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## **Growth Strategies and Sales Performance of Private Security Companies: The Case of WS Insight Limited**

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# Growth Strategies and Sales Performance of Private Security Companies: The Case of WS Insight Limited

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## Abstract

The purpose of this study was to examine the impact of growth strategies on sales performance of private security companies, namely WS Insight Limited. The specific objective of the study was to find out how market penetration strategy implementation affects the sales success at WS Insight Limited. The resource-based theory, core competency theory, goal attainment theory and contingency theory were used to guide the research. Descriptive survey design was adopted. The target group included 71 management workers from the executive, senior, middle and junior management levels who were in charge of strategy execution. The study discovered that majority of respondents agreed that in the last eight years, WS Insight Limited had boosted its advertising and marketing activities to raise brand awareness and had used new distribution channels to grow market sales. Between 2013 and 2020, there was the implementation of tactics such as price discounts and fair pricing, as well as the formation of strategic alliances, as evidenced by a composite mean of 3.98 and standard deviation of 0.851. The study also discovered that the current economic climate and political considerations influence strategic decision-making. The study concluded there is a link between growth strategies and sales performance, with market penetration strategy execution being the most important independent variable. The study recommended that the company should increase its advertising and marketing operations in order to expand into new markets. It is also suggested that management should encourage the best use of distribution networks and price discounting tactics, as this would help the company penetrate the market and increase sales.

**Keywords:** *Growth Strategies, Market Penetration Strategy Implementation, Sales Performance, WS Insight Limited, Kenya*

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## 1.0 Introduction

The whole effort required to deliver a product or service is referred to as sales performance (Muola, 2017). Organizations employ growth strategies to achieve certain objectives, such as increased revenue, profitability, or other financial or performance metrics. These strategies determine the firm's competitive position in the market. The corporate growth is similar to person growth, thus firms must devise strategies not only to recruit the greatest human resources, but also to compete favorably and make more profit (Foster & Browne, 2006). This highlights the importance of growth plans at the individual, leadership, and business levels. Internal, external, or a combination of internal and external growth are the goals of growth strategies. Internal growth is when a company expands by utilizing its own resources and energy (Schwenker & Spremann, 2009). External growth strategies relate to a company's many options for achieving expansion through the utilization of externally created resources. Firms and executives can choose from a variety of growth methods to help them expand their operations.

Market penetration strategy is used by businesses who want to expand sales in an existing market by offering current goods or services to existing clients. Because no changes are made to the product, this strategy forces the company to persuade potential customers to switch from competitors. According to Day (2004), businesses penetrate markets through improving product quality or level of service, attracting non-customers, or encouraging present consumers to utilize more of the product to raise sales. When companies wish to generate new items to offer to their current market, they utilize product development strategy. Additionally, better or updated versions of existing products may be included (Ansoff, 1965). The goal of this growth strategy, according to Ittner and Larcker (2011), is to protect the firm's market share. According to Rono (2015), sourcing and product development strategy improves the firm's efficacy and efficiency, resulting in better growth levels.

Organizations who offer their current products in new markets are eligible for the market development option. This could include new geographic locations or market categories that are not already served. According to Eisenhardt and Schoonhoven (2010), market development strategy increases revenues by introducing existing products into new markets. Market development, like market penetration, involves no changes to the product or service other than the addition of additional target markets. However, due to cultural considerations, the product may be slightly altered. Competitive pricing methods, advertising, and promotion are examples of such changes. According to Kotler and Armstrong (2011), the goal of implementing this strategy is to increase sales of the current product or service to new markets. This could boost sales and, as a result, company growth.

In general, a good strategy can help a company achieve a competitive advantage and so improve its performance. Unfortunately, data suggests that many companies are having difficulty implementing such tactics (Sorooshian, Norzima, Yusuf & Rosnah, 2010). Nonetheless, on a global scale, trends show that most businesses are shifting from old hierarchical to dynamic structures through strategic planning (Barnat, 2005). As a result, developing and implementing a suitable growth strategy is crucial for company competitiveness, particularly in highly competitive environments like the security sector. In Australia, for example, it was discovered that SMEs that

used a combination of growth strategies outperformed those that depended solely on generic tactics (Thompson, Strickland, & Gamble, 2010).

Introduction of new products or services, as well as innovation on current products, are examples of growth strategies. As businesses seek to expand through increasing sales and earnings, growth strategies become increasingly important. Andrews (2001) describes growth strategy as a plan developed and implemented to improve a company's performance. Setting goals, establishing actions, and mobilizing resources to attain the established goals are all part of the strategy-making process. Evidence reveals that market penetration and expansion, manufacturing innovation, expansion and diversification, and acquisition are popular tactics used by enterprises of all sizes and types (McKeown, 2011).

According to Freedman (2013), while strategy development is important for a company's success, it is insufficient on its own. A company's survival depends on the success of its strategy implementation. Unfortunately, many businesses fail to fulfill their primary business goals due to a lack of strategy implementation. An organization must have strategies in place, as well as management actions, to ensure that the strategies are implemented successfully. Despite the fact that studies have shown that strong growth strategies are closely associated to business success, there is limited data in the security industry in general, and security enterprises in the East and Central Africa region in particular. Most multinational corporations have chosen to mix multiple growth techniques that have proven to be effective in contexts that are constantly changing, such as the modern world. According to a study conducted in the United States, proper implementation of growth plans is critical to service industry performance and growth (Mpoke & Njeru, 2015). According to Ernst & Young Group's (2014) research, a company with diminishing profit margins must choose the optimal growth methods.

Due to a growth in internal and international dangers, the Private Security Industry (PSI) is one of the fastest growing sectors in the world today. A Private Security Company (PSC) is a civilian corporation that specializes in delivering contract commercial services to domestic and foreign businesses with the goal of safeguarding personnel, humanitarian and industrial assets while adhering to domestic legislation (Goddard, 2001). These are for-profit businesses that provide professional services related to internal security. Private security firms in Africa mirror a global trend, as evidenced by the proliferation of security organizations across the continent. The rise of the private security industry in most African countries can be traced back to the 1970s and early 1980s, when the political systems of the time promoted its growth and the necessity to supplement the government security apparatus in securing the country (Bodnar, 2012). For example, in South Africa, the government instructed police to focus on addressing political and social turmoil, leaving a security void that private companies had to fill. This has been the case in many sections of Africa, including West Africa, East Africa, and Central Africa.

Due to the proliferation of enterprises in this lucrative and profitable area, there is a lot of rivalry in the private security industry in Sub-Saharan Africa. As a result, innovation and expansion plans have become critical to the industry's competitiveness (Mpoke & Njeru, 2015). Introduction of new products, services, innovation, and marketing techniques, as well as mergers, acquisitions, and partnerships, are examples of such strategies. Despite their methods, the bulk of Africa's small

security organizations are struggling to stay afloat. Most security firms in Congo, for example, have been pushed out of the market by major firms such as G4S and DSA security services (Mpoke & Njeru, 2015). Kenya has seen an upsurge in the rate of crime during the last two decades. According to a study by Mkutu (2007), the growth of the private security industry in the country and the rise in crime are virtually directly related to the state's capacity to offer services to its people, which began in the late 1980s. Statistics on criminal activity have continued to rise over time, according to police records (Mpoke & Njeru, 2015). The private security industry has grown quicker in response to this increased sense of vulnerability. Individual firms have long created and implemented growth strategies such as mergers and acquisitions, penetration, innovation, and diversification to stamp their authority in the market.

Several studies on growth techniques have been conducted. Muchele and Kombo (2019) discovered that enterprises in Kenya's food industry perform better when Ansoff Matrix growth methods are properly implemented. In a study of printing enterprises in Nairobi, Ojwaka and Deya (2018) found identical results, with the exception that the coefficient for product development strategy was not statistically significant. Anyango (2007) looked at the problems that companies have when implementing growth plans and found that effectively implemented diversity leads to increased sales through increasing market share. For his part, Arkolakis (2008) suggested that market penetration is the most important growth strategy, whereas Njuguna (2008) indicated that market development is the best growth strategy for SMEs to increase sales if properly applied. Whittington and Scholes (2009) both make similar points. Nonetheless, there is no evidence to explain how such actions affect performance, particularly in the private security market.

In the study, private security firm, WS Insight Limited, formed the case study. WS Insight Limited, formerly Warrior Security Limited, was founded in East and Central Africa in 2006 as a private risk and security management firm. Tanzania, South Sudan, the Democratic Republic of Congo, Kenya, and Mauritius are all home to the company. The company employs over 6,000 people and generates an annual revenue of over forty million dollars. WS Insight is one of the region's fastest-growing security and risk mitigation firms. Risk management is one of the services given, as is delivering innovative technology security solutions such as alarms, security alerts, closed circuit television (CCTV), and human intelligence, as well as security operations and training services in various security elements. This company has expanded from a single location in Arusha, Tanzania to other locations throughout East and Central Africa. This expansion was attained by the extension of the company's services to meet the various needs in many regions.

WS Insight Limited has risen from a revenue of 12 million US dollars (USD) to 40 million US dollars in the last eight years, putting it on par with some of the industry's top competitors. With over 5,000 guards and a presence in the capital Juba and the rest of the country, the South Sudan organization boasts of having a lion share of over 80% of the market. The organization used a variety of expansion techniques to attain this goal. To begin, the corporation pursued a product-market exploitation strategy, which entailed rapid and sustained growth of current products and services across many domains in order to capitalize on economies of scale. Furthermore, WS Insight's Product Differentiation strategy is viewed as a risk-based approach that focuses on the demands of individual clients. The company hopes to gain a dominant position in this area by embracing technology and producing technology-enabled security products.

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In addition, the company explores diversification through the establishment of Insight Consulting Limited, a consulting division that provides security and business risk intelligence and consultancy services to existing and new clients. Furthermore, the company has a market development plan that involves identifying and developing new market segments for the products, as well as expanding into new nations in Sub-Saharan Africa. However, due to a lack of proof, it is unclear how these techniques contributed to the company's rapid revenue growth over the last seven years, the second half of its history. Thus, the study examined the influence of market penetration strategy implementation on sales performance at WS Insight Limited

### **1.1 Statement of the problem**

The environment, which is always changing and becoming more competitive, has a significant impact on sales performance. Organizations use a variety of growth methods to improve performance in an increasingly competitive environment (Mucheles & Kombo, 2019). The modern world is undergoing an economic breakdown, and globalization has exported criminality and other vices, resulting in an increase in crime that poses a threat to security personnel. This tendency has put a pressure on state security agencies, affecting their performance and creating gaps, resulting in the hiring of more private security guards to bolster state protection (Burudi & Muna, 2021). The sales performance of WS Insight Limited has been inconsistent. The company's yearly revenue has increased from \$12 million in 2013 to \$39.95 million in 2016. In just four years, revenue increased by 232 percent. In 2017, an ambitious five-year strategy plan was developed with the goal of growing the firm from \$40 million to \$100 million by 2022 through the application of growth strategies. However, the company's revenue only increased from \$37 million in 2017 to \$42 million in 2020. The goal of this study was to find out whether the implementation of the growth strategies contributed to the inconsistencies experienced in sales revenue; and come up with recommendations which could be adopted for enhanced performance.

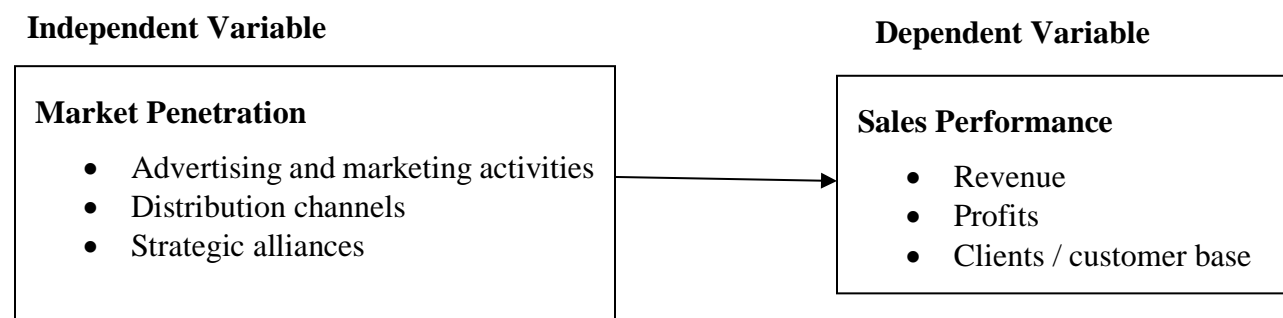
According to existing research, properly implementing growth strategy improves sales success. Nonetheless, there were significant gaps in these literatures that needed to be filled. For instance, Mwangi (2019) investigated the influence of growth strategies on five-star hotel sales performance in Nairobi, Kenya. The study discovered that growth strategies and sales performance had a positive association. Mwanja (2017) conducted study on the association between banking growth strategy and performance. According to the findings, there is a link between growth strategy and sales performance. Sande (2019) investigated the impact of growth plans on the performance of Kenyan public universities. The study used the balanced scorecard to measure performance and discovered that growth plans and performance had a favorable link. These studies had a major flaw in that they ignored the fact that sales performance is a multidimensional construct that takes into account a range of aspects within a company. Furthermore, no research has been done on this topic focused on private security firms operating in East and Central Africa. Furthermore, no research has been done on WS Insight Limited. As a result, an in-depth assessment of the region and the influence of growth strategy on performance was required. This formed the rationale of conducting the study.

## 1.2 Research Objective

The objective of the study was to determine the influence of market penetration strategy implementation on sales performance at WS Insight Limited

## 1.3 Conceptual Framework

A conceptual framework is a diagrammatical representation that shows the relationship between independent and dependent variables. Figure 1 presents the conceptual framework guiding this study to reveal the relationship between market penetration and sales performance.



**Figure 1: Conceptual Framework**

Source: Adopted from literature review

## 2.0 Literature Review

### 2.1 Theoretical Framework

The study was guided by goal attainment theory. King came up with the goal attainment theory in the 1960s. Its main focus is on achieving certain corporate objectives. It describes how an organization and its stakeholders work together to communicate information, create goals, and take actions to attain those goals. Goals, according to Coulter (2010), are assertions of desired results. They give direction by stating what and how organizational resources and competencies will be employed to achieve the organization's vision and purpose. Goals establish a target that all organizational members strive to achieve, as well as serve to unite members in pursuit of a single goal. Goals can also be used to gauge organizational effectiveness by comparing actual performance to defined performance goals, according to Coulter.

The Goal Attainment Theory is the most extensively used method for assessing organizational efficiency (Molnar & Rogers, 1976). This method evaluates efficiency in terms of internal organizational goals and performance. Profit and productivity maximization are common goal-attainment criteria. It is based on Pfeffer's (1982) purposive approach and Emlore's (1978) controlled systems theory, which represent the most fundamental model of effectiveness and from which many other models are expanded. The goal method assesses how well a company achieves its objectives and focuses on fulfilling internal targets (Yuchtman & Seashore, 1967). Because of its simplicity and clarity, this paradigm is often utilized. This theory was relevant in this study because WS Insight Limited, like other businesses, sets objectives and targets. As a result, the theory assisted the researchers in understanding how growth strategy implementation influence's

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goal achievement. The theory specifically helped to clarify the link between WS Insight Limited's market penetration, development, product development, and diversification goals, as well as how they could improve sales performance.

## **2.2 Empirical Studies**

The relationship between market penetration and sales performance has been studied all throughout the world. To begin, Kang and Montoya (2013) looked into the revenue impact of product portfolio strategy. The research concentrated on product creation and market penetration strategies. According to the survey, companies utilize market strategies to obtain a swift entry into a market and capture as much market share as feasible. Furthermore, the study found that a well-executed market penetration strategy boosts a company's sales. Nonetheless, Kang and Montoya determined that a market penetration strategy must be backed by other strategies such as market and product development if it is to succeed in growing sales. The problem with this study is that it was based on a desk review rather than empirical observations. Desktop findings are limited in that they are mostly theoretical, making developing policy recommendations difficult. This revealed a methodological flaw.

Fong and Ramayah (2014) conducted a study that focused on the banking sector's product development and financial performance in Asian countries. Market penetration strategy was one of the variables evaluated in this study, and how it affected the positions of several commercial banks in the study region. Descriptive analysis was used in this investigation. The study discovered that the use of a market penetration strategy explained a significant portion of the sales volume. The study found that banks who used pricing strategy as part of their market penetration strategy saw an increase in sales. Market penetration, according to the authors, has more to do with unique business practices. Nonetheless, the study found that a significant investment in research is required for this method to succeed. One of the study's flaws was the lack of inferential statistics with descriptive data. Both the direction and degree of the effects can be generated using inferential statistics such as regression and hypotheses testing.

Oteri (2015), for one, looked into the impact of market penetration strategy in Kenya, specifically in the telecommunications business. According to this study, using a market penetration strategy does not require a company to abandon its existing product-market strategies. This means that the penetration strategy is optional and only used when a company needs to grow its market or raise its sales volume. According to the findings, corporations utilize market penetration strategy to achieve one key goal: to grow market share and thus profits. Luvusi and Murigi (2019) also conducted research on the impact of market penetration strategy on telecommunications sales performance. The market penetration approach had a considerable impact on sales success, according to the study. As a result, the study stated that Telkom Limited used a market penetration strategy to take advantage of low pricing to boost product demand and market share. According to the report, effective market penetration strategy implementation needs continually modifying the price to increase sales. While this study focused on the telecommunications industry, the current study focused on the security industry, revealing a contextual gap.

Wanjiru (2019) did another recent study in Kenya to investigate the impact of expansion strategies on the financial performance of telecommunication enterprises. Safaricom Limited was the subject

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of the study, which used descriptive and inferential statistics. Market penetration and financial success are statistically significant, according to the study's findings. Nonetheless, there are three issues with this study. To begin with, the performance variable was measured in broad terms rather than in detail. Second, the primary factors, market penetration and financial success, were measured using Likert scales. Because likert scales gather opinions on a scale, the results may be subjective. Finally, despite the fact that the study used regression analysis, no diagnostic testing was performed, meaning that the Ordinary Least Square estimation may have been harmed by autocorrelation and collinearity, compromising the conclusions.

Muriithi and Waithaka (2020) looked on the impact of market penetration strategy on agrochemical company performance. Market penetration has a favorable substantial effect on sales performance, according to the study. The research also discovered that the companies were able to keep existing consumers, offer existing items to new customers, expand into new geographic regions, and create new distribution channels. The most important predictor of performance, according to the study, was market penetration strategy. According to the report, firms should adopt market penetration because it improves their performance. In order to enter more markets, firms need commit more resources and train their workers on how to provide top customer service experiences. The current study focused at advertising and strategic partnerships, whereas this study looked at distribution channels, highlighting a conceptual mismatch.

### **3.0 Research Methodology**

The mixed methods research design was employed in this study. This research design was chosen by the researcher because thoughts and queries about a phenomenon are painstakingly analyzed and stated (Cooper & Schindler, 2008). This research was conducted on WS Insight Limited, an East and Central African-based private security business (PSC). The study's population consisted of 71 managers from WS Insight Limited who were in charge of strategy implementation. Eight of the 71 participants are from Mauritius, 16 from Kenya, 13 from Tanzania, 14 from the Democratic Republic of Congo, and 20 from South Sudan. Due to the limited population size, a census approach was used for executives, senior managers, middle managers and junior managers. This study used both primary and secondary data sources. To acquire primary data, this study used a standardized questionnaire and interviews. Secondary data was acquired from the organization's published reports relating to financial, sales, and marketing statistics for the period between 2013 and 2020. The study used the Scientific Package for Social Sciences (SPSS) version 25 for inferential statistics, which included correlation and regression analysis.

### **4.0 Results and discussion of findings**

#### **4.1 Influence of Market Penetration Strategy Implementation on Sales Performance**

The following are the findings on how market penetration strategy implementation affects sales performance at WS Insight Limited. Results from the study are shown below in Table 1

**Table 1: Influence of Market Penetration Strategy Implementation on Sales Performance**

Items	Mean	Std. Dev
The company has increased its advertising and marketing activities to increase brand awareness over the last eight years (2013-2020)	3.79	0.995
The company has utilized new distribution channels to enhance its sales within the market over the last eight years (2013-2020)	3.90	0.864
The company has adopted price discounts and fair pricing strategies over the last eight years (2013-2020)	4.27	0.608
The company has entered into strategic alliances over the last eight years (2013-2020)	3.85	1.037
<b>Composite Mean</b>	<b>3.95</b>	<b>0.876</b>

**Source: Research data, 2022**

Table 1 shows that the respondents agreed that the company had increased its advertising and marketing activities to increase brand awareness over the last eight years, with a mean of 3.79, and that the company had used new distribution channels to increase sales with the market between 2013 and 2020, with a mean of 3.90. Furthermore, with a mean of 4.27, the majority of respondents strongly agreed that the company had adopted price discounts and fair pricing strategies over the last eight years, while respondents with a mean of 3.85 strongly agreed that the company had entered into strategic alliances over the same period.

WS Insight Limited had established market penetration strategies to direct advertising and marketing efforts, as well as putting in place structures to improve distribution channels, according to the overall mean of 3.95. This also demonstrated that WS Insight Limited had formed strategic partnerships in order to improve its sales success. The findings are consistent with those of Kang and Montoya (2013), who found that most organizations employ market strategies to gain a swift entry into a market and capture a large market share. Furthermore, according to Fong and Ramayah (2014), market penetration approach boosts sales volume to a greater level. Day (2004) supports the findings, arguing that businesses penetrate markets through improving product quality or level of service, acquiring non-customers, or encouraging current users to consume more of the product in order to raise sales. Furthermore, Arkolakis (2008) suggested that market penetration is the most significant growth strategy.

Further, the researcher wanted to learn more from the company's key informants who were in charge of strategic implementation. They stated that the Company's strategy implementation was the responsibility of the entire Executive team, senior managers, middle managers, and junior managers. The researcher wanted to know how WS Insight Limited guaranteed that the growth methods they implemented were effective. This was achieved, according to those interviewed, by

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assigning a key performance indicator (KPI) to each specific approach and regularly reviewing progress. This allowed the team to examine the implementation process whenever it was necessary. The study also looked into how frequently WS Insight Limited's growth strategies were reviewed. According to the key informants interviewed, the review was conducted every five years, with the first one taking place in 2017 and the second in 2021. It was also prudent to learn about the various external elements that influenced the company's strategic decision-making. Customers' needs, the current economic environment, government laws, technical advancements, and political issues, according to those interviewed, all played a role in WS Insight Limited's strategic decision-making.

The investigation also looked at how often WS Insight Limited's expansion strategies were reviewed. The review was undertaken every five years, according to the key informants questioned, with the first one taking place in 2017 and the second in 2021. It was also prudent to become familiar with the different external factors that influenced the company's strategic decisions. Customers' needs, the current economic environment, government rules, technological improvements, and political issues all had a role in WS Insight Limited's strategic decision-making, according to individuals interviewed. Businesses must devise strategies not simply to acquire the best human resources, but also to compete favorably and earn greater profit, according to Foster and Browne (2006). Furthermore, Muchele and Kombo (2019) discovered that appropriate application of Ansoff Matrix growth methods results in improved performance of Kenyan food industry enterprises. Furthermore, according to Sorooshian et al. (2010), a good strategy can help a company achieve a competitive advantage and hence improve its performance.

#### 4.2 Coefficient Correlation Analysis

The coefficient correlation matrix for the market penetration strategy implementation and school performance variables is shown in Table 2 below.

**Table 2: Correlation Matrix of the Market Penetration Strategy Implementation Variable and Sales Performance**

		<b>Market Penetration</b>
Sale Performance	Pearson Correlation	.571(**)
	Sig. (2-tailed)	.000
	N	71

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

**Source: Research data, 2022**

The correlation matrix Table 2 revealed that market penetration strategy implementation and sale performance had a favorable relationship. Market penetration strategy implementation showed the strongest positive link with sales performance (0.571\*\*), according to the correlation matrix. These findings are consistent with Muriithi and Waithaka (2020) also established that market penetration strategy was the most important predictor of performance.

#### 4.3 Regression Analysis

The model summary is presented in Table 3

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**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 <sup>a</sup>	.772	.652	.15112

**a. Predictor: (Constant), market penetration**

Table 3's R value of 87.5 percent demonstrated a link between the independent variable and the dependent variable. The R square value of 0.772 indicates that the model's independent variables account for 77.2 percent of the variance in the dependent variable, with the remaining proportion assigned to random fluctuations on other unspecified components. At p 0.05, the model was statistically significant. The findings are consistent with those of Mwanja (2017), who found a favorable association between growth strategy and sales performance. The regression coefficients are depicted in Table 4

**Table 4: Model of Coefficients**

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.215	0.278		3.100	0.000
	Market penetration	0.107	0.397	0.107	0.270	0.002

a Dependent Variable: Sales performance

In this study, the coefficient results indicated market penetration strategy implementation positively and significantly influence the sales performance ( $\beta = 0.107$ ,  $P = 0.002 < 0.05$ ). This statistic revealed that a unit increase in market penetration strategy implementation would lead to an increase in sales performance rise in attainment of organizational goal by 0.107 units. These findings are consistent with those of Luvusi and Murigi (2019) who found that the market penetration strategy had a significant influence on sales performance.

## 5.0 Summary of Findings

According to the correlation matrix, there was a strong positive and significant correlation between market penetration strategy implementation and sales performance (0.571\*\*). Market penetration strategy implementation also had a positive relationship with sales performance ( $t = 0.270$ ;  $p = 0.002$ ;  $\beta = 0.107$ ). According to the findings, the majority of respondents agreed that in the last eight years, WS Insight Limited had boosted its advertising and marketing activities to raise brand awareness and had used new distribution channels to grow market sales. Between 2013 and 2020, there was also the implementation of tactics such as price discounts and fair pricing, as well as the formation of strategic alliances, as evidenced by a composite mean of 3.98 and standard deviation of 0.851. The study also discovered that the current economic climate, as well as political considerations, influenced strategic decision-making.

## 6.0 Conclusion and Recommendations

The study concluded that implementing a market penetration strategy improves the sales performance of private security companies in Kenya. This is because a unit increase in market penetration strategy implementation would increase sales performance in attaining organizational goals by 0.107 units. Advertising, effective distribution channel use, price reduction methods, in particular, assist the company to reach the market and so improve sales performance. The market penetration plan implementation is influenced by factors such as the current economic climate and political issues. Based on the finding that implementing a market penetration strategy increases sales performance, it is suggested that the company increase its advertising and marketing operations in order to expand into new markets. It is also suggested that management encourages the best use of distribution networks and price discounting tactics, as this would help the company penetrate the market and increase sales.

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