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Strategic Responses and Product Performance of Coca Cola Products in Kisii Town, Kenya

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Abstract

Purpose: This study examines the influence of strategic responses on the product performance of Coca-Cola products in Kisii Town, Kenya, focusing on technology adoption, market expansion strategies, cost-cutting measures, and organizational restructuring. Despite Coca-Cola's strong global presence, its product performance in Kisii Town has faced challenges due to misalignment between national strategies and local market conditions.

Methodology: Using a mixed-methods approach, the research combines quantitative data from 100 consumers and qualitative data from supermarket staff across four major retail outlets in Kisii—Naivas, Quickmart, Shivling, and Kisii MART.

Findings: The findings reveal that technology adoption positively impacts Coca-Cola's performance, though limited by consumer readiness and infrastructure. Market expansion strategies, including product visibility, are positively correlated with sales but face obstacles in local execution. Cost-cutting strategies, particularly in packaging, have improved accessibility, yet they have not fully addressed price competition. Organizational restructuring has enhanced distribution efficiency but has shown uneven results due to inconsistent implementation.

Unique Contribution to Theory, Policy and Practice: The study highlights the need for Coca-Cola to localize its strategies, enhance digital marketing efforts, foster retailer partnerships, clarify pricing structures, and ensure better stakeholder engagement for sustained product performance in Kisii Town. These findings provide insights into adapting global strategies to smaller urban markets, contributing to Coca-Cola's competitiveness in Kenya's evolving beverage industry.

Keywords: *Coca-Cola, Strategic Responses, Product Performance, Technology Adoption, Market Expansion, Cost-Cutting, Organizational Restructuring.*

INTRODUCTION

Background of the Study

In today's competitive global economy, the performance of fast-moving consumer goods (FMCG) companies depends on their ability to respond strategically to both market and operational challenges. Globally, beverage companies such as Coca-Cola have remained dominant due to their capacity to adopt new technologies, explore new markets, restructure operations, and launch cost-effective products. Wendot (2021) noted that multinational FMCG manufacturers rely on aggressive strategies to maintain their market leadership. Although Wendot acknowledged the success of such strategies in expanding market share, Njuguna and Juma (2024) argued that such responses must be regularly adjusted to match local conditions and consumer behaviour. Nigat (2022) added that operational performance can only improve if strategy is supported by efficient internal systems, such as logistics and packaging.

Strategic responses have gained increased attention in both academic and commercial debates, particularly for their role in influencing product performance. Globally, companies like Coca-Cola have invested heavily in enterprise resource planning (ERP) systems to improve operational efficiency and agility. Mwangi, Kinyua and Muriithi (2022) observed that ERP systems allow Coca-Cola to manage change while sustaining performance across multiple regions. However, Mwangi et al. admitted that poor change management can undermine the full benefits of such technology. On the other hand, Angira (2021) noted that agility strategies—such as rapid product innovation and supply chain flexibility—are more relevant for turbulent markets, but he also warned that without local adaptation, these strategies may fail to produce the desired outcomes.

In Kenya, Coca-Cola remains one of the most recognised beverage brands, yet its product performance varies across different regions. The company has made efforts to enhance its competitive edge through restructuring, market expansion, and technological innovations. Kithu and Kamau (2022) observed that product nature and pricing influence how customers interact with soft drinks in Kenya. Although this view highlights the role of the product itself, Karogo and Omwenga (2023) argued that corporate identity and brand trust are stronger determinants of long-term performance in Kenya's beverage sector. Moreover, Kilel (2023) found that logistical packaging has emerged as a critical factor in influencing operational performance and cost efficiency, but she also pointed out that limited innovation in packaging can reduce consumer appeal.

Coca-Cola's strategic responses in Kenya reflect a broader shift toward localisation of global strategies. For instance, the company has introduced more affordable packaging such as 300ml returnable bottles to address economic pressures among consumers. This aligns with Angira's (2021) view that agility strategies are needed to remain competitive in markets where purchasing power is low. Nonetheless, Wendot (2021) argued that agility alone is not enough unless supported by long-term growth strategies and clear performance indicators. Njuguna and Juma (2024)

supported this by stating that cost-cutting measures can help firms survive economic downturns but should not compromise product quality or distribution.

The town of Kisii offers a unique case for studying Coca-Cola's strategic responses due to its emerging urban population, rising demand for beverages, and competitive retail environment. Supermarkets such as Naivas, Quickmart, Shivling, and Kisii MART stock a wide range of Coca-Cola products, making them important data sources for this study. According to Kithu and Kamau (2022), product visibility and availability in retail outlets are key drivers of soft drink performance. However, Karogo and Omwenga (2023) challenged this by suggesting that consumers in smaller towns are influenced more by product pricing and cultural preferences than mere visibility. In this light, understanding how Coca-Cola's strategies play out in Kisii Town could provide deeper insights into the effectiveness of localisation.

Coca-Cola's strategic responses—particularly in areas of technology adoption, market expansion, cost reduction, and restructuring—have played a key role in determining its product performance both globally and in Kenya. However, the success of these strategies cannot be assumed; rather, they require context-specific understanding. Kisii Town offers a suitable environment to explore these dynamics, given the presence of major retail outlets and a growing consumer base. This study will focus on understanding how Coca-Cola's strategies have affected product performance in this local setting, using Naivas, Quickmart, Shivling and Kisii MART as points of reference. The findings are expected to provide a deeper understanding of the effectiveness of strategic responses in smaller urban markets, which are often overlooked in broader analyses.

Statement of the Problem

Despite Coca-Cola's dominance in the global beverage market, its product performance in smaller towns like Kisii has raised concerns regarding the effectiveness of its strategic responses. In Kisii, competition from other soft drink brands, coupled with rising costs of living and changing consumer preferences, have significantly affected Coca-Cola's sales volumes. Biwott (2022) noted that distinctive competencies, such as product innovation and cost leadership, are essential for maintaining market position in the beverage sector. However, although Biwott highlighted the success of these competencies in Nairobi, Sarumbo (2022) argued that smaller urban areas often present different operational challenges that require more adaptive strategies. Nsomba (2021) added that following the Coca-Cola Beverages Africa merger, the company may have become less responsive to local market conditions due to centralised decision-making structures.

In Kisii Town, Coca-Cola faces challenges in aligning its national strategies with local consumer needs. Despite introducing smaller packaging and returnable bottles, these efforts have not sufficiently addressed price sensitivity and shifting demand patterns. Chinonyerem (2023) emphasized that product differentiation is crucial for competition, yet Coca-Cola's offerings in Kisii are similar to those in larger cities, neglecting regional preferences. Edward (2023) pointed out that promotional strategies in rural areas often fail due to lack of personalization and poor

distribution. Okhonjo (2024) suggested that localizing the marketing mix could enhance sales performance.

Technology adoption in Coca-Cola's retail distribution is also limited, with small retailers in Kisii still relying on manual processes despite the company's national digital inventory systems. Nsomba (2021) noted that large-scale systems often fail locally without proper training or infrastructure, and Biwott (2022) highlighted that IT investments benefit central operations but not local retailers. Additionally, restructuring and cost-cutting measures have disrupted supply chain reliability in smaller towns, according to Edward (2023). Although cost-efficiency is important, Okhonjo (2024) warned it must be balanced with maintaining market presence and customer satisfaction. Chinonyerem (2023) also cautioned that excessive focus on cost reduction could lead to loss of market share to competitors with more tailored offerings.Therefore, the problem lies in Coca-Cola's inability to fully align its strategic responses—such as technology adoption, market expansion, cost control, and restructuring—with the specific characteristics of Kisii Town. This misalignment has led to underperformance of products in retail outlets like Naivas, Quickmart, Shivling, and Kisii MART, despite their wide customer reach. The proposed study aimed to investigate how these strategic responses influence product performance and what adjustments may be necessary to improve Coca-Cola's competitiveness in the local market.

General Objective:

To examine the influence of strategic responses on the product performance of Coca-Cola products in Kisii Town.

Specific Objectives:

i. To assess how technology adoption influences the performance of Coca-Cola products in Kisii Town.
ii. To determine the impact of market expansion strategies on the visibility and sales of Coca-Cola products in Kisii Town.
iii. To evaluate how the introduction of cost-cutting products affects consumer uptake and competitiveness of Coca-Cola products in Kisii Town.
iv. To analyze the effect of organizational restructuring on distribution efficiency and product availability of Coca-Cola products in Kisii Town.

LITERATURE REVIEW

Critique of the Existing Literature Relevant to the Study

The literature reviewed on strategic responses and product performance offers useful insights but reveals several limitations. For instance, Biwott (2022) noted that distinctive competencies such as innovation and pricing strategies influence beverage firm performance in Nairobi. Although this view is valuable, it assumes that urban consumer behaviour can be generalised to other regions. Sarumbo (2022), focusing on innovation management in Tanzania, supported the idea that

continuous product improvement enhances performance. However, his findings are based on a different cultural and economic context, which may not reflect the realities of Kisii Town in Kenya.

Nsomba (2021) argued that the Coca-Cola Beverages Africa merger created stronger market control, but he failed to assess how such corporate-level changes influence product availability or performance in smaller towns. Nigat (2022) emphasised the benefits of reverse logistics in improving operational performance, but his study was limited to manufacturing plants, excluding the retail environment. This weakens its applicability to supermarket-level performance assessments.

Moreover, studies like those by Edward (2023) and Chinonyerem (2023) focused on promotional and differentiation strategies, but ignored how structural reforms or cost-cutting measures affect long-term competitiveness in semi-urban markets. Although Okhonjo (2024) highlighted the importance of marketing mix strategies in improving sales, his focus on pharmaceutical firms may limit direct application to the beverage sector.

Overall, the existing literature is often urban-centred, industry-wide, or focused on large cities, with minimal attention to towns like Kisii. There is also a tendency to study one variable in isolation without considering how multiple strategies interact to influence product performance. This study fills that gap by evaluating four interconnected strategic responses and their combined effect on Coca-Cola's product performance in Kisii Town.

Research Gap

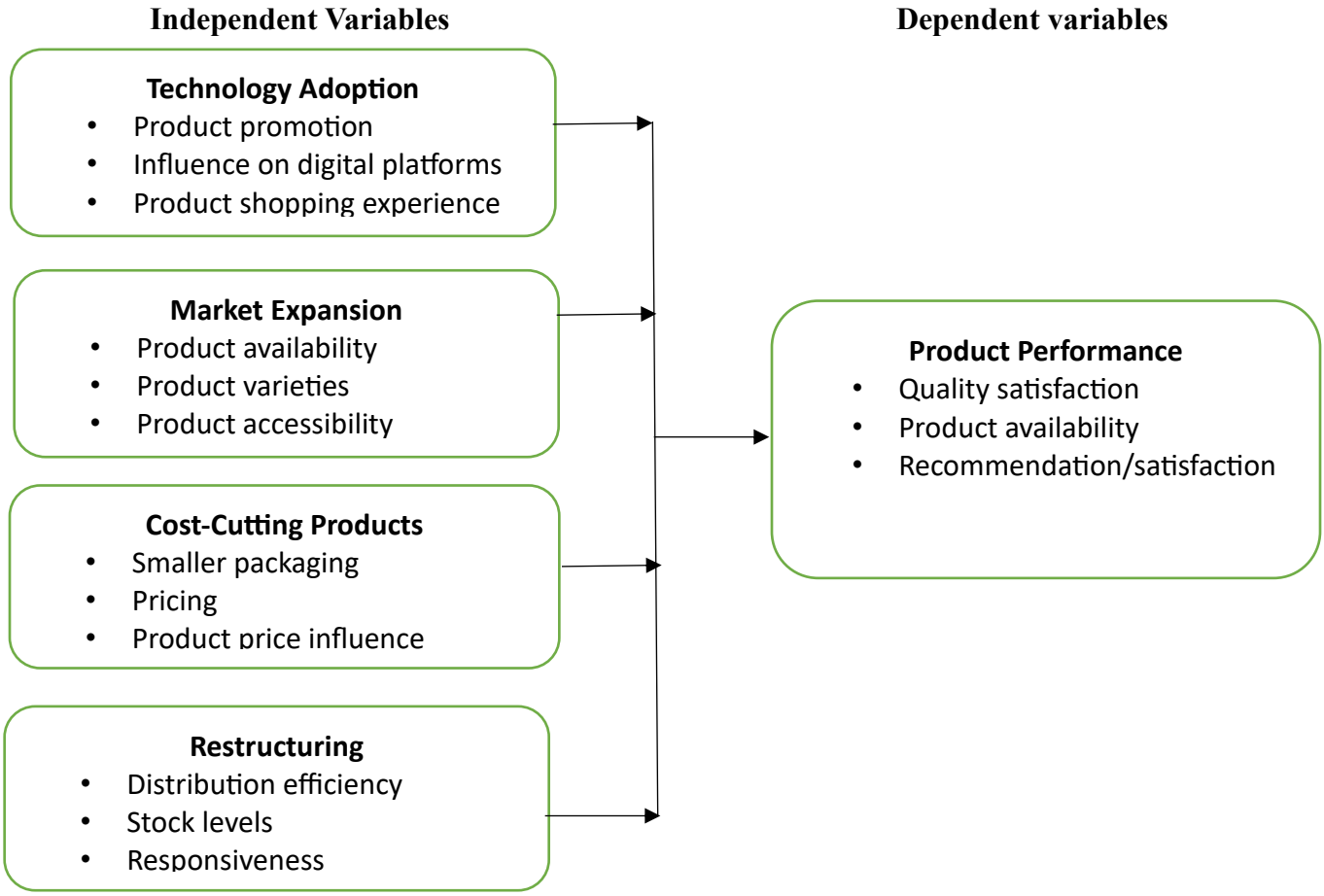
The majority of studies on strategic responses and product performance have focused on large urban areas and headquarter-level operations, neglecting the unique dynamics of smaller towns. For instance, Biwott (2022) and Sarumbo (2022) conducted research in Nairobi and Tanzania, respectively, with little attention to retail-level realities in towns like Kisii. This creates a geographical and contextual gap in understanding how Coca-Cola's strategies function in smaller but growing markets.

Additionally, while existing studies have explored specific strategies—such as cost leadership (Abdala, 2022) or innovation (Nigat, 2022)—few have examined how multiple strategies interact to influence product outcomes. The retail context, particularly supermarkets where purchasing decisions occur, remains under-explored. There is also a methodological gap, as most studies relied on either case studies or industry-wide data, with limited focus on retail-level performance measurement.

This study addresses these gaps by focusing on Coca-Cola's strategic responses in Kisii Town, using a mixed-methods approach to gather insights from both retail managers and consumers. It will provide a clearer understanding of how strategy translates into product performance in a real-world local setting.

Conceptual Framework

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

This study will use a mixed-methods research design, which combines both quantitative and qualitative approaches. The population for this study includes all retail outlets in Kisii Town that stock Coca-Cola products, as well as consumers who regularly purchase these products. The target population will therefore be drawn from four major supermarkets: Naivas, Quickmart, Shivling, and Kisii MART. The study will focus on their staff—particularly those in supervisory and product handling roles—as well as selected walk-in consumers who purchase Coca-Cola products. The sampling frame for this study will consist of 100 staff and customers drawn from Naivas, Quickmart, Shivling, and Kisii MART in Kisii Town. This study will use both purposive sampling and systematic random sampling to select participants. Two types of data will be collected: quantitative data from consumers and qualitative data from supermarket staff. Data analysis in this study will follow a mixed-methods approach, allowing for both numerical and thematic

interpretation of the findings. Quantitative data from customer questionnaires will be processed using Statistical Package for the Social Sciences (SPSS version 28). This data will first be cleaned, coded, and then analyzed using descriptive statistics such as frequencies and percentages. Inferential statistics will focus of Pearson correlation analysis and regression analysis. These results will show trends in customer behaviour, product preference, and performance ratings.

RESULTS AND DISCUSSION

Technology Adoption

Inferential Statistics

Inferential statistics focused on Pearson correlation analysis and regression analysis. The results were presented in Tables.

Pearson Correlation Analysis

The research checked technology adoption influence on Coca-Cola's performance through Pearson correlations. The research showed a robust positive relationship between the examined variables with a correlation coefficient of $r(98) = .77$ at a $p < .001$ significance level. The data shows that Coca-Cola achieves better performance results when using elevated technological adoption levels. Analysis results from the Pearson correlation showed a significant statistical connection at $p \leq 0.01$ indicating that the detected link is beyond random chance occurrence. The obtained data confirms that technological advancements serve as a vital component for improving performance results within the beverage industry.

Table 1: Pearson Correlation

		Performance of Coca-Cola	**Technology adoption**
Performance of Coca-Cola	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Technology adoption	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Regression Analysis

The study conducted a simple linear regression analysis to determine if technology adoption influences Coca-Cola performance levels. The studies showed a powerful positive link $R = .91$ between technology adoption and performance while technology adoption variables annually accounted for 82.2% of performance variations $R^2 = .82$. The adjusted R^2 value of .82 demonstrates that the model explains most of the predictor variables plus the dependent variable.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907[a]	.822	.818	.40591

a. Predictors: (Constant), Technology adoption

The research performed an ANOVA test to evaluate if the regression framework properly forecasts Coca-Cola performance levels based on technology adoption measures. The outcome from the statistical analysis revealed that the model exhibited both high significance $F(1, 98) = 140.16$ and $p < .001$. Technology adoption serves as a strong predictor of performance results based on the analysis.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.093	1	23.093	140.160	.000[b]
	Residual	16.147	98	.165		
	Total	39.240	99			

a. Dependent Variable: performance of Coca-Cola
b. Predictors: (Constant), Technology adoption

The research team conducted a linear regression analysis to determine if technology adoption serves as a significant performance predictor for Coca-Cola. The analysis showed technology adoption serving as a significant positive predictor in a statistically significant way $B = 0.71$, $t(98) = 11.84$, $p < .001$. Performance shows an increase of 0.71 units when technology adoption reaches one unit. The standardized beta coefficient value of .77 demonstrates a strong relationship effect. The value remained constant at 0.98 as $p < .001$. Therefore, the study support the alternative hypothesis (**H1)** that the concept of technology adoption is critical in the performance of Coca-Cola products within Kisii Town.

Table 3: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.975	.237		4.115	.000
	Technology adoption	.707	.060	.767	11.839	.000

a. Dependent Variable: performance of Coca-Cola

Market Expansion Strategies

Inferential Statistics

Pearson Correlation Analysis

The results of Pearson correlation analysis showed visibility positively correlated with sales and market expansion strategies with a strong relationship of r (98) = .753 at p < .001. Higher visibility directly associates with more effective market expansion strategies along with increased sales performance. The research reveals a strong statistical relationship between the two variables at the 0.01 significance level (2-tailed). Product visibility coupled with sales growth increases the chances of success for companies in their market expansion strategies. Success in visibility efforts drives market growth initiatives because they show their importance.

Table 5: Pearson Correlation Analysis

		Visibility and sales	**Market expansion strategies**
Visibility and sales	Pearson Correlation	1	.753**
	Sig. (2-tailed)		.000
	N	100	100
Market expansion strategies	Pearson Correlation	.753**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Regression Coefficient

Market expansion strategies demonstrate a robust connection that impacts visibility and sales levels. The model demonstrates an extremely strong linear relationship based on its correlation coefficient of R = .853. Market expansion strategies account for 72.8% of the change in visibility and sales levels based on the R^2 value of .728.

Table 6: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.853[a]	.728	.726	.47512

a. Predictors: (Constant), Market expansion strategies

The ANOVA table demonstrates statistical significance for the regression model which predicts visibility and sales with market expansion strategies as F (1, 98) = 128.63 showed p < .001 significance level. The model explains significant variations of visibility and sales data because the regression sum of squares amounts to 29.038 while the residual sum of squares equals 22.122.

Table 7: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.038	1	29.038	128.634	.000[b]
	Residual	22.122	98	.226		
	Total	51.160	99			

a. Dependent Variable: Visibility and sales
b. Predictors: (Constant), Market expansion strategies

A simple linear regression model determined whether market expansion strategies can predict both visibility and sales outcomes. A significant relationship was established in the study between the model predictors and visibility and sales through the results indicating $F(1, 98) = 128.63$, $p < .001$ with an explained variance of $R^2 = .728$. Market expansion strategies act as a major positive factor which impacts visibility and sales measures, with a beta value of .753, t-score of 11.34, p-value < .001 while the SE value at 0.076 and B value at 0.859. When organizations employ additional market expansion strategies their visibility together with their sales numbers simultaneously expand. Henceforth, the research supports the alternative hypothesis (**H2**) that propriate market expansion strategies play a major role in enhancing the visibility as well as sales of Coca-Cola products in Kisii Town.

Table 8: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.509	.292		1.740	.085
	Market expansion strategies	.859	.076	.753	11.342	.000

a. Dependent Variable: Visibility and sales

Cost Cutting

Inferential Statistics

Pearson Correlation

Consumer uptake and competitiveness along with cost-cutting product strategies showed very strong correlations according to a Pearson analysis. Research data showed exceptional positive correlation between consumer uptake and competitiveness through $r(98) = .918$ which reached statistical significance at $p < .001$. The result shows that when Coca-Cola commits to cost-reduction product strategies its consumer adoption increases at the same time the company improves its market presence. The strong relationship between affordability initiatives and customer participation confirms their exact match with marketplace competition.

Table 9: Pearson Correlation

		Consumer uptake and competitiveness	Cost-cutting Products
Consumer uptake and competitiveness	Pearson Correlation	1	.918**
	Sig. (2-tailed)		.000
	N	100	100
Cost-cutting Products	Pearson Correlation	.918**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Regression Coefficient

The study employed a basic linear regression analysis to verify whether cost reduction approaches in products affect customer acceptance and market competition outcomes. The research results produced an extremely strong fit between the variables with R = .918 and R^2 = .842 thus accounting for 84.2% of consumer uptake and competitiveness based on cost-cutting strategies.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918[a]	.842	.840	.34448

a. Predictors: (Constant), Cost-cutting Products

The F (1, 98) = 521.91 statistical test results for the regression model predicting consumer uptake and competitiveness from cost-cutting product strategies displayed high significance with p < .001. The model successfully accounts for a considerable amount of variability in consumer uptake and competitiveness measurements.

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.931	1	61.931	521.905	.000[b]
	Residual	11.629	98	.119		
	Total	73.560	99			

a. Dependent Variable: Consumer uptake and competitiveness
b. Predictors: (Constant), Cost-cutting Products

A basic linear regression analysis tested whether cost-reducing strategies in products predicted both customer adoption rates and market competition success. Consumer uptake and competitiveness show a strong relationship with cost-cutting strategies whose predictive value is 0.918 and standardized regression coefficient is 0.918. The researcher found this result statistically significant with t (98) = 22.85, p < .001. Consumer engagement along with competitive advantage grows directly proportional to the rise of cost-cutting practices. Hence, the research supports the

alternative hypothesis that use of cheaper alternatives significantly changes the interest and marketing competitiveness of Coca-Cola products in Kisii Town (**H3**).

Table 12:Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.731	.121		6.041	.000
	Cost-cutting Products	.793	.035	.918	22.845	.000

a. Dependent Variable: Consumer uptake and competitiveness

Organizational Restructuring

Inferential Statistic

Pearson Correlation Analysis

The research analyzed distribution efficiency in connection to product availability and organizational restructuring using Pearson correlation analysis. The statistical analysis showed high positive connection between both variables with a value of $r(99) = .769$ at $p < .001$. Study results show that improved organizational restructuring directly affects distribution efficiency together with increased product availability. The statistical test revealed an important relationship between these two variables at $p \leq 0.01$ (2-tailed) which shows that the results are unlikely to occur due to random events. Strategic organizational changes bring substantial influences on operational performance by encouraging better logistics and supply chain capabilities. Therefore, the study supports the alternative hypothesis that change in Coca-Cola's organizational style significantly affects effectiveness of products' distribution and availability within Kisii Town (**H4**).

Table 13: Pearson Correlation Analysis

		Distribution efficiency and product availability	**Organizational restructuring**
Distribution efficiency and product availability	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Organizational restructuring	Pearson Correlation	.769**	1
	Sig. (2-tailed)	.000	
	N	99	99

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

Regression Analysis

A simple linear regression analysis evaluated the connection between organizational restructuring and both distribution efficiency and product availability. The findings showed that organizational

restructuring acted as a significant predictor for distribution efficiency and product availability by achieving R = .769 and R^2 = .592 together with an adjusted R^2 = .588 and standard error of 0.392. The data reveals that 59.2% of distribution efficiency and product availability variance can be accounted for by organizational restructuring.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769[a]	.592	.588	.39205

a. Predictors: (Constant), organizational restructuring

The results come from an ANOVA analysis which evaluated if organizational restructuring has any significant impact on distribution efficiency and product availability. Statistical tests confirmed the validity of the regression model since F (1, 97) = 140.77 exceeded p < .001.

Table 15: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.636	1	21.636	140.770	.000[b]
	Residual	14.909	97	.154		
	Total	36.545	98			

a. Dependent Variable: Distribution efficiency and product availability
b. Predictors: (Constant), organizational restructuring

The researchers performed linear regression to forecast both distribution efficiency and product availability rates after changing the organizational structure. The statistical results indicated organizational restructuring served as a major predictor among the variables with a value of B = 0.748 and t (97) = 11.87 that reached significance at p < .001. When organizational restructuring increases by one unit both distribution efficiency and product availability rise approximately 0.748 units.

Table 16: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.036	.215		4.813	.000
	organizational restructuring	.748	.063	.769	11.865	.000

a. Dependent Variable: Distribution efficiency and product availability

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Coca-Cola has used technological advances to achieve better operations along with improved interaction with consumers in Kisii Town. Digitization of platforms enhanced by barcodes and electronic shelving system now enables better product presentation together with convenience-focused features for customers. These innovations show limited complete impact due to consumer groups who adopt technological solutions at different rates. Coca-Cola should customize its technological approaches to match the digital performance and personal choices existing in the local market to achieve maximum returns.

Through their market expansion strategy Coca-Cola has grown their supermarkets presence in Kisii and brought multiple product alternatives to the market. Even so consumers show limited awareness of new products and encounter sporadic product availability. Coca-Cola must align its growth initiatives with Kisii retail operational characteristics because the present implementation difficulties reveal that local conditions require better attention.

Through its cost-cutting strategies Coca-Cola made smaller affordable packaging available which increased consumer access to its products. The current pricing measures have failed to resolve the issues about price competition together with product worth. Customer satisfaction continues to experience limitations because consumers evaluate price fairness and value against competing brands.

The restructuring of businesses enhanced distribution performance as well as inventory control operations in certain locations. People who bought goods from stores began to see faster replenishment combined with broader product variety. The benefits of this organizational change have varied widely between retail branches because of uneven implementation. Full effectiveness of restructuring requires consistent application to local operational needs.

Product performance exists mainly because of how customers perceive it. The positive brand identification of Coca-Cola coexists with consumer worries about product accessibility along with pricing and quality that shapes satisfaction levels and recommendations to others. Kisii Town requires solutions to address these problems because they determine consumer loyalty and market sustainability.

Recommendations

The research conclusions lead to the suggested recommendations:

Coca-Cola needs to extend its digital promotion methods while adapting them to match the needs of Kisii Town market participation. The company must implement online campaigns that adapt to the behavior and media practices of local consumers along with their cultural traditions. Coca-Cola should deploy marketing approaches by adopting vernacular languages and relevant content

and digital platforms which area commonly used. The company can enhance visibility across digital channels while delivering precise messaging to support their promotion of underestimated markets and boost overall campaign results.

The expansion strategy needs Coca-Cola to maintain strong partnerships with retailers to guarantee consistent product supply while minimizing obstacles consumers face when finding the products on shelves. Coca-Cola should implement eye-level product placement alongside branded shelves and in-store promotions because these techniques enhance customer awareness and shopping ease. The proposed enhancements will solve storage reliability issues while helping customers interact more effectively with products at retail points which will boost both brand exposure and sales in the particular market region.

Coca-Cola should implement frequent market studies to reassess prices because some consumers have differing understanding about affordability. The public will find affordable packaging choices fairer and more economical if Coca-Cola explains clearly the value that returnable bottles and smaller units provide to customers. Using transparent pricing will establish trust with customers while making beverages available to low-income groups while building beverage industry competitiveness.

Local distributors and frontline personnel and retailers must contribute their inputs to improve Coca-Cola's restructuring initiatives. New changes require proper adoption which stakeholders can achieve through training sessions along with ongoing support for understanding the changes. Consumer satisfaction tracking functions best when surveys conjoin with social media observation and in-store kiosks to obtain continuous feedback from customers. Business success improvements will emerge from regional product distinctions and community relationship improvements which produce enduring emotional relationships and extended customer loyalty.

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