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THE ROLE OF CUSTOMER VALUE CREATION IN DRIVING SALES PERFORMANCE OF MEDIUM-SIZED CARBONATED SOFT DRINK MANUFACTURERS IN NAIROBI COUNTY KENYA

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https://journal.cuea.edu/ojs1/index.php/cjb/article/view/213

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Abstract

Food and beverage firms in Kenya face persistent challenges such as poor data integration, weak feedback management, and limited technology adoption, which constrain their sales performance. This study focused on examining the role of customer value creation in driving sales performance among medium-sized carbonated soft drink manufacturing firms in Nairobi County, Kenya. Customer value was conceptualized as the extent to which firms deliver superior benefits, meet customer expectations, and foster loyalty through value-driven strategies. The investigation was anchored in the Customer Perceived Value Theory, which maintains that sales performance improves when firms provide offerings that consumers regard as more valuable than available substitutes. A descriptive research design was employed, drawing on a target population of 86 personnel, of whom 71 completed the survey, resulting in a commendable response rate of 82.6%. The sample was derived using stratified and simple random techniques, and the primary research instrument was a structured questionnaire. Data collation and subsequent analysis were executed in SPSS (version 27), using descriptive statistics, multiple regression analysis, and diagnostic tests for normality, homoscedasticity, and multicollinearity. The subsequent inferential analysis established that customer value exerted a substantive and statistically significant positive impact on sales performance ($\beta = 0.483$, $p < 0.001$), thereby indicating that firms concentrating on value-generating mechanisms-specifically product quality, equitable pricing, and comprehensive customer satisfaction-realize enhanced sales results. These findings corroborate the prevailing literature that designates value as a pivotal facet of Customer Relationship Management, a facet critical to the acquisition and maintenance of competitive advantage. Moreover, a moderated regression analysis revealed that technology infrastructure exerts a reinforcing effect on the nexus between customer value and sales performance ($B = 0.198$, $p < 0.001$), thus amplifying the model's overall explanatory capacity. Findings indicate that the utilization of technology-enabled systems magnifies the impact of value creation by supporting near-instantaneous responsiveness and finer congruence with client expectations. This study therefore asserts that the deliberate creation of customer value constitutes a pivotal strategic mechanism for lifting sales outcomes within the Kenyan carbonated soft drink sector and that technology infrastructure constitutes a necessary underpinning. This implies that managers and practitioners should deliberately commit to value-driven customer engagement, sealing the customer-facing processes within technology-enhanced customer relationship management frameworks, and institutionalizing continuous capability development for all personnel, such that the delivery of superior, consistent customer experience becomes the norm. Continuous and embedded employee training converts tacit customer knowledge into enduring differentiation, customer loyalty, and sustained superior revenue streams. Future research should widen the scope to diversified industrial contexts and adopt longitudinal inquiry frameworks that track the influence of evolving customer value configurations on performance metrics across successive epochs.

Keywords: *Customer Value, Sales Performance, Customer Relationship Management (CRM), Customer Perceived Value Theory, Technology Infrastructure, Carbonated Soft Drink Industry, Nairobi County, Kenya*

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Introduction

The contribution of customer value creation to sales performance remains essential, especially given the contemporary market expansion and the addition of new geographical and product niche markets are the primary drivers of revenue and the radical pace at which technological innovation, globalization, and the continual evolution of consumer preferences reshape business contexts. Properly designed customer relationship management (CRM) strategies yield substantial value enhancement by increasing the conversion rates of sales tactics and by furnishing firms with more accurate performance metrics (BusinessBalls, 2024). When enterprises effectively embed advanced technological platforms into their CRM infrastructures, the tacit and articulated needs of the consumer base can be more precisely mapped to the internal product-service value architecture, thereby engendering a resilient, long-lasting advantage (Zhang et al., 2020). Corporate transitions, thus far observed in North American, European, Asian, and other global markets, pivot from product-centric to customer-centric business architectures, predicated upon personalized interaction protocols, analytically driven customer engagement, and the orchestration of enduring customer-firm relationships (Chatterjee et al., 2020; Xu et al., 2022). Regionally, the deployment of mobile and social CRM technologies, particularly pronounced in parts of Asia, affords real-time, bidirectional communications that correlate with elevated consumer satisfaction and quantifiably strengthened sales results (Kim & Wang, 2021). Concurrently, the African continent exhibits surging CRM adoption rates, whose prominence in the banking and telecommunications sectors exhibits demonstrable alignment with both market sophistication and consumer behavioural analytics.

South African and Nigerian scholarship indicates that the achievement of heightened customer satisfaction and maintenance of customer loyalty are logically and quantitatively linked to the consistent implementation of customer relationship management (CRM) frameworks (Mbango, 2019; Anyanwu et al., 2023). Conversely, a survey of East African enterprises reveals that CRM adoption exhibits a pronounced skew. While a subset of industries has initialized comprehensive CRM infrastructures, the food and beverage manufacturing subsector displays a precarious mosaic of partial and sporadic implementations (Muriungi, 2022). Within the Kenyan context, medium-sized enterprises are deterred from full-scale CRM system uptake by the conjoint burdens of prohibitively steep capital requirements, system intricacy, and a pronounced shortage of adequately trained personnel. The resulting dissonance restricts the strategic intent of CRM initiatives from materialising into empirically measured organisational performance enhancements (Wachira & Kyalo, 2024). At the semi-urban and peri-urban boundaries of Nairobi, carbonated soft drinks encounter sustained external shocks, comprising intensified competitive rivalry, mutable consumer preferences, and supply-chain turbulence. The concomitant deficit of methodical CRM implementation has propagated an ad hoc logic of customer value engineering; the variants are characterised by incongruent enlargements in consumer satisfaction and heterogeneous sales metrics (Odondo, 2023). Systematically orchestrated relationship

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management, consequently, emerges as a salient orchestration in the democratization and amplification of customer value, and is a conditional requisite for the realisation of superior sales performance within the carbonated soft drinks typology.

International literature confirms that enterprises deploying robust CRM modules, augmented by supportive technological architecture, achieve higher revenue growth, enhanced customer loyalty, and improved responsiveness to volatile market conditions (Erturk & He, 2018). Notwithstanding these international benchmarks, a significant void exists within regional research concerning the mechanisms by which technology-facilitated CRM approaches that emphasize customer value generation affect sales outcomes in the Nairobi beverage sector. This study therefore systematically interrogates the extent to which customer value creation, operationalised through CRM-oriented technological interventions, serves a mediating role in the sales performance of medium-sized soft-drink manufacturers situated in Nairobi County.

Statement of the Problem

Customer value creation continues to emerge as an indispensable driver of sales effectiveness, particularly within the contemporary, hyper-competitive food and beverage markets. Manufacturers experience difficulties in systematically generating and delivering value due to pervasive data fragmentation across diverse customer segments, inadequate and sporadic feedback loops, eroding capabilities for mass personalization, and limitations in employee proficiency when deploying existing customer relationship management (CRM) platforms (Gupta & Zeithaml, 2020). Deficient handling of data quality, insufficient system functionality, and inadequate service dimensions within the CRM architecture lead to consumer dissatisfaction, decreased system adoption, and, consequently, sub-optimal pricing and sales outcomes (Nilashi et al., 2023). Further, value-realisation capabilities are constrained when organisations nominally resource user engagement and external technical expertise during the implementation phase of CRM, thus blunting prospective operant performance gains (Suoniemi et al., 2022). The Kenyan beverage manufacturing ecosystem exhibits marked volatility, particularly amidst escalating rivalry. Recent official indicators reveal pronounced instability in soft-drink output, characterised by a 27.5% year-on-year rebound during Q3 2024, having contracted by 10.7% in the prior year, data that expose irregular demand and constrained supply-key planning horizons that burdens execution in sales and distribution pillars (KNBS, 2024a; KNBS, 2024b). Complementarily, the Kenya Association of Manufacturers (KAM) Manufacturing Priority Agenda articulates relentless cost pressures stemming from constricted logistics, overhanging regulatory rigours, pervasive illicit trade, and escalating taxation (KAM, 2024). For firms constrained by this set of conditions, the persistent creation and delivery of differentiated value emerges as a prerequisite, recalibrating volatile, fragmented multi-channel customer interactions into sustained loyalty, habitual purchase behaviour, and enduring execution performance.

When firms overlook value creation as a guiding imperative, they confront a range of consequential vulnerabilities. Deficient data integration and suboptimal feedback mechanisms incapacitate firms to anticipate and react to Kenya's demand volatility,

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culminating in stock-outs during peak business seasons and excess inventory during prolonged economic slowdowns; both scenarios precipitating into immediate declines in sales productivity (KNBS, 2024a; KNBS, 2024b). Concurrently, limited personalization and fragmented channel architectures diminish customer engagement and repurchase frequencies, wastefully elevating churn rates and inflating customer-acquisition costs relative to rival firms that pursue value-centric customer-relationship-management (CRM) architectures (Elshaer et al., 2024). In addition, the failure to embed customer value in business processes pre-empts the attainment of waste-reduction and productivity gains, thus rendering the prospective operational and strategic advantages of CRM almost completely untapped; the cumulative inadequacy comprises a progressive attack on profit margins and market-share stability (Li et al., 2019). Within Kenya's structurally high-cost operating landscape, the cumulative impoverishment of value creation both exacerbates the competitiveness disadvantage of the medium-sized enterprise segment and consolidates the trajectory of well-capitalized incumbents that systematically leverage customer-centric value algorithms to perpetuate rates of sustainable growth.

While the global consensus about the catalytic contribution of customer value to sustained strategic performance is articulated in most research studies, empirical enquiry has, to date, been disproportionately concentrated in sectors such as banking, healthcare, and retail. Correspondingly, attention to value creation as perceived by customers in the context of the Kenyan food and beverage manufacturing sector remains sparse, especially in carbonated soft drink manufacturing (Erturk & He, 2018). Accordingly, the present study seeks to address this lacuna by interrogating the mechanisms through which customer value creation influences the sales performance of medium-sized carbonated beverage producers in Nairobi County. Here, the banners of intensified rivalry and the persistence of volatile demand conditions render the deployment of rigorous, customer-centric value initiatives acutely salient.

Theoretical Review

Customer Perceived Value (CPV) theory as articulated by Zeithaml (1988) posits that consumer choice is not mediated by objectively measurable product attributes but rather by customers' assessment of value, operationalized as the ratio of perceived benefit to perceived cost (Blut et al., 2023). Within this scope, benefits can be categorized as functional, emotional, social, or symbolic, while perceived costs comprise monetary price, time, effort, and psychological commitment (Deac et al., 2016). Given this epistemological foundation, CPV occupies a central explanatory role in marketing, which increasingly resorts to value-based tactics in the expectation of engendering sustained consumer satisfaction and loyalty. The model rests on three evaluative premises: value is inherently subjective, rooted in perception; it varies with the situational context in which an offering is encountered; and it is appraised through a compensatory trade-off, wherein consumers balance perceived quality and service against resources foregone (He, 2024; Misra et al., 2022).

The construct of Customer Perceived Value (CPV), comprising functional, emotional, social, and symbolic dimensions, still yields

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both theoretical and practical complications. First, the multidimensionality of value may induce conceptual ambiguity, compelling scholars and practitioners to over-depend on qualitative customer feedback that is susceptible to systematic bias (Ban et al., 2022). Second, extant frameworks remain silent on the post-purchase recalibration of value and the perturbations wrought by environmental and marketing contingencies, thereby implicitly privileging models of ideal rationality. Despite these limitations, the construct retains explanatory potency within markets characterised by intense rivalry. Elevated perceptions of value correlate with durable customer loyalty, replication of purchase behaviour, and unprompted brand advocacy, each of which enhances sales trajectory (Blut et al., 2023). The leverage of contemporary technological enablers, namely, sophisticated customer relationship management (CRM) platforms and advanced analytics, operates upon perceived value by refining operational efficiency, amplifying service quality, individualising engagement, and embedding institutional knowledge management (Arslanagic-Kalajdzic & Zabkar, 2017). On this basis, the applicability of CPV is rendered pertinent to the present investigation, which seeks to analyse customer value creation as an antecedent of sales performance within medium-sized carbonated soft drinks firms situated in Nairobi County, Kenya.

An appreciation of value as framed by the customer thus becomes both the hinge of purchasing choice and the lever of sales outcomes. Supporting empirical evidence by Opeyemi et al. (2023), a recent study conducted in Kenya, investigated the influence of health, taste, and price values on food purchase behavior, revealing that consumer assessment of these criteria significantly steers decision-making. By administering standardized questionnaires and employing Spearman's correlation and logistic regression on a sample of 500 respondents, the research evidences that perceived value indeed mediates purchase choice, which subsequently affects aggregate sales figures. Although the interrogation is consumer-centric and refrains from direct analysis of firm data, the outcomes underscore the behavioural force of perceived value and furnish empirical context for the ongoing examination of customer value as a CRM strategy dimension among Nairobi's carbonated soft drink manufacturers.

While drawing on a theoretically sound framework, the examination is constrained because it refrains from illuminating how mid-sized producers of carbonated soft drinks might systematically engineer perceived customer value via customer relationship management practices in order to leverage observed consumer behavior for more predictable sales returns. By eschewing this managerial perspective, the analysis leaves unexplored the strategic mechanisms, instruments, and sequence for operationalising value creation, transmission, and capture, thereby limiting immediate practical guidance for the sector. Leveraging the identified lacuna, the current enquiry centres on the mediating influence of customer-perceived value, within the purview of customer relationship management (CRM), and complementary technology architecture, on the sales effectiveness of medium-sized firms in Nairobi's carbonated soft drink sector.

Service quality determinants substantially determine value assessment. Drawing from the Nigerian food service context,

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Anyanwu et al. (2023) dissected perceived value through the lenses of reliability, tangibles, and responsiveness. Their quantitative treatment of 323 fast-food patron responses, culled via cross-sectional survey, established that CRM-related components explained a consequential portion of value-congruence and loyalty. Notwithstanding, the situational specificity of foodservice restricts the being of generalisable dynamics associated with the carbonated beverages manufacturing milieu. Consequently, the current work extends the existing discourse by appraising the conditioning role of CRM-facilitated perceived value congruence, moderated by technological architecture, on the sales outcomes of carbonated soft drink producers, thereby forging an ontological progression beyond foodservice within the downstream chain.

Further, Mbango (2019) explored perceived value among 370 vegetable vendors in Johannesburg's Central Business District in South Africa, via purposive sampling and administered through self-administered questionnaires. He found a salient relationship between perceived value and customer satisfaction. Mediated by structural equation modelling this framework, indicated that perceived value correlates with heightened satisfaction, subsequently fostering repeat purchasing behaviour. While this assertion is methodologically robust, the linkage to aggregated sales performance remains implicit, as satisfaction is theorised as an intervening variable. By contrast, the present inquiry aims to foreground perceived value, operationalised as a dimension of customer relationship management, to explicate its contribution to firm-level sales performance among Nairobi's medium-sized producers of carbonated soft beverages.

An alternative empirical backdrop is offered by Shah et al. (2020), whose mixed-methods investigation interrogates the influence of customer-perceived value on usage intentions of food delivery applications in Jakarta. The study, drawing on a sample of 351 end-users, applies an S-O-R-informed structural equation model and avows that both emotional and functional value exert statistically robust effects on intention. Despite its methodological vigour, the findings are confined to a digital service milieu and exhibit diminishing applicability to the capital-intensive parameters of food manufacturing. Nonetheless, the study's exegesis of usability and procedural transparency provides contextual cues that warrant consideration within a parallel analytical milieu.

Knowledge Gaps

Prior scholarship on customer value and sales outcomes has sufficient lacunae that warrant rigorous inquiry. Conceptually, earlier contributions, notably Opeyemi et al. (2023) and Anyanwu et al. (2023), centre almost exclusively on consumer cognition, detailing how perceived food value informs buying intentions and loyalty. Nonetheless, scant investigation has parsed the strategic role of customer relationship management (CRM) in deliberately amplifying perceived value, and in so doing, fostering measurable manufacturing sales outcomes. Contextually, recent investigations, including the hospitality sector (Anyanwu et al., 2023) and digital last-mile delivery (Shah et al., 2020), report that service quality and platform usability are salient to value realization. Such findings, however,

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lack transpositional robustness to the carbonated soft drinks industry, where value is co-produced through systemic efficiencies in conversion, logistics, and channel integration, alongside, but not subsumed by, service delivery. Theoretically, Mbango (2019) established that perceived value undergirds satisfaction, which is in turn posited to elevate repurchase likelihood; the inquiry, however, is silent on the intervening mechanisms between value co-production and observable sales increments, thereby inviting the formulation and test of explicit linkage models.

The present discourse thus remains inconclusive as to whether customer value creation, as articulated within a customer relationship management (CRM) framework, exerts a statistically verifiable influence upon observed sales metrics. With regard to geographical coverage, a substantial body of empirical inquiry has concentrated upon markets such as South Africa, Nigeria, Indonesia, and selected enclaves of Kenya, yet none has directed analytical attention toward medium-sized carbonated soft drink producers operating within Nairobi County. In light of the sector's pronounced volatility and aggressive rival vintage, the absence of situated data on the role of value constructs, perceived value framed as a compositional variable of CRM initiatives and subject to modulation by extant technological capacities, constitutes a substantive lacuna. Furthermore, prevailing empirical design shortcomings persist concerning the fusion of technology and CRM practice. While Shah et al. (2020) foregrounded the dimensions of usability and transparency intrinsic to digital service environments, empirical literature remains reticent on the modalities through which manufacturing enterprises strategically employ CRM architectures, advanced analytics, and customer feedback gateways, thereby realigning customer value creation and subsequently engendering measurable sales uplift.

Research Methodology

This investigation followed a positivist paradigm, which privileges clear, empirical measurement and observable phenomena, and employs statistical techniques to delineate intervariable associations (Saunders et al., 2019; Creswell & Creswell, 2023). At the core of positivist thought rests the assertion that extrinsic reality can be reliably appraised, quantified, and articulated via empirically grounded scientific techniques. Within the given study, the paradigm was operationalised to frame a structured, methodical series of data acquisitions executed through precisely designed questionnaires and subsequent quantitative assessment. Adoption of this philosophical stance fortified methodological neutrality, curtailed the intrusion of bias, and augmented findings' validity and reliability, such that inference to the dynamics of customer value generation and sales performance among the medium-sized carbonated soft drink sector in Nairobi County is evidence-based. A quantitative research design was therefore employed, facilitating rigorous, numerical estimations of the proposed constructs. Structured questionnaires were administered to the designated cohort, and the findings were subjected to regression modelling, yielding systematically verifiable conclusions (Adeoye, 2024). This research design proffered identical administrative procedures, accurate measurement, and a consequent capability

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to extrapolate outcomes beyond the sample to the wider sector.

Pursuant to the Micro and Small Enterprises Act (Kenya, 2012) and corroborated by the KNBS MSME Survey (2016), medium-sized enterprises are defined as those employing between 50 and 249 personnel. Echoing the findings of prior scholarship (Mutua and Gachanja, 2023), an estimated 25-30% of the workforce in such firms occupies customer-facing roles. Based on this proportion, relevant workers from each company were computed and incorporated, yielding a final data population of 111 individuals. Proportionate stratified sampling was subsequently employed to guarantee equitable representation of all five firms. Stratification criteria were derived from firm size, whilst proportional allocation matched the quantity of interviewees to each firm's relative weight within the overall population (Kothari, 2014). The proposed sample size was obtained by the application of Yamane's formula (1967), employing a 95% confidence interval and a permissible error of 5%. The resultant calculation stipulated a target of 86 individuals from the defined population of 111. The proportional allocation across the stratified categories reinforced the representativeness, reliability, and statistical validity of the empirical evidence. Responses were gathered employing a uniform structured questionnaire featuring exclusively closed-ended items (Andres, 2012). Each item was measured employing a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), thereby ensuring consistent and dependable assessment of participant perceptions (Boone & Boone, 2017; Norman, 2010). In pursuit of ethical integrity, guarantees of confidentiality and provisions for informed consent were meticulously communicated to all participants (Rubeena & Maseeh, 2023). Data collection was executed via a dual-mode design: research instruments were administered physically inside the organizations and disseminated digitally via E-mail and WhatsApp. This blended delivery strategy enhanced participant accessibility, elevated response ratios, and diminished the likelihood of locator bias.

The assembled dataset was coded and analyzed in SPSS (version 27). Initial summaries of the data were derived using descriptive statistics, specifically mean and standard deviation. Subsequently, multiple regression analysis was employed to interrogate the hypothesized relationships between customer value creation and sales performance. This sequential analytical framework facilitated a preliminary descriptive examination followed by a rigorous inferential assessment, allowing simultaneous visualization and testing of the hypothesized relationships. The analytical results were tabulated and illustrated in graphs to augment overall transparency, facilitate intra-group and inter-group comparisons, and streamline interpretative tasks.

Results

Descriptive Statistics

The study utilized a 5-point Likert scale to assess the influence of customer value on the sales performance of medium-sized carbonated soft drink manufacturing firms in Nairobi County, Kenya. Respondents were asked to indicate their level of agreement with statements addressing how customer value affects different aspects of sales performance. The results below summarize the results on the assessed influence of customer value on the sales

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performance of medium-sized carbonated soft drink manufacturing firms in Kenya.

Descriptive analysis on Customer Value and Sales Performance

Statement	SD	D	N	A	SA	µ	σ
I actively measure customer lifetime value which has eventually led to improved sales performance	2.0%	1.8%	1.9%	45.1%	49.2%	4.38	.792
I have recorded the frequency of purchase of our products by our customers to analyze sales performance	1.6%	1.8%	13.5%	42.3%	40.8%	4.19	.855
I have identified a continued increase in the average order value which has significantly boosted the company's sales performance	2.3%	1.6%	15.8%	38.0%	42.3%	4.16	.913
I have noted a rise in our customer retention rate which has led to a positive impact in the company's sales performance	2.5%	3.2%	12.6%	36.6%	45.1%	4.19	.951
I have identified a rise in customer budget allocation to our products which has in turn boosted the company's sales performance	1.6%	1.4%	5.5%	39.4%	52.1%	4.39	.794
I regularly assess customer satisfaction levels, and this has significantly boosted sales performance	1.8%	2.3%	17%	29.6%	49.3%	4.22	.936
Average						**4.25**	**0.87**

Key: SD (1) = Strongly Disagree D (2) Disagree N (3) = Neutral A (4) = Agree SA (5) =Strongly Agree

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Concerning the assertion, "I actively measure customer lifetime value which has eventually led to improved sales performance," the distribution revealed a minimal discrepancy, with 2.0% registering strong disagreement, 1.8% disagreement, 1.9% neutrality, 45.1% agreement, and 49.2% strong agreement. The item computed a mean of 4.38 and exhibited a standard deviation of 0.792; the elevated mean and compressed standard deviation imply robust consensus and minimal dispersion, thereby inferring that lifetime-value appraisal has been extensively and uniformly adopted throughout the industry.
Turning to the query, "I have recorded the frequency of purchase of our products by our customers to analyze sales performance," the distribution exhibited 1.6% strong disagreement, 1.8% disagreement, 13.5% neutrality, 42.3% agreement, and 40.8% strong agreement. The corresponding mean 4.19 and standard deviation of 0.855 yield a parallel interpretation: the practice of measuring purchase frequency is, likewise, prevalent and integrated into managerial routines.
When participants encountered the assertion, "I have identified a continued increase in the average order value which has significantly boosted the company's sales performance," the results disclosed 2.30% strong disagreement, 1.6% disagreement, 15.8% neutrality, 38.0% agreement, and 42.3% strong agreement, which, pending supplementary analysis, suggests that the observed rising average transaction value is acknowledged by a plurality of practitioners as an observable driver of revenue augmented by strategic sales initiatives. An average score of 4.16 with a standard deviation of 0.913 indicates a pronounced consensus and moderate dispersion, demonstrating widespread acknowledgment among firms of the requisite to amplify order-value growth to enhance sales outcomes.
Likewise, for the evaluation, "I have noted a rise in our customer retention rate which has led to a positive impact in the company's sales performance," the proportions were 2.5 per cent in strong disagreement, 3.2 per cent in disagreement, 12.6 per cent neutral, 36.6 per cent in agreement, and 45.1 per cent in strong agreement. Execution of these data established a mean of 4.19 and a standard deviation of 0.951, which exhibits strong endorsement coupled with moderate variance, inferring that the link between retention sustainability and improved sales performance is widely, and preferably, accepted. Analysing the proposition, "I have identified a rise in customer budget allocation to our products which has in turn boosted the company's sales performance," 1.6 per cent articulated strong disagreement, 1.4 per cent disagreement, 5.5 per cent neutrality, 39.4 per cent agreement, and a majority of 52.1 per cent in strong agreement. A mean of 4.39 and a standard deviation of 0.794 demonstrates a powerful alignment with nominal variance, evidencing that the majority of the sampled entities conceive the positive elevation of budget allocation by clients as a pivotal influence on sales growth.
The variable measuring the explicit assessment of customer satisfaction attained the peak mean of 4.22 coupled with a standard deviation of 0.936. This performance suggests a robust agreement among respondents regarding the perceived importance of satisfaction evaluation; however, the narrower deviation indicates that opinions were still more diverse than those recorded for any alternative measurement on the instrument. Parallel

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examination of the entire list of items yielded a grand mean of 4.25 with a standard deviation of 0.87, thereby affirming a pronounced and uniform endorsement of customer-value-oriented practices as antecedents to sales success. Together, these statistics reveal that the constituent activities, namely satisfaction appraisal, retention monitoring, and examination of repurchase incidence, are thoroughly interlinked into the managerial practices of medium-sized Kenyan producers of carbonated soft drinks. Moreover, the ubiquity and evident perceived effectiveness of these routines provide additional evidence of their growing instrumentalization in commercial strategy across the sector.

The empirical conclusions are corroborated by the research conducted by Opeyemi et al. (2023), which advanced the finding that perceived value substantially determines repurchase intention within Kenya's packaged food environment. The survey evidence collected by those scholars illuminates how perceived product features, namely quality, flavour, and pricing, as well as dependable service, orient consumer evaluation and, cumulatively, sales metrics. Although the earlier cycle concentrated on the consumer vantage, the present conclusions strengthen the broader correspondence by demonstrating that the antecedent evaluation of desirable product characteristics, when systematically monitored, remains a salient predictor of commercial performance in the sector.

The observed correlation between systematic customer satisfaction ratings and subsequent sales improvement in the current inquiry resonates with the prescriptions advanced by Opeyemi and colleagues regarding the imperative of harmonising product and service bundles with consumer priority criteria. Parallel support arises from the investigation by Anyanwu et al. (2023), whose findings indicate that attributes of service quality, specifically reliability, tangible elements, and responsiveness, exert a decisive influence upon experienced value and resultant customer loyalty within the Nigerian food service sphere. The Nairobi-based manufacturing environment examined here, although focused on the direct-service configuration considered by Anyanwu et al., yields a further argument in favour of customer relationship management (CRM) initiatives that accentuate the enhancement of perceived value. Such initiatives, encompassing satisfaction diagnostics, retention-focused analyses, and order-value surveillance, are projected as levers of comparable sales elasticity across product categories. It is nevertheless critical to recognise that, unlike Anyanwu et al. where consumer encounters are frequent, the analysed medium-sized carbonated soft drink enterprises interact with the customer base through an indirect channel; this contextual difference renders structured appraisal of customer value an even more indispensable mechanism for the consolidation of sustained competitive sales.

Some international evidence highlights that customer value practices are not universally effective. Völckner et al. (2022) demonstrate that overemphasis on satisfaction metrics may lead to inflated perceptions of value that do not necessarily translate into long-term profitability, especially in commoditized markets. The evidence presented herein indicates that, despite the pervasive implementation of customer lifetime value modelling, such techniques are prone to failure during periods of uncertainty characterised by

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rapid consumer preference evolution, resulting in unreliable forecasts and the misallocation of managerial effort and capital. In parallel, Qiu and Zhang (2024) demonstrated that the efficacy of value signals, namely, user ratings and satisfaction metrics, depends markedly upon the interplay of cultural context and product classification. Consequently, perceived value cannot be assumed to exert identical influence in all geographic and categorical settings. Collectively, these divergent findings imply that firms operating in the Nairobi market derive observable advantage from the measurement of customer satisfaction and churn, whereas enterprises located in other geographies experience correlational irregularities. Explanatory mechanisms include patchy measurement regimes, normative cultural divergences, and a misalignment between consumer value judgments and the intrinsic properties of the firms' offerings; such factors generate the asymmetry that attenuates the anticipated positive effect of customer value on sales outcomes.

Correlations Analysis

Correlation Coefficients between Customer Value and Sales Performance

Variables	**Customer Value**	**Sales Performance**
Customer Value	1	.515
Sales Performance	.515	1
Sig. (2-tailed)	0.01	—

The analyses reveal that Customer Value is positively correlated with Sales Performance at moderate magnitude and statistically significant level ($r = 0.515$, $p < 0.01$). This finding underscores the statement that the effective proposition of customer value, through mechanisms such as high product quality, equitable pricing, and dependable service, constitutes an essential driver of measured sales results. Prior academics assert that perceived customer value is consistently correlated with behavioural variables such as purchase intentions, customer satisfaction, and loyalty, which subsequently facilitate enhanced sales performance (Hapsari et al, 2020). Furthermore, organisations that leverage value articulation, preservation, and delivery are positioned to cultivate trust, engender loyalty, and gain sustained competitive advantage within increasingly volatile environments (Kumar & Reinartz, 2018).

Regression Analysis

Regression Model Summary for Customer Value and Sales Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515a	.265	.255	1.040

a. Predictors: (Constant), Customer Value

b. Dependent Variable: Sales Performance

The results above show the model summary for the simple linear regression between Customer Value and Sales Performance. The correlation coefficient ($R = 0.515$) suggests there is a moderate positive relationship, while the coefficient of determination ($R^2 = 0.265$) indicates Customer Value accounts for 26.5% of the variation in sales performance. The adjusted R^2 value of 0.255 confirms the model remains reliable after adjusting for sample size, suggesting Customer Value is a meaningful predictor of sales outcomes. These findings are consistent with recent research highlighting that superior value propositions, delivered through quality, pricing, and service, are central to customer satisfaction, loyalty, and purchasing behaviour, which in turn drive sales growth (Hapsari et al., 2020; Chen et al., 2021). This emphasizes the significance of firms delivering consistent value as part of their CRM strategies, as this gives them a competitive edge and contributes directly to revenue performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The research determined that customer value has a significant positive role in enhancing sales performance among medium-sized carbonated soft drink manufacturers in Nairobi County. Descriptive results revealed that respondents strongly perceive customer values as a key driver of sales results. The findings further confirmed the positive and significant impact of customer value on sales performance. This shows there is a necessity for strategies focused on delivering superior value through product quality, competitive pricing, effective service delivery, and customer engagement in generating higher sales. The rejection of the Null Hypothesis confirms that customer value provides a meaningful predictor of sales outcomes and should be prioritized as a strategic focus for firms in this sector.

Managerial Implications

The research yields several actionable insights for middle-tier carbonated soft drink producers operating within Nairobi County. First, management should refine consumer-centric tactics by elevating product integrity, curtailing price points, and speeding up service delivery; such steps are intended to heighten both satisfaction and loyalty. Parallel to this, resources ought to be directed towards meaningful product innovations, namely, eye-catching but functional packaging, an expanding repertoire of flavor profiles, portability conveniences, and high-tech elements, capabilities that meet shifting consumer expectations and set the firm apart from the rivals. Second, the formalization of an advanced Customer Relationship Management (CRM) platform becomes indispensable; by systematically cataloguing purchasing habits, stated preferences, and unsolicited opinions, such systems empower narrower and thus more effective propositions of value. Equally, persistent training and soft-skills reinforcement should empower all customer-facing staff to embody an unfaltering service orientation, thereby securing high-quality service delivery at the moment of interaction. Marketing departments, for their part, ought to embed value co-creation narratives in outbound campaigns, articulating the distinctive advantages of the offer to mold consumer convictions and bolster intention to buy. Last, the installation of well-designed performance metrics and analytical dashboards is imperative; by connecting demonstrable customer outcomes to actual revenue growth, firms are positioned to fine-tune their strategic trajectories, sustaining upward momentum in the hyper-competitive Nairobi beverage market.

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