Journal of Strategic Management

Customer Acquisition Strategy and Performance of Motor Vehicle Assemblers in Kenya

Sonia Mutende Mutinda, Beatrice Ombaka & Laban Chesang

ISSN: 2616-8472

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

Customer Acquisition Strategy and Performance of Motor Vehicle Assemblers in Kenya

[*1]Sonia Mutende Mutinda, [2]Beatrice Ombaka & [3]Laban Chesang

[1,3]School of Business and Economics, Daystar University, Nairobi, Kenya

[2]School of Business, Karatina University, Kenya

E-mail: **smutende@daystar.ac.ke**

***How to cite this article*: Mutinda, S. M., Ombaka, B. & Chesang, L. (2026). Customer Acquisition Strategy and Performance of Motor Vehicle Assemblers in Kenya, *Journal of Strategic Management,* 10(2), 40-60.** https://doi.org/10.53819/81018102t4384

Abstract

The motor vehicle assembly industry is crucial for industrial development, job creation, and economic growth. However, Kenya's motor vehicle sector has seen a decline in local market share, revenue, and competitiveness due to strategic stagnation, weak innovation, and operational inefficiencies. Therefore, this study examined the effect of customer acquisition strategy on the performance of motor vehicle assemblers in Kenya. The study was anchored on the Value Innovation Framework. It adopts a descriptive and explanatory design and data analysis from 21 licensed and operational motor vehicle assembly firms in Kenya. The unit of analysis includes 202 employees directly involved in strategy and operations at three management levels from all 21 firms. A census approach was used, and primary data was collected via semi-structured questionnaires. Pretesting was conducted among motorcycle assemblers, and construct validity was assessed through factor analysis. Reliability was assessed through Cronbach's Alpha (≥0.70). Descriptive statistics provided foundational insights, while inferential analyses included Pearson's Product-Moment Correlation and multiple linear regression. The study used thematic analysis for the qualitative data. The findings indicated that customer acquisition strategy positively and significantly affect the organisational performance of motor vehicle assemblers in Kenya (R2=.367, p-value=0.000). The study concludes that strengthening customer acquisition strategies is essential for enhancing the overall performance of motor vehicle assemblers in Kenya. The study recommends that policymakers in Kenya should establish frameworks that promote customer engagement, digital marketing, and market development, while motor vehicle assemblers should implement strategies such as market segmentation, Customer Relationship Management systems (CRM), and referral programs to expand their customer base, enhance customer experience, and strengthen overall industry performance. This study provided insights to guide strategic innovation and competitiveness in Kenya's motor vehicle assembly industry, contributing to the realisation of Sustainable Development Goals (SDGs), Africa Vision 2050, and Kenya Vision 2030.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

Keywords: *Customer Acquisition, Innovation, Organizational Performance, Competitiveness*

1.0 Introduction

Globally, various organisations have adopted the Blue Ocean Strategy as a framework that emphasizes value innovation, the creation of uncontested market spaces, and the development of strategies to unlock new demand while avoiding price-based competition (Kim & Mauborgne, 2015). A key component of this strategy is the customer acquisition strategy, which focuses on attracting new customers by identifying unmet needs, delivering unique value propositions, and differentiating offerings from competitors. Rahman and Choudhury (2019) highlight that industries such as e-commerce, beauty products, and pharmaceuticals in Brazil, South Korea, and India have leveraged the Blue Ocean Strategy, including innovative customer acquisition approaches, to enhance performance through product differentiation, marketing, and market expansion. While the potential of the Blue Ocean Strategy, including its customer acquisition dimension, is well-documented in advanced economies, its adoption and effectiveness in resource-constrained environments, such as Kenya, remain underexplored.

The global motor vehicle industry is undergoing transformative changes driven by technological advancements, evolving consumer preferences, environmental sustainability demands, and intensifying competition (DealHub, 2025; PwC, 2023). These shifts significantly impact operational and strategic frameworks, causing volatility in profitability, market share, production efficiency, and capacity utilisation. Leading automakers in North America, Europe, and East Asia, such as Tesla, Toyota, Volkswagen, and Ford, apply the blue ocean strategy to create new market spaces through value innovation and targeting non-customers. A central component of BOS is customer acquisition, which attracts new segments by addressing unmet needs with unique offerings. Tesla's success in electric vehicles illustrates how innovative acquisition strategies can redefine market boundaries. In Sub-Saharan Africa, countries like South Africa, Ghana, and Egypt show growth potential but face infrastructure gaps, high costs, and policy uncertainty. Effective customer acquisition with affordable, locally produced vehicles is essential to expanding markets and sustaining industry performance (Nyakundi, 2022; Abubakar & Nwankwo, 2023).

The Blue Ocean Strategy, which prioritises value innovation and the creation of uncontested market space, is widely used by global organisations to attract new customers and differentiate their offerings. While industries in advanced economies have successfully adopted this approach to improve performance, its effectiveness in resource-constrained settings like Kenya is less understood. The worldwide motor vehicle industry is being transformed by technological progress, shifting consumer preferences, sustainability demands, and competition. Leading automakers apply Blue Ocean Strategy, with customer acquisition as a key element, to target new segments and redefine market boundaries. In Sub-Saharan Africa, growth depends on affordable, locally made vehicles and robust customer acquisition strategies to overcome challenges and sustain industry performance.

Since the 1960s, Kenya's motor vehicle sector has evolved from assembling imported kits to producing vehicles for the domestic market (Wanyonyi, 2023), supported by government incentives and initiatives to promote local assembly (Mutua, 2022). Despite this, local assemblers face strong competition from multinational imports (Karanja, 2023), and revenue for domestic producers has declined by 40% over five years, from KES 30 billion in 2017 to KES 18 billion in 2022 (Rajani et al., 2023). To revive growth, firms can adopt a Blue Ocean Strategy focused on customer acquisition, designing affordable, environmentally friendly vehicles that meet untapped

local needs. By developing unique value propositions and targeted acquisition strategies, local assemblers can attract new market segments, expand adoption, and enhance competitiveness (Kim & Mauborgne, 2015; Chavan & Jindal, 2024). As such, this study sought to examine the effect of customer acquisition strategy on the performance among motor vehicle assemblers in Kenya.

Customer acquisition is focused on targeting non-customers, particularly underserved segments such as low-income buyers, rural populations, and informal-sector users, who have historically relied on imported used vehicles (Yunus et al., 2021; Mutua & Chacha, 2024). Customer acquisition captures the extent to which firms applying Blue Ocean Strategies succeed in attracting new customer segments and creating previously untapped demand. Drawing on the Three Tiers of Non-Customers Framework (Kim & Mauborgne, 2014), this construct represents the strategic effort to expand market boundaries by engaging non-customers, those who are either indifferent, underserved, or excluded by conventional offerings. Through value innovation and redefined service propositions, firms move beyond traditional market segmentation to access new demand pools. Empirical evidence (Aithal, 2016; Ismail et al., 2019) supports this as a tangible outcome of BOS implementation. In this study, customer acquisition refers to the extent to which motor vehicle assemblers in Kenya attract new buyers, such as first-time vehicle owners, institutional clients, or low-cost market segments, through the creation of unique value propositions.

1.1 Statement of the Problem

The Kenyan motor vehicle assembly industry has experienced persistent performance challenges over the past decade, including declining output, reduced market share, and increased competition from imported vehicles. Local vehicle assembly dropped from 13,353 units in 2023 to 11,555 units in 2024, representing a 14.58% decline and the lowest output level in recent years (Kenya National Bureau of Statistics, 2024). Second-hand imports account for over 85% of total vehicle registrations, reducing the local industry's market share from 30% in 2015 to about 15% in 2022 and causing significant revenue losses (KAM, 2023; KAM, 2024). However, projections for 2025 indicate recovery due to government incentives and increased investment, with production rising by 16.4% in the first half of 2025 (KNBS, 2020; Ministry of Investments, Trade and Industry, 2025; Business Daily, 2025).

Local motor vehicle assemblers are particularly affected by competition from imported vehicles, leading to factory closures, workforce reductions, and a decline in market share. For instance, Kenya Vehicle Manufacturers experienced a 15% decline in revenue from 2019 to 2021, accompanied by a 10% workforce reduction (Business Daily, 2023). Furthermore, the decreasing contribution of the automotive sector to national tax revenue, from 8% in the early 2010s to just 4% in 2020, underscores the industry's challenges. Experts have noted that local firms face difficulties in adapting to the rise of electric vehicles and other emerging market demands, making them vulnerable to further declines in market share and tax revenue (Mwangi, 2019; Karanja, 2023).

The socioeconomic consequences of the downturn in Kenya's motor vehicle assembly sector include job losses and reduced tax contributions, which affect public services and infrastructure development (KAM, 2023; UNIDO, 2022). This situation highlights the need for motor vehicle assemblers to adopt effective customer acquisition strategies to expand market share, attract new customer segments, and improve firm performance in a highly competitive market. Customer-focused strategies such as market expansion, customer engagement, and product positioning can help firms counter declining demand for locally assembled vehicles and enhance competitiveness

(Du et al., 2023). Without strategic intervention and strong customer acquisition initiatives, Kenya risks further decline in its motor vehicle assembly industry, similar to Nigeria's automotive sector.

Customer acquisition strategy, as a component of blue ocean strategy, presents significant opportunities for local motor vehicle assembly firms to innovate and improve organisational performance (Jifri et al, 2023; Mutua & Chacha, 2024; Gatwiri, 2025). The introduction of the Tata Ace by Tata Motors illustrates a successful customer acquisition strategy, where the company targeted an untapped customer segment in the small commercial vehicle market. This approach enabled Tata Motors to attract new customers and secure a dominant 70% share of the sub-2-tonne market, demonstrating how Blue Ocean Strategy can be used to expand market reach and acquire new customers (Santoso & Murhadi, 2023; Kulkarni & Sivaraman, 2022). However, there is limited empirical research on customer acquisition strategies within Kenya's automotive sector, creating a contextual gap for further research.

Despite extensive theoretical discourse, empirical studies on customer acquisition strategy within Kenya's motor vehicle assembly industry remain limited. Existing literature largely focuses on broader manufacturing or service sectors, often overlooking the role of customer acquisition strategies such as market expansion, customer engagement, and new market development in the automotive assembly industry (Bosire & Owour, 2018; Kimani & Kinyua, 2025). Furthermore, many studies emphasise quantitative performance measures while giving limited attention to qualitative aspects such as customer relationship management, market intelligence, and customer experience, which are critical for effective customer acquisition (Rajab, 2024; Karani, 2022). This study therefore sought to bridge this gap by examining the effect of customer acquisition strategy on the performance of motor vehicle assemblers in Kenya.

The study tested the following null hypothesis:

H_{01}: Customer acquisition strategy has no statistically significant effect on the performance among motor vehicle assemblers in Kenya.

2.0 Literature Review

2.1 Theoretical Framework

This study was anchored on resource-based view theory and value innovation framework. The Resource-Based View (RBV) theory, originally proposed by Wernerfelt (1984) and later advanced by Barney (1991), posits that sustainable competitive advantage arises from the effective utilization of valuable, rare, inimitable, and non-substitutable resources. By emphasizing internal capabilities rather than external market positioning, RBV underscores the importance of firm-specific assets such as technological resources, managerial expertise, and organizational culture in enhancing performance (Barney, 2021). In this study, RBV further explains customer acquisition as a function of leveraging unique resource combinations, including strong brand reputation, effective market penetration strategies, and extensive market reach, to attract and retain customers, particularly in new or underserved markets.

Recent literature shows the significance of the Resource-Based View (RBV) in driving effective customer acquisition strategies. Almansour et al. (2022) demonstrate that firms with superior intangible assets, including brand equity and innovation capabilities, are more successful in attracting and retaining new customers. Similarly, Ochieng and Odhiambo (2023) identify resource heterogeneity among Kenyan manufacturing firms as a key factor explaining variations in their ability to acquire customers and expand market share. These studies support RBV's assertion that

internal firm strengths, such as marketing capabilities and customer relationship management systems, are critical enablers of effective customer acquisition in competitive markets (Amram et al., 2023).

The study was also anchored on the Value Innovation Framework, which posits that organizations can attain superior performance by creating new market spaces rather than competing within existing industry boundaries (Kim & Mauborgne, 2005). This approach allows for the simultaneous pursuit of differentiation and low cost, deviating from the traditional notion that firms must choose between these two strategies (Kim & Mauborgne, 2005; 2020). At the core of this framework lies the concept of value innovation, which entails delivering a significant increase in value for both the company and its customers while simultaneously reducing costs. This dual strategy fundamentally shifts the emphasis from benchmarking competitors to establishing uncontested market spaces (Kim & Mauborgne, 2015). As Mbonu (2025) underscores, value innovation empowers organisations to reorganise both their cost structure and value proposition, enabling them to transcend the zero-sum logic inherent in conventional competition. Moreover, Yin, Xu and Chen (2022) indicate that the theory has evolved to align with contemporary trends, such as industry convergence and digital transformation.

To enhance implementation, Kim and Mauborgne (2020) introduced the Four Actions Framework, which guides firms in eliminating, reducing, increasing, or creating industry practices to deliver exceptional buyer value while controlling costs. Within the Business Operating System (BOS), customer acquisition strategy emerges as a critical component, leveraging value innovation to attract non-customers and expand market reach. Introducing previously unavailable offerings and reshaping customer experiences allows firms to acquire new customers without engaging in direct competition, effectively bypassing rivals while creating new demand (Aqmala, Panjaitan, & Ardyan, 2025). Tools such as the Strategy Canvas enable firms to visualize their competitive profile, identify untapped opportunities, and strategically redesign their offerings to appeal to a broader customer base (Sánchez & Vijande, 2022).

Empirical evidence highlights that value-driven customer acquisition increases market share and product differentiation in emerging markets (Al-Qudah et al, 2022) while enhancing organisational agility, cost optimisation, and profitability (Njoroge, Wambui & Wasike 2022). Integrating Customer Acquisition Strategy within BOS allows firms to redefine customer expectations, neutralize competition indirectly, and establish distinctive market positions that drive sustained organisational performance. Similarly, Aqmala, Panjaitan and Ardyan (2025) indicate that value innovation plays a pivotal role in customer acquisition and competitor elimination as firms attract non-customers by introducing previously unavailable offerings, thereby expanding markets without engaging in direct rivalry (Aqmala, Panjaitan, & Ardyan, 2025).

2.2 Empirical Literature

Wirtz et al. (2019) conducted a study in Europe titled “engaging customers through online and offline referral reward programs.” The researchers employed a quantitative survey design to target 312 retail banking customers across multiple European banks. The findings indicated that referral reward programs substantially enhanced customer acquisition, engagement, and profitability, particularly when both online and offline referrals were combined. However, the study presented a contextual limitation, as it was confined to the banking sector in Europe, thereby restricting its generalizability to other industries, such as the automotive sector. Additionally, a methodological

gap exists, as the study solely relied on survey data without qualitative insights to comprehend customer perceptions.

Barokah (2023) conducted a study in Indonesia titled "referral marketing as a strategic tool to expand customer networks and reach." The study employed a descriptive survey design, targeting 250 small and medium-sized enterprises (SMEs). Structured questionnaires were utilised, and the data was analysed using both descriptive and inferential statistics. The findings indicated that referral marketing and reward-driven acquisition strategies contributed to the expansion of customer networks, increased market reach, and enhanced competitiveness. However, the study presented a contextual limitation as it was confined to SMEs in Indonesia and did not encompass larger organisations or industries such as the motor vehicle assembly sector. Additionally, a methodological gap was evident, as the study solely employed quantitative surveys and lacked a mixed-method approach to capture more profound strategic insights.

Malamula (2021) conducted a study in Zambia titled "customer acquisition and retention implications of bank product development." The study employed a mixed-method approach, combining client surveys with key informant interviews. The study targeted a population of 180 Zanaco mobile banking clients and 12 key informants. The findings revealed that mobile banking innovation and reward programs significantly influenced customer acquisition, improving both customer reach and retention. However, the study presented a contextual gap as it was confined to the banking sector, limiting its generalizability to industries such as motor vehicle assemblers.

Additional research conducted by Ejibenam et al. (2021) in Kenya, titled "the relevance of customer retention to organisational growth," employed a quantitative research design. This involved administering surveys to 210 retail customers in Nairobi and subsequently analysing the data using correlation and regression models. The study's findings indicated that reward systems, referral programs, and loyalty schemes significantly enhanced customer retention and profitability, thereby indirectly contributing to customer acquisition. However, the study did present certain limitations. Firstly, it emphasised retention while overlooking direct acquisition mechanisms, which could have been more comprehensive. Secondly, the study's focus was limited to the retail sector, neglecting industries such as automotive assembly. Lastly, the study's reliance solely on quantitative surveys overlooked qualitative methods, which could have provided deeper insights.

Mutua at al. (2024) conducted a study in Kenya titled "customer acquisition strategy and the performance of roofing sheet manufacturers in Kenya." The researchers employed a mixed-methods design, collecting data through semi-structured questionnaires from 127 employees across 15 roofing sheet manufacturing companies. The findings revealed that customer acquisition strategies, particularly target marketing, rewarded referrals, and automated response systems, had a statistically significant positive effect on firm performance, accounting for 62.3% of the variance in metrics such as market share, growth rate, and production expansion. However, the study presented a contextual gap as it focused exclusively on the roofing sheet manufacturing sector in Kenya.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

2.3 Conceptual Framework

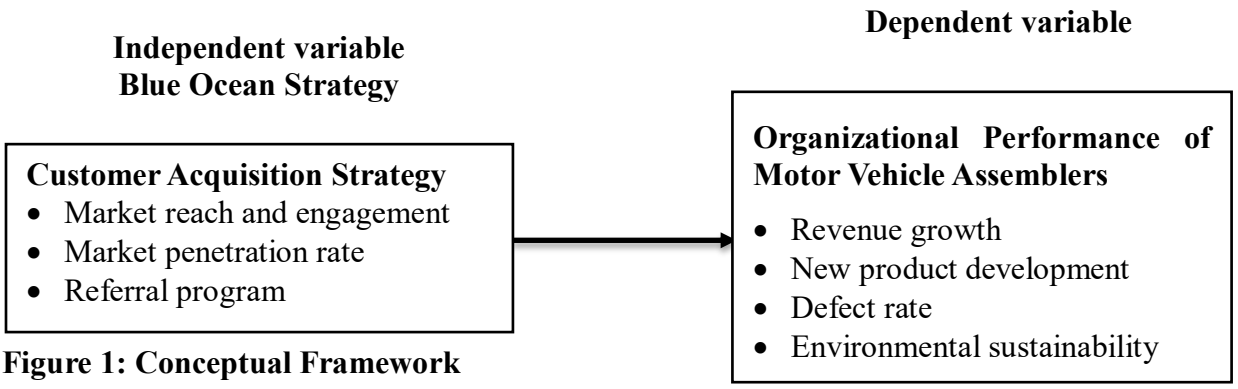

Figure 1: Conceptual Framework

Source (Author, 2026)

3.0 Research Methodology

The study adopted a post-positivist approach, allowing for quantitative dominance while acknowledging the limitations of complete objectivity. It incorporated qualitative insights to provide a more nuanced understanding, making it well-suited for capturing nuanced organisational phenomena through semi-structured questionnaires. This balanced approach strengthens the validity of findings by blending empirical rigour with contextual understanding. In addition, the study employed an explanatory and descriptive research design, which combined empirical measurement with contextual explanation.

The population of the study consisted of all 18 motor vehicle assemblers, including both multinational and local companies that assemble passenger and commercial vehicles in major industrial hubs like Nairobi, Mombasa, and Thika (Kenya Motor Industry Association, 2025). This study used a census approach to gather data from all motor vehicle assemblers, including management and decision-making employees, supervisors, and top management like CEOs and Directors. Singh and Masuku (2014) suggest that a census is effective for populations under 200, as it provides comprehensive insights and reduces sampling errors, especially in small populations.

The study used a semi-structured questionnaire for data collection. Therefore, the study used both open-ended questions and closed-ended questions. The semi-structured questionnaire standardised quantitative data using a 5-point Likert scale, which facilitated quantifying attitudes towards the variables. The approach also provided open-ended opportunities for elaboration, ensuring comparable responses across participants while capturing the depth of individual experiences and perspectives (Creswell & Plano Clark, 2018; Bryman, 2016). Before collecting data for the main study, a pretest was conducted among three motor vehicle assemblers: Associate Vehicle Assembler, Central Farmers Garage, and Smart Tech Auto Centre. A total of 21 responses were obtained, representing about 10% of the main study sample size of 202.

The research instrument demonstrated high reliability for customer acquisition strategy ($\alpha = 0.946$) and organizational performance ($\alpha = 0.861$), indicating consistent measurement across their respective items. Construct validity was supported by KMO values of 0.920 and 0.825 and significant Bartlett's Tests ($p < 0.05$), confirming the data was suitable for factor analysis. Average factor loadings of 0.887 for customer acquisition strategy and 0.820 for organizational performance further validated that the items accurately represented their constructs, ensuring alignment with the theoretical framework.

The research instrument generated both qualitative and quantitative data. For the qualitative data, thematic analysis was employed to identify key patterns related to the implementation of customer acquisition strategy. The results were presented in a narrative form supported by direct quotations. For the quantitative analysis, the process commenced with descriptive statistics, encompassing means, standard deviations, and frequency distributions, to encapsulate the dataset (Saunders et al., 2019; Hair et al., 2022). Subsequently, Pearson correlation analysis was employed to gauge the strength and direction of relationships among pivotal variables, including value innovation, customer acquisition and performance. Simple linear regression analysis was utilised to assess the predictive influence of the independent variable on the dependent variable (Hair et al., 2019). This study adopted the regression model below:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = organizational performance; X_1 = Customer Acquisition; X_1 = Competitive elimination; β_0 = constant; β_1 = Regression coefficients for independent variable; ε = Error term

Diagnostic tests are essential in regression analysis to ensure the validity and reliability of model estimates by checking that key assumptions are met. This study assessed linearity by using scatter plots. Heteroscedasticity was evaluated with the Breusch-Pagan test to ensure constant error variance, with robust standard errors applied if violations occurred. Normality of residuals was assessed through the Shapiro-Wilk test. Collectively, these diagnostic tests ensured that the regression model produced unbiased, consistent, and interpretable results.

4.0 Results and Discussion

The study's population included all employees at management and decision-making levels, such as functional managers, supervisors, CEOs, and directors, across the 18 motor vehicle assemblers. Since three companies were used in the pre-testing of the research instrument, 180 respondents were drawn from the remaining 18 motor vehicle assemblers in Kenya. Table 8 shows the distribution of respondents across these levels. A total of 180 questionnaires were distributed to employees at 18 motor vehicle assemblers in Kenya. Out of these, 153 were fully completed and returned, resulting in an overall response rate of 85%. The distribution of questionnaires, responses, and response rates across the assemblers, with individual rates ranging from 71.43% (Identity Auto Fabricators) to 96.00% (FAO Mobility). Creswell and Plano Clark (2018) consider a response rate of 75% or above adequate for data analysis, drawing conclusions, and making recommendations. Therefore, the achieved overall response rate of 85% is sufficient for reliable analysis.

The demographic characteristics of the respondents in this study comprised their gender, age bracket, current financial role, years of experience, and highest level of education. As shown in Table 2, 77.8% of the respondents were male, while 22.2% were female. These means that majority of the respondents were male, indicating a predominantly male management workforce, which may contribute to strong cohesion and decision-making efficiency. Regarding the respondent's age bracket, the results show that 52.3% of respondents are aged 30-40, 22.9% are under 29, 20.9% are 41-50, and 3.9% are over 50. This suggests the organisation has a productive workforce with a mix of young energy and experienced professionals, which can drive innovation and effective decision-making.

The results show that 61.4% of employees are in middle management, the highest level. Lower-level management is at 24.2%, and top-level management at 14.4%. This distribution suggests that

the responses largely reflect the perspectives of middle managers, who are typically responsible for translating strategic initiatives, such as customer acquisition strategy, into operational practices. In relation to work experience, the results show that 43.8% of employees have worked at the organisation for 1-5 years, 26.1% for 6-10 years, 16.3% for less than 1 year, and 13.7% for over 10 years. This experience mix supports the implementation of competitor elimination strategy.

Regarding highest level of education, the results show that 43.8% of employees have a bachelor's degree, followed by 40.5% with a diploma or certificate. A smaller proportion (7.2%) has completed secondary education, while only 2.3% have primary education or no formal education. Postgraduate qualifications are rare, with 2.3% holding a master's degree and another 2.3% a doctorate. This high level of education suggests that the workforce is well-equipped to understand and implement customer acquisition strategy and other initiatives.

Table 1: Demographic Characteristics

Demographic Characteristics	Frequency	Percent
Gender		
Male	119	77.8
Female	34	22.2
Age Bracket		
29 and below	35	22.9
30 - 40	80	52.3
41 - 50	32	20.9
51 and above	6	3.9
Current Role		
Top Level	22	14.4
Middle management	94	61.4
Lower level	37	24.2
Years of Experience		
Less than 1 year	25	16.3
1 - 5 years	67	43.8
6 -10 years	40	26.1
Over 10 years	21	13.7
Highest Level of Education		
No formal education	3	2.0
Primary education	4	2.6
Secondary education	11	7.2
Diploma/Certificate	62	40.5
Bachelor's degree	67	43.8
Master's degree	3	2.0
Doctorate	3	2.0

4.1 Descriptive Analysis

Customer Acquisition Strategy

The respondents were requested to indicate their agreement level with various statements on customer acquisition strategy. As shown in Table 2, the aggregate mean for customer acquisition strategy was 4.00 with a standard deviation of 0.807, indicating that respondents generally agreed that motor vehicle assemblers implement customer acquisition strategies. As the indicators of customer acquisition strategy were market reach and engagement, market penetration rate, and referral program, the findings suggest that firms are focusing on expanding market reach,

monitoring market penetration, and using referral programs to attract and retain customers. The findings are in line with Al-Qudah et al (2022), who noted that customer acquisition is achieved by offering innovative solutions that attract new customers and expand market reach.

The respondents also agreed with a mean of 4.10 (SD = 0.741) that the company has a communication strategy. They also agreed that the company's communication strategy increases brand awareness and visibility (mean = 4.09, SD = 0.781), digital marketing channels such as social media, email, and websites are effective in reaching potential customers (mean = 4.08, SD = 0.831), and feedback from existing customers is used to improve customer acquisition strategies (mean = 4.08, SD = 0.815). The findings agree with Boateng et al (2021) findings that firms that use social media and digital platforms for customer engagement experience increased customer acquisition due to higher interaction and engagement levels. The respondents further agreed that the company engages prospective customers through digital platforms (mean = 4.03, SD = 0.858), uses customer feedback to improve the customer service line (mean = 4.03, SD = 0.823), and regularly monitors market penetration rate (mean = 4.02, SD = 0.799).

They also agreed that the company's referral program supports new customer acquisition and retention (mean = 4.02, SD = 0.847), the company has improved its ability to enter new market segments over the last three years (mean = 4.01, SD = 0.721), and the company provides a seamless customer onboarding experience (mean = 4.00, SD = 0.803). The findings agree with Ifeanyi and Ibrahim (2023) findings that structured referral programs increase customer acquisition while reducing marketing costs through word-of-mouth referrals. In addition, the respondents agreed that the company's loyalty program supports customer retention (mean = 3.99, SD = 0.881), the company uses market penetration data to evaluate the effectiveness of customer acquisition strategies (mean = 3.96, SD = 0.751), and marketing campaigns are tailored to reach underserved markets (mean = 3.95, SD = 0.705) and niche market segments (mean = 3.94, SD = 0.754).

The respondents further agreed that the company has a structured loyalty program (mean = 3.94, SD = 0.941), uses traditional platforms to engage prospective customers (mean = 3.93, SD = 0.828), and has a structured referral program (mean = 3.91, SD = 0.838). The findings agree with Wanjiru, Jagongo and Muchira (2024) that loyalty and referral programs improve both customer acquisition and retention through trust and relationship marketing.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table *2*: Customer Acquisition Strategy

Statements	Mean	Std. Deviation
Our company engages prospective customers through digital platforms.	4.03	.858
Our company uses traditional platforms to engage prospective customers.	3.93	.828
Our company has a communication strategy.	4.10	.741
The company's communication strategy increases brand awareness and visibility.	4.09	.781
Our marketing campaigns are tailored to reach the underserved markets.	3.95	.705
Our marketing campaigns are tailored to reach niche market segments	3.94	.754
The company has over the last three years, improved in its ability to enter new market segments.	4.01	.721
Digital marketing channels (social media, email, website) are effective in reaching potential customers	4.08	.831
We regularly monitor our market penetration rate	4.02	.799
The company uses information on market penetration rate to evaluate the effectiveness of our customer acquisition strategies.	3.96	.751
The company has a structured referral program.	3.91	.838
The company's referral program supports new customer acquisition and retention.	4.02	.847
The company has a structured loyalty program.	3.94	.941
The company's loyalty program supports customer retention.	3.99	.881
Feedback from existing customers is used to improve customer acquisition strategies.	4.08	.815
Feedback from existing customers is used to improve the customer service line.	4.03	.823
The company provides a seamless customer on-boarding experience.	4.00	.803
Aggregate Mean and Standard Deviation	**4.00**	**.807**

In the open-ended questions, the respondents were asked to indicate the approaches their company employs to attract and retain new customers. The findings revealed that companies use a combination of strategies to enhance customer acquisition and retention. Flexible payment plans, deferred payments, and lease options make vehicle acquisition more accessible, while hybrid vehicles, colorful designs, unique features, and innovative models help products stand out in the market. Companies also leverage digital marketing channels, particularly social media, alongside traditional advertisements, to reach prospective customers effectively. Customer-centric services, including high-quality products, personalized service packages, timely delivery, technical support, and strong after-sales care, maintain satisfaction and loyalty. Loyalty and referral programs, rewards, discounts, targeted promotions, and limited time offers motivate repeat business, while collecting, analyzing, and acting on customer feedback ensures products and services meet customer needs. In addition, firms employ consistent branding, regular follow-ups, community engagement, strategic partnerships, and transparent pricing to strengthen trust, visibility, and market presence. One respondent emphasized that

> *"We use digital marketing through social media, offer flexible payment plans, take customer feedback seriously, and provide personalized service packages to ensure our customers are satisfied and keep coming back.* "

Organizational Performance

The respondents were asked to indicate the degree at which they agree with numerous statements on organizational performance. As shown in Table 3, the aggregate mean for organizational

performance was 4.12 with a standard deviation of 0.691, indicating that respondents generally agreed that motor vehicle assemblers have achieved high organizational performance. With a mean of 4.21 (SD=0.806), the respondents agreed that recycling and re-use serve to minimize waste-related emissions. The findings agree with Zhang et al. (2021) and Rahman et al. (2022) that environmental sustainability practices such as recycling, renewable energy use, and waste reduction improve organizational performance by reducing costs and improving corporate reputation. In addition, with a mean of 4.20 (SD=0.669), the respondents agreed that the company frequently introduces new or improved products to meet evolving customer needs. Also, with a mean of 4.20 (SD=0.589), the respondents agreed that the company's vehicle assembly processes are regularly reviewed and improved to increase efficiency.

Further, with a mean of 4.21 (SD=0.645), the respondents agreed that to enhance efficiency and reduce human error, automation tools are widely used. Moreover, with a mean of 4.19 (SD=0.714), the respondents agreed that the company's assembly operations incorporate renewable energy sources. In addition, with a mean of 4.17 (SD=0.667), the respondents agreed that the company frequently develops new vehicle models/variants to meet customer needs. Also, with a mean of 4.04 (SD=0.842), the respondents agreed that recycling and re-use practices are integrated into the company's assembly operations.

In addition, with a mean of 4.10 (SD=0.718), the respondents agreed that quality control measures have significantly minimized product defects. Moreover, with a mean of 4.11 (SD=0.712), the respondents agreed that the defect (goods returned) rate in assembled vehicles is consistently monitored and reduced. In addition, with a mean of 4.10 (SD=0.636), the respondents agreed that sales of vehicles and related products have grown consistently each year. Also, with a mean of 4.07 (SD=0.629), the respondents agreed that the introduction of new vehicle models/services has significantly contributed to increased revenue. Further, with a mean of 4.07 (SD=0.646), the respondents agreed that the company strategies aim to improve fuel efficiency of the vehicles it produces. Moreover, with a mean of 4.04 (SD=0.706), the respondents agreed that the company has experienced year-on-year revenue growth over the last three years.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 3: Organizational Performance

Statements	Mean	Std. Deviation
Sales of our vehicles and related products have grown consistently each year.	4.10	.636
The introduction of new vehicle models/services has significantly contributed to increased revenue.	4.07	.629
The company strategies aim to improve fuel efficiency of the vehicles it produces.	4.07	.646
Our company has experienced year-on-year revenue growth over the last three years.	4.04	.706
Our company frequently develops new vehicle models/variants to meet customer needs	4.17	.667
Our vehicle assembly processes are regularly reviewed and improved to increase efficiency.	4.20	.589
To enhance efficiency and reduce human error, automation tools are widely used.	4.21	.645
The company frequently introduces new or improved products to meet evolving customer needs.	4.20	.669
The defect (goods returned) rate in our assembled vehicles is consistently monitored and reduced	4.11	.712
Quality control measures have significantly minimized product defects	4.10	.718
Our assembly operations incorporate renewable energy sources	4.19	.714
Recycling and re-use practices are integrated into our assembly operations	4.04	.842
Recycling and re-use serve to minimize waste-related emissions.	4.12	.806
Aggregate Mean and Standard Deviation	4.12	0.691

4.2 Correlation analysis

The Pearson correlation analysis was employed to gauge the strength and direction of relationships between the independent variable (customer acquisition) and the dependent variable (performance). From the results, there is a strong positive correlation between customer acquisition strategy and organisational performance ($r = 0.605$, $p = 0.000$), indicating that effective customer acquisition significantly enhances performance. The findings agree with Wirtz et al. (2019) argument that referral reward programs enhance customer acquisition, engagement, and profitability aligns with the results.

Table 4: Correlation Coefficients

		Organizational Performance	Customer Acquisition Strategy
Organizational Performance	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	153	153
Customer Acquisation Strategy	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	153	153

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

4.3 Diagnostic test results

This study used linearity, heteroscedasticity and normality tests. The Shapiro-Wilk test for residual normality (Table 6) indicated that the residuals for Customer Acquisition Strategy were approximately normally distributed. Specifically, the test yielded $W = 0.991$ with a p-value of

0.438, which is greater than the 0.05 significance threshold. This result suggests that the residuals do not significantly deviate from normality, confirming that the normality assumption is satisfied.

Table 5: Shapiro-Wilk Test

	Shapiro-Wilk		
	Statistic	**df**	**Sig.**
Customer Acquisition Strategy	0.991	153	.438

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Linearity tests assess whether the relationship between the independent and dependent variables is linear, as assumed in linear regression models. Scatter plots and added variable plots were employed for visual evaluation of linearity. From the results, motor vehicle assemblers in Kenya perform better when their customer acquisition strategies are improved. Customer acquisition strategy explains 36.7% of the variation in their performance, making it a strong predictor.

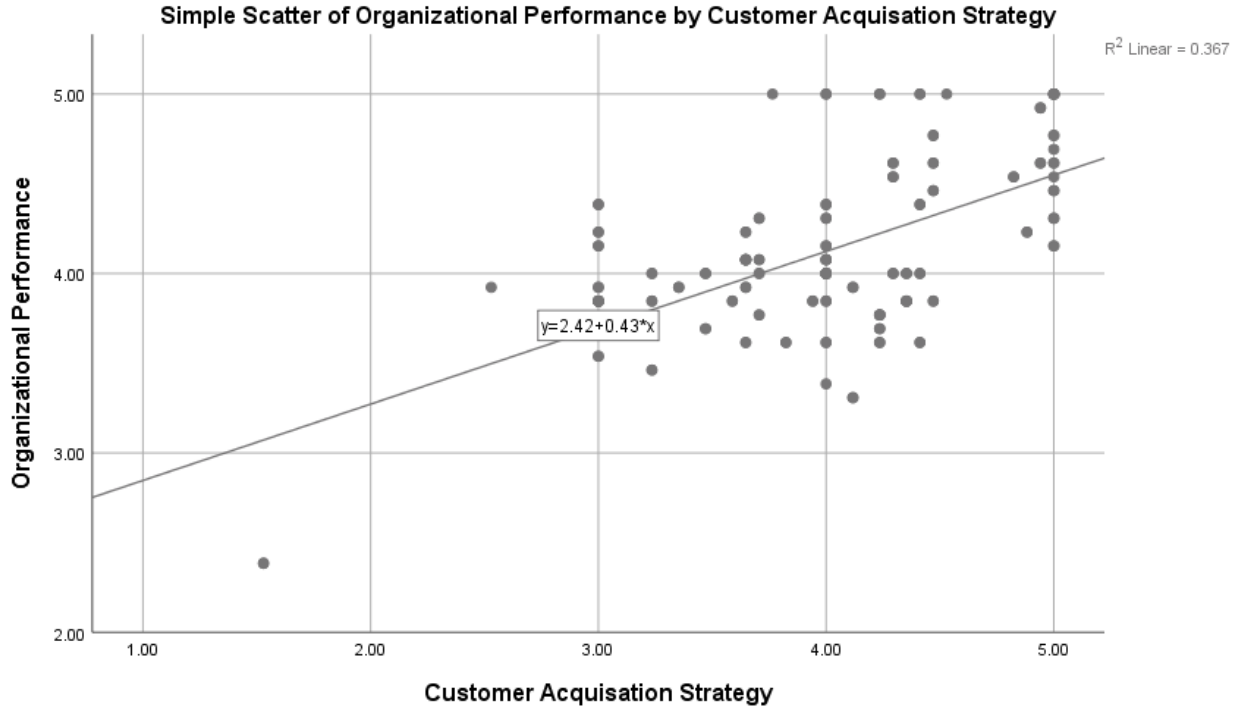

Figure 2: Scatter plot for the Customer Acquisition Strategy and Organizational Performance

Heteroscedasticity is a violation of the assumption that the error term variance is constant across all independent variable levels. The Breusch Pagan Test was used to test this assumption. As shown in Table 7, the test produced a chi-square value of 1.86 with a p-value of 0.1729. Since the p-value exceeds the standard significance level of 0.05, the null hypothesis is not rejected.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

Table 1: Breusch-Pagan test for Heteroscedasticity

Ho: Constant variance	
Variables: Fitted with values of Organizational Performance	
Chi2 (1)	1.86
Prob>chi2	0.1729

4.4 Regression analysis

Effect of Customer Acquisition Strategy on the Performance of Motor Vehicle Assemblers in Kenya

Simple linear regression analysis was conducted to examine the effect of customer acquisition strategy on the performance of motor vehicle assemblers in Kenya. As shown in Table 8, the correlation coefficient (r = 0.605) indicates a moderate positive relationship, suggesting that stronger customer acquisition strategies are associated with improved organizational performance among motor vehicle assemblers in Kenya. The R^2 value of 0.367 indicates that 36.7% of the variation in organizational performance among motor vehicle assemblers in Kenya can be explained by differences in customer acquisition strategy. The remaining 63.3% of the variation in organizational performance is attributable to other factors not included in this model.

Table 2: Model Summary for Customer Acquisition Strategy and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605[a]	.367	.362	.37634

a. Predictors: (Constant), Customer Acquisation Strategy
b. Dependent Variable: Organizational Performance

As illustrated in Table 9, the F-calculated (87.382) was greater than F-critical from the F-distribution table (3.920). In addition, the p-value (0.000) was less than the significance level of 0.05. Therefore, the model is a good fit for the data and hence can be used to examine the influence of customer acquisition strategy on the performance of motor vehicle assemblers in Kenya.

Table 3: ANOVA for Customer Acquisition Strategy and Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.376	1	12.376	87.382	.000[b]
	Residual	21.387	151	.142		
	Total	33.763	152			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Customer Acquisition Strategy

Regression equation for the unstandardized coefficients was:

$Y = 2.421 + 0.426X$

The results show that customer acquisition strategy has a positive and significant effect on the organizational performance of motor vehicle assemblers in Kenya ($\beta = 0.426$, $p = 0.000$). customer acquisition strategy also has a statistically significant effect on organizational performance. For

Stratford Peer Reviewed Journals and Book Publishing
Journal of Strategic Management
Volume 10||Issue 2||Page 40-60||May||2026|
Email: info@stratfordjournals.org ISSN: 2616-8472

each unit increase in customer acquisition strategy, there is an increase of 0.426 units in the performance of motor vehicle assemblers. Since the p-value (0.000) was less than the significance level (0.05), the relationship between customer acquisition strategy and organisational performance was statistically significant. Therefore, the null hypothesis (H_{02}), which stated that customer acquisition strategy had no statistically significant effect on organisational performance, was rejected. The findings support Malamula (2021) assertion that innovative customer acquisition methods, including reward programs and service innovations, directly enhance both customer reach and retention, thereby positively influencing performance metrics.

Table 4: Regression Coefficients for Customer Acquisition Strategy and Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.421	.185		13.102	.000
	Customer Acquisation Strategy	.426	.046	.605	9.348	.000

a. Dependent Variable: Organizational Performance

5.0 Conclusion

The study finds that customer acquisition strategies positively impact the performance of motor vehicle assemblers in Kenya. These strategies help firms reach and engage customers, increasing brand awareness and appreciation of their offerings. This strengthens their competitive position in the automotive sector. Leveraging digital marketing channels like social media, email, and company websites also helps firms enter new market segments. Structured customer engagement practices, such as using customer feedback, loyalty programs, referral programs, and seamless onboarding, significantly improve customer satisfaction and retention. Motor vehicle assemblers systematically evaluate the effectiveness of their strategies using market penetration rates. Tailored marketing campaigns and multi-channel engagement approaches optimise outreach and retention.

6.0 Recommendations

Policymakers and industry regulators in Kenya should develop policies that support and promote customer-focused strategies within the automotive sector. This can be achieved through frameworks that encourage market development, customer engagement platforms, digital marketing adoption, and export market access to help firms expand their customer base. Policies that support market research, customer data systems, and innovation in customer service delivery will enable motor vehicle assemblers to reach new market segments and improve customer acquisition. Such policy support will enhance firm performance and strengthen the contribution of the automotive sector to national economic growth.

Motor vehicle assemblers in Kenya should invest in structured customer acquisition strategies such as market segmentation, customer engagement programs, digital marketing, dealership network expansion, and referral programs to attract new customers and retain existing ones. Firms should also leverage market intelligence and customer relationship management systems to better understand customer needs and improve customer experience. Strengthening customer acquisition initiatives will lead to increased market share, revenue growth, and overall organisational performance, thereby improving the competitiveness and sustainability of motor vehicle assemblers in Kenya.

Suggestions of Areas for Further Research

The study examined the effect of customer acquisition strategy on the performance of motor vehicle assemblers in Kenya. However, the study was limited to motor vehicle assemblers, which restricts the generalisation of the findings to other manufacturing firms in Kenya. Therefore, further research should be conducted to examine the effect of customer acquisition strategies across different manufacturing industries and in other sectors to enhance generalisability. In addition, the findings indicated that customer acquisition strategy explained 36.7% of the variation in organisational performance among motor vehicle assemblers in Kenya, suggesting that other factors account for the remaining variation in performance. Future studies should therefore explore other strategic, technological, and operational factors that may influence organisational performance in Kenya's manufacturing and automotive sectors.

REFERENCES

Abubakar, M., & Nwankwo, S. (2023). Emerging trends in African automotive production. *Journal of African Business*. https://doi.org/10.30574/ijsra.2024.11.1.0314

Ahmad, R. & Al-Qudah, O. (2021). Impact of digital marketing on customer acquisition in Nigeria. *International Journal of Business Strategies, 10*(2), 12–23. https://doi.org/10.47672/ijbs.2122

Aithal, P. S. (2016). Study on ABCD analysis technique for business models, business strategies, operating concepts & business systems. *International Journal in Management and Social Science*, *4*(1), 95-115.

Almansour, F., Heitmann, M., Lehmann, D. R., & Neslin, S. A. (2012). Impact of brand equity on customer acquisition, retention, and profit margin. *Journal of Marketing, 76*(4), 44–63.

Al-Qudah, L. A., Ahmad Qudah, H., Abu Hamour, A. M., Abu Huson, Y., & Al Qudah, M. Z. (2022). The effects of COVID-19 on conditional accounting conservatism in developing countries: evidence from Jordan. *Cogent Business & Management*, *9*(1), 2152156.

Aqmala, D., Panjaitan, R., & Ardyan, E. (2025). The role of green Blue Ocean Strategy in enhancing frugal innovation through IoT and AI: A resource-based view perspective. *Journal of Entrepreneurship, Management and Innovation*. (Forthcoming)

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120.

Barokah, B. Y. (2023). Referral Marketing as a Strategic Tool to Expand Customer Networks and Reach. *Journal of Economicate Studies*, *7*(1), 36-46.

Boateng, Y. A., Osei, S. A., Aboh, I. K., & Druye, A. A. (2021). Causes of burnout syndrome and coping strategies among high dependency unit nurses of an institution in the greater Accra region of Ghana. *Nursing open*, *8*(6), 3334-3339.

Bosire, D., & Owour, D. E. (2018). *Effects of operation strategies on organizational performance in the automotive industry in Kenya: A case study of Scania East Africa Limited*. *Strategic*

Journal of Business & Change Management. https://pdfs.semanticscholar.org/3c84/fe8c2b3635353f082175c2039b99571bcc43.pdf

Bryman, A. (2016). *Social Research Methods* (6th ed.). Oxford University Press. https://global.oup.com/academic/product/social-research-methods-9780198796053

Business Daily. (2023, January 10). Why automation of Kenya's industries can't wait longer. (Online news article)

Business Daily. (2025). CMC Motors closure and its effect on the Kenyan automotive sector. Retrieved from www.businessdaily.co.ke

Chavan, M., & Jindal, V. (2024). Revolutionizing the automobile industry: A Blue Ocean Strategy perspective. In *Innovative Business Models in Emerging Economies*. IGI Global. https://doi.org/10.4018/978-1-6684-9410-2.ch012

Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and Conducting Mixed Methods Research* (3rd ed.). Sage Publications. https://us.sagepub.com/en-us/nam/designing-and-conducting-mixed-methods-research/book241842

DealHub, H. (2025). DealHub review 2025: Pricing, features & video demo. *Dimmo AI*. Retrieved from https://www.dimmo.ai/products/deal-hub

Dlamini, S., & Nkosi, P. (2022). The effect of digital marketing strategies on customer acquisition and business growth in South African retail firms. *International Journal of Business and Management Studies, 14*(2), 45–58.

Du, Y., Zhao, Z., Song, Y., Zhao, Y., Su, F., Gong, T., & Meng, H. (2023). Strongsort: Make deepsort great again. *IEEE Transactions on Multimedia*, *25*, 8725-8737.

Ejibenam, S., Onibokun, O., & Oladeji, K. (2021). The relevance of customer retention to organizational growth: Evidence from the Kenyan retail sector. *Journal of Business and Retail Management Research, 15*(3), 210–221.

Gatwiri, K. (2025). Racial dignity framework: Advancing dignity-led thinking and practice in Australia. *The British journal of social work*, *55*(6), 2796-2815.

Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research methods in applied linguistics*, *1*(3), 100027.

Ifeanyi, M., & Ibrahim, K. (2023). Effects of word-of-mouth versus traditional marketing: Findings from an internet social networking site. *Journal of Marketing, 73*(5), 90–102. https://doi.org/10.1509/jmkg.73.5.90

Ismail, A. I., Abdullah, N. H., & Francis, S. K. (2019). Blue Ocean Strategy: A review and future research directions. *International Journal of Business and Society, 20*(1), 1–22. https://ijbs.unimas.my/images/repository/pdf/Vol20-no1-paper1.pdf

Jifri, A., Drnevich, P., Jackson, W., & Dulek, R. (2023). Examining the sustainability of contributions of competing core organizational capabilities in response to systemic economic crises. *Sustainability*, 15(5), 4526. https://doi.org/10.3390/su15054526

Karani, A. M. (2022). *Effect of supply chain strategies on the performance of manufacturing firms in Kenya* (Doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology). http://ir.jkuat.ac.ke/handle/123456789/5981

Karanja, R. (2023). Challenges facing local assemblers in Kenya. *East African Journal of Business Management*. *(No DOI)*

Kenya Association of Manufacturers. (2023). *KAM Members Directory 2023*. Nairobi: Kenya Association of Manufacturers. https://kam.co.ke/

Kenya Association of Manufacturers. (2024). *Manufacturing priority agenda 2024.* Nairobi, Kenya: KAM. https://kam.co.ke/publications/manufacturing-priority-agenda-2024/

Kenya Motor Industry Association. (2025). *Annual industry review 2024.* Nairobi, Kenya: KMIA. https://www.kmi.co.ke/

Kenya National Bureau of Statistics (KNBS). (2020). *Economic Survey Report*. Nairobi: KNBS.

Kenya National Bureau of Statistics. (2024). *Economic survey 2024.* Nairobi, Kenya: KNBS. https://www.knbs.or.ke/?wpdmpro=economic-survey-2024

Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant.* Harvard Business School Press.

Kim, W. C., & Mauborgne, R. (2014). *Blue ocean leadership. Harvard Business Review, 92*(5), 60–72. https://hbr.org/2014/05/blue-ocean-leadership

Kim, W. C., & Mauborgne, R. (2015). *Blue Ocean Strategy, expanded edition: How to create uncontested market space and make the competition irrelevant.* Boston, MA: Harvard Business Review Press.

Kim, W. C., & Mauborgne, R. (2015). *Blue Ocean Strategy: How to create uncontested market space and make the competition irrelevant* (Expanded ed.). Harvard Business Review Press.

Kim, W. C., & Mauborgne, R. (2020). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press.

Kimani, G. M., & Kinyua, G. M. (2025). *Blue Ocean Strategy as a predictor of firm performance: Evidence from extant literature*. *International Journal of Education and Research*, 13(1), 14–26. http://www.ijern.com/journal/2025/January-2025/02.pdf

Kulkarni, B., & Sivaraman, V. (2022). Co-teach a business simulation to a large class: deepen engagement. *Cogent Education*, *9*(1), 2066243.

Malamula, A. (2021). Implications of bank product development on customer acquisition and retention: A case of Xapit mobile banking service at Zanaco. *African Journal of Business and Economic Research, 16*(1), 145–160.

Mbonu, O. (2025). Blue Ocean Strategy and the Performance of Telecommunication Companies in Enugu Nigeria. *British Journal of Management and Marketing Studies*, *8*(1), 138-155.

Ministry of Investments, Trade and Industry. (2025). *National Automotive Policy implementation progress report 2025.* Nairobi, Kenya: MITI. https://investmentpromotion.go.ke/

Mutua, J. (2022). Government policies and their effect on Kenyan manufacturing. *Kenya Economic Journal*. *(No DOI)*

Mutua, J., & Chacha, C. (2024). Analysis of Blue Ocean Strategy on the performance of roofing sheet manufacturers in Kenya. *East African Journal of Business and Economics*, 7(1), 231–140. https://doi.org/10.37284/eajbe.7.1.1876

Mutua, J., Yatich, H., & Kibe, L. (2024). Customer Acquisition Strategy and the Performance of Roofing Sheet Manufacturers in Kenya. *European Journal of Business and Management, 16*(2), 75-85. https://doi.org/10.7176/EJBM/16-2-08

Mwangi, S. (2019). Innovation and competitiveness in the Kenyan automotive sector. *International Journal of Business Strategy*, 8(1), 102–115.

Njoroge, E. K., Wambui, C. C., & Wasike, C. B. (2022). Potential of Croton megalocarpus Nut as an Alternative Protein Supplement for Feeding of Ruminants in the Tropics.

Nyakundi, M. (2022). Challenges and prospects in Kenya's automotive sector: The role of policy and innovation. *Journal of African Industrial Policy, 7*(3), 44–58.

Ochieng, D., & Ouma, R. (2022). Operational challenges in Kenya's motor vehicle assembly industry. *Journal of African Industrial Policy*, 5(2), 88–101.

PwC. (2023). *Automotive industry trends: Navigating disruption and accelerating transformation*. PricewaterhouseCoopers.

Rahman, M. (2022). Strategic innovation and firm performance: The moderating role of manufacturing technology. *Technological Forecasting and Social Change, 166*, 120635. https://doi.org/10.1016/j.techfore.2021.120635

Rahman, M. H., & Choudhury, S. (2019). The influence of Blue Ocean Strategy on organizational performance. *Global Disclosure of Economics and Business, 8*(2), 91–104. https://doi.org/10.18034/gdeb.v8i2.101

Rajab, F. A. (2024). *Supply chain strategic alliances and performance of manufacturing firms in Kenya* (Doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology). http://ir.jkuat.ac.ke/handle/123456789/6339

Rajani, R., Ochieng, J., & Wekesa, L. (2023). Performance decline in Kenya's local vehicle assembly sector: A five-year review. *Kenya Business Review, 11*(2), 50–67.

Sánchez, J., & Vijande, M. (2022). Key capabilities for frugal innovation in developed economies: Insights into the current transition towards sustainability. *Sustainability Science*, 17(1), 191–207. https://doi.org/10.1007/s11625-021-01071-1

Santoso, E. Y., & Murhadi, W. R. (2023). A Blue Ocean Strategy for Herbal Liniment: Escaping Tight Competition in Indonesian Market. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, *17*(2), 153-170.

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.

Singh, A. S., & Masuku, M. B. (2014). Sampling techniques & determination of sample size in applied statistics research: An overview. *International Journal of Economics, Commerce and Management*, 2(11), 1–22. http://ijecm.co.uk/wp-content/uploads/2014/11/21131.pdf

Singh, A. S., & Masuku, M. B. (2014). Sampling techniques & determination of sample size in applied statistics research: An overview. *International Journal of Economics, Commerce and Management*, 2(11), 1–22. http://ijecm.co.uk/wp-content/uploads/2014/11/21131.pdf

UNIDO. (2022). *Industrial Development Report*. United Nations Industrial Development Organization.

Wanjiru, P. N., Jagongo, A., & Muchira, B. (2024). Asset Quality and Financial Performance of Deposit Taking Savings and Credit Cooperative Societies in Kenya. *American Journal of Finance*, *10*(3), 43-54.

Wanyonyi, M. (2023). Strategic challenges and opportunities in Kenya's motor vehicle assembly sector. *African Journal of Manufacturing and Strategy, 5*(1), 22–38

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal, 5*(2), 171–180.

Wirtz, J., Orsingher, C., & Cho, H. (2019). Engaging customers through online and offline referral reward programs. *European Journal of Marketing, 53*(9), 1961–1987. https://doi.org/10.1108/EJM-09-2017-0635

Yin, R., Xu, H., & Chen, Y. (2022). Leveraging digital tools for qualitative and mixed-methods research: Opportunities and challenges. *International Journal of Qualitative Methods, 21*, 1–10. https://doi.org/10.1177/16094069221101234

Yunus, M., & Sijabat, F. N. (2021). A review of Blue Ocean Strategy effect on competitive advantage and firm performance. *Academy of Strategic Management Journal*, 20(1), 1–10.

Zhang, H., Li, Y., & Wang, L. (2021). Mediating role of organizational capabilities in Blue Ocean Strategy implementation. *International Journal of Strategic Management*, 39(2), 125–140. https://doi.org/10.1002/jsm.2925