



INFLUENCE OF MARKETING STRATEGIES ON PERFORMANCE OF WATER AND SEWERAGE COMPANIES IN KENYA (A Case of Nairobi City Water and Sewerage Company)

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Abstract: Strategic marketing is a phenomenon highly associated with development and has been adopted in Kenya and globally. For businesses seeking successful and long term participation in market, it's expedient that they choose clear marketing strategies. The study therefore sought to assess the influence of marketing strategies on performance of the water and sewerage companies in Kenya (A case of Nairobi City Water and Sewerage Company). Since provision of water and sewerage services in Nairobi city and it's environ in Kenya has for a long time been characterized by poor service delivery, inefficient management and lack of sound strategic approach in addressing the demand for the services. Though the concept of marketing strategies is relatively young and yet un-established and also marketing strategies effect on NCWSC's performance is considerably vague, the effects are unclear since they have not been studied much, especially in different water companies. The researcher attempted to address the gap or primary research problem through investigating the kind of marketing strategies which are most positively and effectively relates to the achievement of set goal of NCWSC's performance. The objectives of this study were to establish the influence of online marketing strategy, branding marketing strategy, relationship marketing strategy and market dominance strategy on the performance of water and sewerage companies in Kenya. The study adopted a descriptive research design which involved observing and describing the behavior of a subject without manipulation, the target population was 300 and a sample size of 171 respondents was used. The sampling design was random sample and the data collection method was questionnaires. The study was analyzed using a quantitative analysis software known as Statistical Package for Social Sciences (SPSS) version 23. The conclusions were that; online marketing strategy can significantly improve the performance of Nairobi City Water and Sewerage Company in Kenya, improvement of branding marketing strategy can increase the performance of NCWSC in Kenya, high levels of relationship marketing strategy increases the performance of NCWSC in Kenya, high levels of market dominance strategy improves the performance of NCWSC. The study recommends that the management of NCWSC in Kenya should always use social networks such as face book and twitter when advertising new services, and also they should carry out direct marketing which can help them interact directly with customers, hence achieving organization goal, which is to provide quality and efficient services to Nairobians and environs.

Key words: online marketing, branding marketing, relationship marketing, market dominance

Introduction

Strategic marketing is a phenomenon related to development and has been embraced by various sectors all over the world and more specifically in Kenya. For businesses seeking successful and long term participation in market its expedient that they choose clear marketing strategies. The process of

selecting strategies involves development, implementation as well as evaluation of decisions aimed at enabling an organization in achieving its objectives. Basically, strategic marketing leads to the development of key decisions and actions that play a major role in shaping and guiding what a firm its, its activities and operations and reasons for its activities with a special focus on the future. Selection of marketing strategies does not end at the company, as it's essential to evaluate and monitor the selected marketing strategies constantly. While marketing, a management function, is responsible for the identification, anticipation and satisfaction of customers' requirements profitably, strategic marketing is a set of techniques and philosophy that seeks to address matters such as pricing, research, product development and design, advertising, after sales service, public relations, packaging, sales and sales promotion (Deepali, 2007).

Strategic marketing management process helps to define the organization's business. From this realization, various civil societies, public institutions and private institutions are today adopting strategic plans to guide their operations. Actually, research studies show that firms using strategic management perform better than those that do not use strategic management. Since water and sewerage services supply companies are not exceptional to this development paradigm, Nairobi City Water and Sewerage Company has taken bold steps to embrace the concept of strategic marketing. Beyond development, successful implementation of the marketing strategies requires concerted efforts of all stakeholders. Marketing strategies refer to coordinated and constantly located group of marketing options that focus at achieving the long term marketing goals and objectives of an organization (Pranulis, 2008). Market knowledge and efforts are important in commercializing inventions and ideas successfully. As such, it could be a lethal action for firms to disregard the importance of marketing (Pranulis, 2008). In the current world, cost efficiency in an organization does not lead to a long term competitive advantage, but marketing does. Particularly in the strategic marketing field, the benefits of marketing are still awaiting realization. Researchers of marketing strategies for example, Carpenter and Nakamoto (2012) highlight the significance of marketing strategies, David (2008) notes that development of marketing strategies is often is one of the fundamental components of a business. This is because it helps in the achievement of organizational goals by organizing activities in a targeted and focused manner. Marketing strategies addresses how an organization is to achieve its anticipated and desired results. Zajac (2009) notes that a marketing strategy is one of the key functional strategies of an organization that collectively lead to the overall business strategy.

Nevertheless, the value of a business strategy, which is a common marketing strategy, is considered high while marketing relationships are external support functions that focus on delivery of products or service to the market for sale. However, it is important to recognize factors that affect performance positively and negatively. If an organization is performing poorly, it must identify the main reasons for poor performance so as to develop a plan for a brighter future. Porter (1985) highlights the competing objective. Similarly, an organization performing well, must identify the main factors behind its success so as to develop strategies even to improve its performance even more. While emphasizing on the significance of understanding company resources' long term value, Reed and DeFillippi (1990) indicated that there exist ambiguous causalities between marketplace competitive advantage and resources comparative advantage, which may lead to dissipation of comparative resource advantage.

Barney (1991) encourages organizations that have no knowledge on resources impact on business performance and organizational growth, by making an argument that it may also be hard for competitors to identify their resource impact on business performance and organizational growth. Hooley *et al* (2001) argue that marketing strategies in an organization possess a great potential as an

important source of competitive advantage. In addition, innovation orientation, which is a marketing orientation component, has been shown to influence performance significantly. Studies conducted to link strategic marketing and its effects on organizational performance are few and them that are available lack details. According to Cadogan *et al* (2002), there is need for further research on strategic marketing in various countries so as to ensure the universality of the results. In addition, there is no empirical evidence on inter-industrial and international comparisons on strategic marketing. The purpose of this study was therefore to put into consideration these research gaps and fulfill them by conducting an analysis of marketing strategies and their relationship with performance. The research focused on finding out how marketing strategies affect company performance in general and in different business environments within water companies.

Statement of the Problem

The need for strategic marketing or marketing strategies in all types of organizations arises as organizations grow and competition intensifies. This case becomes true of the water and sewerage/sanitation companies sector in Kenya. Water and sewerage/sanitation companies today in Kenya operate in an increasingly dynamic and challenging environment, which leads to organizational performance challenge, and these challenges forces Water and sewerage/sanitation companies to apply various marketing and management strategies, which enable them grow.

The provision of water and sewerage services in Nairobi County has for a long time been characterized by inefficient management, poor investment and use of inadequate marketing strategies. With devolved function of water provision being managed by Counties, implementation of the commercialization process in bits and pieces while tackling each and every isolated problem separately has proved to be ineffective and time wasting. In investigating marketing strategies as one of the strategic plans used by Nairobi City Water and Sewerage Company, it will enhance understanding of the way in which NCWSC performs as an organization. The lack of precise studies on implementation of marketing strategies of NCWSC's strategies that link the organization performance with marketing and its correlates such as capabilities, activities and strategies continues to limit the understanding of the objective in pursuit of commitment to implement, measure and monitor marketing strategies towards the growth of NCWSC as a leading water and sanitation provider in Kenya.

It is however a concern of top management of NCWSC that from previous studies influence of marketing strategies on performance had not satisfactorily created a competitive advantage and higher performance. Also from previous studies, it was not clear what kind of activities particularly those related to marketing that needed to be performed to improve performance of the organization in its quest to meet the set targets. One of the major aims of the study was to give guidance to the top management on which marketing strategies they should concentrate on in order to maximize the company's long-term performance within and outside Nairobi County. The main objective of this study was to establish the influence of marketing strategies on performance of Water and Sewerage Companies in Kenya with specific reference to Nairobi City Water and Sewerage Company.

The objectives of the study were:

1. To establish the influence of online marketing strategy on performance of Nairobi City Water and Sewerage Company in Kenya.
2. To assess the influence of branding marketing strategy on performance of Nairobi City Water and Sewerage Company in Kenya.
3. To examine the influence of relationship marketing strategy on performance of Nairobi City Water and Sewerage Company in Kenya.
4. To determine the influence of market dominance strategy on performance of Nairobi City Water and Sewerage Company in Kenya.

Theoretical Orientation

A theory can be defined as a set of interrelated concepts which structure a systematic view of phenomena for the purpose of explaining or predicting that phenomena (Fox & Bayat, 2007). This study was informed by three theories; resource based view theory, profit-maximizing theory and contingency theory.

Resource Based Theory

According to Barney's (1991) the Resource-Based theory, strategic choices made in an organization should flow mainly in the analysis of a firm's unique capabilities and skills and the principle source of a firm's competitive advantage which lies in its organizational resources rather than in evaluating environmental opportunities and threats in conducting business. Barney's (1991) notes that the study is covering all assets, competencies, capabilities, organizational processes etc. controlled by the company, enabling the firm to conceive and implement strategies and improving the firm efficiency and effectiveness. Barney adopts two implicit assumptions. First, companies within an industry might be heterogeneous in terms of strategic resources and secondly that this heterogeneity may be long lasting, since these resources might not be perfectly mobile across firms. The relationship between resource heterogeneity and immobility is defined through resource value, rareness, imperfect imitability and substitutability, thus evaluating their potential for generating sustained competitive advantage (Barney, 1991). These assumptions are considered as more accurate reflections of reality than simplifying assumptions of previous strategy research emphasizing competitive environment (Priem & Butler, 2001).

The resource-based theory is considered to be one of the most significant strategic management theories, and it hasn't lost any of its power. Recently, a number of studies has emerged which attempt to examine the development of the resource-based theory and a question of its maturity as a theory. These studies also propose an extension of this theory, proving its enormous power and influence. This theory indicates that performance as well as competitive advantage in an organization result from firm specific capabilities and resources that are costly to imitate or copy (Barney, 1991). These capabilities and resources can be sources of superior organizational performance or sustainable competitive advantage if they possess special attributes. The concept of resource based model lies on the argument that competitive advantage is normally created when resources and capabilities exclusively possessed by an organization are used in the development of unique competencies and strategies leading to a sustainable advantage due to lack of imitation or substitution by competitors. This theory focuses on

resources as the main source of competitive advantage in a given firm. Relationships marketing and online marketing are internal resources developed by any firm. This theory anchors variable one, variable three and performance of the firm.

Profit - Maximizing Theory

Being one of the earliest theories, the profit-maximizing theory emphasizes the main objective of maximizing the organizational profitability which leads to the organization growth. The major argument supporting this theory is that the purpose of strategic management is to develop sustainable competitive advantage over competitors. As a basis for this perspective is considered industrial-organizational perspective, which views the organization as an external market positioning (Raduan, Jegak, Haslinda, & Alimin, 2009). This theory has gained a lot of attention over time, both supportive and critical. By developing clear strategies, a company can easily take control of its environment and position itself to compete with others in a profitable manner. The main criticism of this theory focused exactly on overemphasizing the external environment. The main idea in this theory is maximization of organizational profitability. This variable anchors performance variable in this study.

The Contingency Theory

The contingency theory considers the environment as one of the most important factors in strategy formulation. The theory suggests that there is more than one way to prosper in a particular environment, in other words, there is no single best way to manage organizations. Different organizations in different environment should develop their strategies and match them to the situational factors and conditions in which they operate (Hashim, 2008). This means that, different strategic management theories will be applicable to management of organizations during the strategy process in order to assist managers in making strategic decisions. The main idea of this theory is that environment is the main driving force in strategy formulation. This theory anchors market dominance, branding.

Empirical Review

The following paragraphs explain some research that has been done on several areas on performance.

Online Marketing Strategy

Kohli (2012) explains that, it is important for organizations to embrace information communication technology in their operations, to enable online marketers to catch the attention of their customers. Email marketing is normally used by most business-to-business marketers as the main method of connecting to customers. Online marketers have been attempting to reach out to customers and to get customer's attention by use of emails, online banners and annoying pop-ups. Majority of online strategic marketing attempts used today comprise of both growth hacking strategies and awareness tactics that capture customers' attention. An effective online marketer normally asks customers to enter a code to get instant quotes on a better saving. Kotler and Keller (2012) noted that after customers get into online platforms, online marketers attempt to obtain and organize emails for potential and prospective customers.

Cavusgil and Zou (2004) observe that the internet has become an indispensable business tool in today's business world. This is because technology has revolutionarily impacted on the actual

businesses conduct. Specifically, technology helps organizations in achieving desired efficiency and business productivity. In addition, what was traditionally considered impossible in achieving instantaneous global communication has currently become a reality and a necessity for any business to succeed. Cavusgil and Zou (2004) indicate that the internet, which comprises of social networking sites and e-commerce, continues to make changes in the nature of business threats and opportunities. The adoption of the internet/technology leads to alteration of product life cycles, creation of new products and services, redefining of business relationships, propagation of borderless transactions, alteration in economies of scale and an increase in the speed of products and services distribution. Many companies that are strategically minded adopt responsive competitive intelligence strategies, which are considered to be ethical and systematic processes for obtaining, analyzing and organizing information on general business trends and competitors' activities so as to support the attainment of business goals and objectives.

Branding Marketing Strategy

Strategic building of a valuable brand in an organizations leads to an increase in customers' perception on value, increase the quality level of a product and leads to an increase in productivity (Dogramatzis, 2012). Proactive innovation of business models creation of trends and product differentiation leads to an increase in brand image (Yang & Chiu, 2014). Firms should ensure a continuous generation of innovative product concepts to enhance the elevation of a brand growth. The main task of brand strategists is to make use of different communication levels in the determination of consumer populations that can give information about an organization's brand to help in influencing quantifiable ways to profitability and sales. Organizational with a strong brand name always experience high performance. In addition, the building of brand equity and marketing capabilities is one of the key components in the formation of competitive advantage in a business. According to Singh, Scriven, Clemente, Lomax and Wright (2012), the success of brand extensions enable companies to improve performance and gain more customers

The enhancement of brand image together with the implementation of interactive and effective communication leads to an improvement in customer's value. Therefore, companies must be well information and should obtain all the necessary information on their competitors' trademark distribution (Chen & Liang, 2013). Brand strategy is a key component of business success as it enhances customer retention. Hsu *et al.* (2012) assert that marketing strategies and the selection of brand elements significantly affects the building of brand equity. As indicated by Keller and Fay (2012), the probability of customers buying products or services is normally high when both the brand equity and brand value are superior. Firms like Sony and Coca cola have managed to establish a good reputation throughout the world through branding. However, Cheng (2014) observes that firms should encourage the participation of customers in the development of their brands. This is because branding involves mixing the characteristics of attractive target customers.

Relationship Marketing Strategy

Johnson and Scholes (2002) noted that good relationship is the spark every organization or a person needs to make it throughout the day to set and meet goals anywhere you are and whatever the circumstance, let alone where the organization hold various responsibilities such as service delivery, customer satisfaction, profitability and increase of outlets which leads to the growth of the business. However for some reason a profitable organization is the way, which organization does build the lasting relationship with their customers. Also, in relationship marketing companies concentrate in

establishing and building of relationships with customers instead to focusing on selling products or services to them. As a result, customers who will be attracted to the brand will buy the product or service and become loyal. Oyebamiji (2013) noted that retaining of customers is an important component in ensuring survival and the success of an organization in today's highly competitive business environment and no business can survive long without satisfied customer. As such, marketing activities in an organization focus on establishing, maintaining and managing trust and long term relationships with customers. In relationship marketing, organizations maintain contacts history, buying patterns and customers' profiles in a database an accounting executives are assigned to customers to ensure that their needs are fulfilled and relationships are maintained. Oyebamiji, Kareem and Ayeni (2013) indicated that unsatisfied customers often open up to their friends and relatives.

Market Dominance Strategy

Market dominance strategy strives to put an organization's product or service at the top of other products or services. According to Preston (2012) this strategy is used by organizations to dominate the market. Organizations develop and implement dominance strategy to lead the market or to challenge the market leader with the intention to dominate the leader. Within this strategy, organizations are categorized according to their growth. Kurtz (2012) listed companies in this category into four specific areas including leader, followers, challenger and nicher. A leading company controls the largest share of the market of a specific product or service and such company's market objectives include expanding the overall market, protecting the current market position and increasing market share. A market follower on the other hand attempts to imitate products that have the highest market share (Preston, 2012). Market challenger implement tactics aimed at attacking the market leader and other followers. Zila (2012) found that firms that were classified as market challengers were very aggressive and they target on condition for success such as the vulnerability of the market leaders, and pierce through them from dissatisfied customers to technology shift, and attack them along all parts of their marketing mix. They concentrate on the weakness of the companies they attack. Market challengers may sometimes uncover market needs not served by the leader or identify shift in the market segment. In Preston (2012) a firm that adopts market challenging strategy employs offensive marketing strategy while the leader deploys defensive marketing tactic. They may penetrate into areas where the products of the opponents have not made the right impact flank attack and even bypass competitors through diversification into unrelated products.

Organizational Performance

Several aspects/measures can be used in the assessment of an organization's performance. These factors include customer satisfaction, financial measures (accounting perspective), marketing inputs as well as efficiency and effectiveness (operations perspective) (Neely, 2002). In the recent past, organizations are not focusing on account based assents alone when assessing performance, but they are also focusing on non-financial indicators. Particularly, the Balanced Scorecard (BS), which was developed by Kaplan and Norton (1992), has in the recent past been adopted by many organizations in assessing performance. A Balanced Scorecard (BS) has four dimensions: internal business process, learning and growth, customer and financial. Somehow, balances scorecard brings together all the indicators of organizational performance. Generally, performance systems in organizations can be considered as processes encompassing of four main steps, namely; setting of performance standards, collection and communication of information related to actual firm performance, comparison of this information with performance standards and making changes where it is important (Morgan, Clark and

Gooner, 2002). Barney (1996) indicates that it is importance that performance to be accurately measured and clearly defined. However, there are instances where performance is high even without the fulfillment of these principles, leading to a supposition that theories do not apply to all business environments and companies.

Conceptual Framework

This study utilized the following conceptual framework in Figure 1. It dealt with the influence of marketing strategies on performance of Nairobi City Water and Sewerage Company.

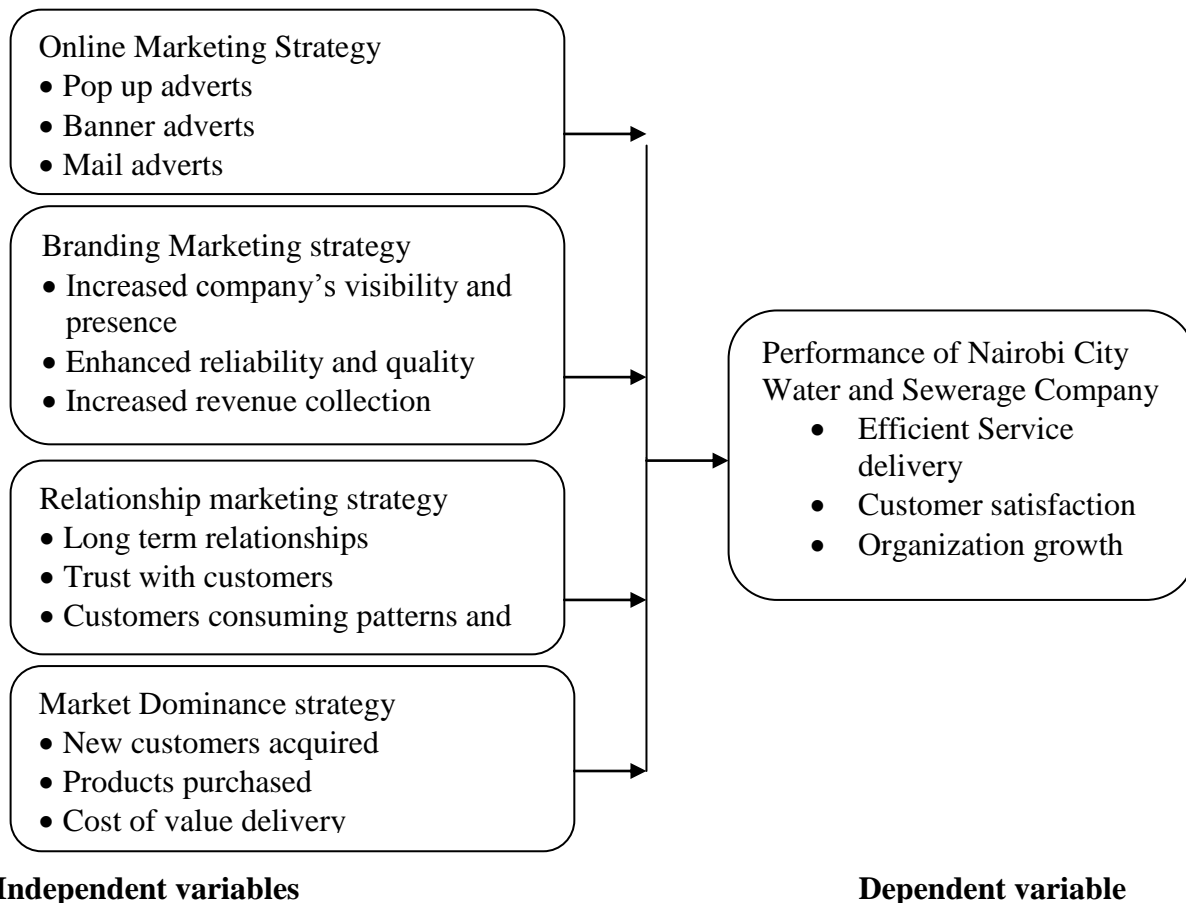


Figure 1: Conceptual Framework

Research Methodology

The study adopted a combination of both quantitative and qualitative research designs to establish the influence of marketing strategies on performance of Nairobi City Water and Sewerage Company in Kenya. A cross-sectional design was also employed because data was collected at one point in time. The quantitative approach focused on testing variables measured with numbers and analyzed with statistical procedure while the qualitative approach used the narrative nature of the data collected using the questionnaire. The target population in this study included includes staff members of human resource and administration section, ICT section, finance section, customer care section, meter readers, disconnection and reconnection team. According to the water provision human resource report (2015), the Nairobi Water and Sewerage Company in Kenya has approximately 3,200 employees stationed in

various regions within and outside Nairobi environs, but the researcher focused on 300 employees of Nairobi City Water and Sewerage Company in Kenya who provided the qualitative data.

Two sample selection techniques were used to determine the selection of respondents. Purposive sampling was used on the management staff like the managers because they are key informants and they happen to exist naturally due to their office. Random sampling technique was applied to the rest of the staff members as it is easy to make a sampling frame based on the staff lists available in the organization's data base. From a study population of 300, a sample size of 171 was chosen to

participate in the study and Slovene's formula $n = \frac{N}{1 + N(\alpha)^2}$ was used to compute the sample size. Where n = the required sample size, N = the known population size and α = the level of significance (0.05).

Table 1: Sample Size

Category	Target Population	Sample size $n = \frac{N}{1 + N(\alpha)^2}$	Percentage (%)
Human resources and administration	12	68	40%
ICT staff	104	59	35%
Finance department	16	9	5%
Customer care staff	20	11	7%
Meter readers, disconnection & reconnection staff	40	23	13%
Total	300	171	100

The researcher collected primary data from respondents using a semi-structured questionnaire since it comprised of both open and close ended questions. Secondary Data enabled the researcher to familiarize herself with previous studies which facilitated an interpretation of the study. Secondary data was used to identify existing information on the research topic and to understand what other researchers have written about the topic under study.

After getting from the field, the data collected was adequately analyzed using quantitative methods which involved theoretical contents generated by close ended questionnaires. Data was encoded and analyzed using Statistical Package for Social Sciences (SPSS) version 23 software and MS Excel used to tabulate data and generate tables with percentages and frequency distributions.

Relationship between marketing strategies and performance of Nairobi Water and Sewerage Company followed the following functional relationship; $Y=f(X_1, X_2, X_3, X_4) + \epsilon$,

Where:

Y = Performance, X_1 = Online Marketing, X_2 = Brand Marketing, X_3 = Relationship Marketing, X_4 = Market Dominance and ϵ is the stochastic disturbance error term. From this functional relation, this study adopted the following multiple regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: β_0 = Intercept, β_i ($i=1, 2, 3, 4$) = Slopes coefficients of the independent variables. Other variables remain as defined in the functional relationship linear equation.

Results and Discussion

In the collection of data, questionnaires were administered to a sample of 171 respondents who duly filled and returned the questionnaires giving a 100% response rate. According to Babbie (2007), any response of 50% and above is adequate for analysis thus 90% is even better. This reasonable response rate was made a reality because the researcher deployed research assistants and who made calls to respondents to remind them to fill-in and return the questionnaires.

Descriptive Statistical Analysis

The independent variable in this study was marketing strategies which was broken into four constructs and these were; online marketing, branding, relationship and market dominance strategies. These questions were based on a five point Likert scale, in which respondents were asked to rate the influence of marketing strategies by indicating whether they strongly agree, agree, disagree, neutral and strongly disagree with each question in the questionnaire. In the interpretation of the findings, a mean ranging from 1.00 to 1.80 was interpreted as strongly agree, 1.81 to 2.60 was interpreted as disagree, 2.61 to 3.40 was interpreted as neutral, 3.41 to 4.20 was interpreted as agree and 4.21 to 5.00 was interpreted as strongly agree.

Descriptive statistics on Online Marketing Strategy

Online marketing refers to powerful methodologies and tools that are utilized in the promotion of products and services by use of the internet. The results indicate that some of the respondents agreed with the following items on online marketing strategy: the customers are aware of different online marketing available (mean score, 4.28) and most of the monthly water connections are attributed to pop up adverts (mean score, 4.13). However, the respondents disagreed with the following Likert based constructs: Majority of the customers seeking water and sewerage services are attributed to banner adverts on the company website (mean score, 2.82), email is the main option used by the company to engage customers (mean score, 2.34) and that the company uses its website as outlet when advertising products and services (mean score, 2.06).

Table 2: Descriptive Statistic: Online marketing strategy

	Mean	Std. Deviation
The company uses its website as outlet when advertising products and services	2.06	1.305
Email is the main option used by the company to engage customers	2.34	1.275
Majority of the customers seeking water and sewerage services are attributed to banner adverts on the company website	2.82	1.375
Most of the monthly water connections are attributed to pop up adverts	4.13	1.073
The customers are aware of different online marketing available	4.28	1.199

Descriptive statistics on Branding Marketing

Brand marketing refers to a marketing practice that involves the creation of symbols, design or name that differentiates and identifies a product or service from other products and services. The study findings indicate that most of the respondents agreed with the following Likert based constructs on branding marketing: The more effectively a brand satisfies a customer's needs, the more likely the company's image is kept on the minds of consumers (mean score, 4.08) and branding marketing strategy increases company's visibility and presence in customer's life (mean score, 4.03). On the other hand, the respondents disagreed with the following questions: Branding marketing strategy enhances reliability and quality of company's products and services (mean score, 3.10), customer's offers praise, criticism, and other feedback without being asked (mean score, 2.29), loyal customers always offer glowing recommendations about the company products and services their families, friends and co-workers (mean score, 1.47) and because of customers regularly purchasing the product and believes in the company's brand, increases revenue collection (mean score, 1.32).

Table 3: Descriptive Statistic: Branding marketing strategy

	Mean	Std. Deviation
The more effectively a brand satisfies a customer's needs, the more likely the company's image is kept on the minds of consumers.	4.08	.979
Branding marketing strategy increases company's visibility and presence in customer's life.	4.03	1.308
Branding marketing strategy enhances reliability and quality of company's products and services.	3.10	.962
Loyal customers always offer glowing recommendations about the company products and services their families, friends and co-workers.	1.47	.870
Customer's offers praise, criticism, and other feedback without being asked	2.29	1.245
Because of customers regularly purchasing the product and believes in the company's brand, increases revenue collection.	1.32	1.049

Descriptive statistics on Relationship Marketing

Relationship marketing refers to a component of customer relationship management, which concentrates on long term engagement of customers and customer loyalty instead of short term goals such as individual sales and customer acquisition. The findings indicate that majority of the employees agreed with the following Likert based questions on relationship marketing: There is fair competition between local companies and foreign companies in the water sector in Kenya (mean score, 4.25) and your marketing activities are aimed at developing and managing trust among customers (mean score, 4.10). On the other hand, the respondents disagreed with the following Likert Scale based questions: The perception of the customers about your services demonstrate their unwavering loyalty because of the long-term relationships with larger customers (mean score, 2.85), an account executive is assigned to one or more major customers to full fill their needs and maintain the relationship (mean score, 1.81) and consuming patterns and customers profile i.e. history of contacts are maintained in a sales database (mean score, 1.41).

Table 4: Descriptive Statistic: Relationship marketing strategy

	Mean	Std. Deviation
Your marketing activities are aimed at developing and managing trust among customers.	4.10	1.277
The perception of the customers about your services demonstrate their unwavering loyalty because of the long-term relationships with larger customers	2.85	.992
Consuming patterns and customers profile i.e history of contacts are maintained in a sales database	1.41	.700
There is fair competition between local companies and foreign companies in the water sector in Kenya	4.25	1.314
An account executive is assigned to one or more major customers to full fill their needs and maintain the relationship	1.81	1.117

Descriptive statistics on Market Dominance

Market dominance is a measure of the strength of a firm, product, service or brand, relative to competitive offering. For example firm controls a product category in a given geographic area. The findings indicate that half of the employees agreed with the following Likert based questions on market dominance marketing: Market dominance strategy by NCWSC affects the cost of value delivery (mean score, 4.27) and market dominance by NCWSC has direct effect on purchase of its products (mean score, 3.53). On the other hand, half of the respondents disagreed with the following questions: Market dominance strategy by NCWSC dictates the pricing of services (customer) (mean score, 1.62) and market dominance strategy influences acquisition of new customer (mean score, 1.60).

Table 5: Descriptive Statistic: Market dominance strategy

	Mean	Std. Deviation
Market dominance strategy by NCWSC dictates the pricing of services (customer)	1.62	.895
Market dominance strategy by NCWSC affects the cost of value delivery	4.27	1.178
Market dominance by NCWSC has direct effect on purchase of its products	3.53	.960
Market dominance strategy influences acquisition of new customer	1.60	.949

Descriptive statistics on Organizational Performance

Organizational performance strives to put an organization at the desired. This study intended to find out whether organizational performance positively and significantly influences the performance of NCWSC. The study findings indicate that all the respondents disagreed with the Likert based constructs on performance of NCWSC. The mean scores of all items under this construct are below 3.4.

Table 6: Descriptive Statistic: Organizational Performance (NCWSC)

	Mean	Std. Deviation
Online marketing strategy	2.9172	.48046
Branding marketing strategy	2.7154	.47989
Relationship marketing strategy	2.8842	.50496
Market Dominance	2.7558	.51231

Inferential Statistics

Bivariate Correlation Analysis

Pearson correlation analysis was used to examine the relationship between marketing strategies (online marketing strategy, branding marketing strategy, relationship marketing strategy, market dominance strategy) and performance. The study revealed that online marketing strategy (X_1) has a positive and significant influence on the performance of Nairobi City Water and Sewerage Company ($r = .438^{**}$, $P < .001$). Online marketing strategy has been identified by the literature as one of the key drivers under strategic marketing that influences organization performance. This means that as the online marketing strategy improves during the marketing operation, there is a significant positive change in NCWSC's performance. The study findings also revealed that there is a positive and significant influence of branding marketing strategy (X_2) on the performance of Nairobi City Water and Sewerage Company ($r = .467^{**}$, $P < .001$).

Relationship marketing strategy (X_3) is one of the dynamic capabilities that influence organization performance in a dynamic environment. The bivariate correlations revealed that there is a positive and significant influence of relationship marketing strategy on performance of Nairobi City water and Sewerage Company marketing strategy operation ($r = .543^{**}$, $P < .001$). The literature identified relationship marketing strategy as one of the key driver that influences organization's performance positively. The findings of this study support this observation.

The study findings indicate that market dominance and performance of the NCWSC relates positively and significantly during marketing strategy operation ($r = .646^{**}$, $P < .001$). This study intended to test whether market dominance strategy is one of the key variables influencing performance of Nairobi City Water and Sewerage Company. The findings indicated that compared to the other three key variables (online marketing strategy, branding marketing strategy and relationship marketing strategy), market dominance strategy has the strongest and significant influence on the performance of Nairobi City water and Sewerage Company in Kenya.

Table 7: Bivariate Correlations Coefficients

		Y	X ₁	X ₂	X ₃	X ₄
Performance of NCWSC (Y)	Pearson Correlation	1				
	Sig. (2-tailed)					
Online Marketing Strategy (X ₁)	N	171				
	Pearson Correlation	.438**	1			
Branding Marketing Strategy (X ₂)	Sig. (2-tailed)	.000				
	N	171	171			
Relationship Marketing Strategy (X ₃)	Pearson Correlation	.467**	-.140	1		
	Sig. (2-tailed)	.000	.067			
Market Dominance Strategy (X ₄)	N	171	171	171		
	Pearson Correlation	.543**	-.008	.046	1	
	Sig. (2-tailed)	.000	.916	.550		
	N	171	171	171	171	
	Pearson Correlation	.646**	.179*	.088	.083	1
	Sig. (2-tailed)	.000	.019	.255	.278	
	N	171	171	171	171	171

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

* . Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

A functional regression model under investigation in this study intended to establish the influence of marketing strategies on performance of Nairobi City Water and Sewerage Company in Kenya. This model expressed as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where: Y= Performance of NCWSC, β_0 = Intercept, $\beta_1, \beta_2, \beta_3, \beta_4$, = slope coefficients representing the relationship of the associated independent variable with the dependent variable, X₁ = Online marketing strategy, X₂ = Branding marketing strategy, X₃ = Relationship marketing strategy, X₄ = Market dominance strategy and ε = error term, was the basis under which the four objectives outlined in chapter one were set. Each of these objectives were tested and analyzed to find out whether they adapted to what the study had proposed to achieve.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	.978	.977	.04051

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

(Market Dominance strategy, Relationship marketing strategy, Branding marketing strategy, Online marketing strategy)

The R² indicates that 97.8% of the total variations in performance of Nairobi City Water and Sewerage Company in Kenya is influenced by marketing strategies under investigation in this study (R² = 0.978). However, since the value of constant is insignificant in this model, then the adjusted R² is used in this study meaning that the model explains 97.7% of the total variations. These findings imply that the data collected well fitted the proposed model and that the marketing strategies under investigation in this study are good predictors of performance of the Nairobi City Water and Sewerage Company in Kenya.

Table 9: Influence of Marketing Strategies on Performance: Model Validity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.098	4	3.025	1842.784	.000 ^b
	Residual	.272	166	.002		
	Total	12.371	170			

a. Dependent Variable: Y (Performance of NCWSC)

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

(Market Dominance strategy, Relationship marketing strategy, Branding marketing strategy, Online marketing strategy)

The ANOVA results show that the model, $F_{(1,166)} = 1842.784$, $P < .001$ is valid and significant for further analysis. This implies that the four independent variables under investigation in this study (Online marketing strategy, branding marketing strategy, relationship marketing strategy, and market dominance) are good predictors of performance in Nairobi City Water and Sewerage Company in Kenya.

Table 10: Influence of Marketing Strategies on Performance: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.011	.034		.329	.743
X ₁ (Online marketing)	.207	.006	.418	35.265	.000
X ₂ (Branding marketing)	.259	.007	.461	39.301	.000
X ₃ (Relationship marketing)	.259	.006	.484	41.834	.000
X ₄ (Market Dominance marketing)	.258	.006	.491	41.481	.000

a. Dependent Variable: Y (Performance of NCWSC)

The results shows that only the constant is insignificant in the model ($\beta_0 = .011$, $P = .743$). However, the study found significant relationships among the four predictor variables under investigation in this study: Online marketing ($\beta_1 = .207$, $P < .001$), branding marketing ($\beta_2 = .259$, $P < .001$), relationship marketing ($\beta_3 = .259$, $P < .001$) and market dominance ($\beta_4 = .258$, $P < .001$). This implies that all the four predictor variables relates positively with the performance of NCWSC and these relationships are statistically significant. Therefore, the performance of NCWSC will always improve with the improvement of marketing activities and strategies undertaken by the water company. The leadership of the organization should therefore spend time and devote more resources in developing better marketing strategies and increase their marketing initiative among the members of the public. There is a guarantee of money back once such initiatives are undertaken.

Discussion of the Findings

Influence of Online Marketing Strategy on Performance of NCWSC

The results of both bivariate correlations ($r = .438^{**}$, $P = .001$) and univariate regression analysis ($\beta_1 = .207$, $P < .001$) indicate that online marketing strategy have a positive and significant influence on the performance of Nairobi City Water and Sewerage Company in Kenya. Basing on these results

effective online marketing increases the level of performance of Nairobi City Water and Sewerage Company in Kenya. This finding concurs with observations made by Kohli (2012) who explains that, it is important for organizations to embrace information communication technology in their operations, to enable online marketers to catch the attention of their customers. Many business-to-business marketers depend on email marketing as a primary way to connect with customers.

Influence of Branding Marketing Strategy on Performance of NCWSC

Results from bivariate correlation ($r = .467^{**}$, $P < .001$) and univariate regression analysis ($\beta_2 = .259$, $P < .001$) reveal that the branding marketing strategy on performance of Nairobi City Water and Sewerage Company in Kenya are significant and positively influences the performance of the organization. This implies that NCWSC need to assess and re-adjust their branding strategy in line with changes in the environment and social aspect. Branding strategy that is accepted by all stakeholders (government, management, customer's even suppliers) of NCWSC will influence the required performances of the organization. Branding is a dynamic ability and the organizations that are able to brand their organization in a manner that is appreciated and accepted by the stakeholders in line with changes taking place in the environment and social aspect experience better results. These findings concur with various observations made by several scholars, strategic building of a valuable brand in an organizations leads to an increase in customers' perception on value, increase the quality level of a product and leads to an increase in productivity (Dogramatzis, 2012). Proactive innovation of business models creation of trends and product differentiation leads to an increase in brand image (Yang & Chiu, 2014). Firms should ensure a continuous generation of innovative product concepts to enhance the elevation of a brand growth.

Influence of Relationship Marketing Strategy on Performance of NCWSC

The bivariate correlation ($r = .543^{**}$, $P < .001$) and univariate regression results ($\beta_3 = .259$, $P < .001$) indicate that the attention to relationship marketing strategy in NCWSC is significant and positively influences her performance. Johnson (2002) noted that good relationship is the spark every organization or a person needs to make it throughout the day to set and meet goals anywhere you are and whatever the circumstance, let alone where the organization hold various responsibilities such as service delivery, customer satisfaction, profitability and increase of outlets which leads to the growth of the business. This study concluded that the finding on the relationship marketing strategy on performance of Nairobi City Water and Sewerage Company in Kenya is consistent with the works of earlier scholars who studied the same variable in an attempt to establish its influence on organizational performance.

Influence of Market Dominance Strategy on Performance of NCWSC

The bivariate correlation ($r = .646^{**}$, $P < .001$) and the univariate regression results ($\beta_4 = .258$, $P < .001$) indicate that influence of market dominance strategy on performance of Nairobi City Water and Sewerage Company in Kenya relates to her performance positively and significantly. Market dominance strategy strives to put an organization's product or service at the top of other products or services. According to Preston (2012) this strategy is used by organizations to dominate the market. Organizations develop and implement dominance strategy to lead the market or to challenge the market leader with the intention to dominate the leader. This study concluded that the finding on the relationship marketing strategy on performance of Nairobi City Water and Sewerage Company in

Kenya is consistent with the works of earlier scholars who studied the same variable in an attempt to establish its influence on organizational performance.

Conclusions

The study concludes that online marketing strategy positively influences performance of Nairobi City Water and Sewerage Company in Kenya. Therefore, online marketing strategy can significantly improve the performance of Nairobi City Water and Sewerage Company in Kenya. The study also concludes that branding marketing strategy positively influences performance of Nairobi City Water and Sewerage Company in Kenya, and hence improvement of branding marketing strategy can increase the performance of Nairobi City Water and Sewerage Company in Kenya.

The study also concludes that relationship marketing strategy correlates with performance of Nairobi City Water and Sewerage Company in Kenya and hence high levels of relationship marketing strategy increases the performance of Nairobi City Water and Sewerage Company in Kenya. The study further concludes that there exist a positive significant relationship between market dominance strategy and performance of Nairobi City Water and Sewerage Company in Kenya, hence high levels of market dominance strategy improve the performance of Nairobi City Water and Sewerage Company in Kenya.

Recommendation

The researcher recommends to the management of Nairobi City Water and Sewerage Company in Kenya to improve and increase the activities of online marketing. This implies increased usage of always using social networks such as face book and twitter when advertising new services and contacting customers. Secondly, the study recommends that Nairobi City Water and Sewerage Company in Kenya to improve on branding marketing. This implies need to improve and maintain good service design such as maintaining the quality levels and value, as this will help spur the demand of the services and hence improve on the performance.

Thirdly, the researcher recommends to the management of Nairobi City Water and Sewerage Company in Kenya to improve on good relationship marketing. This implies improvement in carrying out direct marketing which can help them interact directly with customers, hence increasing sales. Fourthly, the study recommends that Nairobi City Water and Sewerage Company in Kenya to improve on market dominance marketing. This implies need to constantly promote their services by providing information that would make customers make informed choices on the quality and safe usage of the services. Finally, there is need for Nairobi City Water and Sewerage Company in Kenya to improve on her performance. This implies increase and seriously looking into market research so as to be able to perform well in provision of their products and services i.e. efficient distribution of quality water and sewerage services. This will enable them to perform well in efficient service delivery, which will lead to customer's satisfaction, increase in new customers, opening of new outlets/branches and eventually organization growth.

Areas for further research

Prospective researchers and even students are encouraged to research on Branding marketing strategy and quality of services in Nairobi City Water and Sewerage Company in Kenya and Online marketing strategy and profitability of Nairobi City Water and Sewerage Company in Kenya.

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