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GLOBAL STRATEGY AND ORGANIZATIONAL GROWTH OF MANUFACTURING FIRMS IN KENYA

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Abstract

Global market opportunities enable firms to access worldwide resources and expand into many new overseas markets, thus contributing to firm growth. However, Kenyan manufacturers face macroeconomic pressures, including inflation and currency depreciation, which elevate input and operational costs. To address these challenges, scholars advocate for the adoption of global strategies that enable Kenyan manufacturers to expand beyond domestic markets, diversify risks, and enhance competitiveness. The study sought to establish the influence of global strategy on the organizational growth of manufacturing firms in Kenya. This study followed a positivist epistemological position and adopted a descriptive cross-sectional survey research design. The study focused on 482 export-oriented manufacturing firms registered under the Kenya Association of Manufacturers and distributed across key manufacturing sectors. The research sample size was 219 respondents. The study applied the simple random sampling technique in choosing the study sample. Primary data was collected using a standardized questionnaire with closed-ended questions. The analytical approach for the study combined both descriptive and inferential statistical techniques. The study confirms that global strategy significantly influences organizational growth of manufacturing firms in Kenya. The study recommends that trade and industrial policies should enable firms to go global. Future research could expand the scope to include firms from different industries (e.g., agriculture, technology, services) to assess whether the influence of global strategy on organizational growth differs across sectors.

Keywords: Global Strategy, Organizational Growth, Manufacturing Firms, Kenya

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Introduction

As the field of global strategy continues to grow, organizations are constantly developing new ways to achieve their objectives (Benito et al., 2022). This has led global companies to adopt strategies focused on expanding their operations and increasing sales (Farida & Setiawan, 2022). Many aim to move beyond their home countries and tap into international markets (Kuznetsova et al., 2020). Global expansion allows organizations to benefit from economies of scale (Liou & Rao-Nicholson, 2020). The business environment significantly shapes global strategies, necessitating organizations to tailor their approaches to local conditions, including regulatory requirements and consumer preferences (Phan, 2020). Strategic partnerships, enabling collaboration in the international arena, offer access to new resources, technologies, and markets (Kuznetsova et al., 2020). Global strategies often involve alliances to leverage partners' strengths in different regions, facilitating market entry and expansion, and fostering faster growth in unfamiliar territories (Phan, 2020; Li & Reuer, 2022).

In the era of industrialization, the role of a company's global strategy is significant in the company's survival in a competitive environment. Leading global companies have global strategies aimed at expanding their operations to increase their sales volume (Farida & Setiawan, 2022). Companies are always interested in expanding beyond their home country to tap into the global market (Kuznetsova et al., 2020). Chen and Liu (2021) indicated that global strategy is aimed at increasing firm sales and profitability. Nummela et al. (2023) asserted that a good global strategy generates new sources of income and revenue for organizations. Hence, the global market provides new opportunities for organizations.

Global strategy refers to the extent to which a firm integrates and standardizes its strategic activities across international markets (Zou & Cavusgil, 1996). Global market opportunities enable firms to access worldwide resources and expand into many new overseas markets, thus contributing to firm growth (Aguilera & Crespi-Cladera, 2021). Whereas Gepner (2022) asserted that global strategy threats can be destructive to firm growth due to an increasing number of competitors and an increase in the intensity of competition, coupled with higher market uncertainty. According to Kale and Singh (2022), to achieve a global strategy, firms need to manage relationships with partners, customers, and different parties in the value chain. As a result, there has been an increasing trend towards more cooperation among firms (Porter, 1986). Cooperative arrangements such as strategic partnerships offer an excellent alternative for business firms to manage the effects of global markets and attain growth (Salvador et al., 2021). The expansion of a firm's strategic capabilities and the reduction of competition are two main motives for the proliferation of cooperative strategies such as strategic partnerships in today's business environment (Porter & Kramer, 2006).

The manufacturing sector is a cornerstone of Kenya's economic development, contributing significantly to the Gross Domestic Product (GDP), export earnings, and employment creation across both formal and informal sectors (Government of Kenya, 2024). It comprises 14 sub-sectors, including agro-processing, chemicals, textiles, and construction materials, serving both domestic and international markets (Kenya National Bureau of Statistics [KNBS], 2023; Kenya Association of Manufacturers [KAM], 2023). Despite its strategic importance, the sector's contribution to GDP has declined from 7.8% in 2022 to 7.6% in 2023 (KNBS,

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2023; Business Daily Africa, 2024). Recent estimates indicate a further modest decline to approximately 7.3% in 2024, largely due to high production costs, inconsistent policies, infrastructural challenges, and competition from cheap imports (KAM, 2024).

To realize these ambitions, the government and industry actors, including KAM and the Ministry of Investments, Trade, and Industry, have introduced strategic frameworks such as the Manufacturing Priority Agenda (MPA) and Manufacturing Outlook 2025 to guide policy reforms and investment (KAM, 2025). These frameworks prioritize cost reduction, innovation, and market access, while initiatives like the Kenya National African Continental Free Trade Area (AfCFTA) Implementation Strategy (2022–2027) aim to diversify exports and enhance regional trade competitiveness (Kenya Institute for Public Policy Research and Analysis [KIPRA], 2023). However, persistent constraints such as high electricity tariffs—averaging $0.16–$0.18 per kWh compared to regional peers such as Uganda, Tanzania, Ethiopia, and Rwanda, where industrial tariffs typically range between USD 0.08 and 0.11 per kWh continue to undermine competitiveness (KAM, 2024). Moreover, the mismatch between industrial labor needs and existing skills training limits productivity and innovation (Were, 2021; Wahungu et al., 2023). Addressing these challenges through stable policy environments, investment in innovation, and workforce development is critical in enabling firms to adopt effective global strategies, which, in turn, influence organisational growth and competitiveness in Kenya's manufacturing sector (Rotich et al., 2024).

Literature Review

The Resource-Based View (RBV) offers a powerful lens for understanding how firms build and sustain competitive advantage through the effective utilization of unique internal resources (Mauri & Michaels, 1998). Rooted in Penrose's (1959) conceptualization of the firm as a bundle of productive resources, RBV emphasizes internal strengths rather than external market conditions. Barney (1991) later formalized the theory, proposing that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Burt & Soda, 2020). Such resources—whether tangible or intangible—include technology, human skills, innovation capacity, and managerial competence, all of which drive strategic growth and long-term success (Wernerfelt, 1984; Ferreira & Ferreira, 2025).

In the context of global strategy, RBV helps explain how a firm's internal resource endowments determine its ability to respond to external competitive forces such as the threat of new entrants, bargaining power of buyers and suppliers, threat of substitutes, and competitive rivalry (Kamau & Wandiga, 2025). Firms with superior technological capabilities, strong supplier networks, efficient production systems, and skilled workforces can mitigate these external pressures more effectively than competitors. For manufacturing enterprises, leveraging such unique resources enables them to maintain cost efficiency, enhance product differentiation, and expand successfully into global markets (Zvarimwa & Zimuto, 2022). Thus, RBV underscores that sustainable organizational growth in a competitive global environment depends not only on reacting to external threats but on strategically cultivating and deploying distinctive internal strengths.

Cerrato (2019) researched on whether innovation leads to global orientation. The study analyzed the relationship between innovation at the firm and industry level, and the global vs

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regional strategy of multinational enterprises (MNEs). Based on data from a sample of large Italian manufacturing firms, the analysis showed that technological assets affect a firm's ability to overcome the liability of (regional) foreignness. The inquiry fails to link the events in the enterprise as an actor in international business. Hence, we can conclude that the research is too general. Provides firm-level empirical evidence in the Kenyan context, showing how global strategy adoption drives organisational growth.

Escandon-Barbosa (2019) studied the influence of international orientation on export performance. By estimating a structural equation model, the results showed that international orientation is a strong driver of the export performance of Born Globals. However, the relationship was moderated by innovative capacity and the dynamism and favorability of the environment. The study was limited to export performance and thus conceptual gaps on the effect of global strategy on organisational growth were not examined. The current study sought to fill the gaps by examining the direct influence of global strategy on organisational growth in manufacturing firms in Kenya.

Fernando and Long (2020) studied the role of an international orientation on the performance of businesses in a literature review based on enterprise strategy. The study concluded that the significance of international strategy should have been highlighted, concentrating more on metamorphosis and expansion standpoint, as well as safeguarding cultural fit with the strategy. However, this study utilized a literature review to come up with results. The current study sought to fill the gap by providing empirical data from Kenyan manufacturing firms, linking global strategy to organisational growth.

Jeong et al. (2021) did a study on global orientation in new product development among small and medium-sized firms in Korea. The study hypothesized that customer orientation and long-term focus have a positive influence on the global orientation among small and medium-sized enterprises, which in turn has a positive effect on performance. Data was collected from 482 firms to support the model. Findings showed that customer orientation and long-term focus have a positive influence on the global orientation of the firm. Jeong et al. also showed that global orientation in new product development has a positive impact on new product performance in terms of the number of new products to market, customer acceptance, global share in new product development sales, and profitability. Though the study focused on global orientation, the focus was on product-level performance, leaving gaps in the overall organisational growth which this study sought to fill.

Tjahjadi et al. (2022) conducted an investigation to determine if engaging in global market orientation strategy affects higher education performance, the mediating roles of intellectual capital readiness and open innovation. This study examined the effect of global market orientation strategy on the performance of Indonesian Higher Education Institutions. The study revealed that intellectual capital readiness fully mediates the influence of global market orientation strategy on the institutions' performances. Second, open innovation does not mediate the effect of global market orientation strategy on institutions' performances. Tjahjadi et al. revealed the insignificant effect of open innovation on performance. This study linked global orientation to higher education performance. This study examined the direct effect of global strategy on organisational growth in

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manufacturing, offering context-specific insights for Kenya.

Pedersen and Tallman (2023) researched global strategy collections: multinationalism and performance. The connection between the degree of global diversification and performance in global enterprises is central to global strategy. One angle suggested that since enterprises continuously escalate their global existence, returns are imperative. The contrary assertion suggested that since the same number of studies found no such benefits, it may be that no level of global variety is enough, but that, contingent on its specific assets, experience, industry, and domestic portfolio, every global enterprise ought to find its maximum extent of global involvement. Pedersen and Tallman had mixed evidence; dependent on firm-specific assets, industry, and domestic portfolio and lacked context-specific insights. In this research, the context-specific dynamics of the Kenyan manufacturing sector were explored, helping in understanding how multinational strategies impact growth.

Goldenstein et al. (2024) did an analysis of the global orientation of organizations to determine the effects of global cultural rationalization and national institutional traditions. The study tested the hypotheses empirically, using data from 366 corporations listed in major stock indices in 22 countries around the globe. The study found that organizations not only develop their identities within social networks of similar peer organizations but also are simultaneously constructed by their cultural embeddedness between the poles of a global-local continuum. However, the study was focused on international orientation, global-local balance, and identity construction and no evidence of direct organisational growth in the Kenyan context. The current study sought to link global strategy directly to organisational growth within the Kenyan context.

Munyasya (2023) examined the impact of growth strategies on the performance of cement manufacturing firms in Kenya. Focusing on large-scale manufacturers such as Bamburi Cement, East African Portland Cement, and Savannah Cement, the study explored strategic actions aimed at enhancing market share, competitive advantage, and operational efficiency in the context of Kenya's construction-driven economy. Findings from the study indicate that market expansion strategies contributed significantly to performance metrics. However the focus was on general growth strategies and on cement manufacturing firms, not explicitly on global strategy. The current study sought to fill the gap by focusing specifically on global strategy and its direct effect on organisational growth, filling both the conceptual and contextual gap.

Based on the literature, the study hypothesized that;-

> H_{01}: Global strategy adoption does not affect organizational growth.

Methodology

This study followed a positivist epistemological position and used cross sectional descriptive survey research design. The study was carried out at a particular point in time hence being cross sectional in nature. Descriptive research is well-suited for accurately delineating a specific circumstance, problem, or event and extends further to analyze data to gain insights, understand intrinsic connections, and address problems (Wang & Cheng, 2024).

The study focused on 482 export-oriented manufacturing firms registered under KAM (KAM, 2023). These firms were distributed across key manufacturing sectors. Within each

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firm, the respondents were key informants, specifically senior managers or officers directly involved in export operations and strategic decision-making. The research sample size was 219 respondents. The study applied the simple random sampling technique in choosing the study sample, as it gives every member an equal chance of survey participation (Ticehurst & Veal, 2022). Primary data was collected using a standardized questionnaire with closed-ended questions. The rationale behind the usage of questionnaires is the vast amount of data that can be collected from a large population at little cost (Willie, 2022).

The collected data underwent a thorough cleaning and editing process to ensure accuracy and completeness before any analysis was conducted. Once the data was cleaned, it was analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. The analytical approach for the study combined both descriptive and inferential statistical techniques. Measures such as means and standard deviations were computed to describe the distribution and central tendencies of the variables. Correlational analysis was applied to assess the measurement of the strength and direction of the associations between the global strategy and organizational growth. The regression technique allowed the researcher to determine how well the independent variable predicted the dependent variable and to test hypotheses about these relationships statistically.

Findings and Discussions

Response Rate

Out of the 219 questionnaires distributed, 186 were completed, which accounts for 84.9% of the total responses. The high response rate of 84.9% was considered as excellent for survey research on the basis of previous similar researches.

Descriptive Findings on Global Strategy

This section presents a descriptive analysis of the key components of global strategy as they relate to the manufacturing enterprises in Kenya. Specifically, it examined the constructs of global strategy, including threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products, and competitive rivalry that shape the strategic landscape of firms within the industry.

The results regarding the threat of new entrants are provided in Appendix 1 indicate that manufacturing firms have established strong barriers to entry through their global strategies *(M = 3.96, SD = 0.57)*. The respondents agreed that international market presence and substantial resource requirements deter new competitors, suggesting that global positioning serves as an effective defense mechanism against potential entrants.

In terms of the bargaining power of buyers, the findings in Appendix 1 show that firms' global strategies have reduced buyer influence in international markets *(M = 3.91, SD = 0.34)*. Diversified market presence and enhanced negotiation leverage allow firms to maintain favorable pricing and contractual terms, reflecting the effectiveness of global strategies in balancing buyer power.

With respect to the bargaining power of suppliers, as shown in Appendix 1, the respondents agreed that global strategies help firms negotiate favorable terms and manage supplier dependencies effectively *(M = 4.02, SD = 0.57)*. A diversified global supply base and international sourcing strategies significantly minimize supplier dominance, giving firms stronger negotiation capacity.

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The findings in Appendix 1 on the threat of substitute products reveal that innovation, differentiation, and unique value propositions embedded in global strategies help minimize the risk of product substitution *(M = 4.01, SD = 0.53)*. The strongest agreement was on innovation as a critical element in reducing substitute threats, highlighting the role of strategic innovation in sustaining competitiveness.

Lastly, regarding competitive rivalry, findings in Appendix 1 show that firms' global strategies were found to be effective in managing competition both locally and internationally *(M = 3.92, SD = 0.43)*. Respondents noted that global market presence and expansion enhance the firms' ability to withstand competitive pressures and strengthen their position against rivals.

Descriptive Findings on Organizational Growth of Manufacturing Firms in Kenya

This section delves into the key dimensions of organizational growth within manufacturing firms in Kenya. The key areas of focus are market expansion, revenue expansion, product expansion, human resource expansion, and operations expansion. Each was measured using five Likert-scale statements, with respondents rating their agreement on a five-point scale.

The findings, as shown in Appendix 2, indicate that manufacturing firms have recorded significant progress in market expansion, with a mean score of *M = 4.10, SD = 0.51*. Respondents agreed that their firms have expanded into new local and international markets, increased customer reach, and improved brand visibility. This implies that globalization has enabled firms to exploit wider market opportunities, enhancing their market share and positioning in both domestic and international arenas.

As shown in Appendix 2, revenue expansion registered the highest mean score *(M = 4.26, SD = 0.48)*, suggesting that firms have experienced notable financial growth. Respondents agreed that sales volumes, profitability, and return on investment have improved over time. The findings indicate that implementation of global strategies such as export diversification, technological adoption, and market integration has translated into tangible financial gains for the firms.

Product expansion also scored highly *(M = 4.24, SD = 0.50)*, reflecting increased innovation and product diversification. Respondents agreed that their firms have introduced new products, improved existing ones, and aligned product lines with international standards. This demonstrates that exposure to global markets has spurred innovation and enhanced product competitiveness in Kenya's manufacturing sector.

As shown in Appendix 2, human resource expansion showed a moderate but positive outcome *(M = 3.92, SD = 0.55)*. Respondents agreed that staff capacity has grown, but at a relatively slower pace compared to revenue and product growth. The findings suggest that while firms have invested in workforce development, human capital expansion has not fully matched other growth dimensions, potentially due to automation and efficiency-driven restructuring.

The findings on operations expansion recorded a mean of ***M = 4.02, SD = 0.53,*** indicating steady improvement in production capacity and operational efficiency. Respondents agreed that firms have expanded their facilities, optimized production processes, and improved supply chain systems. This demonstrates operational

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scalability as a result of integrating global best practices and advanced technologies.

Inferential Findings on the Relationship between Global Strategy and Growth of Manufacturing Firms in Kenya

A simple linear regression was conducted to determine whether global strategy significantly predicts organizational growth among manufacturing enterprises in Kenya.

Table 1: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.509[a]	.259	.255	.26343

a. Predictors: (Constant), Global Strategy

The results, as shown in Table 1, indicated that global strategy was a significant predictor of organizational growth, R = .509, R^2 = .259, Adjusted R^2 = .255. The R value of 0.509 indicates a moderate positive relationship between Global Strategy and Growth of Manufacturing firms in Kenya.

The R^2 value of .259 shows that approximately 25.9% of the variance in organizational growth can be explained by the implementation of global strategy. The standard error of the estimate was 0.263, indicating a moderate spread of the observed values around the regression line. This reflects a reasonably good model fit, given the simplicity of the model with only one independent variable.

These results provide empirical evidence supporting the hypothesis that global strategy contributes positively to organizational growth. However, the model also indicates that other factors (approximately 74.1%) influence growth, signifying that additional variables should be included in future analyses to improve predictive power. The relatively high F-value shows that global strategy significantly contributes to explaining the variance in organizational growth among manufacturing enterprises in Kenya.

The Analysis of Variance (ANOVA) was conducted to determine whether Global Strategy significantly influences Organizational Growth. The results are presented in Table 2.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.461	1	4.461	64.278	.000[b]
	Residual	12.769	184	.069		
	Total	17.230	185			

a. Dependent Variable: Organizational Growth

b. Predictors: (Constant), Global Strategy

The analysis of variance as shown in Table 2 revealed that the regression model was statistically significant, F (1, 184) = 64.28, p < .01. This indicates that the overall model provides a good fit for the data. The significance level ($p < 0.01$) confirms that the effect of global strategy on organizational growth is not due to chance, providing strong evidence that the

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model is meaningful and that global strategy is a significant predictor of growth in this context.

The regression coefficient analysis was conducted to determine the magnitude and direction of the influence of Global Strategy on Organizational Growth. The results are presented in Table 3.

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.255	.230		9.810	.000
	Global Strategy	.462	.058	.509	8.017	.000

a. Dependent Variable: Organizational Growth

As shown in Table 3, the constant (β = 2.255) represents the predicted value of organizational growth when global strategy is zero. In this case, when no global strategy is implemented, the predicted organizational growth is 2.255. The unstandardized coefficient for global strategy (B = 0.462) shows that for each unit increase in global strategy, organizational growth is predicted to increase by 0.462. This shows a positive relationship between global strategy and organizational growth.

Discussion of Findings

The findings show that manufacturing firms in Kenya perceive their global strategy as effective in mitigating the threat of new entrants. Respondents particularly agreed that the barriers created by the global strategy discourage new competitors and that international market presence serves as a strong deterrent. This echoes Pedersen and Tallman (2023), who argue that a firm's global diversification and resource advantages can create significant entry barriers. However, their work also cautions that such benefits vary by firm-specific factors, which might explain the modest variation here. From the perspective of the RBV, these entry barriers arise because firms leverage unique internal resources and capabilities.

When it comes to the bargaining power of buyers, the firms also perceive their global strategy as a key factor in reducing buyer influence. Respondents agreed strongly that global diversification lessens buyers' negotiating power and that the strategy allows for better pricing power. These findings are consistent with Jeong et al. (2021), who emphasize how customer orientation and global market focus improve firm positioning and performance by balancing buyer power. However, Fernando and Long (2020) highlighted the need for cultural fit in international strategy, which might influence how effectively firms manage buyer power across diverse markets.

Regarding supplier power, the firms similarly believe their global strategy strengthens their negotiating, especially through supply base diversification. This supports Cerrato's (2019) finding that a firm's technological and strategic assets improve leverage with suppliers, although Cerrato cautions that these advantages often remain regional rather than truly global. The moderate variation here indicates some firms

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feel more empowered than others, possibly due to differences in supply chain integration or industry dynamics. This observation is also consistent with RBV theory, which suggests that firms possessing superior technological capabilities and strategic resources are better positioned to secure favorable relationships with suppliers.

On the threat of substitute products, the findings reveal a high level of agreement that global strategy reduces substitution risk, with innovation playing a particularly strong role. This aligns well with Escandon-Barbosa (2019), who noted that international orientation combined with innovation enhances export performance by offsetting substitute threats. The emphasis on innovation is consistent with Goldenstein et al. (2024), who underscore how cultural and institutional factors shape strategic responses like innovation to maintain global legitimacy. Within the RBV framework, innovation capability is a strategic internal resource that enable produxt differentiation to substitutes.

Lastly, competitive rivalry is seen as well-managed through global strategy, with moderate to strong agreement and low response variation. The strongest agreement was on the global market presence, helping firms withstand competitive pressures. This mirrors Munyasya's (2023) findings, where Kenyan cement firms leveraged international expansion to better compete amid domestic rivalry. However, the moderate agreement on differentiation indicates some firms may still struggle to stand out globally, reflecting Pedersen and Tallman's (2023) view that optimal global scope varies and not all firms maximize their global advantage.

The correlation analysis revealed a moderate positive relationship between global strategy and organizational growth, with a Pearson correlation coefficient of $r = 0.509$, $p < .01$. This means that firms adopting stronger global strategies tend to experience higher growth. This finding aligns with Munyasya (2023), who observed that strategic market expansion and product diversification positively impacted performance metrics like revenue growth and capacity utilization among Kenyan manufacturers. Both studies emphasize the important role of global strategy in fostering growth.

The simple linear regression further reinforced this connection, showing that global strategy significantly predicts organizational growth ($R^2 = 0.259$, $p < .01$). Approximately 26% of the variation in growth could be explained by global strategy alone, which highlights its substantial, though not exclusive, influence. The regression coefficient ($B = 0.462$, $t = 8.017$, $p < .01$) confirms that an increase in global strategic efforts translates to measurable growth gains. This is consistent with Escandon-Barbosa (2019), who found that international orientation drives export performance, especially when complemented by factors like innovative capacity. However, our study adds by directly linking global strategy to broader organizational growth, beyond just export performance.

Conclusions and Recommendations

The study confirms that global strategy significantly influences organizational growth of manufacturing firms in Kenya. The global strategy is seen as effective in managing the threat of new competitors, with respondents highlighting its ability to raise entry barriers and increase the cost of entry for new players. The organization's international presence also serves as a significant deterrent to new competitors, further reinforcing its market position. The strategy is also seen as effective in reducing the bargaining power of both buyers and suppliers

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in international markets. By leveraging its global presence, the organization is able to negotiate better terms with suppliers and buyers, thereby strengthening its control over pricing and market dynamics. The organization's global strategy is perceived as mitigating the threat of substitutes through market diversification, innovation, and differentiation. Additionally, it is seen as essential in managing competitive rivalry, particularly with global competitors, by providing a competitive advantage through international expansion. Thus, global strategy is a key driver of organizational growth for manufacturing enterprises in Kenya. Its effectiveness in reducing competitive pressures, managing buyer and supplier relationships, addressing substitute threats, and strengthening market positioning contributes significantly to the organization's overall growth of manufacturing firms in Kenya. However, it also indicates that other factors beyond global strategy are influencing the organization's growth of manufacturing firms in Kenya, indicating a multifaceted approach to business expansion.

Manufacturing enterprises in Kenya should continue expanding their international presence and diversify into new markets. Policy makers should develop trade and industrial policies that enable firms to internationalize such as export support schemes, trade facilitation, market access support, and government-backed branding initiatives for Kenyan products abroad. Future research could expand the scope to include firms from different industries (e.g., agriculture, technology, services) to assess whether the influence of global strategy on organizational growth differs across sectors. A comparative analysis across sectors would help identify industry-specific strategies that contribute to growth.

Ethical Approval

Appropriate research approvals and licenses were obtained via NACOSTI/P/25/4275300

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Conflicts of Interest

The authors declare no conflict of interest.

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Appendix 1: Global Strategy

Threat of new entrants	**N**	**Mean**	**Std. Deviation**
Our global strategy effectively mitigates the threat posed by new competitors entering the market.	186	3.75	.54
The barriers we have established through our global strategy reduce the likelihood of new entrants.	186	4.20	.61
Our international market presence deters new competitors from entering the market.	186	4.20	.76
Our global strategy has successfully created entry barriers that protect us from new market entrants.	186	3.75	.63
The resources and investments required for new entrants to compete in our global markets are substantial due to our strategy.	186	3.90	.30
Aggregate score	3.96		.57
Bargaining Power of Buyers	**N**	**Mean**	**Std. Deviation**
Our global strategy has helped reduce the bargaining power of buyers in international markets.	186	3.89	.31
The presence of our products in multiple global markets has lessened buyers' influence on pricing.	186	3.90	.45
Our global strategy provides us with leverage to negotiate better terms with buyers.	186	3.95	.39
By diversifying our market presence globally, we have decreased the negotiating power of individual buyers.	186	3.90	.23
Our global strategy has strengthened our ability to set prices and terms with international buyers.	186	3.92	.31
Aggregate score		3.91	.34
Bargaining Power of Suppliers	**N**	**Mean**	**Std. Deviation**
Our global strategy allows us to negotiate more favorable terms with suppliers.	186	3.90	.63
Having a diversified global supply base reduces the bargaining power of individual suppliers.	186	4.16	.58
Our international sourcing strategy helps us manage supplier power effectively.	186	4.16	.65

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The scale of our global operations enhances our negotiating leverage with suppliers.	186	4.00	.45
Our global presence has enabled us to mitigate the impact of supplier power on our operations.	186	3.90	.54
Aggregate score		4.02	.57
Threat of Substitute Products	**N**	**Mean**	**Std. Deviation**
Our global strategy has reduced the threat of substitute products in the international market.	186	4.00	.45
By expanding our global footprint, we have effectively countered the threat of substitutes.	186	3.84	.36
Our innovation and differentiation efforts in global markets minimize the impact of substitute products.	186	4.31	.64
Our global strategy includes measures to stay ahead of potential substitute products.	186	3.90	.55
The unique value propositions of our products, as part of our global strategy, reduce the appeal of substitutes.	186	4.01	.64
Aggregate score		4.01	.53
Competitive Rivalry	**N**	**Mean**	**Std. Deviation**
Our global strategy has helped us effectively manage competitive rivalry in international markets.	186	3.75	.43
The global scale of our operations provides us with a competitive advantage over local rivals.	186	3.90	.43
Our global market presence enables us to better withstand competitive pressures.	186	4.32	.62
We have successfully differentiated ourselves from competitors through our global strategy.	186	3.70	.46
Our international expansion efforts have strengthened our position against global competitors.	186	3.95	.22
Aggregate score		3.92	.43

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Appendix 2: Growth of Manufacturing Firms

Market Expansion	**N**	**Mean**	**Std. Deviation**
We are expanding into new markets regularly	186	3.99	.46
Our organization has experienced a consistent increase in sales volume	186	4.05	.67
Our manufacturing firm actively engages in exporting products to international markets	186	4.15	.48
Our market share has grown over time.	186	4.20	.52
Global strategies have helped us reach more customers.	186	4.10	.44
Aggregate score		4.10	.51
Revenue Expansion	**N**	**Mean**	**Std. Deviation**
The enterprise revenue has grown	186	4.15	.48
Global strategies have led to higher earnings.	186	4.11	.44
We earn more from our international markets.	186	4.20	.51
Our profits have increased as we expand our business.	186	4.19	.40
Growing revenue is a key priority for our company.	186	4.65	.57
Aggregate score		4.26	.48
Product expansion	**N**	**Mean**	**Std. Deviation**
We have introduced new products to our customers	186	4.24	.62
Product development is part of our business strategy.	186	4.31	.65
Global strategies have led to a wider product range	186	4.29	.55
We continue to offer new products in the market.	186	4.09	.55
Expanding our product line is essential to our growth.	186	4.29	.56
Aggregate score		4.24	.59
Human Resource Expansion	**N**	**Mean**	**Std. Deviation**
We have hired more employees as our business grows	186	3.84	.66
Global strategies have increased our need for more staff.	186	3.81	.40
Growing our team is important for future success	186	4.11	.55
The growth of our company has created more opportunities for employee development	186	3.81	.60

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We have increased our investment in staff recruitment and training	186	4.01	.64
Aggregate score		3.92	.57
Operations Expansion	**N**	**Mean**	**Std. Deviation**
Our operations have grown in scale over time.	186	3.92	.51
We have expanded our production capabilities.	186	4.01	.49
Global strategies have supported our operational growth.	186	4.32	.52
We plan to open new facilities to support future growth.	186	3.87	.49
Expanding operations is central to our business strategy.	186	4.00	.46
Aggregate score		4.02	.49

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