Influence of Product Development Strategies on Performance of Registered Bakeries in Kenya

***Felix Omondi Oluoch**

Tutorial Fellow; School of Business and Economics, Maseno University, Kenya

DOI: https://doi.org/10.47772/IJRISS.2026.101000194

Received: 12 October 2026; Accepted: 17 October 2026; Published: 31 October 2026

ABSTRACT

The global bakery products market is steadily expanding, with a projected market size of hundreds of billions of dollars. While product development strategies are praised for enhancing organizational performance in other sectors, focus on registered bakeries as been scanty. This research paper sought to investigate how product development strategies influence performance of registered bakery enterprises in a fast expanding urban centre in Western Kenya. This correlational study used questionnaires to collect data from 84 staff computed using Yamane's formula from marketing departments of 107 Bakery enterprises. The findings showed that product development strategies including product packaging and customer needs assessment together have significant influence (β=.118; p=0.002) on performance of registered bakery enterprises. It is concluded that the effective utilisation of firm-based resources in developing appropriate bakery products is key in fostering performance of enterprises in this industry.

Keywords: Bakery Products; Customer Needs Assessment; Performance of Registered Bakeries; Product Development Strategies; Product Packaging Approaches

INTRODUCTION

The modern business world is becoming more competitive, so improving the company's competitiveness requires the right product innovation and development strategy (Sayudin, Nurjanah & Yusup, 2023). The significance of product development strategies cannot therefore be gainsaid. By matching offers to shifting consumer tastes and market trends, product development methods promote long-term growth, thereby helping companies stand out in a crowded market, increase client retention, and generate new sources of income, and contributing to a long-term competitive edge (Guzik, 2023). Product development strategies, according to Lijuan (2023), are techniques and actions used to introduce new items to a market or alter current products to generate new business. In fact, 95% and 90% of merchandise market failures in the USA and Europe, respectively, have been linked to poor product development techniques (Guzik, 2023). Inadequate methods for developing new goods and services are one of the main reasons why small businesses in India fail (Singh, 2023). However, it seems that little is known about how product development techniques affect bakery businesses' performance.

According to Mbogo and Waithaka (2024) as well as Njuguna & Juma (2024), companies pursue a variety of objectives, including maximizing profits, increasing shareholder wealth, and finding alternative means of survival in times of financial hardship. One of these objectives is organizational performance (Heydari, Xiaohu, Lai & Yuxi, 2020). To evaluate performance and make wise decisions, different stakeholders need different indicators. Performance is defined by Mbogo (2025) as both monetary and non-monetary elements that show how well an organization is accomplishing its goals. The internal organizational processes, financial outcomes, and the perspective of growth and learning that lead to the achievement of the goals of the organization are some of the factors to take into account in order to comprehend performance (Heydari et al, 2020). Similarly, Chepkirui and Mwanzia (2025) states that a company's performance is determined by its market-product outcomes, financial performance, and shareholder return. While extant literatures have paid attention to how new product development determines performance, limited focus has been directed at the bakery enterprises, especially from the perspectives of Resource-based Theory.

An assessment by the Market Growth Reports (2026) indicates that the global bakery products market size was valued at USD 57196.69 million in 2025, and it is projected to be worth USD 62618.94 million in 2026 and reach USD 129255.03 million by 2035, exhibiting a Compound Annual Growth Rate (CAGR) of 9.48% during the forecast period. Between 2016 and 2025, there were notable changes in the world's bakery production; by 2025, market values had risen to over US$511 billion. Cakes (21 percent), cookies and biscuits (27 percent), and bread products (33 percent) held the largest share (Ozbun, 2025). Demand was largely driven by a 64% increase in global consumer preference for ready-to-eat healthy baked foods, urbanization, and a surge in population size (Dangal et al, 2025; Garba, Ya'u Abdullahi & Bako, 2023).

According to Mbogo (2025), rising urbanization, an expanding middle class, and changing consumer preferences toward healthier, whole-grain options are some of the main factors driving Kenya's bakery industry's phenomenal growth in recent years (e.g. bran, oats). Furthermore, the Kenyan Bakery product market has been steadily growing due to the demand for innovative product lines and convenience (Jeremiah, 2023). However, attention on the influence of product development strategies on performance of bakery enterprises in Kenya remains scanty. Existing studies in the industry have focused on market penetration strategy and performance of bakeries in Nairobi City County (Mbogo & Waithaka, 2024); growth Strategies and Performance of Bakeries in Nairobi City County (Mbogo, 2025); and effect of product branding strategies on performance of bakery business units of supermarkets in Kisii Town (Jeremiah, 2023). The purpose of this paper was to investigate the influence of product development strategies on performance of registered bakeries in Bondo town, a fast developing urban center in Western Kenya.

CONCEPTUAL FRAMEWORK

According to the conceptualization of this study, product development strategies have an impact on performance of registered bakery enterprises in Bondo town of Western Kenya. Therefore, the independent variable of the study is product development strategies denoted by product packaging, and efficiency in meeting customer needs. On the other hand, the dependent variable is performance of registered bakery enterprises characterised by value of net profit, sales value, and market share (see Figure 1).

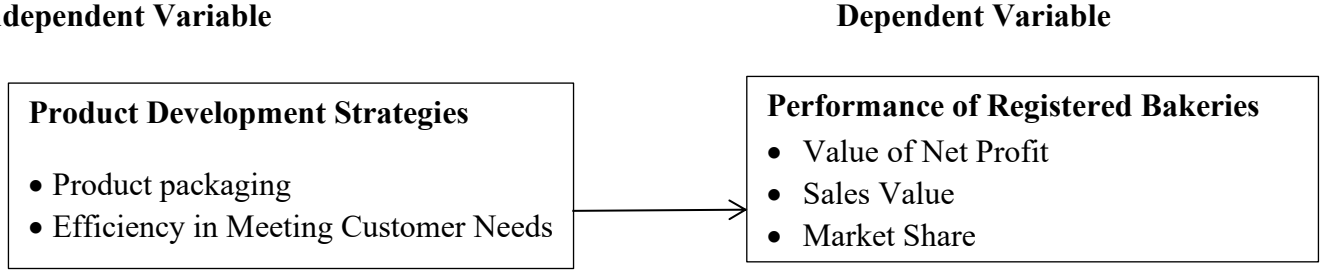

Figure 1: The Conceptual Framework

THEORETICAL FRAMEWORK

This research was guided by the Resource-Based Theory (RBT); a fundamental framework for strategic management is the Resource-Based Theory (RBT) first put forward by Penrose (2009). Also known as the Resource-Based View (RBV), RBT asserts that the main factors influencing an organization's long-term financial performance and sustained competitive advantage are its internal resources and capabilities rather than its external industry position (Utami & Alamanos, 2026). In the views of Iliyas and Barca (2025), the external analysis of a firm's competitive advantage, particularly Porter's (1980) framework, dominated strategy research logic at the time the resources-based theory was put forth. But in contrast to Porter (1980) and other strategy studies with an external focus, the RBT shifted researchers' focus to the firm's internal elements. It suggested that the factors influencing competitive advantage are internal to businesses rather than external.

According to Khalifa et al. (2025), the RBT is a well-known theory in strategic management for examining the firm performance component. This theory identifies the market as being driven by organizational

internal resources and provides crucial insight into a firm's internal operations as a driver of competitive advantage. In this instance, the product development strategies used by (bakery) businesses serve as essential tools for boosting their performance, including market share penetration and profitability.

EMPIRICAL LITERATURE REVIEW

Product Development Strategies

Efficiency in Meeting Customer Needs

Product development approaches have received significant documentation in strategic marketing landscape in recent times, tanks to rapidly evolving and highly competitive global markets. Similarly, various strategies for developing products that leverage the firm above competitors have also been discussed. For instance, a study in India by Gijo, Bhat, Antony and Park (2021) revealed that listening to the voice of the customer is one of the strategies that guide development of suitable products. On the other hand, a study conducted in the Republic of China revealed that product complexity resulting from the overall product features presentation and the various number of features displayed form determinants of whether customers will admire the product or not (Chiang, Wei, Cheng & Wei, 2020). A recent study in Egypt by Gomaa (2025) highlighted that customer-centricity, innovation and continuous improvement is important in enhancing market penetration. In Nigeria, Okegbemiro, Onu, Akinlabi and Nwankwere (2023) concluded that innovation of new products aimed at satisfying customer needs is a key strategy in product development. In a study conducted in Kenya by Sigei and Jeptoo (2023), it was concluded that consideration of the culture of innovation and continuous improvement in product offerings are important guiding principles in product development.

The aforementioned literature notwithstanding, it is worth noting that a number of these studies, although focusing on efficiency in meeting customer needs as a strategy for developing products, have not been conducted in the context of baking or confectionaries. Instead, focus has been directed at sectors such as real estate (Sigei & Jeptoo, 2023), selected food and beverage firms (Okegbemiro et al, 2023), and general management landscape (Gijo et al, 2021; Gomaa, 2025; Chiang et al, 2020). There was therefore need to extend this insight to bakery industry, one of the fastest expanding sector across the globe, for further enrichment of literature.

Product packaging

One of the main tactics in new product development (NPD) is product packaging. It serves as a functional element that influences user experience, safeguards products, conveys brand equity, and directly influences consumer purchasing decisions, going beyond containment (Rambabu & Porika, 2020). The importance of packaging is growing due to the growing self-service way of buying products (Oyedele & Fredrick, 2023). However, existing studies hardly demonstrate how product packaging as a component of product development strategy influences performance of registered bakery enterprises. For instance, a recent study by Duarte, Ribeiro, Silva, Pinhal & Estima (2025) involved managers from five major Portuguese companies to investigate the motivations related to sustainable packaging strategies and revealed that a substantial amount of packaging that is not recyclable still contributes to tons of non-recyclable waste. In India, Mahajan and Vidani (2023) showed that the most significant packaging factor influencing perception of customers is the assistance in storage and product consumption which leads to intent of buying by customers for consumer-packaged products. In their work, Oyedele and Fredrick (2023) revealed that product development in terms of product branding and product packaging has positive and significant effect on customer satisfaction of CWAY Table Water. Abuja. Jepchumba, Ngugi, Shale and Odhiambo (2022) revealed that product packaging had a significant influence on the performance of food and beverage processing firms in Kenya.

Despite the aforementioned literature, it is important to note that several of these studies have not focused on bakery products, despite their emphasis on product packaging as a strategy for product development. Rather,

industries like food and beverage manufacturing (Jepchumba et al, 2022), firms processing drinking water (Oyedele & Fredrick, 2023), and fast moving consumer products (Mahajan & Vidani, 2023) have been the focus. In order to further enhance literature, it was necessary to apply this understanding to the bakery industry, which is one of the sectors with the fastest global growth.

Performance (of Bakery Enterprises)

The idea of bakery enterprise performance is a multifaceted framework that assesses how well a company achieves its operational, financial, and customer satisfaction objectives (Božić & Poola, 2023). To ensure survival, profitability, and growth in a fiercely competitive market, it depends on measuring particular quantitative metrics and implementing qualitative strategies (Jumapili & Muathe, 2025). The ability of an organization to effectively use its resources and generate outputs considered as relevant to its stakeholders and in line with its goals is known as organizational performance (Leitão, Pereira, and Gonçalves, 2019). In both developed and developing economies, measuring organizational performance is an essential metric for small and medium-sized businesses as well as large organizations (Leitão et al. 2019). It is essential to achieving their individual goals and objectives. Jumapili and Muathe (2025) claimed that the evaluation of an organization's performance depends on a number of indicators, which depend on things like the organization's industry, organizational structure, and the caliber of its offered goods and services.

Profitability, customer satisfaction, return on investment, and market share were among the financial and non-financial metrics used as performance indicators in most strategic management studies (Arokodare & Asikhia, 2020; Javeed and Lefen, 2019). This is consistent with a study by Kori, Muathe, and Maina (2020), which shows that when assessing an organization's performance, the use of balanced scorecard metrics that incorporate both financial and non-financial metrics perspectives is complementary. Organizational performance indicators are divided into two categories by Božić and Poola (2023): effectiveness, which relates to an organization's ability to provide the best possible service or product within an efficient framework, and efficiency and financial viability. Ali et al (2021) stated that measures of customer satisfaction have continuously shown themselves to be accurate indicators of stable, long-term cash flows and long-term organizational performance.

According to the studies under discussion, an organization's performance is determined by a variety of factors, including its industry, organizational structure, and the quality of its products and services. It was therefore prudent for an extension of this insight to the baker industry for purposes of enriching literature in as far as performance measurement is concerned.

METHODOLOGY

Research Design

This study adopted a correlational research design. It was a correlational study because it was set to investigate the relationship between product development strategies and of registered bakeries without the researcher controlling or manipulating any of the variables (Devi et al, 2022). Esser and Vliegenthart (2017) explain that a correlation shows the strength as well as the direction (either positive of negative) of the relationship between two or more variables.

This design therefore helped the study to learn whether the relationship between product development strategies and of registered bakeries is strong or weak, and also whether it is positive or negative.

Study Setting

The study was done in Kenya, in Siaya County, Bondo Sub County with an area of coverage of 357 km^2. Bondo Sub County is the second largest town in Siaya County. It has got five locations (West Yimbo, East Yimbo, Central Sakwa, South Sakwa and North Sakwa).

Study population and sampling strategy

The target population of this study was 107 employees working in the marketing department of United Millers, Mini Bakers Ltd (Supa loaf), Mini Bakers Ltd (Butter Toast), Alicia Bakers & Confectioners Ltd, May Fair Holdings, DPL Bakers and J.K. Bake Ltd Bakers.

The staff working in the marketing department was targeted because they often have information regarding various bakery products sold by their respective bakeries. Additionally, marketing department possess information concerning strategies that are frequently used in their departments as well as various reasons for the popularity of such strategies. This study adopted Yamane's formula (Israel, 2013) to calculate the sample size for the study as shown below.

$$n = \frac{N}{1 + N(e)2}$$

$$n = \frac{107}{1 + 107(0.05)2} = 84$$

Where n is the sample size, N is the population size, and e is the level of precision (0.05). The sample size of the study was therefore 84 staff from marketing department.

To ensure equal representation of each member in the study, stratified Random Sampling which involves dividing the population into subgroups (or bakeries) and then taking a simple random sample of f = n/N×100% in each bakery used (Patton, 2002). Where f is the sample size of the sub group; n is the population of the sub group; and N is the total sample size. The study has seven strata representing each bakery. The sample distribution of the study respondents is as shown in Table 1.

Table 1: Distribution of Sample Size

Respondent	**Population**	**percentage**	**Sample**
United Millers	17	15.89	13
Mini Bakers Ltd (Super loaf)	17	15.89	14
Mini Bakers Ltd (Butter toast loaf)	15	14.02	12
Alicia Bakers & Confectioners	21	19.63	16
May Fair Holdings (Sun blest)	15	14.02	12
DPL Festive Ltd	12	11.21	9
J. K. Bake Ltd (Every day)	10	8.41	8
Total	**107**	**100**	**84**

Instrumentation, Validity and Reliability

Closed-ended questionnaire were used to collect data from the sampled staff from the marketing departments of the registered bakeries in the area.

Content validity index (CVI) was utilised to check the validity of the study instruments. In this regard, ratings of four experts based on item relevance were used to measure constructs of the study variables. The

ratings adopted a 4-point ordinal scale of 1 – 4 for not relevant to highly relevant using the formula of Item Content Validity Index (I-CVI) stipulated by Davis (1992):

I-CVI = (agreed item)/ (number of expert)

The calculated rating of the four experts generated a CVI of 0.88. This was considered to be highly relevant by the researchers. Similarly, data was collected from a pilot study involving randomly selected five bakeries in the study area who were thereafter excluded from the main study to check reliability of the study questionnaire. With the aid of Statistical Package for the Social Sciences (SPSS) version 21, the Cronbach's Alpha (CA), denoted as α (alpha), was employed to assess the dependability of the instrument using data gathered during the pilot testing. The computed CA for the instrument was .912 (α=.912). The study accepted the instrument as reliable since the computed CA surpassed the threshold set by Nunnally (1978).

Data Analysis and Presentation

Data obtained using questionnaire was analyzed via descriptive and inferential statistics with the aid of SPSS version 25. Descriptive statistics enabled generation of frequencies and percentages which was essential for interpretation of quantitative results. On the other hand, regression analysis was used to analyse the relationship between product development strategies and performance of registered bakeries.

Ethical Considerations

For ethical reasons, the researcher sought approval to perform the field study from Maseno University Scientific and Ethics Review Committee (MUSERC) and the National Commission for Science, Technology and Innovation (NACOSTI). A consent form was designed and signed by the study participants as a sign of their voluntary agreement to participate in the research. Additionally, participants were also asked not to include their identities in the research equipment in order to maintain anonymity.

RESULTS

Demographic Characteristics of the respondents

A total of 84 questionnaires were distributed to the sampled respondents. However, only 59 of them were returned fully responded to. Table 2 shows the results obtained.

Table 2: Response Rate

Description	Numbers
Number of Respondents Targeted in the Survey	84
Actual Number of participants who took part in the survey	59
Number of Non- responses	28
Percentage response rate	70.24%

This response rate was satisfactory to make conclusion for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the response the response rate was excellent.

The study sought to determine the gender category of the respondents; this was done in view of ensuring that genders were equitably engaged in this research. Results are shown in table 3.

Table 3: Gender of Respondents

	Frequency	Percent
Male	36	61.02
Female	23	38.98
Total	**59**	**100.0**

Results obtained in Table 3 show that (61.02%) of the marketing department staff of bakeries operating in Bondo Sub County are males with only (38.98%) being held by female counterparts. This implies that marketing departments of theses bakeries are dominated by males.

From the Table 3, majority of the respondent sampled have a strong relationship to the college level that comprised of 36% while 27% comprised those with professional qualification, 16 % comprised university level and 14% comprised holders of secondary education. Only 7% had a post graduate qualification. This means that the highest percentages of the respondents are attained a college qualification whereas the lowest percentages of the respondents are post graduate Holders. From the findings, the respondents have acquired formal education sufficient enough for the respondents to possess knowledge in the subject matter of the study.

Table 4: Distribution of Respondents Based on Highest education qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	8	14	14	14
College level	21	36	36	50
University level	10	16	16	66
Post graduate	4	7	7	73
Professional qualification	16	27	27	100.0
Total	**59**	**100.0**	**100.0**	

Influence of Product Development Strategies on Performance of Registered Bakeries

The main objective of this study was to investigate some of the product development strategies adopted by bakeries. The research sought to establish the extent to which the respondents agreed with the following statements relating to the product development strategies. Results are shown in table 5.

Table 5: Product Development Strategies descriptive statistics

Product Development Strategies	N	Min	Max	Mean	Std. Deviation
Bakery offer appropriate product packaging	59	3.00	5.00	4.1017	.66163

Bakery have product packaging with a broad market appeal	59	3.00	5.00	4.4576	.53569
Bakery is efficient in meeting customer wants	59	3.00	5.00	3.5085	.62623
Bakery develop and test their products to confirm their adaptability and sustainability to the target customers	59	3.00	5.00	3.8305	.76907
Mean	**59**			**3.9746**	**0.6482**

From the study results respondents agreed bakeries offer appropriate product packaging (Mean=4.1017, Standard Deviation = 0.66163) and that bakeries are efficient in meeting customer wants (Mean = 3.5085, Standard Deviation = .62623).

The study further revealed that bakeries developed and tested their products to confirm their adaptability and suitability to the target customers (Mean =3.8305, Standard Deviation = 0.76907) and that bakeries have products packaging with a broad market appeal (Mean = 4.1017, Standard Deviation = 0.66163).

Inferential Statistics

The study sought to establish the extent to which marketing mix strategies adopted influence the performance of bakeries. Results are shown in table 6

Table 6: Extent to which Product Development strategies influence performance of bakeries

	Frequency	**Percentage**
Large Extent	34	57.63
Moderate Extent	15	25.42
Minimal Extent	10	16.95
Total	**59**	**100**

Results obtained show that majority of the respondents 57.63% opined that marketing mix strategies adopted by various bakeries influence their performance to large extent, 25.42% indicated to a moderate extent whereas 16.95% indicated minimal extent. This implies that marketing strategies adopted by bakeries influence their performance to a large extent.

The study further sought to determine the extent to which business performance has grown in the following areas due to adoption of marketing strategies. Results are shown in table 7.

Table 7: Performance of Bakeries descriptive statistics

	N	**Min**	**Max**	**Mean**	**Std. Deviation**
Net Profit	59	2.00	4.00	3.9322	.31428
Number of Employees	59	3.00	4.00	3.9153	.28089
Sales Volume	59	3.00	5.00	4.0169	.75410

Market Share	59	3.00	5.00	3.6102	.83081
Mean	**59**			**3.8687**	**0.54502**

Results obtained show that adoption of marketing strategies by company owned bakeries had resulted to increased market share, (Mean = 3.6102, Standard Deviation = 0.83081) increased sales volume (Mean = 4.0169, Standard Deviation = 0.75410), net profit (Mean = 3.9322, Standard Deviation = 0. 31428) and increased number of employees (Mean = 3.9153, Standard Deviation = 0. 28089). In overall bakery performance had overall mean of 3.8687 and standard deviation of 0.54502. Respondents also reported that adoption of marketing strategies also resulted to enhanced customer satisfaction, product and service quality, customer loyalty and customer retention.

Inferential Statistics

After descriptive analysis, the study conducted regression analysis to indicate a linear association between the predicted and explanatory variables or among the later. It thus helps in determining the strengths of associations in the model that is, which variable best explained the relationship between marketing strategies and sales performance of bakeries in Kenya. The results obtained are presented as follows, The model summary presents the R, R-square, adjusted R square and the standard error of the estimate. Table 8 shows the results obtained.

Model Summary

Table 8: model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df 2	Sig. F Change	
1	.894[a]	.800	.785	.15862	.800	54.010	1	54	.000	1.497
a. Predictors: (Constant), Place strategy, Product development strategy, Pricing strategy, Promotion strategy										
b. Dependent Variable: Performance										

The results on table 4.12 show that the R-square is 0.8 which shows that 80.0% of the variation in the dependent variable is explained by the study variables while the remaining 20% is explained by other variables outside the model and the error term.

Analysis of Variance

The analysis of variance was also carried out to establish the significance of the model. Table 9 shows the result obtained

Table 10: Anova

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	5.436	4	1.359	54.010	.000[b]

	Residual	1.359	54	.025		
	Total	6.794	58			
a. Dependent Variable: Performance						
b. Predictors: (Constant) Product development strategy						

Table 10 shows ANOVA results of the estimated model. The data test revealed that F (4, 54) = 54.010 at p < 0.00, an indication that the model fits the research data well. The researcher could therefore, deduce that all the independent variables (i.e. product development strategy) explain bakery performance in Bondo sub county.

Model Coefficients

This further sought to establish whether the study variables were significant or insignificant. Table 11 shows the results obtained.

Table 11: Model coefficients

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**		**Collinearity Statistics**	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.110	.313		3.547	.001	.483	1.738		
Product development strategy	.118	.105	.130	1.117	.002	-.093	.329	.272	3.675
a. Dependent Variable: Performance									

According to the results on Table 11, the unstandardized beta is .118 (β=.118) with a significant value of .002 (P=.002). This suggests that among registered bakery enterprises, product development strategies predict improvements in firm performance by .11 units.

The regression equation $Y = \beta_0 + \beta_1 X_1 + e$, with the constant ($\beta_0$) being 1.110, the coefficient can be plugged into the model to predict performance as:

$Y = 1.11 + 0.118_X + \varepsilon$

DISCUSSIONS

According to the results obtained from analysed data (Table 5), the respondents agreed that appropriateness of product packaging (M=4.102; SD=.662) and product packaging with a broad market appeal (M=4.46; SD=.536) have had influence on performance of registered bakeries in the study area. These findings suggest that product development strategies in terms of packaging methods are effective in fostering performance among firms in the baking sector in the study area. These results are in consistent with outcomes in previous studies done in different contexts. For instance, Mahajan and Vidani (2023) also revealed that packaging factor influences intent of buying by customers for consumer-packaged products in

India. Similarly, product branding and product packaging were found to have positive and significant effect on customer satisfaction towards water products in Nigeria (Oyedele & Fredrick, 2023). Results akin to these were also revealed among food and beverage processing firms in Kenya, where Jepchumba et al (2022) showed that product packaging had a significant influence on the performance.

Table 5 of the study also showed that bakeries have products with a wide market appeal (M = 4.102; SD = 0.662) and that they developed and tested their products to confirm their adaptability and suitability to the target customers (M = 3.83; SD = 0.769). These results illustrate that efficiency in meeting customer needs as a product development strategy have had immense influence on performance among firms in the bakery industry in Bondo town. These results are in concurrence with findings in a number of previous studies, albeit conducted in different contexts. One such study is Gijo et al (2021) which revealed that listening to the voice of the customer is one of the strategies that guide development of suitable products in India. Gomaa (2025) also highlighted that customer-centricity is a product development consideration necessary for influencing market penetration in Egypt. Similarly, innovation of new products aimed at satisfying customer needs was also found to be a key strategy in product development in Nigeria (Okegbemiro et al, 2023).

CONCLUSION

The study concludes that overall bakery performance in the study area in terms of increased market share, increased sales volume, and net profit is satisfactory. It is further concluded that adoption of marketing strategies also resulted to enhanced customer satisfaction, product and service quality, customer loyalty and customer retention.

The study also concludes that appropriateness of product packaging and product packaging with a broad market appeal have had influence on performance of registered bakeries in the study area. It is further concluded that product development strategies in terms of packaging methods are effective in fostering performance among firms in the bakeries sector in the study area.

It is additionally concluded that bakeries in the study area have products with a wide market appeal and that the firms in the bakeries industry develop and test their products to confirm their adaptability and suitability to the target customers. It is further concluded that efficiency in meeting customer needs as a product development strategy have had significant influence on performance among firms in the bakery industry in the area.

Acknowledgement

This study is grateful to all the bakery firms which provided valuable data which was used for analysis and research report. Similarly, much gratitude goes to the staff from the marketing departments of the selected bakery firms who also provided vital information which was used by the study. Without these sources of data, this report could not have been actualized.

REFERENCES

1. Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., ... & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. International Journal of Engineering, Business and Management, 5(3), 14-28.
2. Arokodare, M. A., & Asikhia, O. U. (2020). Strategic agility: Achieving superior organizational performance through strategic foresight. Global Journal of Management and Business Research, 20(3), 7-16.
3. Božić, V., & Poola, I. (2023). Measuring organizational performance.
4. Chepkirui, F., & Mwanzia, M. (2025). Growth Strategies and Performance of Food and Beverage Manufacturing Firms in Nairobi County, Kenya. International Journal of Innovation, Enterprise, and Social Sciences, 5(1), 103-118.

5. Chiang, R. Y., Wei, C. C., Cheng, Y. C., & Wei, C. S. (2020). Attractiveness maximisation model for designing product complexity. Total Quality Management & Business Excellence, 31(15-16), 1829-1840.
6. Dangal, A., Dahal, S., Timsina, P., Khan, K. I., Romano, A., Giuffrè, A. M., ... & Ghimire, H. (2025). Microplastic Contamination of Dairy and Bakery Products: Sources and Effects on Human Health—A Review. Food Safety and Health, 3(4), 535-546.
7. Devi, B., Devi, R., Pradhan, S., Giri, D., Lepcha, N. and Basnet, S. (2022). Application of correlational research design in nursing and medical research. Journal of Xi'an Shiyou University, Natural Sciences Edition, 65(11), DOI 10.17605/OSF.IO/YRZ68.
8. Duarte, P., Ribeiro, M. I., Silva, S. C., Pinhal, R., & Estima, A. (2025). A Company-Based View on Sustainable Packaging Orientation. Sustainability, 17(15), 1 - 23.
9. Garba, U., Ya'u Abdullahi, K., & Bako, H. K. (2023). African experience in ensuring sustainability in baking. In Baking business sustainability through life cycle management (pp. 135-145). Cham: Springer International Publishing.
10. Gijo, E. V., Bhat, S., Antony, J., & Park, S. H. (2021). Ten commandments for successful implementation of design for six sigma. The TQM Journal, 33(8), 1666-1682.
11. Gomaa, A. H. (2025). Enhancing Product Development Excellence through Quality Management Tools: A Comprehensive Review and Integrated Conceptual Framework. Intelligent and Sustainable Manufacturing, 2(2), 10017.
12. Guzik, A. (2023). Overview of new product development strategies and models. Catallaxy, 8(1), 21–34.
13. Heydari, M., Xiaohu, Z., Lai, K. K., & Yuxi, Z. (2020). Evaluation of organizational performance strategies. Proceedings of National Aviation University, 82(1), 77-93.
14. Iliyas, M., & Barca, M. (2025). A chronological review of resource-based theory and future research directions. Journal of Management, 4, 41-53.
15. Javeed, S. A., & Lefen, L. (2019). An analysis of corporate social responsibility and firm performance with moderating effects of CEO power and ownership structure: A case study of the manufacturing sector of Pakistan. Sustainability, 11(1), 248.
16. Jepchumba, N., Ngugi, P. K., Shale, N. I., & Odhiambo, R. (2022). The effect of product packaging on firm performance: A study on the food and beverage manufacturing firms in Kenya. International Journal of Supply Chain and Logistics, 6(2), 69-88.
17. Jeremiah, B. T. (2023). Effect Of Product Branding Strategies On Perfomance Of Bakery Business Units Of Supermarkets In Kisii Town, Kenya. Unpublished Doctoral dissertation submitted to Kisii University.
18. Jumapili, N. D. & Muathe, S. M. A. (2025). Quality Management Practices and Performance: The Perspective of Public Healthcare Institutions in Kenya. European Scientific Journal, ESJ, 21(4), 83 - 109.
19. Khalifa, G. S., Alkheyi, A. A., Hossain, M. S., Alneadi, K. M., El-Aidie, S., & Alhaj, B. K. (2025). Organisational performance from a resource-based view: a study of public service sector in the United Arab Emirates. International Journal of Public Sector Performance Management, 15(1), 90-109.
20. Kori, B. W., Muathe, S., & Maina, S. (2020). Financial and Non-Financial Measures in Evaluating Performance: The Role of Strategic Intelligence in the Context of Commercial Banks in Kenya. International Business Research, 13(10), 130.
21. Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. International journal of environmental research and public health, 16(20), 1 - 18.
22. Lijuan, S. (2023). New product development strategies and operational performance of commercial and manufacturing state corporations in Kenya. Unpublished master dissertation submitted to the University of Nairobi.
23. Mahajan, H., & Vidani, J. (2023). Packaging strategies: Outlook on consumer buying behaviour for FMCG products. Journal of Management and Entrepreneurship, 17(4), 7-18.

24. Market Growth Reports (2026). Bakery Products Market Report Coverage 2016 – 2026. Maharashtra, India.
25. Mbogo, D. O. (2025). Growth Strategies and Performance of Bakeries in Nairobi City County, Kenya. Unpublished Doctoral dissertation submitted to Kenyatta University.
26. Mbogo, D. & Waithaka, P. (2024) Market penetration strategy and performance of bakeries in Nairobi City County. The Strategic Journal of Business & Change Management, 11 (4), 1279– 1295.
27. Okegbemiro, S. A., Onu, M. T. M., Akinlabi, B., & Nwankwere, I. (2023). Product development strategy and competitive advantage of selected food and beverage firms in Lagos State, Nigeria. Current Trends in Social and Management Sciences Research, 2(1), 30 – 43.
28. Oyedele, O. M., & Fredrick, E. (2023). Managing product features and customer satisfaction via product development, product branding, and product packaging: Evidence from CWAY Table Water. Marketing and Branding Research, 10(1), 28-44.
29. Ozbun, T. (2025). Global bread and bakery products market size 2017-2025.
30. Penrose, E.T. (2009). The theory of the growth of the firm. Oxford University Press.
31. Rambabu, L., & Porika, R. (2020). Packaging strategies: knowledge outlook on consumer buying behaviour. Journal of Industry-University Collaboration, 2(2), 67-78.
32. Sayudin, S., Nurjanah, A., & Yusup, A. (2023). Innovation strategy and product development to increase company competitiveness in digital era. Eduvest-Journal of Universal Studies, 3(5), 996-973.
33. Sigei, B. C., & Jeptoo, C. (2023). Examining the Impact of Product Development Strategies on the Performance of Real Estate Companies in Nairobi City County, Kenya. African Journal of Emerging Issues, 5(5), 29-48.
34. Singh, S. (2023). An analysis into the causes of failure of Small-Scale Industries in India. International Journal of Advances in Engineering and Management, 5(7), 562-567.
35. Utami, H., & Alamanos, E. (2023). Resource-based theory: A review. TheoryHub Book. Available at https://open. ncl. ac. uk.