

COMPETITOR ORIENTATION AND INNOVATION: KENYAN DEPOSIT TAKING SACCO EXPERIENCE

Jackline Akoth ODERO*, Robert K.W. EGESSA, Kelvin Mogere MACHUKI

School of Business and Economics, Masinde Muliro University of Science and Technology, Kakamega, Kenya

jacklineodero@gmail.com

regessa@mmust.ac.ke

kmachuki@mmust.ac.ke

Abstract: *The study sought to examine the influence of competitor orientation on innovation in Kenya's Deposit Taking SACCO's. The study adopted descriptive survey research design and targeted 49 respondents drawn from all the 7 Kenyan deposit taking SACCO's in western region. A census study was considered. Structured questionnaires and an interview schedule were used to collect data. Data was analyzed using descriptive and inferential statistics. The data was presented in a tabular form. Simple linear regression results indicated that competitor orientation accounted for 51.4% of variance in innovation ($R^2 = .514$) and was statistically significant ($F=40.207$ $\beta=.554$, $t=6.341$, $p<0.01$). The study recommends that Deposit Taking Sacco managers' should pay keen interest on their competitors so as to get information on their strategies, strengths and weaknesses as this may assist in bolstering innovation. The paper contributes to scholarly debate on the influence competitor orientation plays in enhancing innovation in Kenya's Deposit Taking Sacco's.*

Key Words: Competitor Orientation, Deposit Taking Saccos, Innovation

JEL classification:C12, L10, M10, M31.

1. Introduction

Organizational success depends largely on determining the target markets' preferences and delivering in a more effective and efficient way to the markets/consumers than competitors do. Competitor orientation refers to having an insight into the competitors' strengths and weaknesses (Naver and Slater, 2003). According to Ledwith and O'Dwyer (2009), organizations need to adjust to the market dynamics caused by competitors and also have an insight on the changing market needs. Competitor oriented firms focus on keeping pace or remaining ahead of competitors. Studies done in Pakistan as well as Indonesia have proven that competitor orientation impacts on product innovation (Salman, 2015; Jamilah, Sakti and Herman, 2020).

For companies, success in innovation means that the company is a step further than its competitors. An innovation can be in form of new product, new production technology or

*Corresponding author: Jackline Akoth Odero

Cite as:

Odero, J. A., Egeessa, R.K.W., Machuki, K.M., 2024. Competitor Orientation and Innovation: Kenyan Deposit Taking Sacco Experience. *Oradea Journal of Business and Economics*, 9(1), pp.9-18. <http://doi.org/10.47535/1991ojbe178>.

even a new strategy (Damanpour, Walker and Avellaneda, 2009). Avellaneda, 2009). Innovation impacts on SACCO performance (Ngure, 2017; Njenga, Kiragu and Opiyo, 2015). Vision 2030 in relation to financial services anticipates to create a financial sector that's vibrant as well as globally competitive that may result to job creation and also promote savings in order to finance overall investment needs in Kenya (GOK, 2013). The financial sector which includes SACCO's is critical as it can catapult economic development. According to Bwana and Mwakujonga, (2013) SACCOs have played the significant role of providing financial services to members. Co-operatives ensure there is inclusive growth in the society as they create opportunity for all (OECD, 2014). Some of the challenges experienced by SACCO's include inadequate resources, absence of IT skills, lack of IT equipments, outdated information technology, change resistance, unsupportive culture, poor communication and absence of a reward policy (Avigoke, Auma and Ng'ong'a, 2019). Njenga, Kiragu and Opiyo (2015) portended that SACCOS served 81% of Kenyans who relied on the SACCO's resource mobilization. Co-operatives are marred with certain issues such as inadequate funds for innovation, competition from other SACCO's, microfinance institutions and banks (Micheni, Wamitu and Shavulimo 2017) poor governance (Odera, 2012), membership decline (Wasike 2012, Kiragu 2015). SACCO's need to develop strategies that enhance performance. SACCO's that lack clear strategies may find survival in the market difficult (Wanjiku, 2012). This paper explores how competitor orientation as a strategy may influence innovation. Empirical support exists for competitor orientation as an important driver of innovation across varying organizations and contexts such as in Pakistan (Salman, 2015), weaving products enterprises in Indonesia (Jamilah, Sakti and Herman, 2020) and SMEs in Nigeria (Mamman and Abuga, 2020). The current study therefore intends to fill gaps as evidenced in the extant literature by examining competitor orientation and innovation in Kenya's Deposit Taking SACCOs.

2. Literature Review

2.1. Theoretical Review

The study was anchored on Resource Advantage Theory of Competitive Advantage According to Hunt and Morgan (1995) having knowledge on competitors' products, prices and also strategies obtained from implementation of market orientation can result to a firm having a better market offering as compared to that of competitors. According to the theory, having a comparative advantage in resources can enhance competitive advantage of an organization (Hunt, 1995, 2012; Hunt and Morgan 1996). Hunt, (2011a) reiterates that according to the theory, innovation is critical in a firm's competing process. Innovation enables firms to have a competitive edge by increasing customer value thus attaining business success. Narver and Slater (1990) contended that market orientation related to firm's capability in responding to market changes and that it was important while seeking competitive advantage. Competitor orientation is an aspect of market orientation and as such when firms pro-actively competes with their rivals, then they are able embrace innovation. Moreover, organizations that are competitor oriented have a knowledge advantage over their counterparts, thus enabling them to achieve superior firm performance as they can adjust to different business environments.

2.2. Conceptual Review

Competitor Orientation

The behavior of competitors should be monitored and once detected then the organization should respond accordingly in order to win the competition (Jaworski and Kohli 2003). Frambach, Prabhu and Verhallen (2013) contend that competitor orientation aims at providing a strong intelligence foundation with regards to the current and future competitors

for strategic action. Competitor orientation is the observation of competitors continuously and reacting through creation of products and services which are distinct from those of competitors (Reulink, 2012). According to Modding (2012) competitor orientation means that companies need to understand current and potential competitors' short-term strengths, shortcomings, long-term capabilities as well as strategies. Bendle and Vandenbosch (2014) asserted that managers having a competitor orientation anticipate to win others despite the expense of profitability. New product ideas normally come from the analysis of competitors' products and as such competitor knowledge enables New Product Development team to come up with informed decisions and develop products that surpass those of its competitors (Wong and Tong, 2012).

Innovation

Damanpour (1991) opined that innovation entailed a firm's ability to introduce equipments, system, laws, a new product or service, new technological production processes, a new structure or administrative systems or planning programs. Innovative organizations are able to improve individuals and firm's performance, to solve problems and also create competitive advantage (Trott, 2008). Innovation is essential for modern corporation's survival (Ko, To, Zhang, Ngai and Chan, 2011). Groups that are not innovative place their firms at risk (Habidin, Khaidir, Shazali, Ali and Jamaludin, 2015). Organizations can be more competitive only if they produce and design marketplace services as well as products that are superior to those supplied by their competitors (Karanja, Muathe and Thuo, 2014).

2.3 Empirical Review on Competitor Orientation and Innovation

Deshpande, Farley and Webster (1993) argued that it was not desirable to lay a lot of emphasis on competitors to the exclusion of customers as it would result to neglect of the customers. According to Ghorbani, Abdollahi and Mondanipour (2013) who conducted their study in Iraq's food manufacturers, found that competitor orientation positively influenced new product development success. This implied that for companies to meet market needs, they should monitor their competitors. Similarly Guleş *et al* (2015) established that competitor orientation positively influenced Innovation ability. Ozkaya *et.al.* (2015) found a direct link between competitive orientation and innovation. Moreover, the findings revealed that customer competence and competitor knowledge positively impacted on market innovation. Studies by Salman (2015) in Pakistan, Fatikha, Rahay and Sumiati (2021) in Indonesian SME's and Lagat, Chepkwony and Kotut (2012) in the Kenyan manufacturing sector on market orientation's impact on product innovation competitive advantage and firm performance confirmed that customer orientation, competitor orientation and also inter-functional coordination affected product innovation, competitive advantage and firm performance, respectively. Studies have also proven that competitor orientation impacts on customer value positively and significantly (Adi, Ujianto and Nugroh, 2018; Wulandari, 2012). Pupaningrum (2017) found that in embroidery SME's, market orientation which emphasized on competitor orientation and innovation significantly affected competitive advantage. A study done in weaving products enterprises in Indonesia by Jamilah, Sakti and Herman (2020) established that both Customer and Competitor Orientation significantly and positively impacted on Innovation Capability. Further New Product Development was found to significantly and positively impact on by competitor orientation and Innovation Capability. A Study on competitor orientation and innovation In Nigerian SMEs proved that competitor orientation impacted on the SMEs' innovation. The study employed cross sectional survey (Mamman and Abuga, 2020). The reviewed studies have been done in different contexts and in different sectors, mostly in SME's whose operations are not similar to those of SACCO's. Additionally some studies have focused on other dependent variables other than innovation. Hence this study on Kenya's SACCO's intended to fill the gaps. Thus the study hypothesis is as follows; Competitor Orientation does not significantly influence innovation in Kenya's Deposit Taking SACCOS.

3. Methodology

A research design is the structure of the research (Kombo and Tromp, 2006). Descriptive survey design was used as the study's main objective was to examine the influence of competitor orientation on innovation in Kenya's Deposit Taking SACCOs. Descriptive approach gives researchers an opportunity of using quantitative data to find common features about the population or phenomenon being studied (Zikmund, Babin, Carr and Griffin, 2010). The study focused on all 7 DTS's that were registered and operational in western region (SASRA, 2021). The respondents were 49 sections heads who included Finance, Accounting, Human Resource, Sales and Marketing, Customer service, Quality Assurance and Procurement. Census approach was used since it's appropriate where the study's population is below 200.

Primary data was collected using structured questionnaires and an interview schedule. Questionnaires were employed since they allow for respondents' anonymity (Cozby and Bates, 2012). Questionnaires were administered on 49 section heads while all the 7 CEOs were to be interviewed. The questionnaire had statements on competitor orientation and innovation which was developed by adapting previous studies' measures (Narver and Slater, 1990; Osuga, 2016; Rosli and Sidek, 2013). In regards to competitor orientation, the study focused on competitor information, actions, strengths and strategies whereas for innovation focus was on product, market and process innovation. As for the questionnaire, a 5-point Likert Scale was used for all items, where 1 = strongly disagree, 2 =Disagree: 3 =Fairly Agree: 4 = Agree and 5 = strongly agree. A Pilot study was done in a deposit taking SACCO in Kisumu County and cronbach alpha test was utilized to test for reliability. Validity tests were done (both Content and construct).

Data was analyzed using descriptive statistics (mean and standard deviation) and inferential statistics (Pearson's product moment correlation and simple regression analysis). The data was presented in tabular form. The regression model was as follows: -

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

Where;

Y = Dependent variable Innovation

B₀ = constant

X₁ = Competitor Orientation

β₁, = Model coefficient

ε = is the error term.

Further, content analysis was also used to analyze data collected from the interview schedule.

4. Results and Discussions

Response Rate

Out of the 49 questionnaires distributed, 40 were duly filled and returned thus representing 81.6% response rate which was regarded as being excellent (Baruch and Holtom, 2008).

Results on reliability, Means, standard deviations and correlation

Table 1 provides results regarding reliability, means, standard deviations and correlation. The reliability was tested using cronbach alpha test. Descriptive statistics adopted in the study were means and standard deviation. In regards to correlation, an observation was made that the relation between competitor orientation and innovation did not exhibit multi-collinearity as the correlations did not exceed 0.8 as was suggested (Dwivedi, 2008).

Table 1: Results on reliability, Means, standard deviations and correlation of the study

Variable	Reliability	M	SD	CORRELATION	
				Competitor orientation	Innovation
Competitor orientation	0.945	3.59	.982	1	.717**
				40	40
Innovation	0.936	4.01	.759	.717**	1
				.000	40
				40	40

Note: M=mean SD=standard deviation, **. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2022)

The reliability results confirmed that the study variables had Cronbach alpha of 0.945 and 0.936 which are more than recommended 0.7 (Manerikar and Manerikar, 2015; Pallant, 2005).

The descriptive results in Table 1 indicated that most respondents were in agreement that their SACCO's practiced competitor orientation (mean of 3.59). As for innovation, most respondents agreed that their SACCO's engaged in innovation (mean of 4.01).

The findings above are in agreement with the responses made during the interview where the respondents agreed that the SACCO collected information regarding the competitors' strategies, strengths and weaknesses and that the competitors' information collected helped the organization to come up with new products and to gain competitive advantage over others. Additionally, the respondents mentioned that their SACCO's had embarked on innovative activities such as introduction of new products, implemented online transactions, introduction of mobile Apps, market penetration, diversification of membership through inclusion of members from other sectors. Further the respondents were of the opinion that the SACCO's should undertake the following measures to improve innovation. Firstly, the SACCO's can engage in continuous staff training and benchmarking. Further, the SACCO's should reward the most innovative employees so as to encourage them, it could document its policies and also enter partnerships with other organizations such as the county government for instance to pay salaries. Lastly the SACCO's should use its strategic plan to provide direction and also conduct quarterly business reviews.

To determine the relationship between competitor orientation and innovation a correlation analysis was conducted. The results indicated that the relationship was positive and significant ($r = .717^{**}$). Similar findings were echoed by Mamman and Abuga (2020) who found a positive and significant correlation ($r = .349^{**}$) in Nigerian SME's.

Regression Analysis Results

To establish the influence of competitor orientation on innovation linear regression analysis was utilized.

Table 2: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.717^a	.514	.501	.53617

Source: Field Data (2022)

The results in table 2 above revealed a coefficient of determination (R^2) of 0.514. This illustrates that competitor orientation could explain the 51.4% of the variance in innovation in Kenya's deposit taking Sacco's.

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.559	1	11.559	40.207	.000^b
	Residual	10.924	38	.287		
	Total	22.483	39			

a. Dependent Variable: Innovation
 b. Predictors: (Constant), Competitor_Orientation

Source: Field Data (2022)

The F test gave a value of $(1, 38) = 40.207$, $P < 0.01$, which supports the goodness of fit of the model in explaining the variation in the dependent variable. It also means that competitor orientation is a useful predictor of innovation.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.027	.325		6.236	.000
	Competitor Orientation	.554	.087	.717	6.341	.000

a. Dependent Variable: Innovation

Source: Field Data (2022)

The regression equation to estimate innovation as a result of competitor orientation was stated as: $\text{Innovation} = 2.027 + 0.554 \times e$

A unit increase in competitor orientation leads to 0.554 increase in innovation and it is statistically significant. The research hypothesis posted H_0 : Competitor Orientation does not significantly influence innovation in Kenya's Deposit Taking SACCOS. From the results, the null hypothesis is rejected since competitor orientation has significant effect on innovation therefore depicting that DTS managers have knowledge of competitors' performance, strategies and strengths. The findings are consistent with those of Guleş *et al.* (2015), Ozkaya *et al.* (2015) and Mamman and Abuga (2020) who established that competitor orientation influenced innovation though the studies were done in different contexts. On the contrary, Deshpande *et al.*, (1993), revealed that both customer orientation and competitor orientation are required in equal measure and focus should not just be on competitor orientation at the expense of customer orientation. Thus the challenges facing DTS such as unsupportive culture, poor communication, decline in membership, outdated information technology and competition from other firms can be overcome by adopting competitor orientation as a strategy so as to enhance innovation.

5. Conclusion

Competitor orientation has an influence on innovation thus if Deposit Taking SACCO's monitor competitors activities they can enhance their own innovation. The findings have been corroborated by reviewed studies which established that competitor orientation impacted on innovation (Lagat, Chepkwony and Kotut, 2012; Ghorbani, Abdollahi and Mondanipour, 2013; Jamilah, Sakti and Herman, 2020). The study contributes to the body of

knowledge by providing insights on the link between competitor orientation and innovation in SACCO's from a developing country context.

The study may be used as a reference point by future researchers. The study affirms the resource advantage theory of comparative advantage alluding that competitor oriented firms have a knowledge advantage over their counterparts, thus enabling them to achieve superior firm performance by being more innovative as they can adjust to different business environments. For practitioners, the implications of the above results are clear as an organization that wishes to enhance innovation in terms of product, market and process innovation should pay attention to its competitors.

The study recommends for Deposit Taking SACCO's to continuously monitor their competitors' actions in order to examine and understand why customers are attracted to their competitors, to gain insights on competitors' strategies including their strengths as well as weaknesses. Moreover Deposit Taking SACCO's should act on the collected information so as to improve on innovation.

6. Suggestion for further research

The study focused on Western Kenya's Deposit Taking SACCO's thus further studies could be extended to DTS's in other regions. A similar study could be done in other sectors such as SME's, Non-Deposit Taking SACCOs, banks and universities. More studies may be done on other innovation aspects such as organizational innovation. Further research can be done on the influence of other market orientation parameters such as customer orientation and inter-functional coordination on innovation as the study only focused on competitor orientation. Lastly further studies may incorporate moderating and/or mediating variables as the study focused on the direct link between competitor orientation and innovation.

References

- Adi, Y., Ujianto, H., and Nugroh, R., 2018. Effect of Customer Orientation, Competitor Orientation and Organizational Learning Orientation to Customer Value and Excellence Competing on Mini Marke In Makassar City. *International Journal of Business and Management Invention (IJBMI)*, 7(7):88-98.
- Avigoke, S. P., Auma, O. F., and Ng'ong'a, A., 2019. Strategy Implementation at Kakamega Teachers Savings and Credit Cooperative Society, Kenya. *International Journal of Academic Research in Business and Social Sciences*, 9(7): 152–175.
- Baruch, Y., and Holtom, B. C., 2008. Survey response rate levels and trends in organizational research. *Human relations*, 61(8): 1139-1160.
- Bendle, N. and Vandenbosch, M. 2014. Competitor orientation and the evolution of business markets. *Marketing Science*, 33(6): 781-795.
- Bwana, K. M., and Mwakujonga, J., 2013. Issues in SACCO development in Kenya and Tanzania: The historical and development perspectives. *The International Institute for Science, Technology and Education Journal*, 3(5): 14-22.
- Cozby, P. C., and Bates, S. C., 2012. *Methods in Behavioral Research*, 11th Ed, New York: McGraw-Hill.
- Deshpande, R., Farley, J. and Webster, F., 1993. Corporate culture, customer orientation and innovativeness in Japanese firms: A quadrad analysis *Journal of Marketing*, 57 (1): 23-37
- Damanpour F., 1991. Organizational innovation: a meta-analysis of effects of determinants and moderators. *The Academy of Management Journal*. 34(3): 555-590.
- Damanpour, F., Walker, R.M., and Avellaneda, C.N., 2009. Combinative effects of innovation types and organizational performance: A longitudinal study of service organizations. *Journal of management studies*, 46(4): 650-675.

- Dwivedi, D.N., 2008. Managerial economics. New Delhi: Vikas Publishing House PVT Limited. <https://b-ok.cc/book/3570906/dfa93d>
- Fatikha, C., M. Rahayu and Sumiati., 2021. Effect of Entrepreneurship Orientation and Market Orientation on Marketing Performance through Competitive Advantage. *Jurnal Aplikasi Manajemen*, 19(2): 448–458. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2021.019.02.20>.
- Frambach, R., Prabhu, J., and Verhallen, T., 2013. The Influence of Business Strategy on New Product Activity: The Role of Market Orientation. *International Journal of Research in Marketing*, 20, pp. 377-397. Http://www.theredddesk.org/sites/default/files/vision_2030_brochure__july_2007.pdf, Last accessed: 5th April 2022
- Ghorbani, D. H., Abdollahi, D. S., and Mondanipour, I. N., 2013. An Empirical Study on the Impacts of Market Orientation and Innovation on New Product Success (Case Study: Food Manufacturers in Isfahan, Iran), *International Journal of Academic Research in Business and Social Sciences*, 3, pp. 315-326.
- Government of Kenya., 2013. Kenya Vision 2030. Available online: Http://www.theredddesk.org/sites/default/files/vision_2030_brochure__july_2007.pdf, Last accessed: 5th April 2022.
- Guleş,H.K., Zerenler,M., Çağlıyan,V., Şener,T., and Karaboğa,K. 2015. The effect of market orientation and innovation ability on enterprise performance: A practice of structural equation modelling analysis: a research on SMEs. *European Scientific Journal* SPECIAL/ edition, 1, pp. 31-42
- Habidin, N. F., Khaidir, N. A., Shazali, N. A., Ali, N. and Jamaludin, N. H., 2015. The development of process innovation and organisational performance in Malaysian healthcare industry. *International Journal of Business Innovation and Research*, 9 (2): 148-162
- Hunt, S.D. 1995., The Resource-Advantage theory of competition toward explaining productivity and economic growth. *Journal of Management Inquiry*, 4(4): 317-332.
- Hunt, S.D., 2011a. Developing successful theories in marketing: insights from resource-advantage theory. *AMS review*, 1(2): 72-84.
- Hunt, S.D., 2012. The evolution of resource-advantage theory: Six events, six realizations, six contributions. *Journal of Historical Research in Marketing*, 4(1): 7-29.
- Hunt, S.D., and Morgan, R.M.,1995. The comparative advantage theory of competition. *The Journal of Marketing*, 59, pp. 1-15.
- Hunt, S.D., and Morgan, R.M., 1996. The resource-advantage theory of competition: dynamics, path dependencies, and evolutionary dimensions. *The Journal of Marketing*, 60, pp. 107-114.
- Jamilah, Sakti,B,P,D,. and Herman,E,L. 2020. Effect of Customer Orientation and Competitor Orientation on New Product Development of Woven Products: The Role of Innovation Possibilities, *International Journal of Multicultural and Multireligious Understanding* 7(7):156-165 <http://dx.doi.org/10.18415/ijmmu.v7i7.1758>.
- Jaworski, Bernard J., and Ajay K. Kohli., 2003. "Market Orientation: Antecedents and Consequences", *Journal of Marketing*, 57, pp.53-70.
- Karanja, S. C., Muathe, S. M. A. and Thuo, J., 2014. Marketing Capability and the Performance of Mobile Service Provider Intermediary Organizations in Nairobi County, Kenya. *International Journal of Education and Research*, 2 (5): 499-511.
- Kiragu, D. N., 2015. *Influence of financial innovations on financial performance of savings and credit co-operative societies in Nyeri County, Kenya*. Nairobi: University of Nairobi.
- Ko, K. K. B., To, C. K. M., Zhang, Z. M., Ngai, E. W. T., and Chan, T. L. K., 2011. Analytic collaboration in virtual innovation projects. *Journal of Business Research*, 64 (12):1327–1334.

- Kombo, D. K., and Tromp, D. L., 2006. Proposal and thesis writing: An introduction. Nairobi: Paulines Publications Africa, 5, pp. 814-30.
- Lagat, C., Chepkwony, J. and Kotut, S. C., 2012. Market Orientation and Firm Performance in the Manufacturing Sector in Kenya. *European Journal of Business and Management* 4(10), 20-27. <http://www.iiste.org>
- Ledwith, A. and O'Dwyer, M., 2009. Market Orientation, NPD Performance, and Organizational Performance in Small Firms. *The Journal of Product Innovation Management. New York*, 26 (6): 652.
- Mamman, J. and Abuga, I. M., 2020. Competitor Orientation and Innovation among Small and Medium Enterprises (SMEs) in Yobe State, Nigeria. *European Journal of Business and Management* 12(3): 83-88. DOI: 10.7176/EJBM/12-3-10.
- Manerikar, V., and Manerikar, S., 2015. Cronbach's alpha. *AWEshkar Journal*, 19(1): 117-119.
- Micheni, S., Wamitu, S. and Shavulimo, P., 2017. Factors influencing adoption of open innovation strategy in cooperative societies in Nyeri, Kenya. *Int. J. Adv. Multidiscip. Res.* 4(8): 70-8.
- Modding, B. 2012. Strategic Marketing, Publisher: PT. UmitohaUkhuwaGrafika, Makassar
- Narver, J.C. and Slater, S.F. 2003. The Effects of Market Orientation on Business Profitability, *Journal of Marketing*, 54 (4): 20-35.
- Ngure, F., 2017. *Financial innovations and performance of savings and credit co-operatives societies in Kirinyaga County, Kenya*. Unpublished MBA research project. University of Embu, Kenya.
- Njenga, S., Kiragu, D. and Opiyo, H., 2015. Influence of financial innovations on financial performance of savings and credit co-operative societies in Nyeri County, Kenya. *European Journal of Business and Social Sciences*, 4(6): 88 – 99.
- Odera, O., 2012. Corporate Governance Problems of Savings, Credit and Cooperative Societies. *International Journal of Academic Research in Business and Social Sciences*, 2(11): 89-103.
- OECD., 2014. *All on Board Making Inclusive Growth Happen*. OECD. Retrieved August 13, 2021, from <https://www.oecd.org/inclusive-growth/All-on-Board-Making-Inclusive-Growth-Happen.pdf>
- Ozkaya, H. E., Droge, C., Hult, G. T., Calantone, R., and Ozkaya, E., 2015. Market orientation, knowledge competence, and innovation, *Intern. J. of Research in Marketing*. 32, pp. 309-318.
- Pallant, J., 2005. *SPSS survival manual. A step by step guide to data analysis using spss for windows*. Retrieved from www.allenandunwin.com/spss.htm.
- Pupaningrum, A., 2017. The effect of market orientation and innovation on competitive advantages. *Research Journal of Business and Management (RJBM)*. 4(4): 549-558. <http://doi.org/10.17261/Pressacademia.2017.761>
- Reulink, R., 2012. *Strategic orientation and innovation performance at Dutch manufacturing SMEs: the overrated role of market orientation and entrepreneurial orientation* (Master thesis, Twente).
- Salman, S. A., 2015. The Effect of Market Orientation on Product Innovation *IOSR Journal of Business and Management*. 17,(4): 40-46. DOI: 10.9790/487X-17414046.
- SASRA .2021. SACCO Supervision Annual Report (Deposit Taking). SASRA Regulatory Authority. www.sasra.go.ke accessed April 8th 2022.
- Trott, P., 2008. *Innovation management and new product development*, 4th ed. London: Prentice Hall.
- Wanjiku, A. W., 2012. *Factors Influencing Competitive Advantage Of firms In the Micro Finance Industry in Kenya*. Unpublished research project. University of Nairobi.
- Wasike, J. T., 2012. *Corporate Governance Practices and Performance at Elimu Sacco in Kenya*, Doctoral Dissertation. Nairobi: University of Nairobi.

Wong, K. S. and Tong, C., 2012. The influence of market orientation on new product success. *European Journal of Innovation Management*, 15(1): 99-121.

Wulandari, A., 2012. Effect of Customer Orientation, Competitor Orientation and Product Innovation on Marketing Performance. *Journal* Vol. 1, No. 2.

Zikmund, G.W., Babin, B.J., Carr, C.J. and Griffin, M., 2010. *Business Research Methods* (8th ed.). Mason: Southwestern, Cengage Learning.

Bio-note

Dr. Jackline Akoth Odera is a lecturer in the School of Business and Economics, Masinde Muliro University of Science and Technology Kenya. She holds a PhD in Business Administration (Strategic Management Option) from Masinde Muliro University of Science and Technology, Kenya.

Prof. Robert K.W. Egessa is an associate professor in the School of Business and Economics, Masinde Muliro University of Science and Technology Kenya. He holds a PhD in Business Management from Moi University, Kenya.

Dr Kelvin Mogere Machuki is a tutorial fellow in the School of Business and Economics, Masinde Muliro University of Science and Technology Kenya. He holds a PhD in Business Administration (Supply chain Management Option) from Masinde Muliro University of Science and Technology, Kenya.