio Data. Please indicate by a tick (√) where appropriate.

Aspect	**Tick (√)**
Gender	
Male	
Female	
Age	
Below 25	
25-35	
35-45	
45-55	
Above 55	
Education Level	
Form four and A- level	
Certificate /Artisan	
Diploma	
Degree	
Postgraduate	
Responsibility	
Sales and marketing manager	
Area sales manager	
Area sales representatives	
Distributors	
Merchandisers	
Transport and logistics	
Working Experience (in Years)	
< 1	
1-5	
5-9	
9-13	
>13	

SECTION B: DISTRIBUTION STRATEGIES AND SALES PERFORMANCE OUTCOMES.

For each of the statements below, kindly indicate your level of agreement by ticking (√) in the number that most reflects your views using likert scale of 1-5 (1= strongly disagree (SD), 2 = disagree (D) 3= neutral (N) 4= agree (A) and 5= strongly agree (SA).

No	Aspects	1 SD	2 D	3 N	4 A	5 SA
	PART I: INTENSIVE DISTRIBUTION STRATEGY					
1.	Tea products are available across the country					
2.	KETEPA involves all channels of distributions of its products					
3.	Our tea brands are well known by our customers					
4.	KETEPA products are readily visible *by consumers*					
5.	We mitigate risks by distributing to our territories					
6.	Our product portfolio is diverse					
	PART II: EXCLUSIVE DISTRIBUTION STRATEGY					
7.	There are varieties of tea products					
8.	Our products cater for different customer` needs					
9.	Agents use diverse means to approach the market(e.g, local transport)					
10.	Local agents enhance product visibility (e.g, display at the point of sale)					
11.	We continuously explore new markets for tea products					
12.	KETEPA has market segments for her products					
	PART III: SELECTIVE DISTRIBUTION STRATEGY					
13.	We divide our markets for a competitive advantage					
14.	We develop distribution marketing programs to the customer segments					
15.	We characterize our customers in order to predict or generalize their Purchasing pattern					
16.	We assess our new business model without difficult					
17.	We sign a contract with agents					
18.	Agents have clearly spelt out obligations					
	PART IV: SALES PERFORMANCE					
19.	Our products are recognized and bought by customers					
20.	We encourage customers to purchase more for our territories growth.					
21.	We have controlled a large portion of the market					
22.	We have Classical Measures for our customers e.g offering discounts					
23.	KETEPA offers good customer service					

APPENDIX V: LIST OF KETEPA TERITORRIES

S/NO	KETEPA COMPANY LTD TERRITORIES IN KENYA
1	West
2	East
3	Nairobi
4	Coast

APPENDIX VI: TEA PACKERS REGISTERED AND LICENSED DEALERS

Nairobi Packers

1	Adequate Agencies Ltd	Nairobi	adequateagencies ltd@gmail.com
2	Akhilah Beverages Limited	Nairobi	patrick.kaburu@akhilah.com
3	Al Noor Feisal	Nairobi	montychai@gmail.com
4	Alstar Limited	Nairobi	annechep76@gmail.com
5	Arkman Limited	Nairobi	arkmanlimited@gmail.com
6	Bahari Chai	Nairobi	baharichai7@gmail.com
7	Brand Discovery Limited	Nairobi	brand.discover@gmail.com
8	Bronze Tea Limited	Nairobi	bronzetealimited@gmail.com
9	C. Dorman Limited	Nairobi	info@dormanscoffee.com
10	Casids Services Ltd	Nairobi	catherine@casids.co.ke
11	Chai Bora (K) Ltd	Nairobi	amanyara@chaibora.com
12	Chippendales Kenya Ltd.	Nairobi	chippendales@5tea.com
13	Chui Majani Chai	Nairobi	bonhari@gmail.com
14	Classic Tea Traders Ltd	Nairobi	sidiiqi@yahoo.com
15	Delight Tea And Food Processors Ltd	Nairobi	info@delightteas.co.ke
16	Endana Tea Packers	Githunguri	lifestylepromoo@gmail.com
17	Enkar Technologies Kenya Limited	Nairobi Thika	info@favouritea.co.ke
18	Europack Industries Limited	Nairobi	europack@chemrawea.com
19	Fair To Good Limited	Nairobi	hkaaria@yahoo.com
20	First Cup Coffee Limited	Nairobi	info.firstcupltd@gmail.com
21	Fresh Blend Limited	Nairobi	freshblendltd@gmail.com customer@freshblend.co.ke
22	Geolizma Agencies Limited	Kiambu	geolizma@gmail.com
23	Githiga Lennermark Ltd	Nairobi	rhodah@gileab.com
24	Goldrock International Enterprises Co. (K) Ltd	Nairobi	accounts@goldrockkenya.com
25	Halisideals International	Nairobi	Wachirafrancis05@gmail.com

26	Home Comforts	Nairobi	info@homecomforts.co.ke brian@homecomforts.co.ke
27	Jkuat Enterprises	Nairobi	jkuates@jkuates.jkuat.ac.ke
28	Karirana Estates Ltd.	Nairobi	info@karirana.co.ke
29	Kate's Organics Limited	Nairobi	info@katesorganics.co.ke
30	Kenya Nut Company Ltd	Nairobi	maina@kenyanut.com
31	Kericho Tea Suppliers	Nairobi	keritea@yahoo.com
32	Kigelia Fresh Produce Limited	Nairobi	mary@kigeliagroup.com
33	Kijizi Ltd	Nairobi	kirimi.achieng@gmail.com antonykkiarie@gmail.com
34	Lily Tea Packers	Nairobi	timothymwaniki254@gmail.com
35	Limuru Gold	Nairobi	limurugold@gmail.com
36	Majani Bora Packers	Nairobi	majaniborapacker2010@yahoo.com
37	Maramba Tea Factory Ltd	Nairobi	info@maramba.co.ke
38	Melvin Marsh International	Nairobi	sales@melvinstea.com
39	Mount Kenya Specialty Tea & Coffee Company Limited	Nairobi	mt.specialtyteacoffee@gmail.com
40	Nairobi Java House Limited	Nairobi	admin@javahouseafrica.com
41	Ngorongo Tea Packers Ltd	Nairobi	factory@ngorongotea.com
42	North Gold Ventures	Nairobi	info.northgold@gmail.com
43	Pembu Tea Packers	Nairobi	pembutea@gmail.com
44	Purple Chai Ltd	Thika	info@purplechailtd.com
45	Purple Vivo Ltd	Nairobi	purplevivoltd@gmail.com purplevivol@gmail.com
46	Salim Merchandise Company Limited	Nairobi	salimmerchandise@gmail.com
47	Shenbrook Enterprises	Nairobi	shenbrookenterprises@gmail.com
48	Skytea Ltd	Nairobi	joseph.mbugua@skylark.co.ke
49	Slay Tea Limited	Nairobi	info@slaytea.com
50	Span Africa Consultants Limited	Nairobi	spanafricaconsult@gmail.com
51	Taifa Quality Tea	Nairobi	teapackerstaifa@gmail.com
52	Toga Limited	Nairobi	info@toga.co.ke
53	Top Foods E.A Ltd	Nairobi	topfoodea@yahoo.com

54	Topex Tea Traders	Nairobi	topextea@gmail.com
55	Trade Circles Limited	Nairobi	tradecircleslimited2015@gmail.com
56	Trans-Atlantic Trading Company Limited	Nairobi	info@tatc.co.ke
57	Tusker Mattresses Limited	Nairobi	info@tuskys.com
58	Unique Tea Packers Ltd	Nairobi	info@uniqueteapackers.co.ke
59	Uplands Davro Tea	Nairobi	Uplandsdavrotea@gmail.com
60	Vicknice Traders	Nairobi	vicknice55@gmail.com
61	Vitalrelief Ltd	Nyeri	newtonwambugu@gmail.com info@vitalrelief.com
62	Vobly Ventures Ltd	Nairobi	voblyventuresltd@gmail.com
63	Zilco International Co.Ltd	Nairobi	zil7862001@gmail.com

Mombasa and Coast Packers

1	Alibhai Ramji (Msa) Ltd	Mombasa	alibhai@alibhairamji.com
2	Africa Tea And Coffee Co.Ltd	Mombasa	logistics@atcltd.co.ke
3	Aimco Enterprises Limited	Mombasa	edle2005@hotmail.com shaahyahan@gmail.com info@amico.co.ke
5	Alpine Trading Co. Ltd	Mombasa	info@alpinetradinglimited.com
6	Apt Commodities Ltd	Mombasa	tea@aptteas.com
7	Aroma General Traders Ltd	Mombasa	aromatraders2@gmail.com
8	Aspire Ventures	Mombasa	aspiretea@yahoo.co.uk
10	Black Dew Limited	Mombasa	info@blackdew.co.ke blackdewlimited@gmail.com
12	Broadline Traders	Mombasa	broadlinetraders@gmail.com
13	Bryson Express Ltd	Mombasa	bryson@ikenya.com brysonexpress@gmail.com
14	Bryson Tea Ltd	Mombasa	brysontealimited@gmail.com
15	Capital Tea Traders	Mombasa	capitalteatraders@gmail.com
17	Chai Trading Company Limited	Mombasa	info@chaitrading.com
18	Chamu Supplies Ltd	Mombasa	chamutradingtea@yahoo.com

19	Coast Tea Packers	Mombasa	royaltea599@gmail.com danieljune2002@yahoo.com
20	Cofftea Agencies Ltd	Mombasa	cofftea@africaonline.co.ke
21	Crystal Face Tea Traders	Mombasa	crystalface2014@gmail.com
22	Discover Kenya Tea Ltd	Mombasa	discoverkenyatea@yahoo.com
23	Fajri Tea Packers	Mombasa	abdikafiyx@gmail.com
24	Gold Crown Beverages Kenya Limited	Mombasa	info@goldcrown.co.ke
25	Gold Crown Foods Epz Limited	Mombasa	goldcrown@africaonline.co.ke
26	Gomonstec Company Limited	Mombasa	info.gomonsteclimited@gmail.com
27	Great White Packers Limited	Mombasa	greatwhitepackerstd@gmail.com
28	Green Leaf Trading Co, Ltd	Mombasa	info@greenleaf.co.ke
29	Hawa Omar Enterprises Limited	Mombasa	omarmwinde9@gmail.com
30	Hayemba Tea Packers	Mombasa	hayembatea@gmail.com
31	Image Crops & Commodities	Mombasa	mulinge72@yahoo.com
32	Jabal Tea & Commodities Ltd	Mombasa	info@jabalteas.co.ke
33	James Finlay Mombasa Ltd	Mombasa	jfmsa@jamesfinlay.co.ke
34	Jeb Tea	Mombasa	jchebet37@yahoo.com
35	Job Investment	Mombasa	joseph@teaexport.co.ke
36	Kari Tea Commodities	Mombasa	karicomteas@gmail.com
37	Kasuku Tea Packers Ltd	Mombasa	leahkanyugo17@gmail.com
38	Kenorosa Traders	Taveta	salioanna37@gmail.com
39	Kent Tea Retailers	Mombasa	Georgethama8@gmail.com
40	Kentea Emporium	Mombasa	kentea1997@yahoo.com
41	Kirimanditi General Merchants	Mombasa	deveremwangi@gmail.com
42	Kirindo Traders Ltd	Mombasa	kirindoteas@yahoo.com
43	Kisun Tea Packers	Mombasa	kisunteapackers@gmail.com
44	Kitef Tea Traders Ltd	Litein	kitefteatradersltd@gmail.com
45	Lab International Kenya Ltd	Mombasa	accounts@LABKenya.com
46	Ladha Tea Enterprises	Mombasa	ladhateaent@yahoo.com
47	M. A. Pandit & Co. Ltd	Mombasa	sales@mapandit.com
48	Maisha Commodities	Mombasa	reception@teahandle.com

49	Maymun Enterprises Ltd	Mombasa	maymun43@yahoo.com
50	Mcleod Russel Africa Limited	Mombasa	debajit.borthakur@mcleodrussel.com
51	Mombasa Tea Traders Ltd	Mombasa	info@mombasatea.com
52	Mwiteas Limited	Mombasa	mbaemwiti@yahoo.com
53	Mzuzu Enterprises	Mombasa	dmureithi.dw@gmail.com
54	Nyaito Development Co. Ltd	Mombasa	info@nyaitodevelopment.co.ke
55	One Touch Ltd	Mombasa	onetouchltd@gmail.com
56	Palzan Commodities	Mombasa	palzancom@gmail.com
57	Pama General Traders	Mombasa	pamageneraltraders@yahoo.com
58	Pen Pen Enterprises	Mombasa	sophiemania@hotmail.com
59	Performance Strategy Consultants Limited	Mombasa	performancestrategy@yahoo.com
60	Pinky Investiments	Mombasa	pinkyinvestmentrose@gmail.com
61	Rauf Coffee And Tea Exporters Limited	Mombasa	raufcoffee20188@gmail.com
62	Riotana Trading Co.Ltd	Mombasa	Riotanateatraders@yahoo.com
63	Sakami Enterprises	Mombasa	wanjalabenjamin98@gmail.com
64	Salu Food And Beverages Limited	Mombasa	info@saluafrika.co.ke
65	Sekabas Enterprise	Mombasa	Sekabas2019@gmail.com
66	Sasini (K) Limited	Mombasa	retail@sasini.co.ke
67	Sikka Enterprises	Mombasa	sikkaenterprise90@gmail.com
68	Smart Tea Enterprises	Mombasa	justcharles254@gmail.com
69	Sondhi Trading Limited	Mombasa	tea-stl@mbaraki.com
70	Tamu Tea Company Limited	Mombasa	tamuteacompany@gmail.com
71	Tana Tea Packers	Mombasa	tanateapackers@gmail.com
72	Tawakal Tea Packers	Mombasa	APPLICATION
73	Top One Products	Mombasa	ramadan52@hotmail.com
74	Trust Tea Traders E.A Ltd	Mombasa	janetmaichibu@yahoo.com
75	Western Tea	Mombasa	achungomargaret@gmail.com

West of Rift Packers

1	Africas Sports Tea	Eldoret	africasportstea@yahoo.com
2	Baraka Nandi Tea	Nandi Hills	barakatea01@yahoo.com barakananditea@yahoo.com
3	Belgut Tea Packers Ltd	Kericho	info@belguttea.co.ke belguteateapackers@gmail.com
4	Bronze Tea Limited	Nairobi	bronzetealimited@gmail.com
5	Camellia Kenya Ltd	Nandi Hills	kipkatah@yahoo.com
6	Chamgei Company Limited	Kericho	kassimomar9@gmail.com
7	Changana Tea Factory	Kericho	charles.otieno@finlays.co.ke
8	Cheptalal Tea Packers	Bomet	cheptalalteapackers@gmail.com
9	Dl Koisagat Tea Estate Ltd	Nandi Hills	info.koisagat@dlteas.co.ke
10	Elgon Tea & Coffee Ltd	Kitale	elgonteas@gmail.com contact@elgonteas.com
11	Emrok Tea Factory (Epz) Ltd	Nandi Hills	info@emroktea.com aalivitsa@emroktea.com
12	Estatic Designs Limited	Kericho	estaticdesignslimited@gmail.com
13	Gimix Tea Kericho Limited	Kericho	GIMIXTEA@GMAIL.COM
14	Golden Tea Traders	Kakamega	ezekiel.besa@gmail.com
15	Jamji Tea Factory	Kericho	fjamji@Yahoo.com
16	Kabianga Tea Factory Ltd	Kericho	info@kabiangatea.com
17	Kaisugu Ltd	Kericho	information@kaisugu.co.ke
18	Kapchebet Tea Factory Ltd	Kericho	info@chimchimtea.com
19	Kenya Tea Packers Ltd (Ketepa Ltd)	Nairobi	ketepa@ketepa.com info@ketepa.com
20	Kericho East Tea	Kericho	kerichoeasttea@gmail.com
21	Kericho Food Processors	Kericho	kerichoprocessors@gmail.com
22	Kericho Topcap Tea Traders	Kericho	kerichotopcuptea@gmail.com
23	Kipchabo Tea Factory	Nandi	info@kipchabotea.co.ke
24	Kipkebe Tea Factory	Nyamira	kipkebe@sasini.co.ke info@sasini.co.ke
25	Kiptagich Tea Estates Ltd.	Nakuru	kiptagic@africanonline.co.ke

26	Kolil Holdings Ltd	Kericho	sales@kolilholdings.com
27	Kuresoi Tea Factory Ltd.	Kericho	kipchimchim.wholesalers@gmail.com
28	Ledet Company Ltd	Litein	rrotich65@yahoo.com
29	Mau Tea Multipurpose Cooperative Society Ltd	Kericho	kipkoech.rono@mautea.co.ke
30	Mogeni Tea Factory Limited	Ikonge	mogeniteafactoryltd@yahoo.com
31	Nandi Tea Estates Ltd	Nandi Hills	info@nanditea.co.ke
32	Rewhat Enterprises	Litein	towettregina@gmail.com
33	Rosa Tea Traders Limited	Kitale	rosateatraders@gmail.com
34	Royal Tea Suppliers Limited	Eldoret	royalteasuppliers@gmail.com
35	Saosa Tea Factory	Kericho	Sam.waheho@finlays.co.ke
36	Sats Commodity Traders Limited	Eldoret	m.swalehtaib@gmail.com
37	Sireet Outgrowers Empowerment Co Ltd	Nandi Hills	oep@epkoutgrowers.co.ke
38	Sisibo Tea Factory Ltd	E.Marakwet	kipsfarm@gmail.com sisibotea15@gmail.com
39	Sotik Tea Company LTD -Arroket T.F	Nyamira	info@sotiktea.co.ke

East of Rift Packers

1	Black Diceros Africa Ltd	Embu	info@blackdew.co.ke jgmunyi@gmail.com
2	Farmers Merchants	Kerugoya	merchantsf@gmail.com
3	Favourite Traders	Meru	janenkirotemuthuri81@gmail.com
4	Gatanga Industries Limited	Muranga	kkinyanjui1950@gmail.com
5	Kevnaski Ventures	Chuka	jonathankithinj117@gmail.com
6	Mount Kenya Coffee/Tea Packers Ltd	Kerugoya	info@mtkenya.co.ke
7	Mount Kenya Mascot Tea Packers	Meru	florencemaina1962@gmail.com
8	Mount Kenya Specialty Tea & Coffee Ltd	Nairobi	mt.kenyaspecialtyteacoffee@gmail.com
9	Njeru Industries Ltd.	Meru	info@njeruindustriesltd.com

APPENDIX: VII RELIABILITY TESTS

Intensive distribution Strategy

	Mean	Std. Deviation	N
Tea products are available across the country	2.214	1.8472	14
KETEPA involves all channels of distributions of its products	3.000	1.3587	14
Our tea brands are well known by our customers	2.714	1.7289	14
KETEPA products are readily visible by consumers	2.786	1.5281	14
We mitigate risks by distributing to our territories	2.429	1.6508	14
Our product portfolio is diverse	2.429	1.5549	14

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.571	77.341	8.7944	6

Exclusive Distribution Strategy

	Mean	Std. Deviation	N
There are varieties of tea products	2.857	1.5619	14
Our products cater for different customer` needs	2.786	1.4769	14
Agents use diverse means to approach the market(e.g, local transport)	2.929	1.3848	14
Local agents enhance product visibility (e.g, display at the point of sale)	2.714	1.6375	14
We continuously explore new markets for tea products	3.000	1.4676	14

KETEPA has market segments for her products			2.643	1.4469	14
Scale Statistics				
Mean	Variance	Std. Deviation	N of Items	
16.929	65.148	8.0715	6	

Selective Distribution Strategy

	Mean	Std. Deviation	N
We divide our markets for a competitive advantage	2.357	1.7805	14
We develop distribution marketing programs to the customer segments	2.857	1.4064	14
We characterize our customers in order to predict or generalize their Purchasing pattern	3.143	1.0995	14
We assess our new business model without difficult	2.357	1.7805	14
We sign a contract with agents	2.714	1.5407	14
Agents have clearly spelt out obligations	3.286	1.2666	14

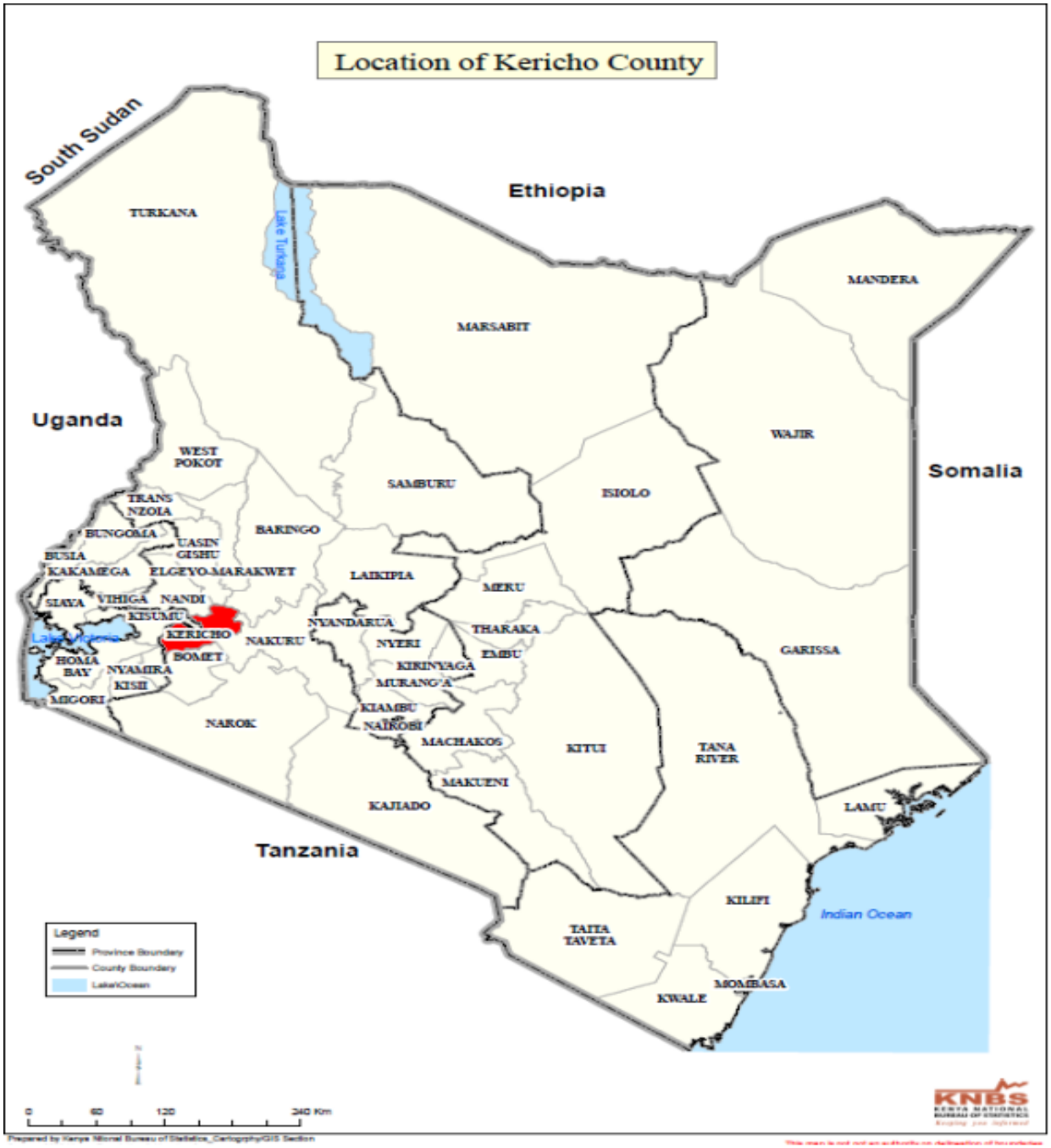
Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
16.714	61.758	7.8586	6

Sales Performance

	Mean	Std. Deviation	N
Our products are recognized and bought by customers	2.429	1.8277	14
We encourage customers to purchase more for our territories growth.	2.786	1.5777	14
We have controlled a large portion of the market	3.000	1.5689	14
We have Classical Measures for our customers e.g offering discounts	2.714	1.4373	14
KETEPA offers good customer service	2.429	1.5549	14

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
13.357	51.016	7.1426	5

APPENDIX VIII: MAP OF KETEPA COMPANY LTD TERRITORIES



N/B Kericho County is marked by a red color