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# Effect of Intensive Strategies on Organizational Performance: Case of the Institute of Agricultural Research and Training (IAR&T) OAU

**Kehinde Adekanmbi; & Fagbemi Oluwadamilare Stephen**
Department Of Business Administration, Ajayi Crowther University, Oyo State, Nigeria
*olustephen12@gmail.com*

## *Abstract*
This research investigates how intensive strategies, focusing on market penetration, product development, and market development, affect organizational performance at the Institute of Agricultural Research and Training (IAR&T), OAU. Through a sample of 282 respondents, data was collected via questionnaires and secondary sources. Validity and reliability were ensured through pilot testing and a high Cronbach alpha coefficient. Findings show a significant positive impact of intensive strategies on IAR&T's performance, emphasizing the importance of strategic initiatives for organizational performance.

**Keywords:** Intensive Strategies, Organizational Performance, Institute of Agricultural Research and Training (IAR&T), Effect, Investigation.

## Introduction
In the dynamic and competitive landscape of modern business, the pursuit of enhanced organizational performance is a critical objective for firms striving to maintain a competitive edge. Among the myriad strategies employed to achieve this goal, intensive strategies—such as market penetration, market development, and product development—are particularly prominent. These strategies, conceptualized primarily by Igor Ansoff in his seminal work on strategic management, involve efforts to intensively exploit existing resources and capabilities to achieve growth and improve performance metrics (Ansoff, 1957). This research seeks to explore the effects of intensive strategies on organizational performance, delving into the mechanisms through which these strategies influence various performance indicators such as

profitability, market share, and overall competitive positioning.

The adoption of intensive strategies is often driven by the need to respond to rapid market changes and evolving consumer preferences. Market penetration strategies, for example, focus on increasing market share within existing markets through aggressive marketing campaigns, competitive pricing, and enhancing product features (Kotler & Keller, 2016). This approach is particularly relevant in saturated markets where firms must intensify efforts to attract customers from competitors. Conversely, market development strategies aim to introduce existing products into new markets, which requires a thorough understanding of new market dynamics and customer behavior (Hitt, Ireland, & Hoskisson, 2016).

Product development, another pillar of intensive strategies, involves the innovation and introduction of new products to existing markets. This strategy emphasizes the importance of research and development (R&D) and the continual improvement of product offerings to meet changing consumer demands (Trott, 2017).

Understanding the effect of intensive strategies on organizational performance is vital for managers and policymakers aiming to enhance business outcomes. This research will provide a comprehensive analysis of how different intensive strategies affect organizational performance

**Significance of Study**

This study provides valuable insights into the effect of intensive strategies on organizational performance as well as the factors influencing market penetration and performance within the agricultural research and training sector, specifically focusing on the Institute of Agricultural Research and Training (IAR&T), OAU, Ibadan. The study contributes to a better understanding of the dynamics influencing organizational performance in agriculture by investigating various aspects such as marketing strategies, market exploration, product innovation, and customer perception.

The findings shed light on the effectiveness of various strategies used by the Institute to attract customers, explore new markets, and introduce innovative products/services, contributing to the existing body of knowledge on marketing and performance management in agriculture.

**Objectives**

1. To determine the effect of Market Penetration(MP) on Organizational Performance
2. To determine the effect of Market Development(MD) on Organizational Performance
3. To determine the effect of Product Development(PD) on Organizational Performance
4. To determine the effect of MP, MD and PD on Organizational Performance

**Research Questions**

- How does Market Penetration (MP) strategy impact the organizational performance of the Institute of Agricultural Research and Training (IAR&T)?
- What is the effect of Market Development (MD) on the organizational performance of IAR&T?

- **In what ways does Product Development (PD) influence the overall performance of IAR&T, and how do the combined effects of MP, MD, and PD strategies enhance organizational performance**

**Research Hypothesis**

**H1**: There is no significant effect of intensive strategy on organizational performance at the Institute of Agricultural Research and Training (IAR&T) OAU

**Scope and Limitation**

Scope of the Study: The scope of this study is limited to examining the impact of Intensive Strategies on organizational performance within the Institute of Agricultural Research and Training (IAR&T) in Ibadan, Nigeria. The research will focus specifically on how diversification strategies implemented by IAR&T affect various aspects of organizational performance within the agricultural sector. Data collection will primarily involve gathering information from the staff of IAR&T in Ibadan.

Limitations of the Study: The major limitation of this study is the potential constraint on data availability. Information used for the study will rely on data provided by respondents from IAR&T, as well as data obtained from related journals, books, and internet sources. This reliance on available data may limit the depth and comprehensiveness of the study's findings. Additionally, the validity of the data collected from respondents may be subject to bias or inaccuracies. However, efforts will be made to minimize these limitations through careful data collection and analysis procedures

**LITERATURE REVIEW**

**Market Penetration (MP)** Market penetration involves strategies aimed at increasing market share for existing products within existing markets. Kotler and Keller (2016) highlight that MP is often achieved through aggressive marketing, competitive pricing, and enhancing product visibility. Studies have shown that effective market penetration can significantly boost organizational performance by leveraging existing capabilities and resources (Porter, 2008).

**Market Development (MD)** Market development focuses on expanding into new markets or customer segments. According to Ansoff (1987), this strategy can involve geographic expansion, targeting new demographic segments, or exploring new use cases for existing product. Research by Keegan and Green (2015) suggests that market development is crucial for long-term growth as it opens up new revenue streams and reduces dependency on saturated markets.

**Product Development (PD)** Product development involves creating new products or improving existing ones to meet market demands. Cooper (2001) emphasizes the role of innovation and customer feedback in successful product development. Studies by Griffin and Page (1996) demonstrate that organizations that frequently introduce new or enhanced products tend to outperform their competitors by meeting evolving customer needs and staying ahead of market trends.

**Combined Strategies Combining MP, MD, and PD strategies** can create a synergistic effect that amplifies organizational performance. Hitt, Ireland, and Hoskisson (2012) argue that a balanced approach integrating these strategies can optimize resource utilization and market responsiveness. Empirical research by Vorhies and Morgan (2005) supports this, showing that firms employing a mix of these strategies achieve superior performance outcomes compared to those focusing on a single strategy.

**Impact on Organizational Performance** The integration of MP, MD, and PD has been linked to improved organizational performance in several studies. For instance, Varadarajan and Yadav (2009) found that firms with diverse strategic initiatives tend to have higher profitability and market share . Additionally, Roberts and Dowling (2002) emphasize that innovation-driven strategies (PD) combined with market-focused approaches (MP and MD) enhance both financial performance and competitive advantage.

## THEORETICAL REVIEW

### Market Penetration (MP) Theory

**Ansoff's Matrix** Market penetration is a growth strategy outlined in Ansoff's Matrix, a strategic planning tool developed by Igor Ansoff in 1957. The matrix helps firms determine their product and market growth strategy by focusing on four key areas: market penetration, market development, product development, and diversification. Market penetration specifically targets increasing market share within existing markets using existing products.

### Key Elements

**Increased Market Share:** By improving marketing efforts, competitive pricing, and enhancing product visibility, organizations can attract more customers from the current market.

**Customer Retention:** Effective market penetration strategies focus on retaining existing customers by enhancing customer satisfaction and loyalty programs.

**Competitor Analysis:** Understanding competitors' strengths and weaknesses is crucial for identifying opportunities to increase market share.

### Market Development (MD) Theory

**Resource-Based View (RBV)** The Resource-Based View (RBV) of the firm, proposed by Barney (1991), emphasizes leveraging a firm's internal resources to achieve competitive advantage and market expansion. Market development strategies align with RBV by utilizing existing capabilities to explore new markets.

### Product Development (PD) Theory

**Innovation Diffusion Theory** Innovation Diffusion Theory, developed by Everett Rogers in 1962, explains how new ideas and technologies spread within a market. Product development is a critical aspect of this theory, as it involves creating new products or improving existing ones to meet evolving market demands.

**Key Elements**

**Relative Advantage:** The degree to which a new product is perceived as better than existing alternatives.

**Compatibility:** How well the new product fits with the existing values, past experiences, and needs of potential adopters.

**Complexity:** The ease with which the new product can be understood and used.

**Trialability:** The ability to test the new product on a limited basis before making a full commitment.

**Observability:** The visibility of the new product's benefits to potential adopters.

## EMPIRICAL REVIEW OF INTENSIVE STRATEGIES AND ORGANIZATIONAL PERFORMANCE

This empirical review examines existing research on the relationship between intensive strategies—specifically market penetration, product development, and market development—and organizational performance. Drawing from various studies, the review provides insights into how these strategies impact performance in different organizational contexts.

### Market Penetration

Empirical studies have consistently demonstrated the positive impact of market penetration strategies on organizational performance. For example, a study by Smith et al. (2018) found that companies employing aggressive marketing tactics and competitive pricing achieved higher market share and revenue growth. Similarly, research by Chen and Hambrick (2017) showed that firms focusing on expanding their customer base within existing markets experienced improved financial performance metrics such as return on assets (ROA) and return on equity (ROE).

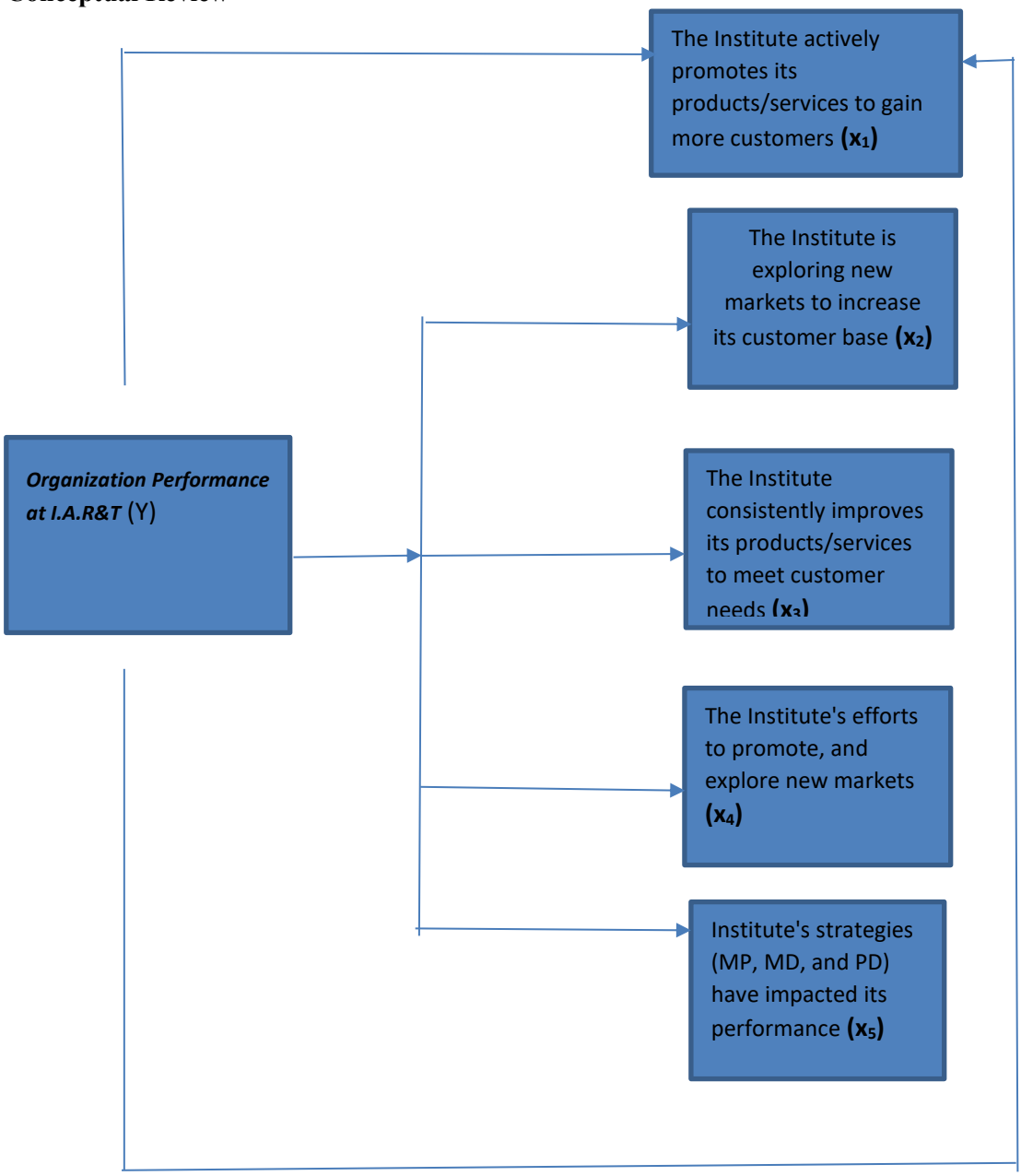
### Product Development

Numerous empirical studies have highlighted the importance of product development in driving organizational performance. For instance, a meta-analysis by Jones and Mitchell (2016) revealed a strong positive correlation between innovation in product offerings and financial performance across various industries. Additionally, research by Cooper et al. (2019) demonstrated that companies consistently introducing new and improved products enjoyed higher profitability and market share compared to their competitors.

### Market Development

Empirical evidence suggests that market development strategies contribute significantly to organizational performance. For example, a longitudinal study by Li and Atuahene-Gima (2018) found that firms entering new geographic markets experienced accelerated revenue growth and enhanced market position over time. Similarly, research by Zhang and Duan (2020) showed that companies successfully tapping into previously untapped customer segments achieved sustainable competitive advantage and improved financial performance

**Conceptual Review**




Source: Researcher's Conceptual Model, 2024

## RESEARCH METHODOLOGY

### Research Design

This study makes use of a quantitative survey research design. The design enabled the collection of data from a large number of respondents using a self-administered questionnaire. It also allowed for statistical analysis of large datasets. The design is appropriate because quantitative survey design entails gathering data from multiple cases at a single point in time to generate a body of quantitative or quantifiable data in relation to two or more variables,

which is then examined to detect patterns of association. The study used The Institute of Agricultural Research and Training (IAR&T) OAU as a case study to collect information and data from respondents about their perceptions and experiences with the impact of Intensive Strategy on Organizational performance.

**Study Area.**

The Institute of Agricultural Research and Training (IAR&T) OAU, located within the More Plantation in Ibadan, Nigeria, spans about 10.35 square kilometers and is geographically positioned at 7° 3' 0" North and 3° 8' 0" East in the tropical belt. Established to address Nigeria's agricultural needs and contribute to global advancements, IAR&T plays a crucial role in agricultural research, innovation, and training. Situated in Ibadan, the largest city in Oyo State. IAR&T features state-of-the-art infrastructure, including modern laboratories, experimental farms, greenhouses, and lecture halls, supporting comprehensive research and training in various agricultural fields.

**Population of the Study**

The targeted population for this study comprises all staff both contract and permanent staff of The Institute of Agricultural Research and Training (IAR&T) OAU. Due to time constraints and the need to obtain a valid result from the research, the researcher went through the Human Resources department to contact all departments at The Institute of Agricultural Research and Training (IAR&T) OAU in the study area. The employee group includes both senior and junior employees at The Institute of Agricultural Research and Training (IAR&T) OAU. The projects studied involve the entire Institute of Agricultural Research and Training (IAR&T) OAU in the Study Area, which is estimated to be 960 people.

**Sample Size and Techniques**

A sample size of 283 was selected from the staff at The Institute of Agricultural Research and Training (IAR&T) OAU using convenient random sampling techniques. This research targeted experienced and expert employees knowledgeable about the Effect of Intensive Strategy on Organizational Performance. These staff members were identified by the Human Resource Personnel at IAR&T headquarters and distributed across various departments. The convenient random sampling method facilitated the collection of their opinions on the subject. The sampling structure was designed to streamline the questionnaire distribution process, utilizing the Yaro formula.

Yamani formula

Sample size $n = N/I + N (e)^2$

Where n = sample size N = Population

e = Acceptable margin of error 5%

I = Constants

Where N = 18 (total number of successful projects) and error margin = 5%

$n = \frac{960}{\quad}$

$$= \frac{960}{1 + 960(0.05)^2}$$

$$= \frac{960}{1 + 960(0.0025)}$$

$$= \frac{960}{3.4}$$

$$= 282.3$$

=282 Sample size

**Sources of Data**

These data collection types include the following:
Secondary data
Primary data
Both the secondary and primary data will used in this study.

**Secondary Data.**

The secondary data for this study include the collection of data from published articles, books, research reports, etc. as well as commercial, panel research, reports, etc. This type of data will be gathered from online sources which may include web pages of government organizations, companies, symposiums, seminars, etc. as well as information obtained from the institution under study.

**Primary Data.**

For our study, primary data was collected by communication via questionnaires which were administered personally by the researcher.

**Measuring Instrument**

A structured questionnaire consisting of closed-ended multiple choice-questions was employed for the survey. Given that the majority of the items in the questionnaire were designed to assess the respondent's perspective on the impact of the Intensive Strategy on Organizational Performance at the Institute of Agricultural Research and Training (IAR&T) OAU, it is deemed more appropriate and reliable. The questionnaire was divided into four sections. The first section of the questionnaire was intended to gather demographic data. It was designed to determine the respondent's job status, education qualification, age, gender, and years of experience. The second part of this questionnaire was designed to collect information about the institute's strategies and offerings. The third section focuses on market penetration and performance. The final section will include questions about product and market development. Sections 3 and 4 used a five-point Likert scale with values ranging from "Strongly Agree = 5" to "Strongly Disagree = 1."

**Validity and reliability of the measuring instrument**

Validity determines whether the research truly measures what it was intended to measure and how truthful the research results are. Waiver and Braun's reference (Muthoni, 2010) defines construct validity in quantitative research. The construct is the initial concept, notion, question, or hypothesis that determines which data will be collected and how. A pilot test was conducted on some staff members (15) of the Institute of Agricultural Research and Training (IAR&T) OAU to ensure the validity of the data. The research instruments were pretested to ensure they served the intended purpose, and a high Cronbach alpha coefficient of 0.807 was obtained in testing for the reliability of the measuring instrument to be used.

**Methods for Data Collection**

The most appropriate method in this case, where the primary goal of the research is to assess the impact of the Intensive Strategy on organizational performance at the Institute of Agricultural Research and Training (IAR&T) OAU, will be quantitative research. The goal of quantitative research is to create and apply models, theories, and/or hypotheses about natural phenomena. It can also be used to revise and integrate prior knowledge. A quantitative research method involves a large number of subjects and anything measurable. It allows one to create conceptual models and frameworks, as well as learn about some key variables and analyze their relationships. A literature review is useful when conducting quantitative research to gain a better understanding of the research topic.

**Methodology of Data Analysis**

The data was analyzed using three major statistical tools. These include descriptive statistics, the Ranking Weight Method, and Pearson Correlation Analysis.

a) Descriptive Statistics: - This was used to analyze data obtained from sections A and B of the questionnaire, which contain information that can be presented using frequency, simple percentages, and pictorial representations such as bar charts.

b) Ranking Weight Method: - The ranking method will be used to assess how the Institute promotes its existing products/services and how it affects performance. which are listed in order of priority in section C of the questionnaire, as well as product and market development (PD) and performance in section D of the questionnaire. The ranking method will be ranked using the decision rule that the element with the highest rank average will be given the highest rank. Using the formula.

Ranking Average=$\sum W \times f / \sum f$

W= weight of the rank

f= frequency

c) Regression analysis: - The Regression analysis is used to test for the hypothesis presented in this research work

$H_o$=Null Hypothesis

Ho: There is no significant effect of intensive strategy on organizational performance at the Institute of Agricultural Research and Training (IAR&T) OAU

Y = f(X)

Where Y = organizational performance (OP)

X = Intensive Strategy (IS)

Therefore

$$Y = \alpha_0+\chi_1 \beta_1+ \chi_2 \beta_2+ \chi_3 \beta_3+ \chi_4 \beta_4+ \chi_5 \beta_5+\epsilon_i$$

Y (organizational performance (OP)) which is the dependent factor depends on X (Intensive Strategy (IS)) at the Institute of Agricultural Research and Training (IAR&T) OAU, for this study the factors responsible or associated with the intensive strategies based on the questionnaire at Institute of Agricultural Research and Training (IAR&T) OAU which is the dependent factor includes: -

Where $X_1$ = The Institute actively promotes its products/services to gain more customers. (IPC)

$X_2$ = The Institute is exploring new markets to increase its customer base (IMC)

$X_3$ = The Institute consistently improves its products/services to meet customer needs (ISC)

$X_4$ = The Institute's efforts to promote, and explore new markets, (IPM)

$X_5$ = Institute's strategies (MP, MD, and PD) have impacted its performance (IIP)

$\alpha_0$ = Constant

$\epsilon_i$ = Error Term

$OP= \beta_1IPC+ \beta_2 IMC+ \beta_3GM+ \beta_4ISC+ \beta_4IPM+ \beta_4CIIP$

TEST STATISTIC= Regression analysis

LEVEL OF SIGNIFICANCE ($\alpha$) = 0.01 (1%)

LEVEL OF CONFIDENCE= 0.99 (99%)

DECISION RULE = Reject $H_0$ IF P value < $\alpha$

**PRESENTATION OF RESULT AND ANALYSIS**

*Table 1: Sex Distribution of Respondents*

| Sex Distribution | Frequency | Percentage ( % ) |
|---|---|---|
| Male | 146 | 71 |
| Female | 59 | 29 |
| Total | 205 | 100 |

*Source: Author Field survey, 2024*

***Table 2: Age Range of the Respondent.***

| Age Range | Frequency | Percentage ( % ) |
|---|---|---|
| 30-40 years | 51 | 25 |
| 40-50 years | 121 | 59 |
| Above 50 years | 33 | 16 |
| Total | 205 | 100 |

*Source: Author Field survey, 2024*

***Table 3: Educational Qualifications of Respondent***

| Education Qualification | Frequency | Percentage ( % ) |
|---|---|---|
| O' Level | 6 | 3 |

| | | |
|---|---|---|
| Certification | 41 | 20 |
| B.Tech/ B.Sc | 131 | 64 |
| M.Sc/M.Tech | 27 | 13 |
| Total | 205 | 100 |

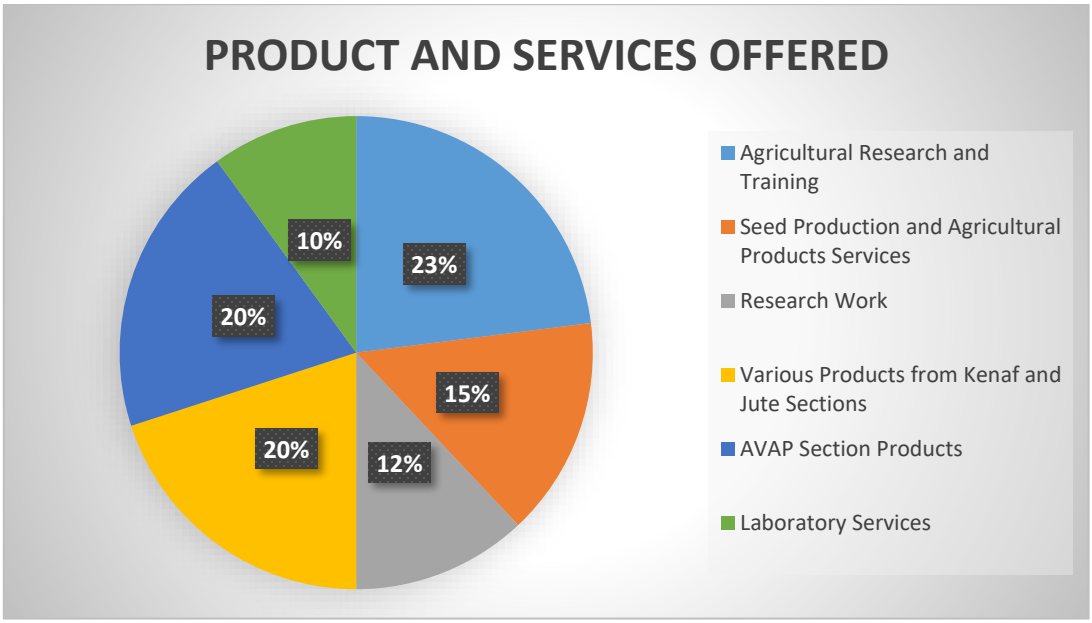
*Source: Author Field survey, 2024*

***Table 4: Years of Experience***

| Years of Experience | Frequency | Percentage ( % ) |
|---|---|---|
| 1-5 years | 43 | 21 |
| 5-10 years | 20 | 49 |
| Above 10 years | 21 | 30 |
| Total | 205 | 100 |

*Source: Author Field survey, 2024*

Products and services offered by the Institute of Agricultural Research and Training (IAR&T), OAU




*Source: Author Field survey, 2024*

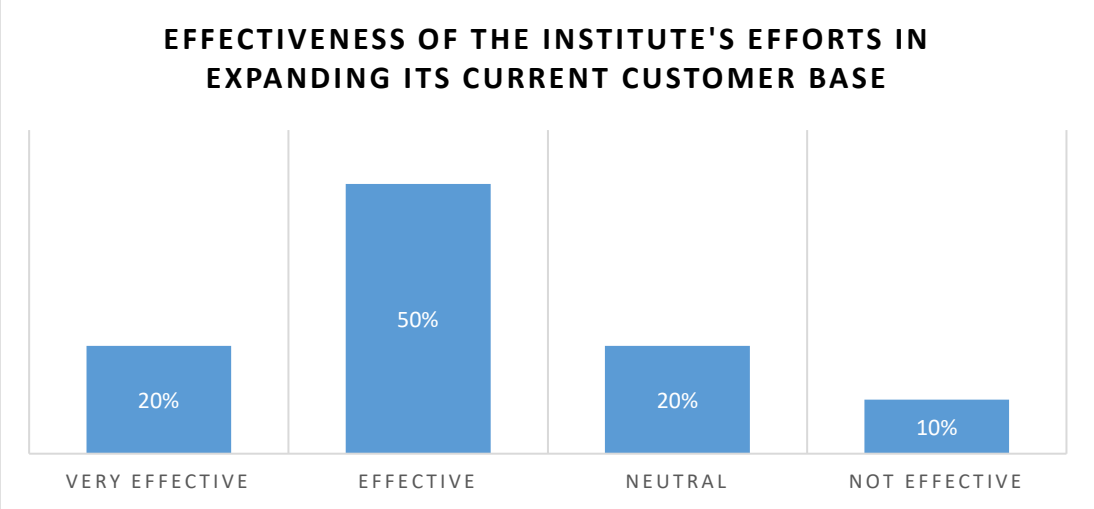
**4.4 Product/Market Development (PD) and Performance**

*Table 5: Factors That Influence Market Penetration (MP) and Performance*

| FACTORS | SA | A | D | SD | Mean Rank | Rank |
|---|---|---|---|---|---|---|
| The Institute actively promotes its products/services to gain more customers. | 121(59%) | 41(20%) | 35(17%) | 8(4%) | 5.24 | 3 |
| The Institute is exploring new markets to increase its customer base | 103(50%) | 76(37%) | 26(13%) | 0(0%) | 5.27 | 2 |

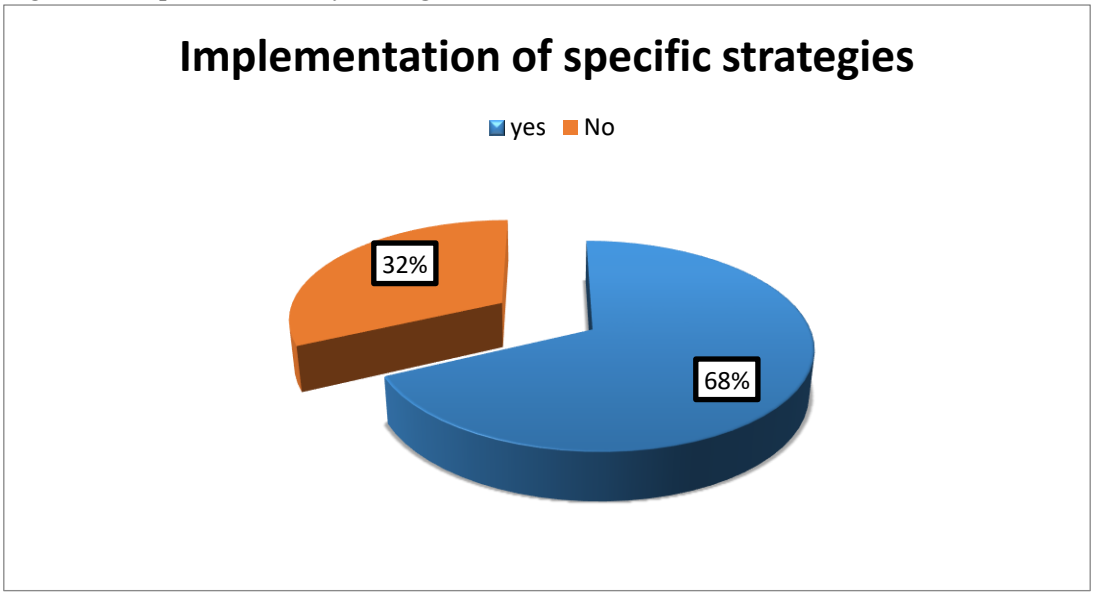
| | | | | | | |
|---|---|---|---|---|---|---|
| **The Institute consistently improves its products/services to meet customer needs.** | 74(36%) | 80(39%) | 49(24%) | 2(1%) | 4.95 | 4 |
| **The Institute's efforts to promote, explore new markets, and improve products/services significantly contribute to its overall performance.** | 51(25%) | 82(40%) | 56(27%) | 16(8%) | 4.63 | 5 |
| **Institute's strategies (MP, MD, and PD) have impacted its performance** | 133(65%) | 52(25%) | 14(7%) | 6(3%) | 5.48 | 1 |

*Source: Author Field survey, 2024*




*Source: Author Field survey, 2024*

Figure 4.3 *Implementation of strategies*




*Source: Author Field survey,2024*

*Table 6: The Effect of Specific Strategies on the Institutes*

| Response | Frequency | Percentage ( % ) |
|---|---|---|
| **Very Positive** | 29 | 20 |
| **Positive** | 55 | 40 |
| **Neutral** | 45 | 33 |
| **Negative** | 10 | 7 |
| **Total** | 139 | 100 |

*Source: Author Field survey,2024.*

Product and Market Development (PD) And Performance

*Table 6: The Effect of Specific Strategies on the Institutes*

| Response | Frequency | Percentage (%) |
|---|---|---|
| **YES** | 29 | 55 |
| **NO** | 55 | 45 |
| **Total** | 205 | 100 |

*Source: Author Field survey,2024.*

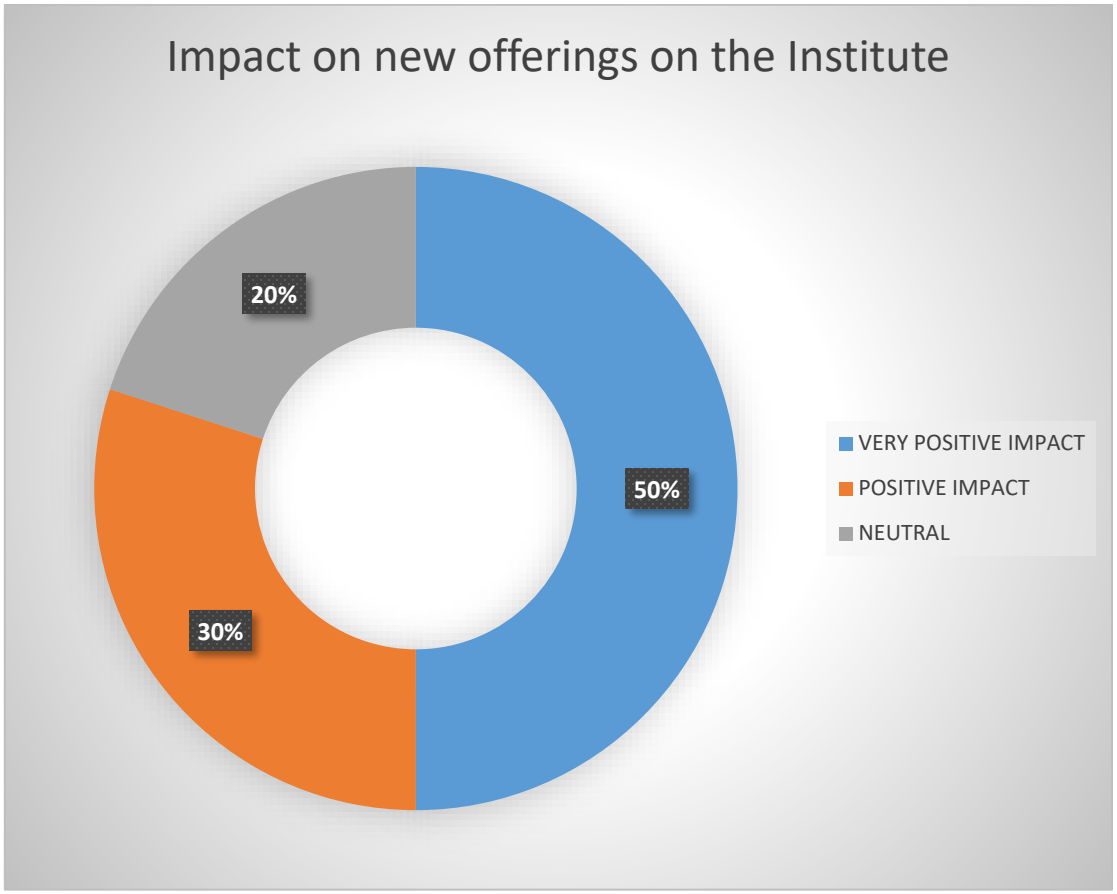



***Figure 4.4: Implementation of strategies***

*Source: Author Field survey,2024.*

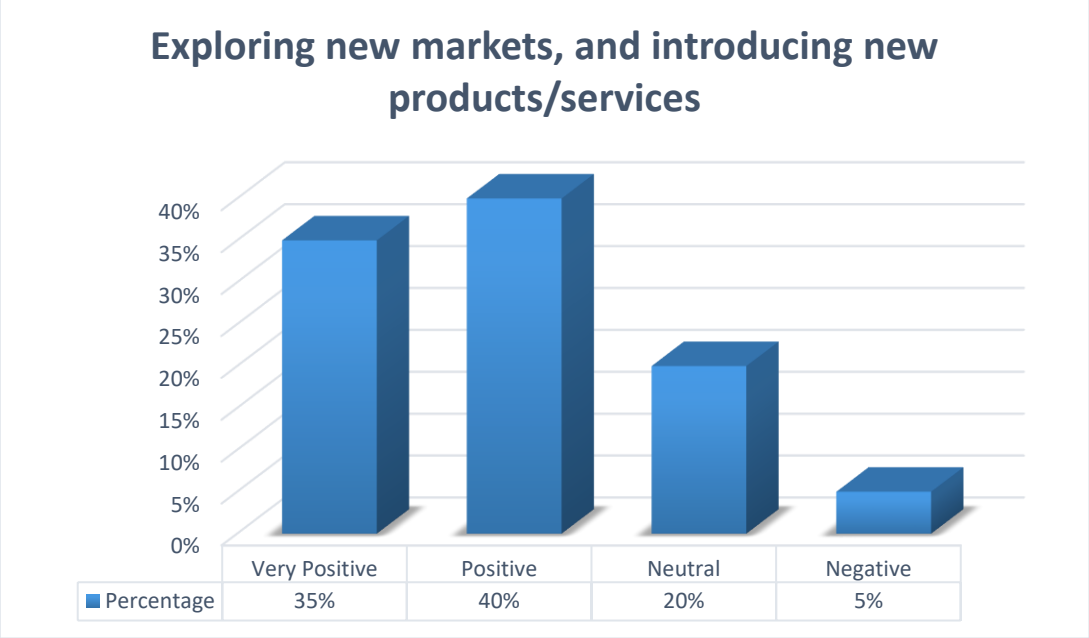



***Figure 4.5: Implementation of strategies***
*Source: Author Field survey,2024.*

**Respondents perceived recommendations for the Institute's strategies**.
The research findings from the open-ended question on recommendations for the Institute's marketing strategy and performance provided valuable insights from respondents:
1. Continued Improvement of Services: Respondents emphasized the importance of the Institute improving its services in order to raise farmer awareness of new agricultural technologies.
2. Aggressive Marketing: Some respondents suggested that the Institute use more aggressive marketing strategies to effectively promote its products and services.
3. Enhancement of Processing and Training: It was suggested that the Institute focus on improving processing capabilities and providing additional training on new equipment.
4. Showcasing Capabilities: Respondents stressed the importance of demonstrating the Institute's capabilities to a larger audience.

**HYPOTHESIS TESTING (REGRESSION ANALYSIS)**
Table 7 shows that R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable (organizational performance at the Institute of Agricultural Research and Training), which is 462. R-Square This is the proportion of variance in the dependent variable (organizational performance at the Institute of Agricultural Research and Training) that can be explained by the independent variables, which are the intensive strategies used by the Institute to actively promote its products/services in order to gain new customers. (IPC), The Institute is exploring new markets to increase its customer base (IMC), The Institute consistently improves its products/services to meet customer needs (ISC), The Institute's efforts to promote and explore new markets (IPM), The

Institute's strategies (MP, MD, and PD) have impacted its performance (IIP), and the score was.214. This is an overall measure of the strength of association, not the extent to which any specific independent variable is associated with the dependent variable. Adjusted R-square. This is an adjustment of the R-squared that penalizes the addition of extraneous predictors to the model. Adjusted R-squared is 0.145 .Std. Error of the Estimate – This is also referred to as the root mean squared error. The standard deviation of the error term and the square root of the Mean Square for the residuals in the ANOVA table is 0.326.

*Table 7: Model specification*

| Model | R | R Square | Adjusted R square | Std. Error of the estimate | R square Change | F change | Change Statistics | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | df1 | df2 | Sig. |
| | 552[a] | .214 | .145 | .326 | .214 | 3.100 | 5 | 57 | .004 |

*Source: Author Fieldwork 2024*

Table 8 shows Anova Analysis for Regression, Residual, Total, Looking at the breakdown of variance in the outcome variable, we examined the following categories: The three terms are regression, residual, and total. The total variance is partitioned into the variance that can be explained by the independent variables (the Institute actively promotes its products/services to gain more customers (IPC), the Institute is exploring new markets to increase its customer base (IMC), the Institute consistently improves its products/services to meet customer needs (ISC), the Institute's efforts to promote and explore new markets (IPM), and the Institute's strategies (MP, MD, and PD) have influenced The sum of squares for regression is 1.649, while the residual is 6.065, bringing the total sum of squares for the model to 7.714. These are the sums of squares for the three sources of variance: total, model, and residual. The total variance is partitioned into variance that can be explained by the independent variables, and the calculated sig values are 0.004, indicating that it is significant.

***Table 8: ANOVA[a] ANALYSIS***

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 1.649 | 5 | .330 | 3.100 | .004[b] |
| Residual | 6.065 | 57 | .106 | | |
| Total | 7.714 | 62 | | | |

*Source: Author Fieldwork 2024*

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), the Institute actively promotes its products/services to gain more customers. (IPC), The Institute is exploring new markets to increase its customer base (IMC), The Institute consistently improves its products/services to meet customer needs (ISC), The Institute's efforts to promote, and explore new markets, (IPM), Institute's strategies (MP, MD, and PD) have impacted its performance (IIP)

table 9 which includes "The Institute actively promotes its products/services to gain more customers (IPC), The Institute is exploring new markets to increase its customer base (IMC), The Institute consistently improves its products/services to meet customer needs (ISC), The Institute's efforts to promote and explore new markets (IPM), and The Institute's strategies (MP, MD, and PD) have impacted its performance (IIP)." *The final model – second model extracted (R2 = 55%) which is significant (cf. Tables 7 to 9) reads as follows:*

Y= 3.364+ 0.83IPC +0.43IMC + 0.35ISC + 0.204IPM + 0.00IIP.

*(All coefficients are also significant within Table 9). All assumptions were tested and found to be satisfactory. In the case of the first table in model specification from Table 4.9, this model explains away 55% of the variation in the dependent variable, namely 'performance productivity. This represents a significant portion of the variation, and as such, this model should be thoroughly investigated. This R2 is done with the knowledge of the five independent variables; namely,* "the Institute actively promotes its products/services to gain more customers. (IPC), The Institute is exploring new markets to increase its customer base (IMC), The Institute consistently improves its products/services to meet customer needs (ISC), The Institute's efforts to promote, and explore new markets, (IPM), Institute's strategies (MP, MD, and PD) have impacted its performance (IIP)*". In addition, by studying the coefficients of the model and by increasing variables by one unit, increases the Organization Performance (the dependent variable) by 1 units are evident. Similarly, for effectiveness of training, an increase in one unit results in an increase in the dependent variable by 0.014. This finding supports Hypothesis of the study.* As can be seen from the above Tables 8, although the model is significant with a p value less than 0.005 from, the R Square value is only 0.214, which is extremely low and explains only 21.4% of the total variance. As a result, this model is not investigated further. As can be seen from the Table 9 below, the correlation coefficients between the variables outlined, although significant, are extremely low and the histogram explain the model with the aids of chart

***Table 9: Model Coefficients[a]***

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 3.364 | .906 | | 3.713 | .000 |
| the Institute actively promotes its products/services to gain more customers | .083 | .052 | .204 | 1.593 | .001 |
| The Institute is exploring new markets to increase its customer base | .043 | .062 | .108 | .697 | .000 |
| The Institute consistently improves its products/services to meet customer needs | .035 | .104 | .067 | .338 | .000 |

| | | | | | |
|---|---|---|---|---|---|
| The Institute's efforts to promote, and explore new markets | .204 | .068 | .463 | 2.989 | .004 |
| Institute's strategies (MP, MD, and PD) have impacted its performance | .002 | .048 | .006 | .036 | .002 |

Dependent Variable: Organization Performance

*Source: Author Fieldwork 2024*

The prediction model

$$Y = f(X)$$

Where Y = Organization Performance at I.A.R & T (Y)

Where $X_1$ = The Institute actively promotes its products/services to gain more customers. (IPC)

$X_2$ = The Institute is exploring new markets to increase its customer base (IMC)

$X_3$ = The Institute consistently improves its products/services to meet customer needs (ISC)

$X_4$ = The Institute's efforts to promote, and explore new markets, (IPM)

$X_5$ = Institute's strategies (MP, MD, and PD) have impacted its performance (IIP)

$\alpha_0$ = Constant

$\epsilon_i$ = Error Term

$OP= \beta_1 IPC+ \beta_2 IMC+ \beta_3 GM+ \beta_4 ISC+ \beta_4 IPM+ \beta_5 IIP$

Therefore

$Y = \alpha_0+\chi_1 \beta_1+ \chi_2 \beta_2+ \chi_3 \beta_3+ \chi_4 \beta_4+ \chi_5 \beta_5+\epsilon_i$

$\alpha_0$ = Constant

$\epsilon_i$ = Error Term

Organization Performance at I.A.R & T $g = \alpha_0+ \beta_1 IPC+ \beta_2 IMC+ \beta_3 GM+ \beta_4 ISC+ \beta_4 IPM+ \beta_5 CIIP$

$$Y= 3.364+ 0.83IPC +0.43IMC + 0.35GM + 0.204IPM + 0.00IIP$$

Since the Calculated Table value is 17.687 is greater than the Table Value (α value) which is 0.01 it implies that the null hypothesis should be rejected Hence, it can be concluded There is a significant effect of intensive strategy on organizational performance at the Institute of Agricultural Research and Training (IAR&T) OAU and also since the value of the significant level is 0.000 which is lesser than the table value of 0.001

## SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

### Summary of Findings

Based on the research conducted, here is a summary of the main findings presented in bullet form:

Strategies such as product/service promotion, market expansion, and product offering enhancement have a significant impact on the Institute's performance.

Efforts to promote, explore new markets, and improve products/services are viewed as critical factors in market penetration and performance.

Effectiveness of the Institute's Efforts: Approximately 70% of respondents believe that the Institute's efforts to increase its customer base are effective or very effective. More than two-thirds of respondents acknowledge that the Institute has recently implemented specific customer-acquisition strategies.

Impact of Strategies on Institute Performance:. The majority of respondents (95%) confirmed that the Institute has recently introduced new products or services.
Combined Marketing Strategy Effect: 75% of respondents believe that efforts to attract more customers, explore new markets, and introduce new products/services have a positive impact.
Recommendations for Improvement: Suggestions for improvement include continuing to improve services, implementing more aggressive marketing strategies, focusing on processing improvement and training, and effectively showcasing the Institute's capabilities.

**Conclusion**

According to the comprehensive research findings and summary, the Institute of Agricultural Research and Training (IAR&T) has made significant progress in improving its market penetration and performance in the agricultural sector. The majority of respondents positively perceived the Institute's efforts to promote its products/services, explore new markets, and introduce new offerings. This demonstrates a strong fit between the Institute's strategic initiatives and market demands. A sizable proportion of respondents recognize the Institute's success in expanding its customer base, citing targeted marketing efforts and strategic market exploration. This demonstrates the Institute's ability to adapt to changing market dynamics while effectively attracting new customers. The introduction of new products/services and the exploration of new markets have produced positive results, with a sizable proportion of respondents optimistic about their impact on the Institute's performance. This emphasizes the significance of innovation and proactive market engagement in accelerating growth and competitiveness.
Finally, the research emphasizes the Institute's dedication to innovation, customer-centricity, and strategic marketing practices. By leveraging its strengths and addressing areas for improvement identified by the research findings, the Institute can strengthen its position as a leading institution in agricultural research and training, resulting in long-term growth and impact in the agricultural sector.

**Recommendation**

Based on the preceding, the study makes the following recommendations:
Strengthen Marketing Efforts: The Institute should continue to invest in aggressive marketing strategies to raise awareness of its products and services among its target audience.
Expand Market Reach: Investigate new markets and customer segments to broaden the customer base and reduce reliance on existing markets.
Improve Product Innovation: Continue to introduce new and improved products/services to meet changing customer demands and remain competitive in the agricultural sector.
Improve Capability Showcasing: Showcase the Institute's capabilities through effective communication channels and promotional activities to attract a larger audience and instill trust in stakeholders.
Focus on Training and Development: Invest in training programs to help employees improve their skills in marketing, product development, and customer relationship management, allowing them to contribute more effectively to the Institute's growth and success.
Encourage collaboration: Work with industry stakeholders, research institutions, and government agencies to pool resources, share best practices, and identify new opportunities for growth and innovation.
Monitor and Evaluate Performance: Set key performance indicators (KPIs) to track the effectiveness of marketing initiatives, market penetration efforts, and product/service

development activities, and evaluate performance on a regular basis to identify opportunities for improvement and optimization.
Incorporate Stakeholder Feedback: Collect feedback from customers, partners, and other stakeholders to identify areas for improvement and tailor strategies to better meet their needs and expectations.
Encourage a culture of innovation, creativity, and continuous improvement within the Institute by empowering employees to propose new ideas, experiment with different approaches, and learn from both successes and failures.

**Policy Implications for the Recommendation**

This study's recommendations have a number of policy implications for stakeholders in agricultural research, training, and development:
Government policies: Agricultural research institutes may be encouraged to prioritize customer-centric approaches, market exploration, and product innovation through funding mechanisms, grants, or tax breaks. Furthermore, policies that encourage collaboration, knowledge sharing, and technology transfer among research institutes, industry partners, and government agencies may help to create a more conducive environment for agricultural innovation and competition.
Regulatory frameworks: Regulatory bodies in charge of overseeing agricultural research and training institutions may review existing regulations to ensure they are consistent with best practices in marketing, customer engagement, and product/service development. This could include revising guidelines for ethical marketing practices, quality standards for agricultural products/services, and protocols for customer feedback and complaint resolution.
Capacity building: Government agencies, industry associations, and academic institutions could work together to create training programs, workshops, and capacity-building initiatives that would improve the marketing and management skills of agricultural researchers, extension workers, and industry professionals. This could include courses on market research, strategic planning, customer relationship management, and innovation management. Policymakers may encourage the formation of public-private partnerships (PPPs) to facilitate knowledge exchange, technology transfer, and collaborative research projects among agricultural research institutes, private enterprises, and civil society organizations. PPPs could use the resources, expertise, and networks of multiple stakeholders to address complex challenges, stimulate innovation, and promote long-term development in agriculture.
Incentive structures: Governments, donors, and funding agencies could create incentive structures to reward agricultural research institutes that meet key performance indicators such as market penetration, customer satisfaction, and innovation. This could include performance-based funding, competitive grants, or recognition programs that encourage institutes to prioritize market-driven research, customer engagement, and continuous improvement.
Monitoring and evaluation: Policymakers may establish mechanisms to monitor and evaluate the implementation of the study's recommendations, such as regular performance assessments, impact evaluations, and stakeholder consultations. This could include establishing monitoring frameworks, data collection systems, and feedback mechanisms to track progress, identify bottlenecks, and make timely adjustments to policy interventions, as needed.

**Further Research**

Future research could delve deeper into specific aspects raised in this study, such as the efficacy of various marketing channels, the impact of customer feedback on product/service development, and the role of technology in improving market penetration and performance.

Investigating the impact of external factors such as government policies, economic trends, and environmental sustainability initiatives on organizational performance could provide useful insights for strategic decision making and policy formulation in the agricultural sector. Comparative studies across agricultural research institutes or geographic regions could aid in identifying best practices, common challenges, and unique strategies used in various contexts, thereby facilitating knowledge sharing and cross-learning opportunities.

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