

**STAKEHOLDERS' PARTICIPATION AND MARKETING MIX OF
PATRIOT SUPERIOR GIN MANUFACTURED BY AGRO
CHEMICAL AND FOOD COMPANY LIMITED, KISUMU COUNTY,
KENYA**

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Abstract: In this article the stakeholders' participation and marketing mix of patriot superior gin manufactured by Agro Chemical and Food Company Limited is examined. Over the years Agro Chemical and Food Company Limited has had products in the market which has done so well but after the introduction of Patriot Superior Gin, a new product on the alcohol beverage market, it has performed so poorly in the market and this is attributed to the fact that the marketing mix of the spirit has no reached the threshold to stand the market forces.

Keywords: Marketing mix, Participation, Shareholders, Employees, Customers

Research objective

The objective of this study is "To examine the effect of stakeholders' participation on marketing mix on Patriot Superior Gin manufactured by Agro Chemical & Food Company Limited".

Introduction:

The marketing of the world's wine and spirits business has undergone radical changes since the 1970s in all spheres as the industry has encountered massive structural adjustments. According to Spahni (2000), the new protagonists have helped to push market boundaries even further, a field that has become a smaller place in the world. Since the turn of the millennium, the business environment in general has become more volatile, more liberal, more global, unpredictable and more competitive. Kotler (2001), observes that the market demographics; Political, Economic, Social-Cultural, Technological, Ecological and Legal have been aggressively and drastically changing. Hence, coping with the increasingly competitive environment calls on firms to rethink their marketing and market strategies that not only make them stand out from the marred market but also being able to defend their market share.

Agro Chemical and Food Company

Agro Chemical and Food Company (ACFC) was established in 1978 as a corporate firm under the Companies Act Cap 486 to produce power alcohol from sugarcane molasses. It is a unique joint venture between the private sector and the Government of Kenya. The Company produces its products from raw molasses procured from various sugar factories. Its major products are alcohol, yeast and carbon dioxide. The spirit/alcohol is sold in bulk and some blended as bottled potable spirit referred to as Patriot Superior Gin. The company's shareholders are both government state departments (Agricultural Dev. Corporation & Industrial & Commercial Dev. Corp.) and the private sector (Mehta Group- International Investment Corp.). The firm's products are unique in the sense that the firm produces the mother liquor which is the bulk spirit, an extra fine grade of spirit preferred and used by most alcoholic beverage firms then blends it to produce their various brands on the wine and spirit market in East and Central African.

ACFC Ltd has suffered from complacency because of the monopoly status they have enjoyed as a parastatal which until now, it is the only parastatal doing bulk spirit in Kenya; not noticing the danger of being vulnerable to competition from private manufacturers and now sellers of bottled spirit from private firms. Competition from well-established rival private firms on the market and their political affiliations do affect marketing of Patriot Superior Gin. Patriot Superior Gin was developed as a product in 2012 and pre-launched in 2014 perfectly meeting

the quality specifications for ready to drink potable spirit. Against the company's expectations, the product has under-performed on the market ever since despite the envisaged opportunities during the development and rolling out stages. This is because Patriot Gin was developed and rolled out so silently with the least cost incurred on promotion due to the bureaucratic manner of the government (ACFC being a parastatal). Patriot Superior Gin, as a flagship project of Vision 2030 was to be officially launched by the President of the Republic of Kenya in June 2014 but to-date, the government through the ministry of Agriculture is yet to schedule this official launch yet the product is silently on the market. According to Sabha (2020), new product development entails product launch and this cannot be ignored as the consequences are dire on the market. It is required that the customer-centered new product is to be developed not just producing the product and sending it to the market. Market dynamics are a real challenge which cannot be under-estimated even with the bigger players on the market Tadjewski (2010).

Marketing Mix

Liston-Heyes & Liu (2013) argued on a global perspective that there are three areas of concern associated with Marketing; organizational identity that deals with organizational value & organizational management, alliance risks that deal with opportunities and transaction costs and prioritization of corporate stakeholders which deal with moral obligation, ethical guidelines and safeguarding strategies.

According to Tripathi & Rai (2019), the concept of market positioning has been the cogent body of marketing mix. This gives some perspective which globally justifies the fact that marketing mix replicates a number of firm's pre-meditated performances toward the execution of marketing. They argue that firm's strength in working in line with participants' concern and also acclimating strategic appeal concurrently relate to establishment's way of working. Therefore, the concentration is on stakeholders' interests in relation to firm's performance and which the study adopted the above concept but coiled to deal with stakeholders' participation, that is the shareholders' interest and marketing mix – the product of a firm on a product called Patriot Superior Gin.

Hillman (2005), brings out argument that companies do not require the patronage from all their interested parties in order to stay afloat and prosper. The scholars further argue that it is only few and key stakeholders who help the firm to prosper ignoring the role and importance of all other stakeholders in general. Such arguments can be based on a regional perspective where the authors based their argument on few individual stakeholders and whose support was relevant in the firm's existence while the study concentrated on the overall stakeholders' participation, particularly the customers' stake and marketing mix that is the promotional mix on a product. The development of firms tends to trail an array of brands through a system of liberal steps that includes: conception, development, revolution and decline of firms which could be described as the consequences of rejoinders to environmental factors and firm's autonomy (Polonsky, Schuppisser & Beldona, 2002).

According to Martey, Etwire, Wiredu, & Dogbe (2014), research in Africa has concentrated mainly on small-scale farming and commercialization as a way of guaranteeing food security, trade and industry growth which involves diverse stakeholder podium involvement based on Key Demographic Indicators (KDI). The authors further contend that novelty stands are established to facilitate exposed message and cooperation among various stakeholders usually within a value chain in order to promote collective resource management. Furthermore, the author argues that there is great enthusiasm of stakeholder participation on the platform among small-scale rice farmers in Northern Ghana. Basically, the author concentrated on stakeholder participation in open communication in the Agriculture sector (farmers) while the study under research was based on the stakeholders' participation, say the distributors and marketing mix aspect of placement on Patriot Superior Gin in Kenya. The most chief part of coming up with fruitful destination branding strategy in marketing strategy is examining the requirements of interior stakeholders with emphasis on achieving a brand image, distinctive and competitive positioning (Prayag, Hosany & Odeh, 2013). Destination branding refers to the implementation of coating branding approach and other marketing techniques to the economic, political and cultural development of cities, regions and countries as argued by Kemp, Williams & Bordelon, (2012).

Stakeholder Participation

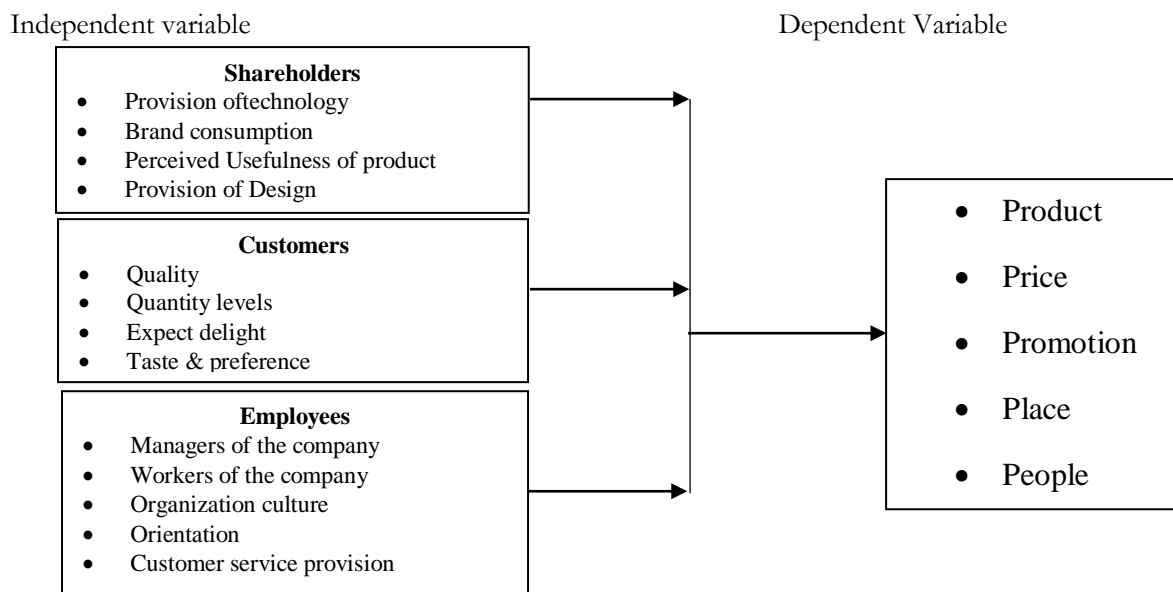
According to Kumar, Rahman & Kasmi (2016), a firm should be able to identify trends of growth in stakeholder identification and classification. The scholars further argue that stakeholder identification can be done with the aid of previous studies and support of managers of a firm. In addition, they claim that future research can adopt

generic stakeholder classification schemes based on dimensions of sustainability. Although they recommend that regulatory stakeholders be considered separately. Another scholar argues that it is not easy to identify key stakeholders which remain a challenging task for researchers (Kaler, 2006). The trio considers stakeholder identification as the means by which to recognize key stakeholders of a firm and who change or make amendments in the course of achieving the firm’s objectives. Accordingly, although stakeholder classification is concerned with assigning stakeholders to different categories, it should be in accordance with their common interests or influence (Buysse& Verbeke, 2003). The scholars’ arguments are based on the stakeholder identification and classification in relation to sustainability marketing while the study sought to unearth the stakeholders’ participation of the shareholders and marketing mix on Patriot Superior Gin as product.

Stakeholder collaboration is critical for the success of sustainable tourism and in particular rural tourism, Mc Comb, Boyd & Boluk (2017). The authors argue that tourism firms rely on stakeholders for their firms’ success. Whilst the authors relate stakeholder collaboration and participation to success in decision making and tourism, the research is intended to relate the stakeholders’ participation, particularly the customers and marketing mix, thus promotion mix on Patriot Superior Gin. Walton (2013) argues that stakeholders have extensively, unequal and contradictory perspectives in firms and that balancing these multifaceted and inconsistent views of multiple stakeholder groups is normally a trial causing widespread problems. The authors further argued that stakeholders’ participation depends on their gains from such participation.

Conceptual model:

The stakeholder’s participation is taken as independent variable and the marketing mix is taken as dependent variable that is measured in terms of product, price, promotion, place and people. This model is developed on the basis of theoretical framework.



Literature Review:

A study done by Eshuis, Klijn&Baun (2014) on place marketing and citizen participation in Netherlands reveals that local or county governments improve the face of cities and achieve policy goals related to economic and full-scale growth through place marketing and citizen participation. The authors found out that their critics who argue that place marketing is often applied in top-down ways that exclude citizens are baseless. They further view citizen involvement in place branding as a tool to enhance the quality of the brand in addition to including citizens’ sentiments in governance processes. A similar study by Kalandides, Kavartzis, Boisen, Zenker&Seigis (2012), argues that place marketing is an instrument for the local businessmen to petition their gist upon place development. The author shows that the branding of a city was used to impose a particular image on the city, and to control the image of the city in order to prevent signals that might scare off investors and tourists. Residents are an important target group in place marketing more than visitors and outside investors. Whereas the authors

studied place marketing and citizen participation particularly bringing out discussions on branding as a marketing strategy in policy making, the study sought to investigate stakeholders' participation and marketing of Patriot Superior Gin.

Upadhayaya, Müller-Böker & Sharma (2011), researched on principles of stakeholders in the Nepal tourism sector and found out that there is a big challenge in establishments when active participation from key stakeholders is ignored. Enterprise wide initiatives are more likely to influence diverse clusters of stakeholders who have disparate insights and interests. Further results show that stakeholders, whether internal or external support firms in their strategy implementations with concerted, deliberate stakeholder issues that allow platforms to gain traction and momentum and realize operational success. This study concludes that principles for effective stakeholder engagement that firms need to have are: getting to know your stakeholders, engaging as early as possible with the key stakeholders, listening with both ears open, communicating, using policy as carrot not stick and finally creating communities. Sharma's study is actually on stakeholders' relevance in firm's investments and the researcher studied the stakeholders' participation on marketing of Patriot Gin.

Cuevas-Rodríguez, Gomez-Mejia & Wiseman (2012), China carried out a study on the social theory of Agency and attest that agency philosophers conventionally do not differentiate risk differences associated with stock ownership and stock options. Their studies further concur that stock option pay is fundamentally different from stock ownership in terms of managerial responses to downsize risks. Further findings affirm the fact that stock ownership has a linear relationship with stock price, and a shortcoming of risk may deject executives from risk-taking decisions. Further inference show that frequency of board meetings is negatively associated with research & development thus, performance relationship indicate that the frequency of board meeting is relatively high when research & development project has a poor performance and vice versa. These results provide additional impetus to the findings of Charitou, Louca & Vafeas (2007), which report that the annual number of board meetings is inversely related to firm's value. Also, Dang-lun (2005), reported that the number of meetings of the board of directors of Chinese companies had a negative correlation with firm's performance. All these results suggest that the board in Chinese companies has a passive role in corporate governance. The study's conclusion agrees that the role of corporate boards becomes increasingly more important during crises, when shareholders' interests are in visible danger and as performance declines; boards are likely to become more active to cope with these problems rather than prevent these problems in advance. This study was stakeholders' role in investment decision making and the researcher carried out a study on stakeholders' participation on marketing of Patriot Superior Gin.

In USA, Fernandez, Cho & Perry (2010), carried out a study on the link between integrated leadership and public sector performance where they developed the concept of integrated leadership in the public sector. Their findings reveal that integrated leadership is conceived as the combination of five leadership roles; task, relations, change, diversity, and integrity-oriented leadership that are performed collectively by employees and managers at different levels of the hierarchy. Using data from the Federal Human Capital Survey and Program Assessment Rating Tool, they analyzed the relationship between integrated leadership and federal program performance. The results from the empirical analysis indicate that integrated leadership has a positive and sizeable effect on the performance of federal sub-agencies. In essence, the study sought to synthesize leadership and public administration research in the public sector while the researcher studied stakeholders' participation on marketing of Patriot Superior gin.

Other studies carried out by Schäfer & Taddicken (2015), Caldwell, Dixon, Floyd, Chaudoin, Post & Cheokas (2012); Steinbrecher & Bennett, (2003) show that organizations do face increased challenges in finding leaders who can motivate, inspire and connect with employees during times of change and uncertainty. To address the challenges, organizational executives and human resource and development professionals have readily invested in emotional intelligence and transformational leadership training and development to expand the acumen and skill set for leadership teams. Srivastava, Sibia & Misra (2008), also carried out a similar research and concluded that increased employee motivation and improved job performance does the trick. The studies further indicate that the ability of organizational leaders to manage the emotional climate of the workplace effectively enhances positive work outcomes, such as employee performance, job satisfaction, customer service ratings, and employee emotional health and well-being. In conclusion, the results show that business organizations rely on the performance of its human capital to win customers and create shareholder value. Therefore, the study deals with transformational leadership and its effectiveness on performance while the research dealt with stakeholders' participation on marketing of products.

Autry & Golicic (2010), studied about the strength of the relationship between buyer and supplier as a key intervening variable between quality practices and quality performance. The study incorporates quality practices, design quality, conformance quality, external quality in-use, product cost, time-to-market, customer satisfaction and business performance as parameters to deal with in Quality Management Review. Further studies seen from a management perspective reveal that while many firms have invested substantial resources in adopting and implementing quality management programmes, the results have been mixed. Voss (1995) points out that the relationship between core operation management areas such as quality management and interface disciplines such as networks and buyer-supplier relationships provide significant scope for further research. The above study addresses buyer-supplier relationship and its impact on quality practices in addition to performance while the researcher studied the stakeholders' participation on marketing of Patriot Superior Gin.

Majava&Haapasalo (2015) carried out research on role of stakeholders in product launch and reveal that launching a new product involves qualms and a considerable likelihood of letdown. The authors learnt that about half of the new products in their sample were withdrawn from the market within 48 days after introduction due to lack of stakeholder involvement. Given the high sunk costs incurred by new product development, there is an obvious need for stakeholders to better understand causes of success and failure. Van Der Panne&Dolfsma (2003),also observed that several aspects are universally considered vital for successful innovation including firm culture, qualification of employees, favourable price-to-quality ratio, among others. A critical problem is that the literature also remains inconclusive as to whether involving customers in the development trajectory will improve post-launch performance. The study is based on customers (main stakeholders) being conservative and their involvement in the new product development process whereas the researcher carried out a study on stakeholders' participation on marketing and which included many stakeholders per se.

A study adopted from UNEP-Technical Publication Series No.6 (1995) was carried out to determine the relevant stakeholders and their role in planning and implementation. It was realized that broad participation is central element in achieving planning and control. Evaluation shows that the most successful plans are those where plan objectives correspond to the priorities of partner institutions and beneficiaries who are regularly involved in decision making. With stakeholders, the study further indicated the importance of definition of stakeholder analysis, selecting the appropriate degree of participation, deciding on the role of stakeholders, cost of benefits and participation strategies are paramount. This then deduces the need to carry on with this study as it aims to find stakeholders' participation and marketing if there is any relationship because the above study worked on the relevant roles of stakeholders in planning and implementation.

Studies done by Friedman (2007), on stakeholder theory of governance reveal that there are three aspects of the theory; evocative precision basis, contributory power and normative legitimacy. The study explored the scheme that the managers of a unit are fiduciaries for it and not merely for its individual participants. In addition, the study acknowledges that managers are trustees for an institution rather than counsels for the investors. More results indicate that patrons are persons or groups with legitimate interest in procedural and substantive aspects of corporate activity and that the interest of all stakeholders is of fundamental value. Further findings show that the role of managers within the stakeholder framework is significant and that competitive firms join in collaborative activities although shared interests account for the stakeholder relationship. The studies deal with stakeholder theory of cooperation while the researcher studied stakeholders' participation on marketing of Patriot Gin.

A research on stakeholder participation in new governance by Alexander (2009) in the USA indicated that the ability of the public-private conglomerate as an instrument for collective restructuring entails stakeholder unity and justifies the use of regulatory reforms. The study further shows that recent government trends such as devolution, deregulation, decentralization and privatization create opportunities for previously marginalized stakeholders to more fully participate in public problem solving. Further findings show that new governance theory represents a paradigm shift in contemporary legal scholarship about the appropriate role of traditional administrative regulation, adjudication and public impact-litigation in public problem solving. More discussions reveal that it is very difficult a task to identify the right stakeholders and which occurs against the backdrop of social stratification along tribal, class and gender lines. This study majors on stakeholder participation in new governance whereas the researcher intended to discover stakeholders' participation on marketing of Patriot Gin.

A study done by Katherine Cooper (2014) on stakeholder participation in non-profit collaboration in USA shows that there is a complex network structure dominated by community leaders and articulated against a backdrop of tensions. Results indicate that stakeholder engagement rather than stakeholder management leads to outcomes.

Further findings reveal that despite the normative components ascribed to stakeholder theory, power differences are present and even accentuated in the inter-organizational collaboration and the application of stakeholder theory to a problem domain allows for a focus on stakes rather than the identification of individual stakeholders to focal organizations that typically dominates stakeholder theory and research. Those stakeholders who hold positions of power have more rights than others and that there are stakeholder differences in participation. The research studies are on stakeholder participation in non-profit collaboration and the researcher studied the stakeholders’ participation on marketing of Patriot Gin.

In their academic research project on response marketing strategies adopted by chase bank to counter stiff competition in the banking industry, Moraa, Waithaka, Kananen, Ovaska, Saarti, Wang'oo&Malongo (2013), finds out that the bank has to respond strategically to environmental factors in order to be sustainable as augmented rivalry impends the allure of the whole business fraternity and shrinks the gains of the players in the industry. Further, they discovered that for a firm to thrive in the eventual, organizations must compete effectively and out-perform their rivals in a dynamic environment. To accomplish this, firms must find suitable ways for creating and adding value for their customers and other stakeholders. Indigenous Kenyan commercial banks use a variety of marketing strategies to respond to competition and other external environmental forces in their plan to expand their operations into the international markets. The study finds that market development strategies, diversification strategies and product life cycle strategies highly affect the degree of internationalization. Further findings are that the various products/service offered by the indigenous commercial banks are at different stages in the product life cycle and therefore each product needs its unique strategies in order to be marketed effectively at home as well as on the international market. The above study deals with competition & internationalization in banking sector while the researcher dealt with stakeholders’ participation on marketing of Patriot Superior Gin.

Dietrich, Rundle-Thiele, Schuster, Drennan, Russell-Bennett, Leo & Connor (2015), differential segmentation responses to an alcohol social marketing program. The authors conclude that viewing alcoholic promoting advertisements has cognitive impact on heavier drinkers, growing positive and reducing negative implicit attitudes towards alcohol. Viewing alcohol warning advertisements reduces negative implicit attitudes towards alcohol in heavier drinkers, suggestive of a reactance effect. In conclusion, the authors suggested that alcohol promoting advertising may have a unique cognitive impact on heavier drinkers. The research is more or less similar to what the study under research is about although the study used a between-participants experimental design with random allocation to one of three types of advertisement exposure while the research used observation through questionnaires to different stakeholders say shareholders, customers, suppliers, distributors and employees. The target population in the study carried out was 528 participants while the one for UK is 4000 participants and targets a sample size of 228 participants whereas the UK study was 1800 participants. The study was carried out in United Kingdom while the research was carried out in Kenya. It can be partially concluded that the above theory is a representation of those researches that may have not been captured in the study and may be similar to the study being undertaken by the researcher. In the previous studies the gap identified by the researcher was most of the studies focused on marketing from one perspective, this study sought to see the effect of all the involved parties in the marketing of the product which in this case is the superior gin.

Discussion and Conclusion:

The study wanted to find out the Shareholders’ involvement and how their participation has impacted on the marketing mix of Patriot Superior Gin. The interpretation of the respondent was based on the mean and the standard deviation.

Table 1: Shareholders’ participation and marketing of Patriot Superior Gin

	Mean	Standard Deviation
Shareholder’s qualification & understanding of the firm determine the end product and also the marketing of Patriot Gin.	3.75	0.500
Shareholder’s participation in decision-making process that directly impact on product development and general product life cycle of Patriot Superior Gin be encouraged.	3.50	1.000

Any changes by top management relating to product development process, production of the product and launch must be communicated to shareholders before such decisions are made.	3.75	0.500
Political conditions of the time do influence the shareholder performance and eventually affect on the product in question.	3.50	1.000
Shareholders must be involved to ensure product conforms to international standards.	5.00	0.000
Shareholders participation affects marketing of Patriot	4.50	0.577

Source: Research data (2019)

Table 1 shows that that shareholder’s qualification and understanding of the firm moderately determine the end product and also the marketing of Patriot gin (Mean of 3.75). The variation in the end product and marketing mix was due to the qualifications and understanding was low (Standard Deviation of 0.5). Qualitative data indicated that shareholder have knowledge on the strategic plan which has a lee way on the end product and also the marketing of the patriotic gin. Thus, the shareholders know the role they play. On encouragement of shareholder’s participation in decision-making process that directly impact on product development and general product life cycle of Patriot Superior Gin is satisfactory (Mean was 3.50). The product development and product life cycle are varied slightly (Standard deviation of 1.00). Respondents indicated that shareholder’s participation in decision-making process creates a sense of ownership and promote a culture of efficiency and ownership of the product through its life cycle. On whether any changes by top management relating to product development process proved that communication has some effect on product development (Mean of 3.75). Production and the launch of the product variation were low (standard deviation of 0.500). Findings from qualitative data indicated that any changes in top management relating to product development process, production of the product and launch must be communicated, since it might prioritize other strategies, overlooking the existing strategy hence leading to delay of the implementation of the product strategies which might have adverse impact on the product marketing.

Political conditions of the time somewhat influenced the shareholder performance and eventually on the product in question (mean of 3.50). Politics affect shareholders’ performance which in turn varied slightly (standard deviation of 1.00). Further findings indicated that political goodwill was important to the functioning of shareholders. Respondents strongly agreed that shareholders must be involved to ensure product conforms to international standards (mean of 5.00). However, the variation in conformity was very low (standard deviation of 0.00). Further findings indicated that having a product conforming to the international standards is paramount to the shareholders as it will increase its chances to be in the market for long as quality will be the guiding principle. Shareholders’ participation affects marketing of patriot superior gin (mean was 4.50). The variation in marketing of the patriot was low (standard deviation of 0.577). Findings from qualitative data indicated that shareholders’ participation affects marketing of patriot in that the shareholders are the ones who allocate and approve the funds for the marketing of the products but this happens only once they own the product by themselves. The findings of this study were in consonance with the findings of Nyabera (2015) who in his study found out that the involvement of stakeholders in the implementation of the projects right from project initiation up to project evaluation would ensure the realization of the outcomes of a project. Thus, a project can be likened to a new product in marketing whereby shareholders should be involved all the way.

Table 2: Analysis of Variance (ANOVA) on Shareholders Using SPSS Version 21

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.000	3	2.528	12.618	.001 ^b
Residual	.815	6	.136		
Total	10.815	9			

Source: Research data (2019)

a. Dependent Variable: marketing.

b. Predictors: (Constant), Shareholders’ participation affects marketing of Patriot, Shareholders must be involved to ensure product conforms to international standards. Shareholder’s participation in decision making process that directly impact on product development and general product life cycle of Patriot Superior Gin be encouraged.

Analysis of Variance was used to test the significance of the regression model as pertains to significance in the differences in means of the dependent and independent variables. The ANOVA test for shareholders produced an F-value of 12.618 which was significant at 0.05 and the significance value ($p = 0.001^b$), therefore since p is less than 0.05. The regression model is significant at 95% confidence level; therefore, the regression model statistically significantly predicts the outcome variable. Therefore, shareholders were significant to the marketing mix of patriotic gin, hence the rejection of the null hypothesis which stated that shareholders’ participation has no effect on the marketing mix of Patriot Superior Gin was rejected.

Table 3: Coefficient Analysis Using SPSS Version Using SPSS Version 21

Model	Unstandardized Coefficients		Standardized Coefficients	T (Statistic Value)	Sig. (P Value)
	B	Std. Error			
(Constant)	.471	.121	0	3.890	.000
Shareholder’s participation on marketing of Patriot Superior Gin.	.833	.220	.937	3.780	.063

Source: Research data (2019)

Multiple regression model α^2

$$Y = a + b_1x_1$$

Where

Y = marketing

X_1 = Shareholder’s participation in marketing

$$Y = 0.471 + 0.833X_1$$

$$\text{Marketing} = 0.471 + 0.833X_1$$

where;

$$a = 0.471 \text{ and } b_1 = 0.833$$

The t-statistics and their associated 2-tailed p-values are used in testing whether a given coefficient is significantly differently from zero. If the significant (2-Tailed) value is greater than 0.05 then there is statistically no significant correlation between the variables. This means, increase or decreases in one variable do not significantly relate to increases or decreases in the other variables. If the significant (2-Tailed) value is less than or equal to 0.05, then statistically there is a significant correlation between the variables. This implies that change either increases or decreases in one variable do significantly relate to change, (increases or decreases) in the other variables.

At 5% significance level ($\alpha = 0.05$), the study examined if the regression model is useful in establishing the correlation of variables in their contributions towards stakeholders’ participations in marketing. From the equation, the constant is 0.471. This means holding all other factors constant, the average marketing change is 0.471. The value of coefficient b_1 is 0.833. This means that holding all other factors constant a unit increase in shareholders’ participation causes an increase of 0.833 units in marketing mix.

The study also wanted to find out the involvement of customers and the impact of their participation on the marketing mix of Patriot Superior Gin. The interpretation of the respondent was based on the mean and the standard deviation. From the findings, the study concluded that the firm (ACFC) must involve the owners who are the shareholders of the institution in all its plans. Moreover, the study concludes that since the firm is a

parastatal, the involvement of all the shareholders including, Kenya Revenue Authority (KRA), National Campaign Against Drug & Alcohol Abuse (NACADA), ministry of Finance (treasury), State department of Agriculture (ICDC & ADC) and the International Investment Corporation (IIC) under Mehta Group of Companies. There is need for constant consultations particularly on new product development, implementation, launch and take off. On the other hand, there was some hesitation on the adequacy of customer protection regulation, licensing of market dealers and registration of alcohol beverage manufacturing firms. Efforts should be made to synchronize the works of all the government arms so that hitches are cleared in the system to do service to the nation.

Table 4: Customers’ participation and marketing of Patriot Superior Gin

	Mean	Standard Deviation
Customer is King as so what the customer chooses is what is sold	4.70	0.583
Customer participation in decision making process directly affect promotion of a product.	4.55	0.753
Any changes in management relating to product communication must be disseminated to customers before such decisions are made.	4.27	0.840
Customers determine what kind of promotion ACFC undertakes for its products	4.34	0.696
The customers’ taste and preferences affect product sold	4.52	0.617
Customer participation affects marketing of Patriot	4.45	0.798

Source: Research data (2019)

Table 4 shows that the mean of 4.70 indicated that majority of the respondents strongly agreed that indeed customer is king and determines is what is sold with a deviation of 0.583. Majority of the respondents agreed that decision making affect promotion (mean of 4.55). The variation in promotion due to decision making was low (standard deviation of 0.753). The respondents agreed that any changes in management relating to product communication must be disseminated to customers before such decisions are made (mean of 4.27). The variance was low (standard deviation of 0.840). Promotion is significantly determined by the customers (mean of 4.34), but its variation was low (standard deviation of 0.696).

Customers’ taste and preferences significantly affect product sold (mean of 4.52). However, there was low variation (standard deviation of 0.617). Customers’ participation greatly affect marketing of Patriot (mean of 4.45). Majority of the respondents agreed that customer’s participation affect marketing therefore posting a low variation (standard deviation of 0.798). The findings of the current study contradicted the findings of Chang and Taylor (2016) who found out that the effects of customer participation on new product marketing performance were very small or even negative when the samples included varying levels of prior relationship between the firm and customers, whereas the effect was strongly positive for those with good prior history. The findings show a pivotal role the customer can play in the marketing of a new product.

Table 5: Analysis of Variance (ANOVA) on Customers Using SPSS Version 21

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.043	5	24.409	43.328	.000 ^b
	Residual	92.951	165	.563		
	Total	214.994	170			

Source: Research data (2019)

a. Dependent Variable: Marketing

b. Predictors: (Constant), The tastes and preferences remains customer’s greatest assets to be respected, Customer participation in decision making process directly impact on promotion of a product., Customer is King as so what the customer chooses is what is sold, Customers determine what kind of promotion ACFC undertakes for its products, Any changes in management relating to product communication must be disseminated to customers before such decisions are made.

The ANOVA test for customers produced an F-value of 43.328 which was significant at 0.05 and the significance value ($p = 0.000^b$), therefore since p is less than 0.05. The regression model is significant at 95% confidence level; therefore, the regression model statistically significantly predicts the outcome variable. The data shows that customers are significant to the marketing mix of patriotic gin.

Table 6: Coefficient Analysis Using SPSS Version Using SPSS Version 21

Model	Unstandardized Coefficients		Standardized Coefficients	T (Statistic Value)	Sig. (P Value)
	B	Std. Error	Beta		
(Constant)	.471	.121	0	3.890	.000
Customers participation on marketing of Patriot Superior Gin	.649	.051	.697	12.629	.000

Source: Research data (2019)

Multiple regression model α^2

$$Y = a + b_1X_1$$

Where Y = marketing

X_1 = Customers participation in marketing,

Then the regression equation becomes:

$$Y = 0.471 + 0.649X_1$$

$$\text{Marketing} = 0.471 + 0.649X_1,$$

where;

$$a = 0.471, b_1 = 0.649$$

At 5% significance level ($\alpha = 0.05$), the study examined if the regression model is useful in establishing the correlation of variables in their contributions towards customers’ participations in marketing. From the equation, the constant is 0.471. This means holding all other factors constant, the average marketing change is 0.471.

The value of coefficient b_1 is 0.649. This means that holding all other factors constant, a unit increase in customers’ participation causes an increase in marketing by 0.649 units. Customers’ participation was statistically significant since the P-value was 0.000 which is less than 0.05.

The study also wanted to find out the involvement of employee’ and the impact of their participation on the marketing mix of Patriot Superior Gin. The interpretation of the respondent was based on the mean and the standard deviation. The study concluded that there is a strong relationship between customers’ participation and marketing of Patriot Superior Gin. Further the study, concluded that politics of the day determine the economic growth of a place and so the products and its buyers.

Table 7: Employees’ Participation and Marketing of Patriot Superior Gin

	Mean	Standard Deviation
Employee qualification has influence on the end product hence marketing of the Patriot Superior Gin.	4.50	0.527
Employee participation in decision making process helps them appreciate production processes and all the involvements of the product.	5.00	0.000
Any changes in management affecting process, product, and employee must be communicated to employees before such decisions are made.	4.20	0.634
Employees are internal customers whose contribution is vital for the product to thrive	4.90	0.316
Employee participation has effect on marketing of Patriot Superior Gin	4.60	0.966

Source: Research data (2019)

Table 7 shows that there is a strong influence of employee qualification on the end product and marketing of the Patriot Superior gin (mean of 4.50) which indicated the fact that employee qualification is pertinent. The variation in the end product and marketing was low (standard deviation of 0.527). Elaboration from respondents indicated that qualifications of an employee play an integral part on the end product and the marketing of the patriot superior gin as they will determine the quality of the end product and the information shared by the employees to other parties. The professionalism in both production, packaging and marketing affects Patriot gin as a product hence its marketing. Employee participation has very high effect on the end product (mean of 5.00), the variation in the end product was low (standard deviation 0.000). Qualitative data indicated that involving employees improves the process of change management and makes employees feel motivated as they are taken to be part of the brand, thus giving it their best shot.

Any changes in management affecting process, product, and employee must be communicated to employees before such decisions are made, since communication is a two-way process, engaging them will enable the achievement of the desired output, hence, it has high effect on the process, product and employee (mean was 4.20), the variation of the communication and the process, product and employees was slightly low (standard deviation of 0.634). The contribution of internal customers proved vital for the product to thrive (mean of 4.90). The variation in product thriving was low (standard deviation of 0.316). Qualitative data revealed that employees are the image of the company; as a result they are the true ambassadors of the product. Employee participation highly affected marketing of the patriot superior gin (mean of 4.60). The variation in marketing was slightly high (standard deviation of 0.966). From qualitative data it was noted that when employees’ participation is recognized then marketing of the product will be a lot easier, another thing is that marketing has been left to the sales and marketing team and that was a very small group in ACFC fraternity whereby if all staff/employees were pro-marketing then their participation would yield a lot making the company realize a lot of profits.

The findings of the current study which are cognizant of Park (2015) findings showed that employees who were involved in more participation practices had higher levels of organizational commitment, and true to the study involving employees in marketing make them own the product. However, Park did not indicate the point of interaction hence the current study has indicated where employees come in the marketing mix.

Table 8: Analysis of Variance (ANOVA) on Employee Using SPSS Version 21

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.585	3	2.528	18.618	.002 ^b
Residual	.815	6	.136		
Total	8.400	9			

Source: Research data (2019)

a. Dependent Variable: marketing

b. Predictors: (Constant), Employees are internal customers whose contribution is vital for the product to thrive, Employee qualification has influence on the end product and marketing of the Patriot Superior Gin., Any changes in management affecting process, product, and employee must be communicated to employees before such decisions are made.

The ANOVA test for suppliers produced an F-value of 18.618 which was significant at 0.05 and the significance value ($p = 0.002^b$), therefore since p is less than 0.05. The regression model is significant at 95% confidence level; therefore, the regression model statistically significantly predicts the outcome variable. The data shows that employees were significant to the marketing mix of patriotic gin, hence the rejection of the null hypothesis which stated that employees' participation has no effect on the marketing mix of Patriot Superior Gin was rejected.

Table 9: Coefficient Analysis Using SPSS Version Using SPSS Version 21

Model	Unstandardized Coefficients		Standardized Coefficients	T (Statistic Value)	Sig. (P Value)
	B	Std. Error	Beta		
(Constant)	.471	.121	0	3.890	.000
Employees participation on marketing of Patriot Superior Gin	-.289	.357	-.275	-.810	.441

Source: Research data (2019)

The value of coefficient b_5 is -0.289. This means that a unit increase in employee participation causes a decrease in marketing by 0.289 units. The P-value for employee participation is 0.441. This is greater than 0.05 led the researcher to accept the null hypothesis that states there is no significant effect of employees' participation on marketing mix of Patriot Superior Gin.

Because of this, there is a statically significant correlation between product, price, promotion, place and people as marketing mix strategies. Increases or decreases in one variable or factor do significantly relate to increases or decreases in the other variables or factors as explained above. The study concluded that employees of all cadre play a big participatory role in marketing of Patriot Superior Gin. Employee use available resources and convert into quality product for sale. Further findings indicated that qualification of employees is paramount when quality is to be achieved. On the same, qualification of marketing and sales team is key in the successful launch and off-take of the product on the market.

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