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ABSTRACT

Farm input distribution companies in Kenya play a vital role in supporting agricultural productivity and food security, yet many continue to experience declining competitiveness characterized by stagnant market share, weak customer retention, and limited product innovation. Product development strategy has increasingly emerged as a critical growth strategy for enhancing competitive advantage in dynamic and highly competitive markets. This study sought to establish the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The study was anchored on Dynamic Capabilities Theory and adopted a correlational research design. The target population comprised all 238 registered farm input distribution companies in Nakuru County; a census approach was used, with the 24 firms located in Naivasha Sub-County reserved for the pilot study, leaving 214 firms in the main study. The firm was the unit of analysis, while one senior manager responsible for strategic planning, marketing, or operations served as the unit of observation, and 160 valid questionnaires were returned, representing a response rate of 74.8%. Primary data was collected using structured questionnaires, and data analysis involved descriptive statistics, correlation analysis, and simple linear regression analysis using SPSS Version 27. The findings revealed that product development strategy had a strong positive and statistically significant relationship with competitive advantage ($r = 0.831$, $p = 0.000$). Regression analysis indicated that product development strategy explained 69.1% of the variation in competitive advantage ($R^2 = 0.691$). The ANOVA results further

confirmed that the regression model was statistically significant ($F = 353.188$, $p = 0.000$). The regression coefficients revealed that product development strategy had a positive and statistically significant effect on competitive advantage ($\beta = 0.828$, $t = 18.793$, $p = 0.000$). The study concluded that investment in research and development, product innovation, and process innovation significantly enhance the competitive advantage of farm input distribution companies. The study recommends that farm input distribution companies prioritize investment in research and development, institutionalize customer-driven innovation, and strengthen product differentiation and continuous process improvement in order to enhance market share, customer loyalty, and brand awareness.

Keywords: *Product Development Strategy, Competitive Advantage, Farm Input Distribution Companies, Growth Strategies, Innovation.*

I. INTRODUCTION

Farm input distribution companies play a critical role in supporting agricultural productivity and food security by linking manufacturers of seeds, fertilizers, agrochemicals, and farm equipment with farming communities (Kathula, 2023). Globally, however, these firms operate in increasingly competitive and dynamic markets shaped by changing customer needs, technological disruption, and intense rivalry from both established and emerging players (Fabrizio et al., 2022). In the United States, agricultural firms have aggressively pursued product development strategies to meet the diverse needs of farmers and adapt to technological advancements (Padhiary & Roy, 2025), while in Europe, agricultural companies have expanded into e-commerce platforms and alternative markets in response to shifts in consumer behavior and sustainability demands (Sridhar et al., 2023). Within this environment, product development, which focuses on innovating or improving existing offerings to meet emerging customer needs, strengthen brand appeal, and stay ahead of rivals, has emerged as a critical strategy through which firms build and sustain competitive advantage (Sookbumroong & Phornlaphatrachakorn, 2023).

In Africa, the agricultural inputs sector faces unique challenges such as market fragmentation, fluctuating demand, and infrastructural limitations (Nkansah-Dwamena, 2024). To remain competitive, many agribusinesses have embraced innovation-driven strategies; in South Africa, for example, agri-businesses have focused heavily on product development and diversification to address climate variability and changing crop patterns (Hadebe, 2022). Firms that continuously innovate their products and processes are better positioned to strengthen customer relationships, differentiate their offerings, and sustain competitive advantage in increasingly contested markets (Al Karim et al., 2024). These developments have compelled agricultural input firms across the continent to rethink their strategic orientation and invest in product development as a pathway to organizational renewal and competitiveness.

In Kenya, the farm input distribution sector plays a vital role in supporting the agricultural economy, which contributes significantly to GDP and employment (Kathula, 2023). However, distributors face stiff competition from both local and international suppliers, price fluctuations, regulatory challenges, and shifting customer expectations (Maina et al., 2024). According to the Nakuru County Agricultural Report (2023), over 40% of farm input firms reported stagnant or declining market share between 2020 and 2023, while customer turnover rates averaged 28% annually, highlighting poor customer loyalty. Moreover, a market audit by AgriData Kenya (2024) revealed that only 15% of firms consistently invested in product innovation or digital distribution strategies, both critical elements of competitive advantage. The competitive landscape has been further intensified by emerging players

leveraging digital marketing, flexible pricing models, and strategic partnerships to gain market share (Mbaka, 2022).

Although previous studies have examined growth strategies and organizational competitiveness, most have focused on large agribusiness corporations, manufacturing firms, and primary producers, with limited emphasis on product development strategy as a distinct determinant of competitive advantage among intermediary farm input distributors that serve as a critical link between manufacturers and farmers (Kathula, 2023). This study therefore sought to establish the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The study contributes to strategic management literature by providing empirical evidence on how research and development investment, product innovation, and process innovation influence market share, customer loyalty, and brand awareness in the agricultural input distribution sector.

Statement of the Problem

Competitive advantage is essential for business survival and growth, particularly in a globalized and highly competitive agricultural market (Fabrizio et al., 2022). Farm input distribution companies in Nakuru County play a critical role in supporting agricultural productivity and food security; however, their competitiveness has continued to deteriorate, raising concerns about their long-term sustainability. Despite their importance in the agricultural value chain, many of these firms exhibit limited market differentiation, weak customer retention, and minimal brand visibility. According to the Nakuru County Agricultural Report (2023), over 40% of farm input firms reported stagnant or declining market share between 2020 and 2023, while customer turnover rates averaged 28% annually. Moreover, a market audit by AgriData Kenya (2024) revealed that only 15% of firms consistently invested in product innovation or digital distribution strategies. These trends point to underlying strategic weaknesses that threaten the stability and competitiveness of farm input distribution companies in the county.

Among the growth strategies available to organizations, product development strategy has increasingly emerged as a critical mechanism for differentiation, customer satisfaction, and strategic renewal. Firms that invest in research and development, product innovation, and process innovation are better able to respond to evolving customer needs, differentiate their offerings, and sustain market relevance (Dąbrowski, 2023; Sookbumroong & Phornlaphatrachakorn, 2023). In Kenya, however, the adoption of product development practices among farm input distributors remains low and uneven, with many firms relying on process improvement rather than research-driven product innovation. Despite the recognized importance of innovation, the effectiveness of product development strategy in improving competitive advantage within the farm input distribution sector remains uncertain.

Although previous studies have explored product development and competitiveness, most have concentrated on manufacturing firms, fast-moving consumer goods companies, and large corporations, leaving farm input distribution companies relatively underexplored despite their unique operational environment and market challenges (Kaunyangi et al., 2024; Arvind & Mutegi, 2025). This study therefore sought to address this gap by specifically establishing the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The study adopted a multidimensional approach to competitive advantage by considering market share, customer loyalty, and brand awareness simultaneously, thereby providing a more comprehensive understanding of how product development influences competitive positioning.

Objective of the Study

The objective of this research was to establish the effect of product development strategy on competitive advantage of farm input distribution companies in Nakuru County, Kenya.

Literature Review

A study by Dąbrowski (2023) explored the role of new product development in fostering competitive advantage within research and scientific institutions. The study highlighted that organizations investing consistently in innovative product development reported stronger market positioning, improved customer loyalty, and higher adaptability to changing market demands. Firms that focused on aligning product innovation with evolving client expectations were able to differentiate themselves effectively from competitors and sustain long-term relevance. However, the study cautioned that product development initiatives without clear market research and strategic alignment could result in wasted resources and market rejection. Although the study provides useful evidence on the role of product development in building competitive advantage, it was conducted in knowledge-intensive institutions whose operating environment differs significantly from the agricultural input distribution sector, where firms face price-sensitive customers, seasonal demand, and infrastructural constraints. The present study therefore extends this evidence by examining product development strategy among farm input distribution companies in Nakuru County, Kenya.

Sookbumroong and Phornlaphatrachakorn (2023) investigated the influence of new product development capability on sustainable competitive advantage and marketing performance among firms in Thailand. The research discovered that companies with strong product development processes, supported by digital transformation initiatives, achieved higher levels of customer satisfaction, brand loyalty, and market responsiveness. Firms that integrated digital technologies into their innovation efforts were more agile in launching new products that met emerging market needs, strengthening their competitive positioning. These findings agree with Dąbrowski (2023), who also found that structured product development enhances competitive advantage. However, the researchers warned that without strategic coherence, rapid product development could lead to brand dilution and inconsistent market messaging. This introduces an important qualification by showing that product development is not automatically beneficial; its effectiveness depends on how well innovation efforts are aligned with strategy. The Thai context, characterized by relatively advanced digital infrastructure, also differs from the Kenyan agricultural input sector, limiting direct generalization to farm input distributors in Nakuru County.

Handayani, Gian and Kruger (2022) examined the influence of product creativity on competitive advantage across firms in Eastern Europe and Central Asia. The study revealed that organizations that prioritized creative product designs and innovative solutions outperformed their competitors in terms of customer acquisition, brand differentiation, and market adaptability. Firms that fostered a culture of creativity were better positioned to respond to changing consumer preferences and technological disruptions. This finding supports the arguments advanced by Dąbrowski (2023) and Sookbumroong and Phornlaphatrachakorn (2023) that product development contributes positively to competitive advantage. However, the researchers cautioned that while creativity drives differentiation, it must be supported by effective marketing and operational efficiency to translate into tangible competitive gains. This suggests that the effect of product development may vary depending on the complementary capabilities of the firm, creating a contextual and sectoral gap that the current study addresses within the agricultural input distribution sector.

In Kenya, Arvind and Mutegi (2025) investigated the effect of product innovation strategy on the growth of fast-moving consumer goods (FMCG) manufacturing firms in Nairobi County. The study found that firms that continually introduced new and improved products experienced notable growth in market share, brand recognition, and customer loyalty. Companies that aligned their innovation efforts with market trends and consumer needs were able to sustain a competitive edge despite intense competition. These findings are consistent with the global and regional studies reviewed, which generally agree that product development enhances competitiveness. However, the researchers noted that excessive focus on innovation without corresponding investment in marketing and distribution infrastructure could limit the full benefits of product innovation. The study also focused on FMCG manufacturers rather than agricultural input distributors, and on firm growth rather than competitive advantage, creating conceptual and contextual gaps that the current study addresses.

A study by Kaunyangi et al. (2024) explored the relationship between product development strategy and competitiveness among ISO-certified manufacturing firms in Kenya. The study found that firms that consistently engaged in structured product development processes, such as incorporating customer feedback, adopting new technologies, and improving product quality, achieved higher competitiveness in terms of market share growth, customer retention, and brand visibility. The findings highlighted that firms that viewed product development as a continuous, innovation-driven process were better positioned to respond to market dynamics and outperform rivals. However, the researchers warned that neglecting proper resource allocation and market alignment in product development could hinder competitiveness. Overall, the reviewed studies generally agree that product development positively influences competitive advantage, although they differ on the mechanisms through which this occurs, including creativity, digital transformation, quality improvement, and customer-driven innovation. The current study differs from previous studies by focusing specifically on product development strategy among farm input distribution companies in Nakuru County and by examining competitive advantage using multiple indicators, including market share, customer loyalty, and brand awareness.

Theoretical Framework

This study was anchored on Dynamic Capabilities Theory developed by Teece, Pisano and Shuen (1997). The theory explains how firms build, integrate, and reconfigure internal and external competencies to respond swiftly to changing environments. It argues that in volatile markets, long-term competitive advantage is not just about possessing valuable resources but about the firm's ability to renew, adapt, and transform its resource base over time (Leemann & Kanbach, 2022). Dynamic capabilities involve processes such as sensing new opportunities, seizing them effectively, and transforming organizational operations to maintain relevance and competitiveness (Dejardin et al., 2023). Firms that can adjust their strategies, innovate their product offerings, and realign their market approaches are more likely to survive and grow in unpredictable environments.

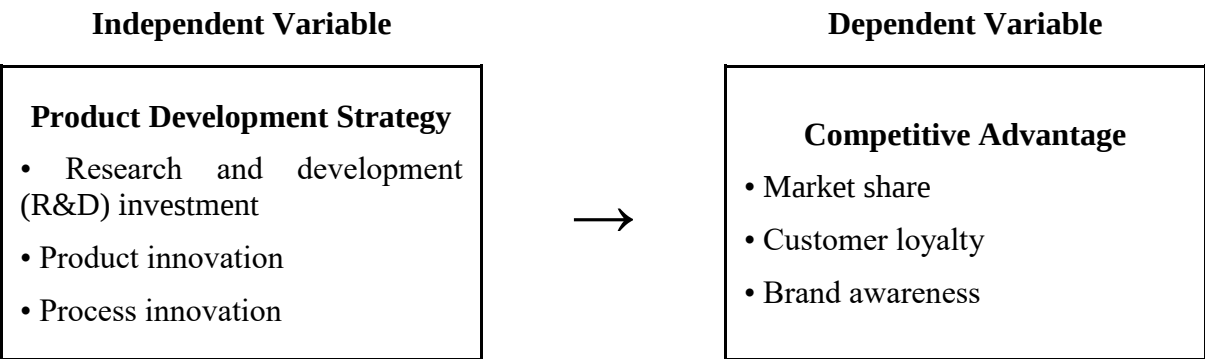
The theory was highly relevant to this study because product development strategy is a direct expression of dynamic capabilities. Product development requires firms to sense emerging customer needs, seize opportunities through research and development and innovation, and reconfigure their products and processes accordingly. Within farm input distribution companies, effective product development is expected to enhance competitive advantage indicators such as market share, customer loyalty, and brand awareness. Guided by Dynamic Capabilities Theory, the study expected that farm input distributors that continuously invest in research and development, product innovation, and process innovation would differentiate themselves from competitors, strengthen customer relationships, and sustain their

competitive positioning. The theory therefore provides a suitable foundation for explaining how product development strategy influences competitive advantage among farm input distribution companies in Nakuru County, Kenya.

Conceptual Framework

This study was guided by the following conceptual framework that shows a diagrammatized representation of the relationship between the variables. This is shown in Figure 1.

Figure 1:
Conceptual Framework



II RESEARCH METHODOLOGY

This study adopted a correlational research design to establish the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The target population comprised all 238 registered farm input distribution companies operating across the eleven sub-counties of Nakuru County, including fertilizer distributors, seed suppliers, agrochemical distributors, farm equipment dealers, and multi-product agro-dealers. Because the population was relatively small, a census approach was adopted; the 24 firms located in Naivasha Sub-County were used for the pilot study and excluded from the main study, leaving a census of 214 firms across the remaining ten sub-counties. The firm was the unit of analysis, while one senior manager per firm, responsible for strategic planning, marketing, or operations, served as the unit of observation. Primary data was collected using structured questionnaires administered on a five-point Likert scale, and 160 valid questionnaires were returned, representing a response rate of 74.8%. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) Version 27, where descriptive statistics, Pearson correlation analysis, and simple linear regression analysis were used to examine the relationship between product development strategy and competitive advantage.

The study adopted the following empirical regression model:

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

Where:

Y = Competitive advantage

β_0 = Constant term

β_1 = Regression coefficient
 X_1 = Product development strategy
 ε = Error term

III. RESULT

Descriptive Results

The respondents were asked to indicate their level of agreement on statements relating to product development strategy using a five-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The results are presented in Table 1.

Table 1:
Descriptive Statistics on Product Development Strategy

Statements	N	Mean	Std. Dev
The company consistently invests in research and development (R&D) to improve product offerings.	160	2.55	1.25
R&D investments have led to the development of unique products that differentiate the company from competitors.	160	2.36	1.04
Allocation of resources to R&D activities is a strategic priority in the organization.	160	3.09	1.38
R&D efforts have helped the company anticipate and respond to changes in market demand.	160	2.23	0.82
The company frequently introduces innovative products to remain competitive in the market.	160	3.26	1.31
Product innovation has significantly enhanced customer satisfaction and loyalty.	160	2.90	1.19
The company actively seeks customer feedback to guide product innovation initiatives.	160	2.76	1.11
The company continually improves production and service delivery processes to enhance efficiency.	160	3.39	1.33
Process innovations have helped reduce operational costs and improve product quality.	160	3.05	1.32
Overall mean Score & Standard deviation	160	2.84	0.99

The findings indicate relatively low levels of investment in research and development among farm input distribution companies in Nakuru County. Respondents disagreed that their companies consistently invest in research and development to improve product offerings (Mean = 2.55, Std. Dev = 1.25) and that R&D investments had led to the development of unique products that differentiate them from competitors (Mean = 2.36, Std. Dev = 1.04). Similarly, respondents disagreed that their R&D efforts had helped them anticipate and respond to changes in market demand (Mean = 2.23, Std. Dev = 0.82). These findings suggest that many farm input distribution companies allocate limited resources to formal research and development activities, which may constrain their ability to generate innovative products and respond proactively to changing customer needs. The findings are consistent with AgriData Kenya (2024), which established that only 15% of farm input firms consistently invested in

product innovation. They also reinforce Dąbrowski (2023), who cautioned that product development initiatives without structured research and strategic alignment limit the ability of firms to differentiate themselves and sustain market relevance.

The results further indicate moderate agreement that the allocation of resources to R&D activities is a strategic priority (Mean = 3.09, Std. Dev = 1.38) and that companies frequently introduce innovative products to remain competitive in the market (Mean = 3.26, Std. Dev = 1.31). Product innovation was moderately reported to have enhanced customer satisfaction and loyalty (Mean = 2.90, Std. Dev = 1.19), while the active use of customer feedback to guide innovation initiatives recorded a relatively low mean (Mean = 2.76, Std. Dev = 1.11), suggesting that customer-driven innovation practices have not been fully institutionalized. Notably, process innovation was more prevalent than product innovation, with respondents agreeing that their companies continually improve production and service delivery processes to enhance efficiency (Mean = 3.39, Std. Dev = 1.33) and moderately agreeing that process innovations have helped reduce operational costs and improve product quality (Mean = 3.05, Std. Dev = 1.32). Overall, product development strategy recorded a mean score of 2.84 and a standard deviation of 0.99, indicating a moderate level of adoption. These findings agree with Kaunyangi et al. (2024), who established that structured product development processes anchored in customer feedback, new technologies, and quality improvement enhance competitiveness among manufacturing firms in Kenya. The findings are also consistent with Sookbumroong and Phornlaphatrachakorn (2023), who found that firms with strong product development capabilities achieve higher customer satisfaction, brand loyalty, and market responsiveness.

Correlation Results

Table 2 presents the correlation results between product development strategy and competitive advantage of farm input distribution companies in Nakuru County, Kenya.

Table 2:
Correlation Results

		Competitive Advantage
Product development strategy	Pearson Correlation	.831**
	Sig. (2-tailed)	0.000

** . Correlation is significant at the 0.01 level (2-tailed). b. Listwise N = 160

The findings reveal a very strong positive and statistically significant relationship between product development strategy and competitive advantage ($r = 0.831$, $p = 0.000$). This implies that improvements in research and development investment, product innovation, and process innovation are associated with significant improvements in market share, customer loyalty, and brand awareness. The findings suggest that firms that effectively implement product development strategies are more likely to differentiate themselves from competitors and achieve superior competitive positioning. These findings support the propositions of Dynamic Capabilities Theory, which emphasizes the importance of innovation and continuous adaptation in sustaining competitiveness. The results are consistent with Kaunyangi et al. (2024), who found that product development enhanced competitiveness among ISO-certified

manufacturing firms in Kenya, and Arvind and Mutegi (2025), who reported that product innovation contributed significantly to market growth, customer loyalty, and brand recognition among FMCG firms in Nairobi County. Similarly, Dąbrowski (2023) found that structured product development processes strengthen market positioning and long-term competitive advantage.

Regression Results

Simple linear regression analysis was conducted to establish the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The analysis included model fitness, analysis of variance (ANOVA), and regression coefficients. The results are presented in Tables 3, 4, and 5 respectively.

Table 3:

Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831a	.691	.689	.240272

a. Predictors: (Constant), Product development strategy

The model fitness results presented in Table 3 indicate that product development strategy had a very strong relationship with competitive advantage, as shown by a correlation coefficient of $R = 0.831$. The coefficient of determination ($R^2 = 0.691$) implies that product development strategy explained 69.1% of the variation in competitive advantage among farm input distribution companies, while the remaining 30.9% of the variation is attributable to other factors not included in the model. The adjusted R^2 value of 0.689 further confirms that the model had strong explanatory power. These findings suggest that investment in research and development, product innovation, and process innovation are critical determinants of competitive advantage among farm input distribution companies. The findings are consistent with Sookbumroong and Phornlaphatrachakorn (2023), who found that new product development capability significantly influenced sustainable competitive advantage and marketing performance among firms in Thailand.

Table 4:

ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.390	1	20.390	353.188	.000b
	Residual	9.121	158	.058		
	Total	29.511	159			

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), Product development strategy

The ANOVA results presented in Table 4 indicate that the regression model was statistically significant ($F = 353.188$, $p = 0.000$). This demonstrates that product development strategy significantly predicts competitive advantage among farm input distribution companies in Nakuru County. The implication is that improvements in research and development, product innovation, and process innovation contribute substantially to variations in market share, customer loyalty, and brand awareness. These findings agree with Handayani et al. (2022), who established that product creativity significantly enhanced customer acquisition, brand differentiation, and market adaptability among firms in Eastern Europe and Central Asia. Similarly, Arvind and Mutegi (2025) found that product innovation strategy positively influenced the growth of fast-moving consumer goods manufacturing firms in Nairobi County.

Table 5:
Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.171		4.365	.000
	Product development strategy	.828	.044	.831	18.793	.000

a. Dependent Variable: Competitive advantage

The regression coefficients presented in Table 5 indicate that product development strategy had a positive and statistically significant effect on competitive advantage ($\beta = 0.828$, $t = 18.793$, $p = 0.000$). This implies that a one-unit increase in product development strategy leads to a 0.828-unit increase in competitive advantage. The estimated regression equation was therefore: Competitive Advantage = $0.745 + 0.828$ (Product Development Strategy). The standardized beta coefficient of 0.831 further confirms the strong influence of product development strategy on competitive advantage. The findings suggest that firms that invest in research and development, institutionalize customer-driven innovation, and continuously improve their products and processes are more likely to achieve superior market share, customer loyalty, and brand awareness. These findings support Kaunyangi et al. (2024), who found that product development strategies anchored in quality improvement, customer-centric innovation, and technological advancement are key drivers of sustained competitiveness. The results also agree with Dąbrowski (2023), who established that structured, customer-driven new product development processes significantly contribute to building and sustaining competitive advantage.

IV. DISCUSSION

The findings of this study demonstrate that product development strategy plays a significant role in enhancing the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The descriptive results revealed a moderate level of adoption of product development strategy, with continuous improvement of production and service delivery processes recording the highest agreement and investment in research and development recording the lowest. These findings suggest that although firms recognize the value of innovation, product development practices remain unevenly institutionalized, with

firms placing greater emphasis on process improvement than on research-driven product innovation.

The correlation results established a very strong positive and statistically significant relationship between product development strategy and competitive advantage. This finding supports the propositions of Dynamic Capabilities Theory, which argues that firms sustain competitive advantage by sensing emerging opportunities, seizing them through innovation, and reconfiguring their resources and processes in response to changing environments. The findings are consistent with Dąbrowski (2023), Sookbumroong and Phornlaphatrachakorn (2023), and Handayani et al. (2022), who found that product development and creativity positively influence market positioning, customer loyalty, and adaptability. Similarly, the findings agree with Kaunyangi et al. (2024) and Arvind and Mutegi (2025), who reported that product development and innovation enhance competitiveness and growth among Kenyan firms.

The regression results further established that product development strategy significantly predicts competitive advantage and accounts for a substantial proportion of its variation among farm input distribution companies. Notably, product development exerted the strongest influence on competitive advantage among the growth strategies examined in the broader study, yet investment in research and development recorded the lowest levels of adoption. This gap between the recognized value of innovation and its actual practice suggests that firms may be under-investing in the very strategy that offers the greatest competitive return. Strengthening research and development, customer-driven innovation, and product differentiation therefore represents a high-priority avenue through which farm input distribution companies can enhance market share, customer loyalty, and brand awareness. Overall, the study confirms that product development strategy is a critical determinant of competitive advantage and a valuable strategic lever for firms operating in increasingly competitive and dynamic agricultural input markets.

V. CONCLUSION

The study concludes that product development strategy is a critical determinant of competitive advantage among farm input distribution companies in Nakuru County, Kenya. Firms that continuously improve their products, invest in research and development, and enhance their operational processes are more capable of responding to changing customer needs and market conditions. Product development therefore provides an effective mechanism through which farm input distribution companies can differentiate themselves from competitors, strengthen their market share, customer loyalty, and brand awareness, and sustain their market relevance. The findings further demonstrate that firms that institutionalize customer-driven innovation and align product development initiatives with emerging market needs are more likely to achieve superior and sustainable competitive positioning.

VI. RECOMMENDATIONS

The study recommends that farm input distribution companies prioritize investment in research and development, customer-driven innovation, and product differentiation, given that product development exerted the strongest effect on competitive advantage yet recorded low levels of adoption, particularly in research and development. Companies should establish structured mechanisms for gathering and utilizing customer feedback so that new and improved products align with farmers' evolving needs, while sustaining the continuous improvement of production and service delivery processes to enhance efficiency and product quality. In addition, policymakers and regulators should support innovation within the agricultural input

distribution sector through incentives such as tax reliefs, innovation grants, and subsidized financing, and by promoting collaboration between farm input distributors, research institutions, universities, and agricultural technology providers in order to facilitate knowledge transfer and the development of innovative products tailored to local farming needs.

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