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To determine the relationship between Focus strategy and Performance of dairy cottage industries in Kiambu County, Kenya

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Abstract: *The dairy cottage industries in Kiambu County in Kenya have not achieved high performance of their businesses with respect to profit; in terms of market share, customer retention and sales volume amongst others. As such, the main purpose of the study was, to determine the relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya. The target population comprised of 162 study sample and a research sample size of 114 dairy cottage industries in Kiambu County. Stratified sampling was used to divide Kiambu County into 12 Sub-Counties (or strata). Structured and unstructured questionnaire was used for data collection from the target population. The instrument was pre-tested using the Cronbach's alpha value to determine the validity and reliability of the tests. Data collected from the field was analyzed using the Statistical Package for Social Science (SPSS) Version 21. Quantitative data was analysed using inferential and simple descriptive statistics. Qualitative data analysed was presented using frequency distribution tables and histograms. The study utilized Exploratory Factor Analysis (EFA) statistical procedure, a technique within Factor Analysis (FA) to determine the number of latent variables that are needed to elucidate the correlations between latent variables and observed variables. The descriptive statistical technique of Principle Component Analysis (PCA) was utilized in identifying patterns in data to highlight their similarities and differences. Further, PCA was utilized to reduce the dimensionality of huge data sets in an attempt to compress the masses of data into fewer factors for ease of analysis. Correlation analysis as well as regression model were also applied to determine the relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya. The study revealed that; focus strategy had a positive and significant relationship with performance of dairy cottage industries in Kiambu County, Kenya. This study thus recommends that the proprietors of the dairy cottage industries in Kenya should put some efforts on dimensions of focus strategy; Customer Satisfaction and Market Penetration if they have to make a difference and improve on performance.*

Key Words: Focus Strategy; Factor Analysis; Principle Component Analysis; Exploratory Factor Analysis; Performance of dairy cottage industries

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I. Introduction

1. Background of the study

Cottage industries are small scale entities where the assembly of products is home based working with their own equipment'sand they provide economic empowerment for the vulnerable populations (Tasneem&Biswas, 2014). The Cottage industries are human labor reliant and also needs low technology adoption to operate. In the cottage industry sector private savings is very critical for investment and expansion since there is less access to formal financing. Cottage industries sector can help a lot with respect to providing forward linkages with agriculture, manufacturing, and the mainstream of the economy. It satisfies local needs and also encourages local initiatives (Tasneem&Biswas, 2014). It is of great significance for the people in the middle-income through economic improvement all over the globe. Specifically it makes a significant role towards development of emerging countries (Rahman& Kumar, 2018). Economic analysis and practical

experience in many countries show that the cottage industries have displayed remarkable persistence and have contributed significantly to the economic development of the many countries (Hossain& Imran, 2019). Despite many governments policies support for enhancing the capacity of small scale business there has been little progress in eliminating challenges that are facing emerging cottage industries in the country (Nagar &Solanki, 2015). These industries provide products for rural and urban populations and also give employment opportunities and contribute to development (Makokha, 2014). A unique feature of Cottage sector is that it is not a mass processor of goods and services. The main competition that is being faced by this industry is from the factory based medium or large industries which are capital intensive in nature. This is because of the fact that these large industries utilize all sorts of cost effective technologies which enable them to supply the products at low price (Joy &Kani, 2013; Khan, 2018).

Cottage industry has played a significant role in the economic development of both advanced and emerging countries over decades. Cottageindustries are especially important in the context of employment opportunities, equitable distribution of national income, growth and development of rural and semi-urban areas (Pandey, 2013;Aluvala, 2017). They provide or offer a reliable method of ensuring a more equitable distribution of the national income and facilitate effective mobilization of resources such as adequate capital and skills which might otherwise remain unutilized if these cottage industries were not there (Shivani, 2013). This sector is considered to be a key driver of expansion, specifically in emerging countries due to its ability to contribute to income generation and especially Gross Domestic Product (GDP) (Bouazza, 2015).Nassiuma&Nyoike (2014), note that the dairy sector in Kenya has resulted in expanded employment in different regions of the country through the establishment on milk processing plants and also the dairy associated industries.

In Kenya, the growth in small-scale dairy cattle farming sector has seen a rise in the number of dairy cottage industries. These cottage industries are basically home based units of production which rely on milk as the main raw material, and whose labor force consists of family units or individuals working at home with their own equipment's or animal-propelled skills (Tasneem&Biswas, 2014). The dairy cottage industries specialize in milk and milk products such as fresh milk, pasteurized milk, yoghurt, flavored milk, milk shake, cheese, and sour milk as reported by United States Agency for International Development (USAID, 2015) and (Kariuki, 2016). The Kenya Dairy Board (KDB), the body charged with regulating the dairy industry in Kenya, gives licenses to dairy cottage industries in order to formalize them. In addition, the KDB offers training and certification of dairy cottage industries and other small-scale milk vendors to safeguard public health and address quality concerns rather than trying to stamp out the informal sector (Kariuki, 2016). The dairy sector in Kenya contributes 14 per cent of agricultural Gross Domestic Product (GDP) and about 4 per cent of national GDP (Muthui, Mshenga&Bebe, 2014).

1.1 Focus strategy

In focus strategy, a firm focuses its marketing effort on serving a defined, focused market segments with a narrow scope by tailoring its marketing mix to these specialized markets, it can better meet the requirement of that target market (Wang, Lin & Chu, 2011). A firm seeks a narrow competitive scope, it selects a segment or a group of segments in the industry and tailors its strategy to serving them to the exclusion of others, the strategy is termed focus strategy (Ouma&Oloko, 2015). Dairy cottage industries in Kenya, as in any other sector, can achieve focus strategy by concentrating on unique clientele, especially those not reached by large-scale industries. This can be achieved through what Leithner&Guldenberg (2010) refer to as the niching strategy: filling market gaps by offering products differentiated from those of the bigger rivals. Likewise, Pourhosseini&Shahrokh (2013), based on a study conducted in Pakistan, provided evidence that there is a positive and meaningful relationship between focus strategy and with sales performance. Similar results were obtained in Kenya by Mwangi&Ombui (2013), whose study was on the relationship between generic strategies and the performance of Kijabe Mission Hospital In spite of the adoption of improved management strategies many of the cottage based industries have continued to perform poorly (Mbugua, Njeru&Tirimba, 2014). Indeed, recent statistics by Kenya National Bureau of Statistics (KNBS), (2016) indicate that an estimated total of 2.2 million Micro Small and Medium Enterprises (MSMEs) in Kenya were closed majority of which were cottage based businesses. A number of studies and reports have largely attributed the underperformance to fluctuating supply of raw materials, marketing problems, lack of managerial talent, and competition with large-scale companies (Joy &Kani, 2013; Mbugua*et al.,* 2014 and Makokha, 2015).

2. Statement of the problem

In developing countries, cottage industries are especially important in the context of employment opportunities, equitable distribution of national income, balanced regional growth and development of rural and semi-urban areas (Pandey, 2013). This sector is considered to be an engine of growth, especially in developing countries due to their contribution to income generation, employment, Gross Domestic Product (GDP) and export earnings (Bouazza, 2015). The major problem to be addressed in this study is that, as reported by KNBS,

(2016) a majority of the cottage-based businesses firms in Kenya have not achieved high performance of their businesses with respect to profit; in terms of market share, customer retention and sales volume amongst others. Indeed, some studies indicate a decline by 10% in profit for family businesses dealing in dairy and its products (Wambugu, Kirimi&Opiyo, 2011).

A number of studies confirm that a majority of the cottages industries have embraced focus strategy (Atikiya, Mukulu, Kihoro&Waiganjo, 2015; Dirisu, Iyiola&Ibidunni, 2013; Mwangi&Ombuni, 2013; Pourhosseini&Shahrokh, 2013). Yet, many of them have not satisfactorily addressed low performance arising from fluctuating supply of raw materials, marketing problems, lack of managerial talent, and competition with large-scale companies (Joy &Kani, 2013; Mbugua, Njeri&Ondabu, 2014; &Makokha, 2015). This leads to the question: does embracing of focus strategy lead to improved performance in dairy cottage industries as has been evidenced in research conducted among large scale industries? The current study will address itself to this research problem.

The problem is further compounded by deficiency of information on the relationship between focus strategy and performance of dairy cottage industries, despite a number of studies having been done as indicated above. Moreover, as noted in 75% majority of the references, many studies in this area have been conducted within the context of developed nations such as USA, Europe amongst others mainly focusing on large and manufacturing industries (Aluvala, 2017).In spite of the adoption of improved management strategies, many of the cottage based industries have continued to perform poorly (Mbugua, Njeru&Tirimba, 2014). Indeed, recent statistics by Kenya National Bureau of Statistics (KNBS), (2016) indicate that an estimated total of 2.2 million Micro, Small and Medium Enterprises (MSMEs) in Kenya were closed a majority of which were cottage based businesses. A number of studies and reports have largely attributed the underperformance to fluctuating supply of raw materials, marketing problems, lack of managerial talent, and competition with large-scale companies (Joy &Kani, 2013; Mbugua*et al.*, 2014 and Makokha, 2015). It is in line with foregoing that this study sought to determine the relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya. The study provided knowledge on information gap related to the relationship between focus strategy and performance of dairy cottage industries in Kiambu Count, Kenya.

3. General Objective

The general objective was to determine the relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya.

4. Research Hypotheses

$H0_{1:}$ There was no significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya.

II. Literature Review

5. Theoretical Framework

5.1 Resource-Based View

Resource-Based View (RBV) is a theory of strategy, which focuses on developing and exploiting the organization's resources (Mohan, 2018). The RBV theory emphasizes the idea that an organization must be seen as a bundle of resources and capabilities to create value and therefore gain competitive advantage (Greco, Cricelli&Grimaldi, 2013). The resource-based view further posits that firms can achieve overall competitiveness and performance if they possess tangible or intangible resources that are valuable, rare, inimitable and non-substitutable. These four characteristics of resources describe what Barney, (2014) considers strategic assets that, if properly mobilized build and sustain a firm's competitive advantage and improve its performance. According to Greco *et al.,* (2013), enterprises in the same sector can be heterogeneous in respect to their own resources and as resources are not perfectly transferable among enterprises, the heterogeneity and the consequent competitive advantage achieved could be durable over time. However, resources and capabilities are not valuable on their own and are essentially unproductive in isolation (Gruber, Heinemann &Hungeling, 2010). As such, Gruber *et al.,* (2010) contends that the key to attaining a competitive advantage is by exploitation of a valuable resource-capability combination. This view is further supported by Oliver (2014), who opines that resources and capabilities are sources of competitive advantage, but they do not necessarily contribute to competitive advantage.

However, despite the increased literature devoted to use of RBV, the theory has its own critics. According to Lucas &Kirillova (2011), this theory is criticized for neglecting the obstacles to dynamics and managements. Özçelik, Aybas&Uyargil (2016) similarly criticize the theory for its implicit assumption of static equilibrium yet competitive advantages stem from developing current capabilities that are highly effective in responding to the organizational environment.

Resource-based view therefore, focuses on the relationship between a firm's internal resource stability and the ability to stay competitive through its strategy formulation. RBV has also been extended by McWilliams & Siegel (2011) to encompass competitive strategy. According to McWilliams & Siegel (2011), RBV links competitive strategies and capabilities to value creation. They posits that not only do capabilities need to be considered as the base to develop competitive strategy but they also need to be renewed and maintained by strategist. Hence RBV is important to understand value may stem from strategic alignment of resources and competitive strategies. Dairy cottage industries can develop and exploit their internal resources, especially physical and human resources, to create value and remain competitive. The Resource-Based View theory guided the study in determining how resources at the disposal of dairy cottage industries are aligned with focus strategy in order to improve performance.

6. Literature Review

6.1 Focus Strategy

In focus strategy, a firm focuses its marketing effort on serving a defined, focused market segments with a narrow scope by tailoring its marketing mix to these specialized markets, it can better meet the requirement of that target market (Wang, Lin & Chu, 2011).The firm thus concentrates on a select few target markets (Rothaermel, 2015). It is also called a focus strategy or niche strategy. It is hoped that by focusing the marketing efforts on one or two narrow market segments and tailoring the marketing mix to these specialized markets, an organization can bettermeet the needs of that target market. The indicators of focus strategy in this study included customer satisfaction (seeks to provide products or service in different geographical locations, has strong brand identification, responds to changes in demand of customers, tailor made products and service) and market penetration (has strong emphasis on meeting customers' needs, has competitive price in market segments and builds strong reputation within the industry). A cottage industry can stand out from the competition by offering unique product attributes (which are difficult for rivals to copy), in terms of technology, packaging, customer experience, or design (Kandybin& Michaels, 2013).

Brand loyalty refers to customers' commitment towards the brand that induces a re-buy behavior into the customers in spite of the potential marketing attempts by competitors to break up the coalition between the brand and the consumer (Awan&Rehman, 2014). Brand loyalty is considered to provide greater leverage to trade, condensed marketing costs and building an augmented market share, target market segment, unique products or services, and brand loyalty. Target market segmentation is the division of a large market (mass market) into smaller homogeneous markets (segments or targets) on the basis of common needs and/or similar lifestyles. Segmentation strategies are based on the premise that it is preferable to use tailor marketing strategies to distinct user groups, where the degree of competition may be less and the opportunities greater (Tuckwel&Jaffey, 2016). There exist a number of studies in different industry settings (including Pourhosseini&Shahrokh, 2013; Mwangi&Ombui, 2013; and Pulaj, Kume&Cipi, 2015) which provide evidence that successful market focus strategies create a competitive advantage for the seller, as customers view these products as unique or superior. The study was, as one of its aims, determined the relationship between focus strategy and performance of dairy cottage industries in Kiambu County.

Focus strategy targets a narrow segment of a market not served well by cost leadership or differentiation strategies and tailors its products to the needs of that specific segment to the exclusion of others (Johnson, Whittington & Scholes, 2011). It is also employed when it is not appropriate to apply the broad cost leadership or differentiation (Wang *et al.,* 2011), by offering a limited range of services or products, serving specific markets only or having special products or services for specific type of customers (Nandakumar, Ghobadian&O'Regan, 2011). With enhanced complexities and uncertain nature of environment, strategic flexibility has become increasingly important for sustaining the competitiveness of the firm. Also all these strategic efforts without being focused on the market will be futile because of the lack of customer-centric focus (Shalender, 2013). According to Wang *et al.,* (2011), the firm focuses its marketing effort on serving a defined, focused market segments with a narrow scope by tailoring its marketing mix to these specialized markets, it can better meet the needs of that target market. The firm typically looks to gain a competitive advantage through product innovation and/or brand marketing rather than efficiency. It is most suitable for relatively small firms but can be used by any company.

A focus strategy should target market segments that are less vulnerable to substitutes or where a competition is weakest to earn above-average return on investment. According to Kotler& Keller (2012), the focus strategy has two variants: (a) in cost focus, a firm seeks a cost advantage in its target segment; it exploits differences in cost behavior in some segments. A focus strategy aims at securing a competitive edge based on either low cost or differentiation becomes increasingly attractive as more of the following conditions are met: a) the target market niche is big enough to be profitable and offers good growth potential; b) industry leaders do not see that having a presence in the niche is crucial to their own success; c) it is costly or difficult for multi-segment competitors to put capabilities in place to meet the specialized needs of buyers comprising the target

market niche and at the same time satisfy the expectations of their mainstream customers; and d) the industry has many different niches and segments, thereby allowing a focuser to pick a competitively attractive niche suited to its resource strengths and capabilities (Pulaj*et al.,* 2015). Implementation of this strategy provides to firms the integration of a range of activities associated with differentiation and low cost in a target market niche from which the company generates higher profits (Pulaj*et al.,* 2015).

A number of empirical studies exist on the effect of focus strategy on firm performance. In Pakistan for instance, a study carried out by Pourhosseini&Shahrokh (2013) with the aim of identifying performance implications of marketing strategy and moderating effects of transformational leadership, demand uncertainty and competitive intensity on sales performance. The study was a mixed research that combined both quantitative and qualitative research methodologies. The study targeted sales and marketing managers of companies in food industries that are members of Tehran stock exchange, with the sample size in qualitative and quantitative study being 23 and 66 respondents respectively. Analyses of survey and secondary data provided evidence that marketing strategy has a positive and meaningful relationship with sales performance while transformational leadership and competitive intensity were found to exert moderating effects on performance.

Diwas&Terwiesch (2011) carried out a study of the effects of focus on performance with reference to hospitals in California. The researchers used hospital-level discharge data from cardiac patients in California to estimate the effects of focus on operational performance. They examined focus at three distinct levels of the organization: at the firm level, at the operating unit level, and at the process flow level. The study found that focus at each of these levels was associated with improved outcomes, namely; faster services at higher levels of quality, as indicated by lower lengths of stay and reduced mortality rates. A study in Nigeria by Odunayo (2018) focused on the relationship between market focus strategy and organizational performance of telecommunication companies in Port Harcourt. The research utilized the cross-sectional study design targeting the management staff of 4 telecommunication companies in the city of Port Harcourt, Rivers State. A sample size of 93 respondents was used for data analysis. Findings of the study revealed that there was a positive and significant relationship between market focus strategy and organizational performance in the telecommunication companies.

Islami, Mustafa &Latkovikj (2020) carried out a study to establish the link between Porter's generic strategies and firm performance. The descriptive survey was conducted utilizing data obtained from 113 firms that operate in the Republic of Kosovo. The study results indicated that focus strategy has a positive significant relation with firm performance. Regression analysis results revealed that focus strategy explained 31.5% of firm performance; meaning that for each 1% increase in application of focus strategy, the firm performance was raised by 31.5% if the other variables remain unchanged. Islami*et al.,* (2020) concluded that pursuing focus strategy enables firms to sell products/services in a "niche" market that is not occupied by competitors. Focus strategy gives a competitive advantage until the moment when its competitors show interest in this part of the market.

Performance refers to output of an organization which can be measured both financial and non-financial measures such as products' quality, price in terms of competitiveness or outcomes such as profit (Awaluddin, Sule&Kaltum, 2016). Performance of dairy cottage industries in this study was measured using the following three indicators; market share (we have a self-rating system for our business unit's overall market share objective and we enjoy a large market share with our products sales), customer retention (the business has experienced customer royalty or repeat customers) and sales volume (the enterprise has experienced an increase on average in daily sales). Market share refers to that portion of a market controlled by a particular company or product. By nature, cottage industries are expected to control a smaller market share within a limited geographical region (Hemedi, 2019). Customer retention refers to the activities and actions of companies and organizations to reduce the number of customer defections and making them loyal (Kebede&Tegegne, 2018). The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives. The third indicator of performance is sales volume, which simply means the amount of a given product sold to the market for a given time period (Utami, 2015). The survival and growth of every business is largely dependent on the adoption and implementation of appropriate strategies (Agyapong, Ellis &Domeher, 2016). According to Porter (1985), through strategies, the core competence of businesses are identified, prioritized, and exploited for the purposes of reaching the organization's core objectives.

III Research Methodology

7. Research design

The study employed a descriptive cross sectional survey design, using both quantitative and qualitative research approaches to determine the relationship between focus strategy and performance of dairy cottage industries in Kiambu County, Kenya. Descriptive survey, according to Groves, Fowler, Couper, Lepkowski, Singer &Tourangeau (2011), is a systematic method for gathering information from a sample of entities for the

purpose of constructing quantitative descriptors of the attributes of the larger population of which the entities are members. Thus, descriptive surveys describe phenomena associated with a subject population and/or estimate proportions of the population that have certain characteristics (Akporhonor&Akpojotor, 2016).

8. Sampling Frame

Sampling frame refers to the set of source materials from which the sample is selected, and the purpose of sampling frames is to provide a means for choosing the particular members of the target population that are to be involved in the survey (Gichinga, Mukulu&Mwachiro, 2014). In this study, the sampling frame included all the approximately 162 licensed dairy cottage industries in Kiambu County, Kenya. Kiambu County has 12 Sub-Counties namely: Gatundu North, Gatundu South, Githunguri, Juja, Kabete, Kiambaa, Kiambu, Kikuyu, Lari, Limuru, Ruiru, and Thika. Thus, stratified sampling was used to divide Kiambu County into 12 Sub-Counties (or strata). Stratified sampling is appropriate when respondents are widely dispersed over a wide geographical area; the strata should be large enough to sample the entire region adequately (Kariuki, 2016). Names and contacts of the dairy cottage industries involved in the current study were obtained from the Kenya Dairy Board (KDB)office and Kiambu County Livestock, Fisheries and Veterinary Services office.

9.Sample Size

Sampling is the selection of a subset of individuals from within a population to yield some knowledge about the whole population, especially for the purposes of making predictions based on statistical inference (Bornstein, Jager&Putnick, 2013). Its main advantages are cost, speed, accuracy and quality of the data (Neuman 2013). From the target population of 162 dairy cottage industries, a representative sample was determined using the formula by Krejcie& Morgan (2016), which was used to calculate a sample size (S), from a given finite population (P) such that the sample would be within plus or minus 0.05 of the population proportion with a 95 per cent level of confidence. Sample size determination has been studied by a number of Social scientists (Kusi, Opata&Narh2015; Coakes, 2013; Hair, Black, Babin, Anderson &Tatham, 2013). Trotter, (2011), observes that a 15% sample would be sufficiently representative for a multivariate analysis, as it takes into account the relatively high research costs of collection of data from spatially dispersed sampling units. Hair *et al.,* (2013), however, recommend that as a rule for applying factor analysis the sample size has to be at least five times the number of variables to be analyzed. Coakes (2013) on the other hand propose a minimum of five subjects per variable. Based on the foregoing recommendations the current study's sample size of 114 dairy cottage industries was thus adequate for a multivariate analysis. Moreover, the sample size was larger than 30 recommended for a normally distributed population (Kothari, 2013).

This formula is presented below:-

$$S = \frac{Z^2 NP(1-P)}{d^2(N-1) + Z^2 P(1-P)}$$

Where:

Z= Z-score at 95% confidence level (1.96)
N = The population size, in this case 162 dairy cottage industries
P = The population proportion (assumed to be 0.5 since this would provide the maximum sample size)
d – The degree of accuracy expressed as a proportion (0.05)

Using this formula, the sample size was computed as follows:

This gives:

$$S = \frac{1.96^2 \text{ x } 162 \text{ x } 0.5(1-0.5)}{(1-0.5)}$$

$$S = \frac{155.52}{1.3625} = 114$$

10. Analytical Model

$Y = \beta 0 + \beta 1 X_1 + \varepsilon$

Y = Dependent Variable: Performance of dairy cottage Industries
$\beta 0$ = Constant
$\beta 1$ = Regression coefficient for Xi (i =1, 2,)
X_1 = Focus strategy
ε = Error term

11. Response Rate

Response status	Number	Percentage (%)
Responded	98	86
Did Not Respond	16	14
Total	100	100

Table 1: Response Rate

Table 1 indicates that out of the 114 questionnaires administered, 98 were returned. The overall response rate was thus found to be 86 % which was very high. Sixteen (16) questionnaires administered were not returned which represented 14 % of the targeted respondents in dairy cottage industries. The interpretation was that the high response rate was essential to obtain sufficient observations for further analysis. Kothari (2013) asserts that a response of above 50% increases accuracy and representativeness of the findings.

IV Findings of the Study

12. Data Analysis for Study Variables

To measure the suitability of the data for Factor Analysis (FA), Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was used to measure the sample adequacy of every variable construct in the study. High values (close to 0.1) generally indicate that FA may be useful in the study data. KMO measurer of sampling adequacy should be greater than 0.5 for satisfactory FA to be executed (Burns & Burns, 2008). Ali, Namusonge&Sakwa (2016), states that the KMO index ranges from 0 to 1, with 0.5 and above are considered suitable for FA. The Bartlett's Test of Sphericity Test was used tomeasures internal correlation of constructs or statements and the higher the value the better the results. If the associated probability is less than 0.05, then the variables have some correlation to each other. This is what is required if the researcher has to find an underlying factor that represent the variables. Rusuli, Saufi, Tasmin&Hashim (2013) explained that KMO Measure of Sampling Adequacy should exceed 0.5 and for Bartlett's Test of Sphericity, the significant level of p-value should be less than 0.05 for Factor Analysis to be suitable.

12.1Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's Test for Performance Variable

Table 2 Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's Test for Performance Variable

KMO Measure and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.596
Bartlett's Test of Sphericity	Approx. Chi-Square	293.458
	df	6
	Sig.	0.000

The results in Table 2 show that the value of KMO Measure of Sampling Adequacy was found to be 0.596 and the Bartlett's Test ofSphericity had a significant p-value of less than 0.05, therefore study proceeded to Factor Analysis stage. Rusuli*et al.,* (2013) explained that KMO Measure of Sampling Adequacy should exceed 0.5 and for Bartlett's Test of Sphericity, the significant level of p-value be less than 0.05 for Factor Analysis to be suitable.

12.1.2 Communalities of the items

Communality indicates the amount of variance in each variable that is accounted for, i.e. the extent to which an item correlates with all other items. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for by the components. For principal components extraction, this is always equal to 1.0 for correlation analyses. Communality value is also a deciding factor to include or exclude a variable in the factor analysis. A value of above 0.5 is considered to be ideal. Hair, *et al.*,(2013) and Tabachnick, Fidell& Ullman (2007) recommends a cut off or threshold factor of 0.30 on factor loadings in determining the factors to be retained for further analysis. Factors loading with Eigenvalues greater than 0.5 should be extracted and those below 0.49 should not be considered.

12.1.3Factor Loadings for performance variable

Table 3 Factor Loadings for Performance variable

Communalities		
	Initial	**Extraction**
We have a self-rating system for our business unit's overall market share objective	1.000	0.743
We enjoy a large market share with our products sales	1.000	0.645
The business has experienced customers royalty	1.000	0.754
The enterprise has experienced an increase on average in daily sales	1.000	0.582
Extraction Method: Principal Component Analysis.		

Table 3, show the four constructs has high communalities which indicates that the extracted components represent the variable well. They had factor loadings of between 0.754 and 0.582. Due to the fact that that all the four constructs under Performance variable had factor loadings of above the 0.5, they were all retained and used in further analysis.

12.1.4 Variance Explained for Performance variable

In identifying the underlying factors, the following decision rules were used: first, factors needed latent root criterion (Eigenvalues) of 1.0 was used for factor inclusion and a factor loading of more than 0.50 used as a benchmark to include individual items for each factor. An Eigenvalues is the amount of variance that a particular variable or component contributes to the total variance. Second, the number of factors extracted should account for over 50% of the variance explained (Hair *et al.*, 2013). The variance explained by the initial solution and the rotated components is displayed as shown in table 4. The first section of the table shows the Initial Eigenvalues.

The Total column gives the Eigenvalues, or amount of variance in the original variables accounted for by each component. The percent (%) of Variance column gives the ratio, expressed as a percentage, of the variance accounted for by each component to the total variance in all of the variables. The Cumulative % column gives the percentage of variance accounted for by the first n components. The cumulative percentage for the second component is the sum of the percentage of variance for the first and second components. For the initial solution, there are as many components as variables, and in a correlations analysis, the sum of the Eigenvalues equals the number of components. The principal component analysis was thus used for data reduction and interpretation of large set of data regarding variables of Performance.

Table 4 Total Variance Explained for Performance variable

Total Variance Explained						
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.724	68.096	68.096	2.724	68.096	68.096

Table 4 showthat the single factor extracted accounted for 68.096 total variance of the variability in the original four components. All the remaining factors each controlled a very small portion of the total variance and their factors in total accounted for the remaining 31.904 % of the variance which was negligible. The researcher can considerably reduce the complexity of the data set by using this component, with only a 31.904 % loss of information. Thus only factor one which had Eigenvalues greater than one was considered for further analysis in the multiple regression This factor was named performance of dairy cottage industries.

12.1. 5 Component Matrix for performance variable

Table 5 Component Matrix for Performance variable

Opinion statement	**Component**
We have a self-rating system for our business unit's overall market share objective	0.862
We enjoy a large market share with our products sales	0.803
The business has experienced customers royalty	0.868
The enterprise has had an increase in average daily sales	0.763

Table 5 show all the constructs or statements under Performance variable had values more than 0.5 and therefore they were accepted and thus no statement was dropped. The four constructs that were considered had factor loadings of between 0.763 and 0.868. Due to the fact that that all the four constructs under Performance variable had factor loadings of above the 0.5, they were all retained and used in further analysis. Rotated Component Matrix was not done for the statements under Performance variable because only one factor had Eigenvalues greater than one.

12.1.6 Scree Plot for Performance variable

The scree plot is a graphical tool used in determining the number of relevant components or factors to retain in factor analysis, and was proposed by Cattell (1966) and cited by Ledesma& Valero-Mora (2007). With this procedure Eigenvalues are plotted against their ordinal numbers and one examines to find where a break or a leveling of the slope of the plotted line occurs. Tabachnick*et al.,* (2007), referred to the break point as the point where a line drawn through the points changes direction. The number of factors is indicated by the number of Eigenvalues above the point of the break. The Eigenvalues below the break indicate error variance.

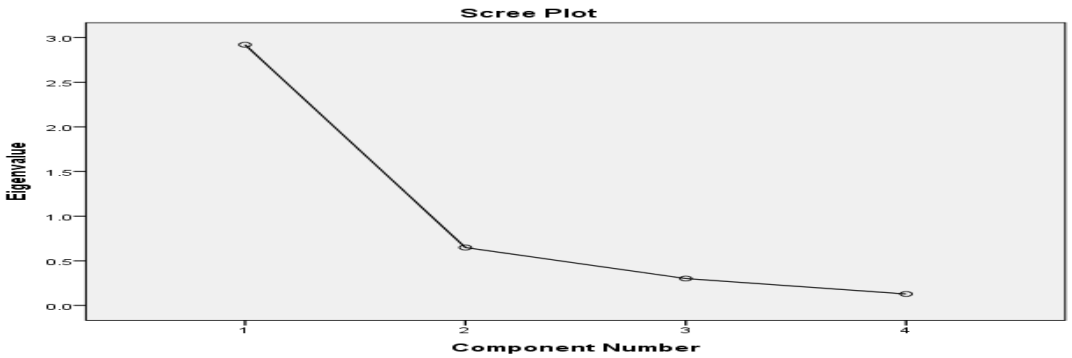

Figure 1 Scree plot for Performance variable

From figure 1 show there is only one factor with an Eigenvalues greater than one, hence this factor was named performance of dairy cottage industries.

12.2 Focus Strategy

12.2.1 Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's Test for Focus variable

Table 6 Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's Test for Focus variable

KMO Measure and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.727
Bartlett's Test of Sphericity	Approx. Chi-Square	607.651
	df	21
	Sig.	0.000

Table 6 results indicate that, factor analysis could be carried out as the KMO Measure of Sampling Adequacy was found to be 0.727, the study proceeded to factor analysis stage. The Bartlett's Test of Sphericity result also show associated probability of less than 0.05, indicating the variables have some correlation to each other, hence the researcher proceeded to factor analysis stage. Rusuli*et al.,* (2013) explained that KMO Measure of Sampling Adequacy should exceed 0.5 and for Bartlett's Test of Sphericity, the significant level of p-value be less than 0.05 for Factor Analysis to be suitable.

12.2.2 Communalities of the items

Table 7Communalities for Focus variable

Communalities		
	Initial	**Extraction**
Seeks to provide products or services in different geographical locations	1.000	0.793
Has strong brand identification	1.000	0.848
Responds to changes in demand of customers	1.000	0.855
Tailor made products and services	1.000	0.877
Has strong emphasis on meeting customer' needs	1.000	0.734
Has competitive prices in market segments	1.000	0.884
Builds strong reputation within the industry	1.000	0.937

Table 7 show the seven constructs or statements have high communalities which indicate that the extracted components represent the variable well. They had factor loadings of between 0.734 and 0.937. Due to the fact that that all the seven constructs under Focus strategy had factor loadings of above the 0.5, they were all retained and used in further analysis.

12.2.3 Variance Explainedfor Focus variable

Table 7 show the set of statements under the variable Focus strategy, where constructs were subjected to a variance test through the principal component analysis test.

Table 8 Total Variance Explained for Focus variable

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.406	48.653	48.653	3.372	48.164	48.164
2	2.523	36.038	84.691	2.557	36.527	84.691

Table 8 shows all the factors that were extracted from the analysis along with their Eigenvalues. It was observed that, the first factor accounted for 48.653% of the total variance and the second 36.038%. The remaining factors in total accounted for 15.309% remaining variance which was very negligible. Thus only factor one and two which had an Eigenvalues greater than one were considered for further analysis in the multiple regression. These factors were named; customer satisfaction and market penetration strategies respectively. They explain nearly 84.691% of the variability in the original six variables, so the researcher can considerably reduce the complexity of the data set by using these components, with only a 15.309% loss of information. The rotation maintains the cumulative percentage of variation explained by the extracted components, but that variation is now spread more evenly over the components. The large changes in the individual totals suggest that the rotated component matrix is now easier to interpret than the un-rotated matrix.

12.2.4 Scree Plot for Focus variable

The scree plot result in Figure 2 indicates that two components had Eigenvalues that were greater than one. The finding corroborates the total variance explained results for Focus strategy in Table 7.

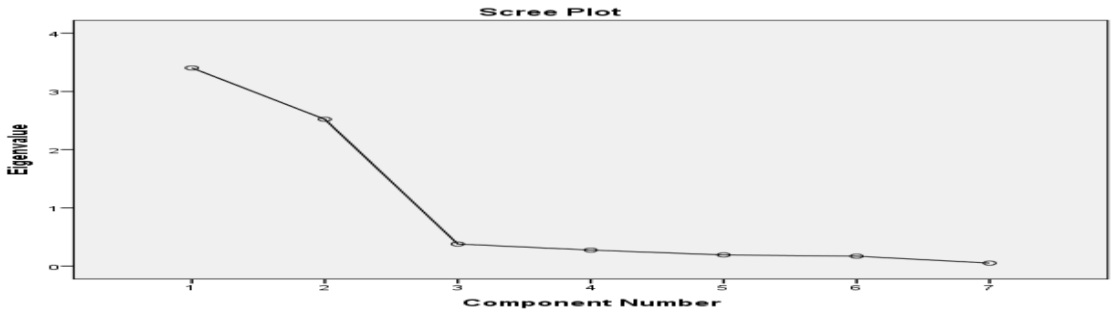

Figure 2 Scree Plot for Focus strategy

Figure 2 show there are two factors with Eigenvalues greater than one. These factors were named; customer satisfaction and market penetration strategies.

13. Regression Result for Focus Strategy on Performance of Dairy Cottage Industries

$H0_3$: There was no statistically significant relationship between Focus strategy and Performance of dairy cottage industries in Kiambu County.

Table 9 Focus Strategy Linearity Test

Correlations

		Performance of Dairy Cottage Industries	Focus Strategy
Performance of Dairy Cottage Industries	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	98	
Focus Strategy	Pearson Correlation	0.478**	1
	Sig. (2-tailed)	0.000	
	N	98	98

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

Table 9 presents the results on the linearity association between Focus strategy and Performance of dairy cottage industries in Kiambu County. The association between focus strategy and the performance of cottage industries in Kiambu County was found to be 0.478 and the associated *p*-value was 0.000 and significant. This value was very high indicating a high positive linear association between the two variables.

This association is supported by the finding of Shalender (2013); Pourhosseini&Shahrokh (2013) and Vorley, Fearne& Ray (2016) whose findings argue in support of a linear association between focus strategy and firm performance. The study determined significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County.

Table 10 Model Summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
	0.478	0.229	0.220	0.72338

a. Predictors: (Constant), Focus strategy

Table 10 above presents the R-Square and Adjusted R-Square test statistics for the test of the hypothesis; there was no significant relationship between Focus strategy and Performance of dairy cottage industries in Kiambu County. From the results the two tests were R-Square 0.229 or 22.9% shows that 22.9% performance of dairy cottage industries can be explained by focus strategy. The adjusted R-Square 0.220 or 22.0% indicates that focus strategy in exclusion of the constant variable explained the change in performance of dairy cottage industries by 22.0%, the remaining percentage can be explained by other factors exclude from the model. The R of 0.478 shows there is a positive correlation between focus strategy and performance of dairy cottage industries. The standard error of estimate (0.72338) shows the average deviation of the independent variable from the line of best fit. The interpretation of this was that there was a linear positive association between focus strategy and performance of the dairy cottage industries in Kiambu County.

Table 11 Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F-statistic	p-value
Regression	14.880	1	14.880	28.437	0.000
Residual	50.234	96	0.523		
Total	65.115	97			

a. Dependent Variable: Performance of Dairy Cottage Industries
b. Predictors: (Constant), Focus Strategy

Table 11 above presents the F-statistics for the test of the third hypothesis; there was no significant relationship between Focus strategy and Performance of dairy cottage industries in Kiambu County. From the results F-statistics had a value of 28.437 and the p-value was 0.000. Since the p-value is less than 0.05, it means that there exists a significant relationship between focus strategy and performance of dairy cottage industries. The interpretation of this was that there was a significant relationship between focus strategy and performance of the dairy cottage industries in Kiambu County.

Table 12 Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t-statistics	p-value
	Beta	Std. Error	Beta		
(Constant)	1.508	0.425		3.551	0.001
Focus strategy	0.704	0.132	0.478	5.333	0.000

a. Dependent Variable: Performance of Dairy Cottage Industries

The fitted regression model is

$$Y = 1.508 + 0.704\ X_1$$

Where; Y = Performance of dairy cottage industries, X_1= Focus strategy.

13.1 Focus Strategy

From table 12, the regression coefficient of Focus strategy was found to be 0.704. This value show that holding other variables in the model constant, an increase in Focus strategy by one unit causes Performance of dairy cottage industries to increase by 0.704 units. The positive association shows that there is significant relationship between Focus strategy and Performance of dairy cottage industry. This association is supported by the finding of Shalender (2013); Pourhosseini&Shahrokh (2013) and Vorley*et al.,* (2016) whose findings argue in support of a linear association between focus strategy and firm performance.

The coefficient was not just positive but also statistically significant with a t-statistics value of 5.333. The standard error was found to be 0.132 and the p-value was found to be 0.000. Since the p-value was less than 0.05 as shown in table 12, the null hypothesis was rejected and alternative hypothesis accepted. The interpretation was that Focus strategy causes Performance of dairy cottage industry to increase. The entrepreneurs should consider the significant relationship between focus strategy and performance of dairy

cottage industries for the improvement of their firm performance. With enhanced complexities and uncertain nature of environment, strategic flexibility has become increasingly important for sustaining the competitiveness of the firm. Also all these strategic efforts without being focused on the market will be futile because of the lack of customer-centric focus (Shalender, 2013). The study findings led to the rejection of the null hypothesis and acceptance of the alternative hypothesis, there was a significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County.

V. Conclusion

The study concludes that, there was significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County. The study concludes that there is the need for businesses especially the ones in the cottage industry to be keen on key constructs or statements of focus strategy such as; Seeks to provide products or services in different geographical locations; Has strong brand identification; Responds to changes in demand of customers; Tailor made products and service; Has strong emphasis on meeting customers' needs; Has competitive price in market segments and Builds strong reputation within the industry. All these constructs or statements strongly supported the positive association of this focus strategy and performance of dairy cottage industries in Kiambu County.

The results from factor analysis, KMO, Communality test, Varimax rotated components and the explained variance as executed under the principle component analysis concluded that there was a strong association of the various constructs and the underlying factors that were identified. From the correlation and the regression results it was concluded that, there was significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County. The study findings led to the rejection of the null hypothesis and acceptance of the alternative hypothesis that, there was a significant relationship between focus strategy and performance of dairy cottage industries in Kiambu County.

VI. Recommendations

Since the results of this study revealed that focus strategy is an integral aspect, this study recommends that the proprietors of the dairy cottage industries in Kiambu County should put some effort on improving the customer satisfaction and market penetration aspects. The managers or the business owners should ensure that; Seeks to provide products or service in different geographical locations; Has strong brand identification; Responds to changes in demand of customers; Tailor made products and services; Has strong emphasis on meeting customers' needs; Has competitive price in market segments and Builds strong reputation within the industry are given priority tools of focus strategy, to improve their firm performance.

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