

**MARKETING STRATEGIES AND PERFORMANCE OF ANKOLE COFFEE
PRODUCERS COOPERATIVE UNION IN SHEEMA DISTRICT, UGANDA**

BY

PISON KUKUNDAKWE

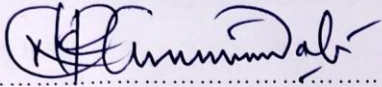
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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF GRADUATE
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AWARD OF A DEGREE OF MASTERS OF BUSINESS ADMINISTRATION OF
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DECLARATION

I, PISON KUKUNDAKWE, declare that this work is mine and original and it has never been presented in any institution or university for any academic award.

Signed.....

Date.....31/08/2024.

PISON KUKUNDAKWE

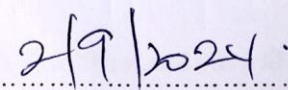
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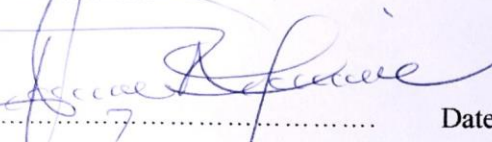
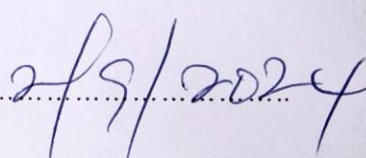
DEDICATION

I dedicate this work to my wife, Mrs Fiona Kukundakwe, My Children Omukunde Jesse Yera, Murungi Doriane Crystal and Nimurungi Josea Agume and my mother Mrs Komugisha Rosebell Byaruhanga. They have always prayed for me, encouraged me and are always there to support me in all my endeavours.

APPROVAL

This dissertation titled, “Marketing strategies and performance of Ankole Coffee Producers Cooperative in Sheema District, Uganda,” has been prepared under my supervision and guidance and it is now ready for further examination with my approval.

Signed.......... Date..........
Mr. Tuhirirwe Jackson

Signed.......... Date..........
Mr. Atwiine Daniel Wannito.

ACKNOWLEDGEMENT

Most importantly, I thank the Almighty God who has helped me always. His blessings and tender mercies bestowed upon me are indeed precious and rare nuggets I can never thank HIM enough for. With you, oh God, I have indeed come along way. Thank you so much, i glorify your holy and excellent name.

Psalm 37: 5 Commit everything you do to the LORD, Trust Him and He will help you.

LIST OF ACRONOMYS

ACPCU	: Ankole Coffee Producers Cooperative
IOFs	: investor-owned firms
USDA	: United States Department of Agriculture Rural Development
ICM	: Integrated cooperative model
GCS	: Growers Cooperative Society
MTAC	: Ministry of Trade, Industry and Cooperatives
COOP	: Cooperative

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ABSTRACT.

The purpose of the study was to assess the influence of marketing strategies of Ankole Coffee Producers Cooperative Union's coffee cooperatives in Sheema District on their performance. Despite the recognized importance of marketing strategies in enhancing the performance of agricultural cooperatives, there remains a paucity of empirical research specifically focused on the coffee cooperatives in Sheema District, Uganda. The study adopted a cross-sectional research design. Using Krejcie & Morgan's (1970) table for determining the sample size for the quantitative data, which is focused at measuring performance of ACPCU in this study, was 104 respondents. Given the nature of the research objectives and research questions, inferential statistics were used. The results indicated that effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU, promotion of marketing information of the primary coffee cooperatives constituting ACPCU and promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU have a significant positive relationship with their performance. Implying that a positive change in any of the independent variables is associated with a positive change in performance. Finally the regression results indicate that 75.7% (Adjusted R Square=.757) of the variations in performance is explained by independent variables under the study. To capitalize on the relationship between promotion of marketing infrastructure development and the performance of the primary coffee cooperatives constituting ACPCU, ACPCU should prioritize investments in upgrading and optimizing its marketing infrastructure including technology platforms, communication channels, and collaboration tools. By fostering a seamless and efficient marketing environment, the organization can streamline processes, reduce operational bottlenecks, and enhance overall performance of the primary coffee cooperatives constituting ACPCU.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Uganda has experienced a remarkable resurgence in cooperative societies since 1996, evidenced by the increase in registered cooperatives to over 10,746, with a membership base of approximately 4 million (Ministry of Trade, Industry and Cooperatives [MTIC], 2011). These cooperatives, particularly in the agricultural sector, play an instrumental role in financial resource mobilization, agro-processing, marketing of agricultural produce, and provision of other essential services such as transport and employment. Agriculture remains the backbone of Uganda's economy, with coffee serving as the leading export and foreign exchange earner. Over 50% of Ugandans are engaged in the coffee sector, making it a critical source of income for farming households and the government alike (Nahanga, Nalukwago, & Namwanje, 2015). Uganda's coffee exports for the year 2021/22 reached 6.26 million bags, generating US\$ 862.28 million (Business Focus, 2022).

1.1 Background to the study

Agricultural cooperatives have long been a cornerstone of rural economic development, particularly in agrarian economies such as Uganda. The establishment of cooperatives like the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District is a testament to the critical role these organizations play in enhancing agricultural productivity and market access. The strategic importance of agricultural cooperatives lies in their ability to pool resources, provide access to critical services, and enhance the bargaining power of smallholder farmers in a highly competitive and often inequitable market environment (Okello, 2013).

The importance of cooperatives in the agricultural sector is underscored by Uganda's national strategy to improve coffee market performance. This strategy focuses on enhancing access to extension services, agricultural inputs, marketing services, and other appropriate technologies for smallholder farmers, processors, and middlemen through collaborative efforts between the public and private sectors (Uganda Coffee Development Authority [UCDA], 2015). The collaborative approach aims to address the sector's challenges, such as quality deterioration and a poor marketing position in the global market, by leveraging the collective strength of cooperatives (Baffes, 2006).

Agricultural cooperatives serve as a vital mechanism for smallholder farmers to achieve economies of scale, reduce transaction costs, and enhance their market presence. By pooling resources, farmers can access better inputs, technology, and services, which they might not be able to afford individually (Katchova & Woods, 2011). This collective approach not only increases productivity but also improves the quality of produce, thereby enhancing the competitiveness of Ugandan coffee in the global market.

One of the primary benefits of agricultural cooperatives is their role in marketing. Cooperatives provide a structured platform for the marketing of agricultural products, ensuring that farmers receive fair prices for their produce. This is particularly important in the context of global agricultural markets, where smallholder farmers often face unfavorable terms of trade due to their limited bargaining power (USDA, 2000). Cooperatives can negotiate better prices for their members and help stabilize incomes by mitigating the risks associated with price fluctuations in global commodity markets (Md Abdullah & Hossain, 2013).

In addition to their economic benefits, cooperatives also play a crucial social role by fostering community development and empowerment. By bringing together individuals with common economic and social interests, cooperatives promote solidarity and mutual support among their members. This is particularly important in rural areas, where social and economic isolation can be significant barriers to development (Fon, 2019). Through cooperative activities, members can access education, training, and other capacity-building initiatives that enhance their ability to manage their farms and businesses more effectively.

Moreover, cooperatives are instrumental in addressing the challenges of market access and value addition. In many cases, smallholder farmers are unable to access lucrative markets due to the high costs of transportation, poor infrastructure, and the presence of numerous intermediaries. Cooperatives can help overcome these challenges by providing collective marketing services that reduce the number of intermediaries in the supply chain, thereby increasing the share of profits that go directly to the farmers (Lopoyetum, Melese, & Tesfaye, 2014). Additionally, cooperatives can invest in processing facilities that add value to raw agricultural products, further enhancing the income potential for their members.

The effectiveness of cooperatives in improving market access and value addition is evident in the experience of coffee producers in Ethiopia. In this context, cooperatives have played a significant role in increasing the share of profits that go to smallholder farmers, despite the

dominance of large multinational coffee roasters in the global market (Lopoyetum et al., 2014). By providing a platform for collective action, cooperatives enable farmers to compete more effectively in global markets and ensure that a greater proportion of the value generated from coffee production remains within the local community.

However, the success of agricultural cooperatives is not guaranteed, and their performance can be hindered by various challenges. In Uganda, the performance of cooperatives has been constrained by weak organizational structures, market failures, and policy weaknesses. Efforts to address these challenges have included the introduction of the Integrated Cooperative Model (ICM), which aims to improve the performance of cooperatives by promoting financially autonomous and viable organizations, enhancing member participation, and linking farmers to profitable markets (Nimusiima, Serunjogi, & Sebuliba, 2021). While the ICM has shown promise, its impact on institutional performance remains to be fully evaluated.

The need for agricultural cooperatives in Uganda is clear. These organizations provide a critical means for smallholder farmers to improve their productivity, access markets, and achieve sustainable livelihoods. By pooling resources and providing essential services, cooperatives help level the playing field for smallholder farmers in a global market dominated by large multinational corporations. Furthermore, cooperatives contribute to social and economic development by fostering community solidarity, providing education and training, and enhancing the bargaining power of their members. As such, agricultural cooperatives are not just a means of improving economic outcomes for individual farmers but are also a vital tool for promoting inclusive and sustainable development in rural communities.

This study investigates three key variables to understand the marketing strategies and performance of the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District, Uganda. The first variable, the effectiveness of promotion of marketing activities, examines how well ACPCU promotes its products and services, which is essential for increasing sales and market share (Katchova & Woods, 2011). The second variable, the promotion of marketing information, focuses on how effectively the cooperative disseminates critical information to its members and stakeholders, enhancing decision-making and market positioning (Baffes, 2006). The third variable, the promotion of marketing infrastructure development, analyzes the cooperative's efforts in improving facilities and logistics, which are crucial for sustaining competitive advantage and operational efficiency (Md Abdullah &

Hossain, 2013). These variables collectively contribute to understanding the cooperative's overall performance and its ability to thrive in a competitive market.

At the global level, agricultural cooperatives have demonstrated significant resilience and adaptability, contributing to economic growth, food security, and sustainable development. The International Cooperative Alliance (ICA) reports that cooperatives globally have over one billion members and provide employment to at least 10% of the world's working population. They play a crucial role in empowering farmers, especially in developing countries, by improving access to markets, resources, and services that would otherwise be inaccessible (Birchall, 2013). Their collective bargaining power allows them to secure better prices for their products, reduce input costs, and enhance their members' income stability.

Regionally, in Africa, cooperatives are vital in addressing the challenges of smallholder farmers, including market access, price volatility, and limited access to credit. In countries like Ethiopia and Kenya, agricultural cooperatives have been instrumental in transforming the agricultural sector. For instance, coffee cooperatives in Ethiopia have improved farmers' income by ensuring that they receive a fair share of export prices, which is critical in a market dominated by large multinational companies (Lopoyetum et al., 2014). However, the performance of cooperatives in Africa is often hampered by inadequate infrastructure, regulatory challenges, and competition from private entities post-liberalization (Fon, 2019).

At the national level in Uganda, cooperatives are essential for agricultural marketing, particularly in the coffee sector, which is a key foreign exchange earner. Uganda has seen a resurgence of cooperative societies since the 1990s, driven by the need to enhance smallholder farmers' productivity and market participation. However, the performance of cooperatives remains mixed, with issues like weak organizational structures and market failures being significant impediments (Nimusiima et al., 2021). The Ankole Coffee Producers Cooperative (ACPCU) is an example of how cooperatives can succeed by providing essential services like marketing, access to finance, and technical assistance, though challenges like side-selling and poor infrastructure persist.

1.1.1 Historical background

The development of cooperatives in Uganda has its roots in the colonial era when, in 1913, local co-operators pushed for recognition of cooperatives as business entities to engage in export crop trade (Okello, 2013). Despite the government's preference for market-driven competition, this led to the dominance of opportunistic traders over cooperatives,

marginalizing farmers who were often exploited at the farm gate. The liberalization of Uganda's coffee sector in the early 1990s further challenged cooperatives, as they struggled against new private investors with better resources and management. However, recent government policies, including the National Development Plan and National Cooperative Policy, recognize cooperatives as vital for mobilizing farm-level production, enhancing value addition, and streamlining agricultural marketing. Globally, cooperatives have shown potential to improve smallholders' market access and bargaining power, although their contributions remain limited in developing countries (Bernard & Spielman, 2009; Kersting & Wollni, 2012; Shiferaw, 2022).

1.1.2 The Theoretical Framework.

The study of marketing strategies and performance in the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District, Uganda, is anchored in the theory of agricultural cooperatives (Cobia, 1989). This theory, utilizing a neoclassical approach, provides insights into the economic behavior of cooperatives, contrasting them with investor-owned firms (IOFs). Cooperative performance, influenced by factors such as member participation and training, varies at global, regional, and national levels (Draperi, 2006). Member attitudes towards cooperatives, including service orientation and local control, are positively correlated with cooperative financial performance (Cobia & Navarro, 1972).

1. 1.3 Conceptual background

The study investigates the marketing strategies and performance of the Ankole Coffee Producers Cooperative (ACPCU) in Uganda, focusing on cooperative enterprises at global, regional, and national levels. Globally, cooperatives have evolved by integrating mainstream business practices while reasserting their foundational values (Draperi, 2006). Regionally, marketing strategies influence cooperative performance through long-term planning and tactical management, shaping organizational efficiency (İşoraitè, 2009; Akramov, 2011). Nationally, Uganda's cooperatives face challenges due to weak organizational structures and market failures, despite efforts to improve performance through the Integrated Cooperative Model (Nimusiima, 2021). Cooperative performance is measured using both financial and non-financial indicators (Grashius & Su, 2019; Beaubien & Rixon, 2012).

1.1.4 Contextual Background

Cooperatives have the potential to significantly enhance production, productivity, value addition, and marketing, making them crucial for Uganda's economic transformation. For this

to occur, cooperatives must manage the entire value chain, from production to marketing. Historically, Marketing Boards were established to consolidate trade and generate foreign exchange for the government, but their monopolistic practices weakened cooperative performance (National Planning Authority, 2018). In response, the Ankole Coffee Producers Cooperative Union (ACPCU), established in 2006, emerged as a key player in coffee marketing, focusing on product differentiation through certifications to add value and better market members' coffee.

1.2 Problem Statement

Agricultural cooperatives have long played a vital role in promoting socio-economic change among their members, particularly in rural communities. These cooperatives serve as crucial vehicles for marketing members' produce, thereby improving income and livelihoods.

However, in Uganda's Sheema District, the performance of coffee cooperatives, such as the Ankole Coffee Producers Cooperative (ACPCU), has been suboptimal despite the government's efforts to boost their effectiveness. Government strategies, including financial support, capacity-building programs, and infrastructural investments, aim to enhance the performance of these cooperatives. Yet, the evidence suggests persistent inefficiencies within the cooperatives that hinder their competitiveness and sustainability (Okello, 2013; Nannyonjo, 2013).

The performance of coffee cooperatives in Sheema District is marred by several challenges, as reflected in the indicators of performance such as member attraction and retention, financial management, sales, and income generation. The presence of exploitative middlemen who offer instant but meager payments has further exacerbated the situation. Despite recognizing the importance of marketing strategies, the cooperatives have struggled due to weak marketing activities, inadequate marketing information, and underdeveloped infrastructure. These shortcomings have been attributed to factors such as heavy indebtedness, poor management, and a lack of commitment among cooperative leaders, which have left cooperatives unable to compete with better-organized and capitalized private buyers (Nannyonjo, 2013).

If the poor performance of these cooperatives is not addressed, the consequences could be severe, including further economic decline for coffee farmers, reduced cooperative membership, and the eventual collapse of these organizations. The situation calls for a thorough examination of the marketing strategies employed by the ACPCU and other

cooperatives in the region, as well as the socio-economic, institutional, and market factors that influence their performance. This study seeks to investigate these aspects, providing insights that could help enhance the competitiveness and sustainability of coffee cooperatives in Sheema District.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of marketing strategies of ACPCU's coffee cooperatives in Sheema District on their performance.

1.4 Specific Objectives of the Study

1. To examine the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance.
2. To examine the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance.
3. To examine the influence of promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance.

1.5 Research questions

1. What is the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance?
2. What is the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance?
3. What is the influence of promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance?

1.6 The Study Hypotheses

1. **H₀:** Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have no significant influence on their performance.

H₁: Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have significant influence on their performance.

2. **H₀:** Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has no significant influence on their performance.

H₁: Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has significant influence on their performance.

3. **H₀:** Promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU has no significant influence on their performance.

H₁: Promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU has significant influence on their performance.

1.7 Conceptual Framework

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

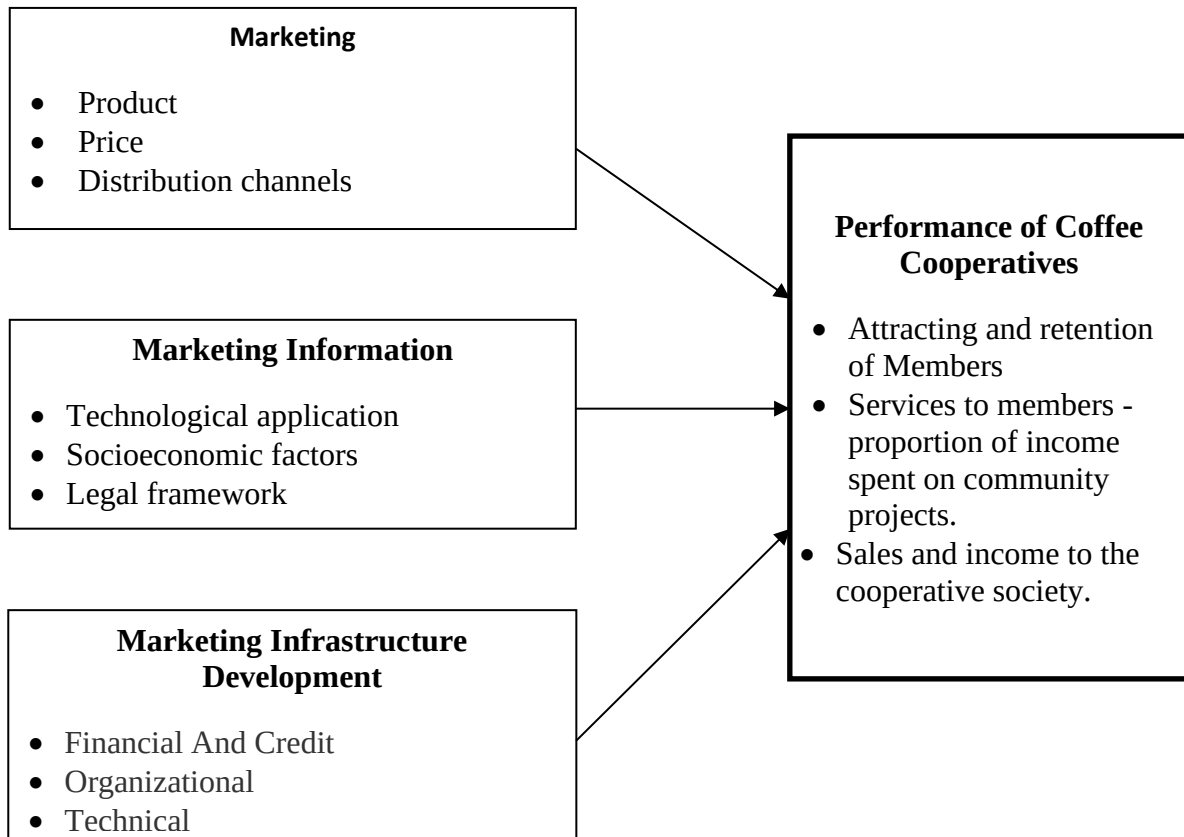


Figure1: Showing Conceptual Framework – adapted from Grashius & Su (2019).

The conceptual frame work shows that performance of coffee cooperatives, the dependent variable, is influenced by Marketing Activities and Strategies, Marketing Information Needs, and Marketing Infrastructure Development – the constituents of marketing strategies as the independent variable. Performance of Coffee Cooperatives is conceptualized in terms of: Attracting and retention of members, services to members - proportion of income spent on community projects, sales and income to the cooperative society, financial positions, financial management skills training; Marketing activities and strategies is conceptualized in terms of product, price, distribution channels, positioning, people; Marketing information needs – in

terms of technological application, socioeconomic factors and legal framework; and Marketing infrastructure Development - financial and credit, organizational and technical..

1.8 The Study significance

This study is crucial for informing policy on the performance of agricultural cooperatives in Uganda. By providing empirical evidence on the factors affecting the performance of coffee cooperatives in Sheema District, the findings can guide the formulation of targeted policies aimed at enhancing the effectiveness of these cooperatives. Such policies can address challenges such as poor management practices, inadequate government support, and market access issues, thereby improving the overall productivity and sustainability of agricultural cooperatives in Uganda.

From a management perspective, the study is relevant to the operation and governance of agricultural cooperatives. The insights gained from the research will help cooperative leaders and managers identify best practices for improving cooperative performance. This includes strategies for member engagement, financial management, and market expansion. By adopting these strategies, cooperative managers can enhance the competitiveness and profitability of their organizations, ensuring long-term success.

Regarding existing literature, this study will contribute significantly to the body of knowledge on agricultural cooperatives, particularly in the context of Uganda. While much has been written about agricultural cooperatives globally, there is a scarcity of research focused specifically on coffee cooperatives in Uganda. This study will fill this gap by providing detailed analysis and data on the unique challenges and opportunities faced by coffee cooperatives in Sheema District, thereby enriching the existing literature and serving as a reference for future research.

1.9 The study justification

Addressing the poor performance of coffee cooperatives in Sheema District is critical for several reasons. Firstly, the current underperformance jeopardizes the livelihoods of thousands of farmers who rely on coffee as their primary source of income. Immediate intervention is essential to prevent further economic decline and to uplift the social-economic conditions of these communities. Secondly, enhancing the performance of these cooperatives aligns with Uganda's Vision 2040, which seeks to transform the country into a modern and prosperous society. The vision emphasizes the importance of agriculture as a key driver of economic growth. Strengthening coffee cooperatives will not only boost production and

income but also contribute significantly to national goals of poverty reduction, employment creation, and export growth. Therefore, addressing the inefficiencies within these cooperatives is not just a local necessity but a strategic imperative for achieving broader national development objectives.

1.10 Scope of the study

1.10.1 Geographic scope

ACPCU covers Uganda's Western Region of Greater Bushenyi districts: Sheema, Buhweju, Bushenyi, Rubirizi and Mitooma; and Ntungamo Districts. This study was carried out among ACPCU's coffee primary cooperatives in Sheema District because the District is the epicenter of ACPCU.

1.10.2 Content scope

This study has been conceptualized from socio-economical contexts of marketing strategy, cooperative and performance. It analyzed the influence of produce marketing activities, produce marketing information and produce marketing infrastructure development on performance of coffee cooperatives constituting ACPCU.

1.10.3 Time Scope

The study dwelled on literature of 10 years, i.e. from 2012 to 2022. This was to ensure that the study is informed by most recent studies so the study findings are credible.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents an overview of theoretical review and relevant literature consideration for the study.

2.1 Theoretical framework

The Theory of Cooperatives (Cobia, 1989) is highly relevant to understanding the performance of coffee cooperatives like the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District. This theory emphasizes that cooperatives are primarily oriented toward serving their members rather than maximizing profits, distinguishing them from investor-owned firms (IOFs). The theory explains how cooperatives operate in various market structures, providing insights into how they can develop business strategies that align with their unique objectives. In the context of ACPCU, the theory supports the notion that marketing strategies should focus on member service, challenging market power, and adapting to changes within the cooperative movement. This approach is essential for enhancing the cooperative's performance, as it aligns with public policies that facilitate greater producer involvement and agricultural development (Cook, n.d.).

The Resource-Based View (RBV) theory is also pertinent to this study, as it highlights the importance of leveraging internal resources and capabilities to gain a competitive advantage. For ACPCU, this means focusing on the development and promotion of marketing activities, marketing information, and marketing infrastructure. By effectively utilizing its unique resources—such as member knowledge, local market insights, and cooperative networks—ACPCU can improve its performance and better serve its members. The RBV theory underscores the need for cooperatives to invest in building strong internal capacities that can be leveraged to overcome market challenges and enhance their overall competitiveness (Royer, 2014).

In summary, both the Theory of Cooperatives and the RBV theory provide a solid theoretical foundation for analyzing the marketing strategies and performance of ACPCU, offering valuable insights into how cooperatives can achieve their objectives and contribute to broader agricultural development goals.

2.3 Produce marketing activities and performance of the primary coffee cooperative

The role of agricultural cooperatives in promoting the socio-economic well-being of smallholder farmers, particularly in coffee-producing regions, has been widely studied. In Uganda, the growth of cooperative societies since 1996 has been significant, with over 10,746 registered cooperatives involving approximately 4 million members (Ministry of Trade, Industry, and Cooperatives, 2011). These cooperatives, including the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District, are critical in mobilizing financial resources, marketing agricultural produce, and providing essential services like transport and employment. However, the effectiveness of these cooperatives in enhancing their members' productivity and income through marketing activities remains a critical area of inquiry.

Shumeta and D'Haese (2016) conducted a study in Ethiopia to evaluate the impact of coffee cooperatives on their members' income and coffee production. Using a matching technique, the study found that the marketing activities of these cooperatives did not result in a significant advantage for cooperative members compared to non-members. This finding suggests that while cooperatives are intended to mitigate market imperfections and improve member outcomes, the effectiveness of these interventions can vary significantly.

Alemayehu (2019) further explored the role of cooperatives in marketing agricultural commodities in Nigeria. The study highlighted several services provided by cooperatives, including addressing market failures, enhancing bargaining power, reducing transaction costs, and promoting community development. However, Alemayehu's assessment of the Coffee Marketing Activities and Performance of Bonga Town Peasant Union in Ethiopia revealed that the marketing services provided by the union were often slow and lacked transparency, resulting in poor performance. The study identified several marketing channels, with varying degrees of efficiency, but ultimately recommended greater coordination among members, directors, and government bodies to improve the cooperatives' competitiveness and efficiency.

The challenges faced by coffee cooperatives in effectively marketing their produce are not unique to Ethiopia and Nigeria. Similar issues have been observed in Uganda, where coffee cooperatives like ACPCU play a vital role in the livelihoods of smallholder farmers. The performance of these cooperatives is closely tied to their ability to effectively promote and manage marketing activities. Studies have shown that cooperatives that invest in capacity building, business planning, and marketing management tend to perform better (Adugna &

Molla, 2018). For ACPCU, enhancing the effectiveness of its marketing activities is crucial for improving member incomes and ensuring the cooperative's sustainability.

Marketing activities in cooperatives are not just about selling products; they also involve creating value for members through better pricing, improved market access, and enhanced product quality (Bijman, 2016). Effective marketing strategies can help cooperatives like ACPCU to overcome the challenges posed by middlemen and other market players who often exploit smallholder farmers. By focusing on building strong marketing infrastructures, providing timely and accurate market information, and developing strategic marketing plans, cooperatives can significantly improve their performance and the welfare of their members (Kwapong & Hanisch, 2013).

The relevance of promoting marketing activities within coffee cooperatives is also supported by the Resource-Based View (RBV) theory, which emphasizes the importance of leveraging internal resources and capabilities to achieve a competitive advantage (Barney, 1991). For ACPCU, this means focusing on its unique resources—such as member knowledge, local market insights, and cooperative networks—to develop effective marketing strategies that enhance performance.

In conclusion, the effectiveness of marketing activities within coffee cooperatives, such as ACPCU, is crucial for their performance and the overall economic well-being of their members. The literature highlights the need for better coordination, capacity building, and strategic marketing planning to address the challenges faced by these cooperatives. By leveraging their internal resources and focusing on member-oriented marketing strategies, cooperatives can improve their competitiveness and contribute to the broader goals of agricultural development in Uganda.

2.4 Produce marketing information and performance of the primary coffee cooperatives

The importance of cooperatives as instruments for socio-economic development is well-recognized globally. Cooperatives provide members with various benefits, including training, services, social cohesion, and infrastructure development (Khumalo, 2014). One critical area where cooperatives play a significant role is in the provision of market information, which is essential for making informed marketing decisions. Market information encompasses all data related to the marketing of commodities, including channels, buyers, quality standards, and pricing trends (International Training Centre of the ILO, n.d.). For cooperatives like the

Ankole Coffee Producers Cooperative (ACPCU) in Sheema District, effective marketing information is crucial for enhancing performance and ensuring the success of their members.

Market information serves as a foundation for collective marketing efforts. Cooperatives not only use this information to optimize their own marketing strategies but also disseminate it to their members as a valuable service. Key elements of market information include the actual prices of agricultural commodities, insights into price trends, competitor analysis, consumer requirements, and quality specifications demanded by buyers (My.COOP, n.d.). By providing accurate and timely market information, cooperatives empower their members to make better marketing decisions, negotiate better prices, and enhance the overall quality of their produce.

In the context of ACPCU, the promotion of market information is vital for improving cooperative performance. Cooperatives that effectively gather, process, and disseminate market information help their members navigate complex marketing environments. This is particularly important in rural areas where farmers often face limited access to market information, leading to challenges in selling their produce at competitive prices (Alemayehu, 2019). For example, market information about international standards, transport costs, and market fees can significantly impact the profitability of coffee farmers in Sheema District. By equipping members with this knowledge, ACPCU can help them compete more effectively in both local and international markets.

Cooperatives also play a critical role in reducing production costs and improving marketing efficiency. Through bulk purchasing of inputs, cooperatives can lower costs for their members, allowing them to produce more competitively priced goods. Furthermore, cooperatives often organize marketing services, such as establishing connections between farmers and buyers, which can lead to better market access and higher prices for members' produce (Alemayehu, 2019). This collective approach to marketing not only benefits individual farmers but also strengthens the overall cooperative, making it more resilient and capable of withstanding market fluctuations.

The relevance of market information in enhancing cooperative performance is further supported by empirical studies. For instance, Alemayehu (2019) explored the role of farmers' cooperatives in Nigeria and found that cooperatives significantly improved marketing and traceability services for their members. The study highlighted how cooperatives conducted marketing surveys, enforced quality control, organized regulated market activities, and provided reliable market information to their members. These activities helped members

achieve better market outcomes, demonstrating the importance of effective market information in cooperative success.

The promotion of marketing information within ACPCU is, therefore, a critical factor in its performance. As the cooperative continues to grow, the need for accurate, timely, and relevant market information will only increase. By prioritizing the promotion of market information, ACPCU can ensure that its members are well-equipped to meet market demands, improve their bargaining power, and ultimately enhance the cooperative's overall performance. This focus on market information aligns with broader goals of improving the socio-economic conditions of coffee farmers in Sheema District and contributes to the cooperative's long-term sustainability and success.

2.5 Produce marketing infrastructure development and performance of the primary coffee cooperatives

The development of marketing infrastructure plays a pivotal role in the performance and sustainability of agricultural cooperatives. In the context of the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District, the enhancement of marketing infrastructure is critical for improving the cooperative's overall performance. Marketing infrastructure encompasses facilities, systems, and processes that support the marketing of agricultural products, including storage facilities, transportation networks, and information systems. The relationship between marketing infrastructure and cooperative performance has been well-documented in various studies, highlighting its importance in ensuring the success of cooperatives.

Stašys and Ramanauskas (2011) emphasize that the activities of cooperatives are closely linked to their economic, social, cultural, and natural environments. They found that the development of marketing infrastructure positively influences the sustainable development of cooperatives. In their study, they argue that both internal and external environments contribute to the growth and sustainability of cooperatives. This suggests that improving marketing infrastructure can lead to better market access, enhanced product quality, and increased competitiveness for cooperatives like ACPCU.

The Ministry of Trade, Industry, and Cooperatives (2020) has undertaken various initiatives to improve the marketing infrastructure for cooperatives in Uganda. These initiatives include vocational skills training, auditing cooperatives to enhance compliance and accountability, registering and supervising cooperatives to improve service delivery, and implementing the

electronic warehouse receipt system. The introduction of the electronic warehouse receipt system, for instance, has significantly improved the quality of produce and storage infrastructure, ensuring that coffee from cooperatives like ACPCU meets market standards. Additionally, the launch of the Warehouse and Warehousing Standard for Bagged Cereals and Pulses has contributed to the development of standardized storage, which is crucial for maintaining the quality of agricultural products during storage and transportation.

The Ministry's efforts also extend to sensitizing local government executives in various regions about warehouse receipt system operations. This initiative aims to enhance the understanding and utilization of modern storage and marketing systems, which are essential components of marketing infrastructure. By providing business development services to primary cooperatives, the Ministry supports the growth and development of cooperatives, enabling them to better serve their members and compete in the market. The participation in the Agri-LED program under local government for the improvement of agriculture-based local economic development further underscores the importance of robust marketing infrastructure in driving economic growth and sustainability in rural areas.

Despite these efforts, cooperatives in Uganda, including those in Sheema District, continue to face significant challenges related to marketing infrastructure. The Ministry of Trade, Industry, and Cooperatives (2011) identifies several issues that hinder the development of cooperatives, such as governance and leadership gaps, inadequate knowledge on cooperatives, insufficient human resources, and poor storage facilities. These challenges are directly linked to weaknesses in marketing infrastructure, which, if not addressed, can severely impact the performance of cooperatives like ACPCU. For instance, poor storage facilities lead to post-harvest losses, reducing the quantity and quality of coffee available for sale, thereby diminishing the cooperative's revenue and profitability.

Addressing these challenges requires a concerted effort to improve the marketing infrastructure of cooperatives. Investing in better storage facilities, enhancing transportation networks, and developing robust management information systems are essential steps toward strengthening the marketing capabilities of cooperatives. By doing so, cooperatives can reduce post-harvest losses, improve product quality, and gain better access to markets, ultimately leading to improved performance and sustainability.

In conclusion, the development of marketing infrastructure is crucial for the success of cooperatives like ACPCU in Sheema District. The initiatives undertaken by the Ministry of

Trade, Industry, and Cooperatives have laid the groundwork for improving marketing infrastructure, but more needs to be done to address the existing challenges. Enhancing marketing infrastructure will not only improve the performance of cooperatives but also contribute to the broader goals of economic development and poverty reduction in Uganda.

2.6. Research gap

Despite the significant contributions of agricultural cooperatives to the socio-economic well-being of smallholder farmers in Uganda, gaps remain in understanding the influence of marketing infrastructure development on the performance of these cooperatives, particularly within the Ankole Coffee Producers Cooperative (ACPCU) in Sheema District. Existing literature highlights the critical role of cooperatives in enhancing member income and productivity through improved marketing activities (Adugna & Molla, 2018; Kwapong & Hanisch, 2013). However, studies often focus on the broader impact of cooperatives without adequately addressing how the promotion of specific marketing infrastructure elements, such as storage facilities and information systems, directly influences cooperative performance (Stašys & Ramanauskas, 2011; Bijman, 2016). This research gap is particularly evident in the context of Ugandan coffee cooperatives, where infrastructure challenges persist despite ongoing efforts by the Ministry of Trade, Industry, and Cooperatives (2011, 2020). Addressing this gap is crucial for developing targeted strategies that enhance cooperative effectiveness and sustainability in the region.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The section provides the methodology that was used to obtain the perspectives of the respondents towards the research questions, hypotheses, independent and dependent variables, for data collection and analysis plan. It encompasses the research design, area of study, study population, sampling size, sampling procedure, data collection instruments, data quality control and ethical considerations in the study.

3.2 Study area

The study on "Marketing Strategies and Performance of Ankole Coffee Producers Cooperative (ACPCU) in Sheema District" was carried out in Sheema District for several strategic reasons. Sheema District is home to the ACPCU, a prominent cooperative union critical to the livelihoods of many smallholder coffee farmers in the region. The district's agricultural sector, particularly coffee production, plays a significant role in the local economy, with coffee being the main cash crop for many households.

Sheema District, located in the western region of Uganda, has unique socio-economic and environmental conditions that influence the operations of coffee cooperatives. The district's cooperative history, combined with its rich coffee-growing tradition, provides an ideal context to study the effectiveness of marketing strategies within agricultural cooperatives. Furthermore, ACPCU's presence in the district offers a well-established framework through which the study can explore the impact of marketing infrastructure development on cooperative performance.

The choice of Sheema District is also motivated by the need to address the specific challenges faced by coffee cooperatives in rural Uganda, such as inadequate marketing infrastructure and limited market access. These challenges, if not adequately addressed, can hinder the performance and sustainability of cooperatives like ACPCU, ultimately affecting the economic well-being of their members.

3.3 Research design

A well-structured research design is essential for ensuring that a study's elements are coherently aligned to answer its research questions effectively (Kombo & Tromp, 2006). In this study on "Marketing Strategies and Performance of Ankole Coffee Producers Cooperative (ACPCU) in Sheema District," a cross-sectional design was adopted. This

approach is well-suited for studies seeking to collect data at a single point in time, enabling an economical and efficient means of gathering information from a large sample (Polit & Beck, 2010).

The study utilized a quantitative research approach, which is particularly appropriate for examining the influence of marketing infrastructure development on the performance of primary coffee cooperatives. Quantitative methods allow for the objective measurement and analysis of variables, making it possible to identify patterns, test hypotheses, and draw generalizable conclusions (Creswell, 2014). The use of a quantitative approach in this study facilitates the collection of numerical data, which can be analyzed using statistical techniques to assess relationships between variables and make inferences about the population (Bryman, 2012).

A survey design was employed to collect data from a sizable population within the ACPCU cooperatives. Surveys are a common method in quantitative research, known for their ability to gather large amounts of data in a highly economical manner (Saunders, Lewis, & Thornhill, 2009). The data collected through this method was subjected to inferential statistical analysis, enabling the researcher to draw meaningful conclusions about the impact of marketing infrastructure development on cooperative performance.

By utilizing a cross-sectional design and a quantitative approach, the study provides a robust framework for assessing the effectiveness of marketing strategies within the ACPCU. This approach not only ensures the reliability and validity of the findings but also contributes to the broader understanding of how infrastructure development influences cooperative performance in the coffee sector.

3.4 The population of the study

A study population is a sum of definite groups of entities that the study is interested in, while a sample is a selected group of some of the elements from the totality of the population (Kombo & Tromp, 2006). According to the 2021 ACPCU records, in Sheema District there are seven coffee Growers Cooperative Societies (GCSs). Preliminary investigation established that GCS has the following number of employees: Bwooma GCS – 2; Kashekuro GCS – 4; Kyangundu GCS - 4; Kyeibanga GCS - 3; Rushozi GCS – 4; Karyango GCS - 2; and Kigarama – 3. The total number of employees in the seven GCS's is 22 people, to which will be added 8 people from Ankole Coffee Producers Cooperative Union marketing

and management section plus 111 farmer leaders. Thus the study population was 141 people.

3.5 Sample

A sample is a portion of the population that is considered to participate in the study (Kombo & Tromp, 2006; Oso and Onen, 2011). The sample size usually depends on the population to be sampled. As such, because of few numbers from each stratum, this study's sample size constituted from the minimum sample. The sample size was determined using Yamane (1967) sample size formula below.

$N = N / (1 + Ne^2)$, where

n= the minimum number of samples or the needed sample size

N= total population

e= error margin (95 percent (giving you an alpha level of 0.05)

The study used a 95 percent confidence level with a population size of 141.

$n = N / (1 + N e^2) = 141 / (1 + 141 \times 0.05^2) = 104$.

Therefore, the sample size for the quantitative data, which is focused at measuring ACPCU performance of this study, was 104 respondents.

Table 1: Showing the study population and sample

GCS members	Study Population, the GCS members in marketing/ administration	Study Sample
Bwoma	2	2
Kashekuro	4	4
Kyangundu	4	4
Kyeibanga	3	3
Rushozi	4	4
Karyango	2	2

Kigarama	3	3
ACPCU	8	8
Farmer leaders	111	74
Total	141	104

Eligibility criteria - the inclusion and exclusion selection criteria in this study entailed both the inclusion and exclusion criteria. For the inclusion criteria, the entire marketing and administrative staff who were reachable during the study period were eligible. For the case of farmers, farmer leaders who consented to participate in the study were considered.

3.7 Sources of data and Data Collections Methods

The study leaned on primary quantitative data for carrying out parametric analysis. Primary data is first hand data gathered by the researcher himself, while secondary data is already published data such as of a report. The primary data was collected from coffee Growers Cooperative Societies (GCSs) members, ACPCU and farmer leaders using questionnaire survey, while the secondary data – using rubric for grading or scoring the documents (Triad 3, 2016).

3.8 Research instruments

Questionnaire

The study was a survey using a questionnaire. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic (Roopa & Rani, 2012). The questionnaire had closed-ended questions, comprised of a set of questions to which respondents answer by selecting a choice from a list of provided options.

A Checklist rubric

A rubric set of instructions or rules. This was a simple list of requirements (dimensions) and whether the requirement was met.

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. Analyzing documents

incorporated coding content into themes. The rubric was also used to grade or score a document. Checklist rubric:

There are three primary types of documents:

3.9 Data quality management

To ensure that the data collected was of good quality, validity and reliability of the research instrument was carried out (Pallent, 2005)

3.9.1 Validity

Validity is the extent to which research instruments measure what they are intended to measure (Osoand, 2008). The researcher used the expert judgment to verify the validity of the instruments. Five experts were approached to rate the instruments including three academicians and two practitioners in the field of management. The experts rated each item as either relevant or not relevant. Validity was determined using Content Validity Index (CVI). $CVI = \frac{\text{Items rated relevant by both judges}}{\text{total number of items in the questionnaire}}$ as shown here under. CVI provided by SPSS. As recommended by Amin (2005), for the instrument to be valid, the CVI should be at least 0.7.

3.9.2 Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003).

Reliability tests indicate the extent to which it is without bias or free from error, and hence ensures consistent measurement across time and across the various items in the instrument. The Cronbach alpha's coefficient test was used to measure the consistency of the scale used in this study - Table 2.

Table 2: Results of validity and reliability of the study instruments

Variables	Cronbach's Alpha	CVIs	Items
Performance of coffee cooperatives	0.783	0.767	21
marketing activities and strategies	0.755	0.74	21
marketing information needs	0.794	0.706	21
marketing infrastructure development	0.775	0.897	31

3.10 Data Analysis

The questionnaire that was used to collect quantitative data, which was structured as follows: firstly, respondents' demographics; and secondly, according to the study objectives. After they have been returned, they were cleaned to ensure legibility and accuracy. SPSS, which is one of the most popular computer data analysis software in social researches, was used to process data. Descriptive statistics were generated, including measures of central tendency, descriptive and scatter graphs. Regression analysis was used to analyse the relationship between Marketing strategies and performance of ACPCU in Sheema District.

The qualitative data was analysed with the aid of MS Excel sheet to understand patterns in the data to draw conclusions whether or not it was supportive of the quantitative findings. The demographic characteristics helped to profile the respondents.

3.11 Research procedure

The researcher obtained an introduction letter from the Dean of Faculty of Business, Economics, and Governance, seeking permission to carry out the study in the stipulated area. The researcher explained the purpose of the study to the respondents in order to build confidence among them.

3.12 Ethical consideration

Ethical consideration in research takes into account the informed consent and confidentiality of the respondents - making sure that participants or respondents are safe from any harm and they are protected from unnecessary stress (Marcelle, 2015).

According to Burns and Burns (2008) researcher must conduct his research in an ethically sensitive manner. Research ethics are the rules and values written and unwritten, that demarcate parameters on the relationship between researcher and research participants (Rugg & Petre, 2007). In this study, ethical consideration was achieved through Informed consent and Confidentiality.

Informed consent – participants were told and they got a complete understanding of the purpose of the study, being for academic purposes, and assured them that there was not any kind of risks involved participating in the study. Also, the participants were informed that they have the right to withdraw from the study at any time.

Confidentiality - Confidentiality was ensured in the anonymity of the respondents. The researcher explained to the respondents that information provided about this research study was to be kept confidentially for academic purposes only. This was ensured by not inquiring the respondents to write their names but the researcher used code numbers to describe the respondents.

The University's Research Ethics Committee (REC) evaluated and scrutinized this study's Scientific design and conduct of the study - considering the impact on the safety of the participants in the design of the study; recruitment of research participants - examining how participants are selected; community considerations - addressing a local need or problem and to have been designed with an understanding of the participants; care and protection of research participants – looking at how the study positively or negatively affects participants or their communities; informed consent – deciding if the consent forms and process are adequate; and confidentiality issues – analysing the steps taken by the study team to protect the confidentiality of participants.

3.13 The study findings dissemination

The study results were disseminated in viva voice presentation in an assembly among whom there were Bishop Stuart University academic staffs. The findings were also disseminated in a journal article publication.

The Researcher organized and held a community engagement conference during which the study's findings were shared with study respondents, participants – the cooperatives members.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

This chapter presents the findings of the study generated from data analysis and relevant interpretations in relation to the objectives of the study and the research questions. Data analysis included descriptive statistics, Pearson correlations and regression. The results were presented in an effort to satisfy the following research objectives;

1. What is the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance?
2. What is the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance?
3. What is the influence of promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance?

4.1 Response rate

A total of 104 questionnaires were distributed, but 88 useable ones were returned giving a response rate of 75.7%. According to Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate of 75.7% is considered to be excellent, and is a good representation of the sample used in the study population.

4.2 Demographic characteristics of the respondents

The demographics of the respondents were distributed as indicated in Table 3.

Table 3: Demographic characteristics for the respondents

Category	Item	Frequency	Percent
<i>Gender</i>			
	Male	56	63.6
	Female	32	36.4
<i>Age</i>			
	21- 35 years	25	28.4
	36- 50 years	53	60.2
	51- 65 years	10	11.4
<i>Education Level</i>			
	Diploma	13	14.8
	Bachelors	35	39.8
	Masters	35	39.8
	PhD	5	5.7
<i>Position held</i>			
	Officer	27	30.7
	Manager	43	48.9
	Senior manager	18	20.5
<i>Tenure</i>			
	Less than 1 year	8	9.1
	2-5 years	28	31.8
	5- 10 years	39	44.3
	10- 15 years	8	9.1
	More than 15 years	5	5.7
	Total	88	100

Data: Primary source (2023)

The results in Table 3 reveal that the majority of individuals are male, constituting 63.6%, while females make up 36.4%. This implies that cooperatives' marketing strategies might be skewed with men's views.

Age distribution indicates that the majority, at 60.2%, falls within the age range of 36 to 50 years, reflecting a predominant mid-career presence. This implied a well-grounded cooperative members with experience of a good number of years - awash with knowledge

and skills in cooperatives' marketing strategies. Individuals aged 21 to 35 years constitute 28.4%, while those between 51 and 65 years make up 11.4%.

In addition, educational qualifications within the group show a fairly balanced distribution.

The majority, at 39.8%, holds both bachelors and master's degrees, while another 39.8% have obtained a master's degree. Individuals with a diploma constitute 14.8%, and a smaller percentage, 5.7%, holds a Ph.D. This implied that cooperative members were well-schooled, which can be enhanced with members' skill development and this should be able to give productive decision to coffee cooperatives.

The distribution based on positions held reveals a varied representation of roles. Managers constitute the largest group at 48.9%, followed by officers at 30.7%, and senior managers at 20.5%. This distribution suggests that coffee cooperatives shoulder high costs in remunerating the management contingent.

Finally, in the tenure distribution, the largest segment, at 44.3%, has a tenure of 5 to 10 years, indicating a group with a considerable amount of mid-range experience. Those with 2 to 5 years of tenure constitute 31.8%, while individuals with less than 1 year of tenure make up 9.1%. The high tenure proportion of members implies commitment of the members to the cooperatives.

4.3 Results of general business information

This general business information of cooperatives' marketing mix strategies mainstreams across the study objectives. The respondents were asked their views about ACPCU's marketing strategies. The recomposes are presented in Figure 1 below.

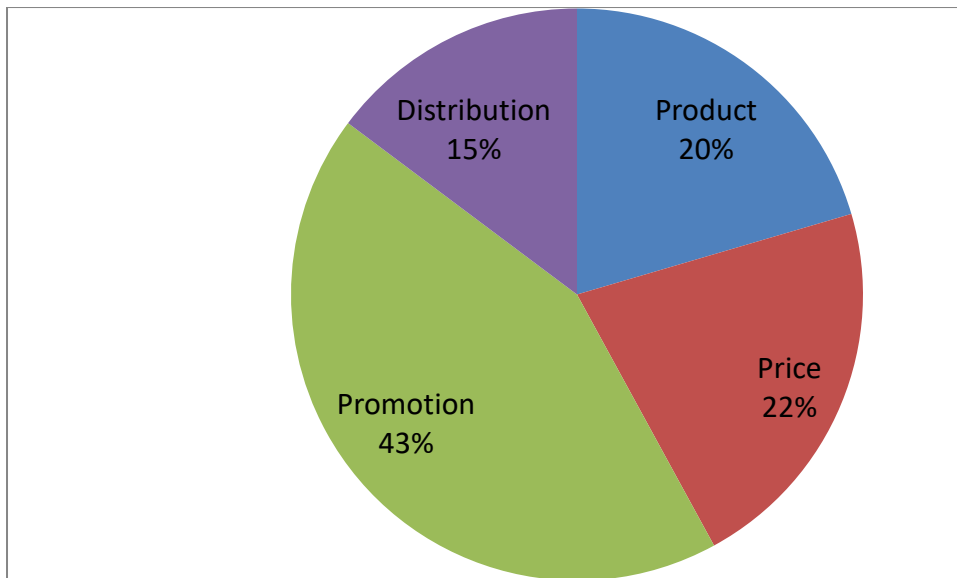


Figure 1: ACPCU's marketing strategy

Figure 1 shows that ACPCU's leading marketing strategy (43%) is promotion. This is followed by price - 22%, then product – 20% and lastly, distribution – 15%.

f the respondents were business owners. These were followed managers (18%), followed by employees (9%) and lastly, by supeviors (4%). other positions indicated by the responds were director (1 person) and exensionist (1 person). Cross-tabulating the respondents' position in the business and number of years one has worked in there, Figure 2 below, might reveal some underlying story to do with the sustainability of the business.

Respondents were asked customers's primary reasons for buying the company product. The recomposes are presented in Figure 2 below.

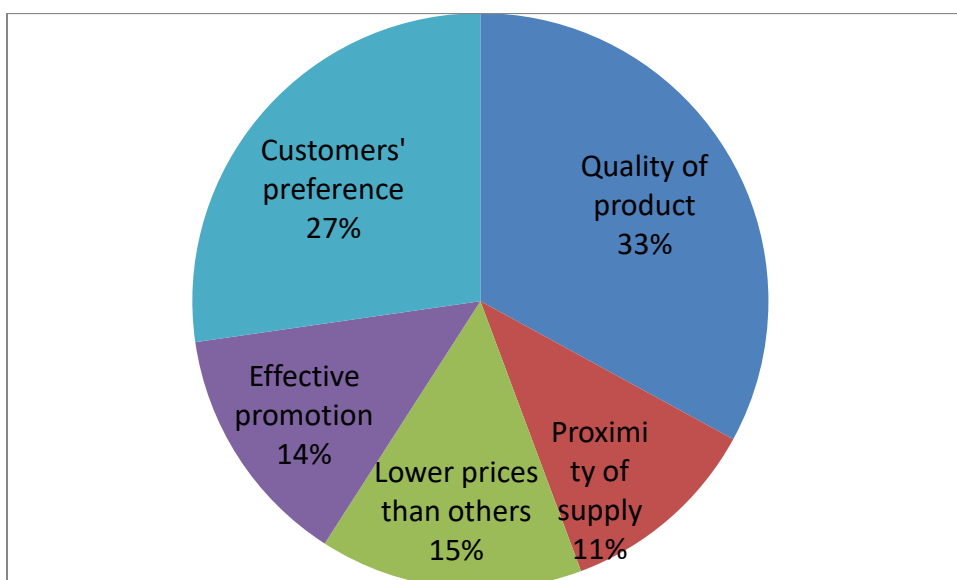


Figure 2: customer primary reasons for buying the company product

Figure 2 customer primary's reasons for buying ACPCU's product. The leading reason that customers gave as to why they buy the Company's product was quality of the product (33%). This was followed by customers' preference – 27%, next was lower prices than others – 15%, effective promotion – 14% and lastly, proximity of supply - 11%.

The respondents were asked what their opinion about the current coffee quality. Their views are given in Figure 3 below.

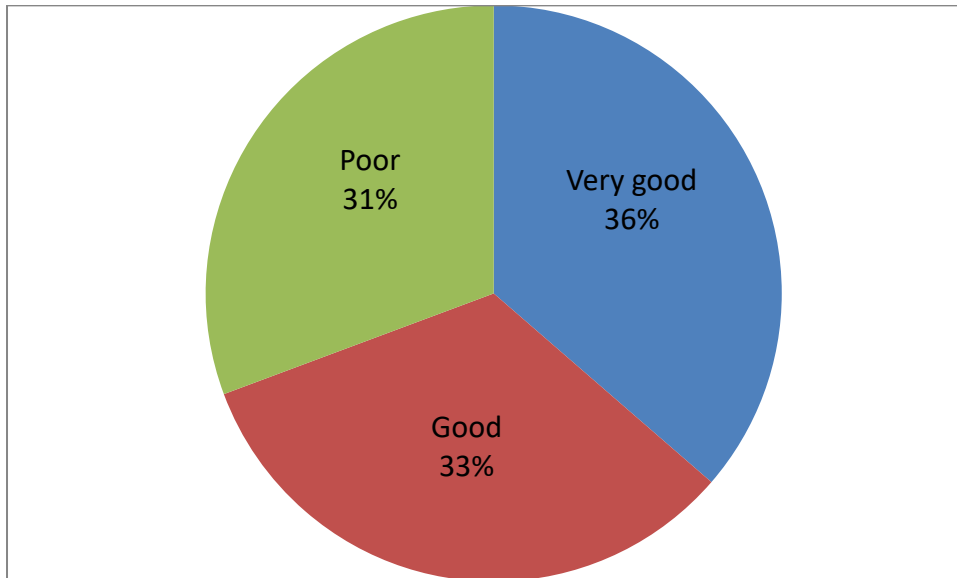


Figure 3: opinion about the current coffee quality

Figure 3 shows that the leading opinion about the quality of the Union's coffee was very good (36%). This was followed by good (33%) and lastly, poor (31%).

The respondents were asked their opinion regarding the price for export. The views are capture in Figure 4 below.

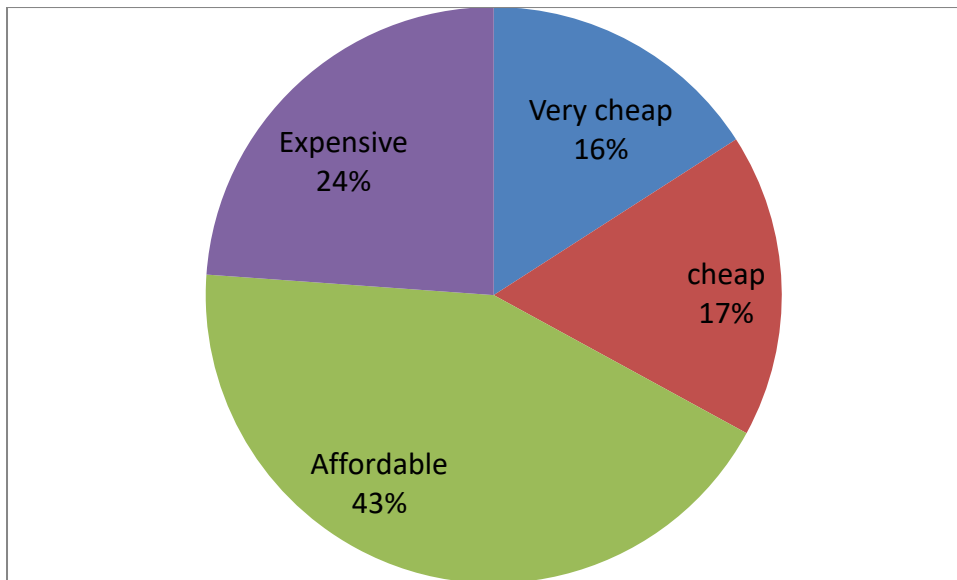


Figure 4: Opinion on price for export coffee

Figure 4 show the leading opinion on the ACPCU's price of coffee for export that it was affordable (43%). This was followed by the view it that was expensive (24%), cheap – 17% and lastly, very cheap – 16%.

Respondents were asked their views regarding the key factors considered in setting pricing strategy. These responses are shown in Figure 5 below.

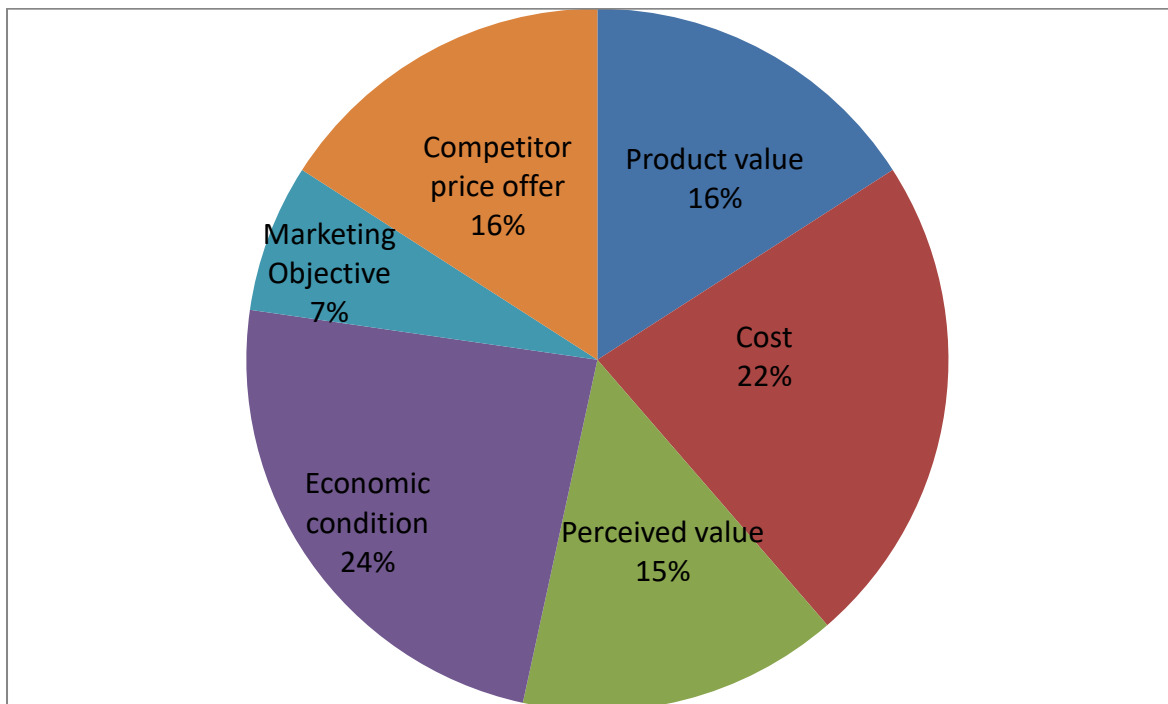


Figure 5: Factors for setting price

Figure 5 shows that foremost factors for setting price was economic condition – 24%. Other factors considered were: cost – 22%, product value – 16%, competitor price offer – 6%, perceived value – 15%, marketing objective – 7%.

Respondents were asked the Company export coffee availability and accessibility. Their views are captured in Figure 6 below.

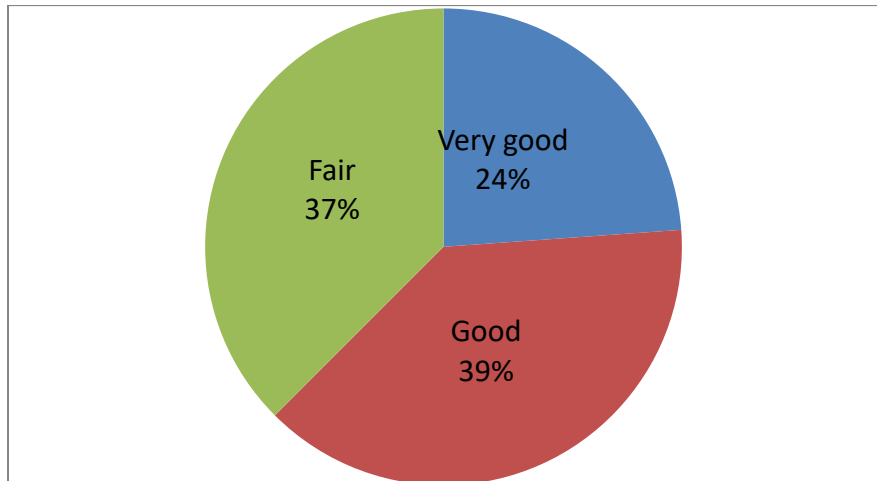


Figure 6: The Company export coffee availability and accessibility

Figure 6 shows that the leading opinion regarding the Company export coffee availability and accessibility was that it was good (39%). This was followed by very good (24%), and lastly, fair (37%).

Respondents were asked their views about what would suggest as the best strategy of advertising the company's product. The responses are given in Figure 7 below.

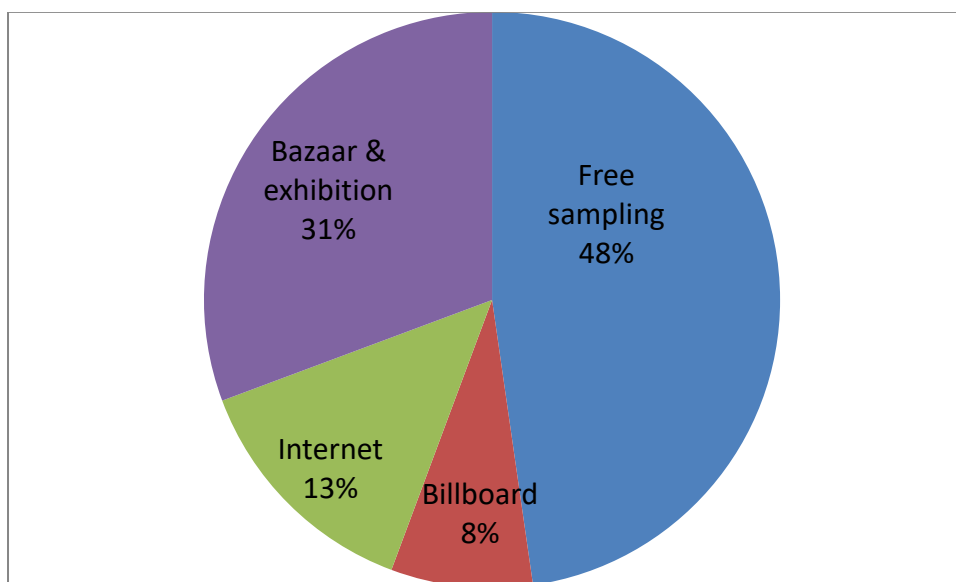


Figure 7: Suggestions of best strategy of advertising the company's product

Figure 7 shows that the leading respondents' suggestion regarding the best strategy of advertising the company's product was free sampling (48%). This was followed by bazaar and exhibition (31%), internet (13%), and lastly, billboard (8%).

Respondents were asked how to rate communication effectiveness between corporate sales, marketing department and other departments. Their views are captured in Figure 8 below.

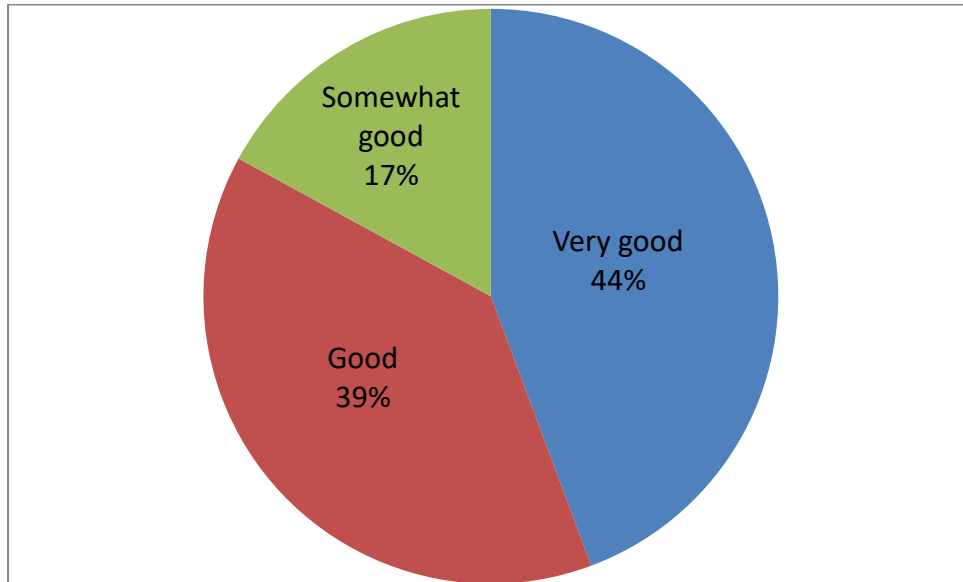


Figure 8: communication effectiveness between corporate sales, marketing department and other departments

Figure 8 shows leading opinion regarding communication effectiveness between corporate sales, marketing department and other departments was that it was very good (44%). This was followed by good (39%), and lastly, somewhat good (17%).

Respondents were asked who were the major implementers of the coffee export marketing Strategy. The responses are shown in Figure 9 below.

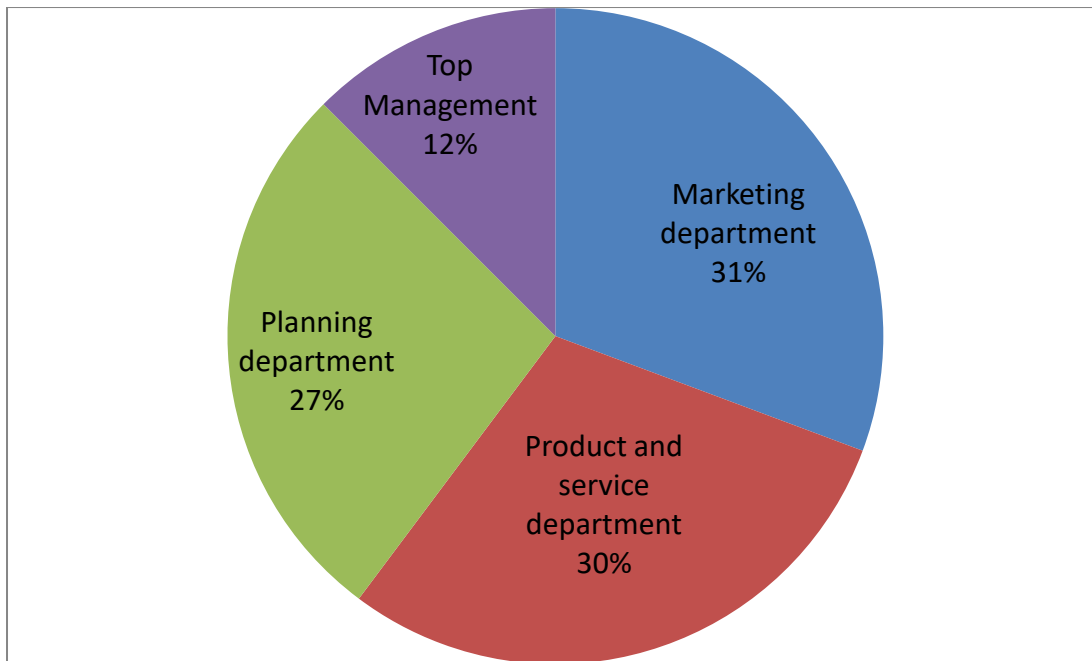


Figure 9: the Major implementers of the coffee export marketing Strategy

Figure 9 shows that the leading views of the respondents regarding the major implementers of the coffee export marketing strategy was marketing department (31%). This was followed by product and service department (30%), and lastly, by planning department (27%).

Respondents were asked the major challenges in the implementing of export coffee marketing strategy of the company. The responses are captured in Figure 10 below.

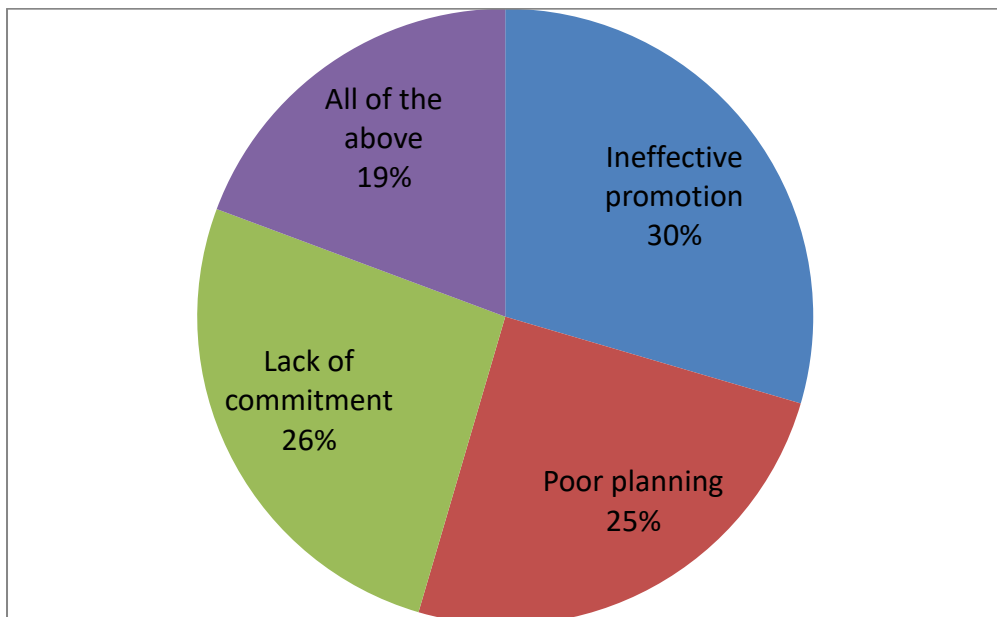


Figure 10: major challenges in the implementing of export coffee marketing strategy of the company

Figure 10 shows that leading challenge in the implementing of export coffee marketing strategy of the company was ineffective promotion (30%). This was followed by lack of commitment (26%), then by poor planning (25%), and lastly, all the above (19%).

4.4 Objective One: promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance

This study's first objective was to examine the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance. In order to achieve the objective, a hypothesis was generated: "H0: *Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have no significant influence on their performance.* H1: *Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have significant influence on their performance.*" SPSS descriptive statistics correlation and regression analysis were conducted and outputs are indicated below.

Regarding ACPCU's marketing strategies and performance, respondents were presented with items where they were requested to rate how much they agree/disagree with each statement, by ticking in an appropriate box using this scale: "Absent - **(0)**"; "Very weak - **(1)**"; "Weak - **(2)**"; "Good - **(3)**"; and "Very good - **(4)**".

Table 4: Coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
I find the variety of ACPCU coffee products to be satisfactory.	4	5	32	36	19	22	30	34	3	3	88	100
ACPCU offers high-quality coffee products.	1	1	11	13	31	35	39	44	6	7	88	100
The packaging of ACPCU coffee products meets my expectations.	2	2			6	7	54	61	26	30	88	100
ACPCU provides unique coffee products.	2	2	16	18	34	39	32	36	4	5	88	100
I believe ACPCU's coffee products cater to various consumer preferences.	1	1	10	11	31	35	41	47	5	6	88	100
ACPCU regularly introduces new innovative coffee products.	1	1	6	7	46	52	30	34	5	6	88	100
I am generally satisfied with the presentation of ACPCU coffee products.	2	2			44	50	40	46	2	2	88	100

Source: Field Data, (2023)

Table 4 shows that the majority of the respondents who participated in the study revealed that they find the variety of ACPCU coffee products to be not impressive as indicated by 32(36%) of those who rated it as very weak and 19(22%) - as weak while those who rated as good 30(34%). The respondents revealed that ACPCU offers high-quality coffee products were fairly satisfactory indicated by 39(44%) who rated it as good and 31(35%) – as weak.

The majority respondents also revealed that the packaging of ACPCU coffee products meets expectations as indicated by 26(30%) who rated it as very good and 54(61%) – as good. The respondents further revealed that ACPCU provides unique coffee products was not satisfactory indicated by 31(35%) who rated it as weak and 11(13%) – as very weak while those who rated it as good were 32(36%) – as very weak. The respondents also revealed that they believe that ACPCU's coffee products cater to various consumer preferences fairly meets expectations as indicated by 41(47%) who rated it as very good but 31(35%) – as weak. The majority of respondents also revealed that ACPCU regularly introduces new innovative coffee products was not satisfactory as indicated by 46 (52%) who rated it as weak while 30(34%) – as good. The respondents also revealed that they believe that they are generally not satisfied

with the presentation of ACPCU coffee product as indicated by 41(50%) who rated it as weak while 40(36%) – as good.

Key informants were asked as to which business they were working in and what they offer to their clients. They elicited:

... “... coffee business and helping their clients better understand the product and service.”

Table 5: Price Coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
I am satisfied with the pricing of ACPCU coffee products.	3	3	16	18	34	39	31	35	4	5	88	100
The pricing of ACPCU coffee products is competitive in the market.	2	2	12	14	32	36	38	43	4	5	88	100
I have noticed price fluctuations in ACPCU coffee products.	1	1	6	7	32	36	45	51	4	5	88	100
The pricing of ACPCU coffee products reflects their quality.	2	2	12	14	32	36	38	43	4	5	88	100
The pricing of ACPCU coffee products is transparent.	0	0	9	10	28	32	40	45	11	13	88	100
I believe ACPCU offers value for money with its coffee products.	3	3	15	17	27	31	35	40	8	9	88	100
ACPCU should consider offering more affordable options for its coffee products.	0	0	1	1	25	28	62	70	0	0	88	100

Source: Field Data, (2023)

Table 5 shows the majority of the respondents who participated in the study revealed that they were not satisfied with the pricing of ACPCU coffee products as indicated by 16(18%) of those who rated it as very weak and 34(39%) - as weak while those who rated as good were 31(35%). The respondents revealed that the pricing of ACPCU coffee products is fairly competitive in the market indicated by 38(43%) who rated it as good and 32(36%) – as weak.

The majority respondents also revealed that they have noticed price fluctuations in ACPCU coffee products as indicated by 26(30%) who rated it as very good and 54(61%) – as good. The respondents further revealed that ACPCU provides unique coffee products was not satisfactory indicated by 45(51%) who rated it as good and 32(36%) – as weak. The respondents also revealed that they believe that the pricing of ACPCU coffee products fairly

reflects their quality as indicated by 38(43%) who rated it as very good and 32(36%) – as weak. The respondents also revealed that the pricing of ACPCU coffee products is fairly transparent as indicated by 40 (45%) who rated it as good while 28(32%) – as weak. The respondents revealed that they believed that ACPCU offers fairly value for money with its coffee products as indicated by 35(40%) who rated it as good while 31(35%) – as weak. The respondents also revealed that they believed that ACPCU fairly satisfactorily consider offering more affordable options for its coffee products as indicated by 62(70%) who rated it as good while 25(28%) – as weak.

Relatedly, key informants elicited that ACPCU currently was working and offered the following:

... “... coffee processing, coffee roasting, marketing business. We offer green bean to our clients worldwide, and coffee farming.”

Table 6: Distribution Channels of Coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU provides accessible locations for purchasing coffee products.	0	0	8	9	28	32	49	56	3	3	88	100
The availability of ACPCU coffee products in various retail outlets is satisfactory.	1	1	11	13	36	41	35	40	5	6	88	100
ACPCU effectively reaches different markets with its distribution channels.	1	1	5	6	47	53	30	34	5	6	88	100
I am aware of the various channels through which ACPCU coffee products are distributed.	4	5	7	8	42	48	33	38	2	2	88	100
ACPCU's distribution network ensures timely delivery of coffee products.	0	0	2	2	42	48	43	49	1	1	88	100
ACPCU's distribution channels contribute to the overall accessibility of its coffee products.	2	2	8	9	30	40	34	42	6	7	88	100
I believe ACPCU should expand its distribution channels to reach more consumers.	6	7	21	24	28	32	31	35	2	2	88	100

Source: Field Data, (2023)

Table 6 shows the majority of the respondents who participated in the study revealed that ACPCU provides fairly accessible locations for purchasing coffee products as indicated by

49(56%) of those who rated it as good and 28(32%) - as weak. The respondents revealed that the availability of ACPCU coffee products in various retail outlets was satisfactory indicated by 36(41%) who rated it as weak and 35(40%) – as good.

The majority respondents also revealed that ACPCU does not effectively reach different markets with its distribution channels as indicated by 47(53%) who rated it as weak and 30(34%) – as good. The respondents further revealed that they poorly aware of the various channels through which ACPCU coffee products are distributed as indicated by 42(48%) who rated it as weak and 33(38%) – as good. The respondents also revealed that they believe that ACPCU's distribution network fairly ensures timely delivery of coffee products as indicated by 43(49%) who rated it as very good and 42(48%) – as weak. The respondents also revealed that the ACPCU's distribution channels fairly contribute to the overall accessibility of its coffee products as indicated by 34 (42%) who rated it as good while 30(40%) – as weak. The respondents revealed that they believed ACPCU unsatisfactory expanded its distribution channels to reach more consumers as indicated by 21(24%) who rated it as very weak, 28(32%) - as weak while 31(35%) – as weak.

Key informants were asked as to how ACPCU's export coffee marketing strategy impacts the company's overall business. They elicited the following:

... "It enables provision of will be market for our products, leading to high profits that encourage continuous production and supply of our coffee."

... "It is working since the Company is able to market all her coffee."

... "it is the core income for the business and therefore more important."

Pearson's Correlation analysis was conducted to measure the strength of linear associations between the study variables and is denoted by r . The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. The study variables were measured on a continuous scale by

summing up the scores of the dimensions of the independent and dependent variables, and thus Pearson correlation was found to be the most appropriate to test the relationships between the variables.

Table 7: Correlation results of relationship between marketing activities and strategies and performance of coffee cooperatives

	pro	pri	dch	Marketing Activities and Strategies	Performance of Coffee Cooperatives
pro	1	.311**	.424**	.742**	.428**
pri	.311**	1	.259*	.776**	.475**
dch	.424**	.259*	1	.703**	.421**
Marketing Activities and Strategies	.742**	.776**	.703**	1	.598**
Performance of Coffee Cooperatives	.428**	.475**	.421**	.598**	1

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The results in Table 7 indicate that there is a positive significant relationship between marketing activities and strategies and performance of coffee cooperatives ($r=.598$, $p<.000$). This implies that any positive change in marketing activities and strategies will result into positive change in performance of coffee cooperatives.

Consequently, the first null hypothesis of this study, stating: “*Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have no significant influence on their performance*” was rejected. As such, the alternative hypothesis stating: “*Promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have significant influence on their performance*” was accepted.

Multiple regression analysis of results of relationship between marketing activities and strategies and performance of coffee cooperatives

A multiple regression analysis was run to explain the predictive power of the independent variables to the dependent variable and to show the causal relationship among the study variables.

Table 8: Multiple regression analysis results of relationship between marketing activities and strategies and performance of coffee cooperatives

a) Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.358	.350	.203

a. Predictors: (Constant), Marketing Activities and Strategies

b) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.429	.288		4.964	.000
	Marketing Activities and Strategies	.028	.004	.598	6.923	.000

a. Dependent Variable: Performance of Coffee Cooperatives

The regression analysis results in Table 8 reveal the presence of significant relationships between marketing activities-strategies and performance of coffee cooperatives. Marketing activities and strategies has positive significant relationship with performance of coffee Cooperatives (Beta=.598, p=.000). This implies that a unit increase in marketing activities-strategies is associated with a significant increase of 0.598 in performance of coffee Cooperatives.

Key informants were asked overall to evaluate the company's current export coffee marketing strategies. They elicited the following:

... *"Fair."*

... *"Customer satisfaction, brand new value and marketing share (market share)."*

... *"The strategies are doing well, however, it requires some improvement to sustainably increase profits."*

... *"Fairly good; more marketing tools needed."*

4.5 Objective Two: Produce marketing information and performance of the primary coffee cooperatives

This study's second objective was to examine the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance. In order to achieve the objective, a hypothesis was generated: "*H0: Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has no significant influence on their performance. H1: Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has significant influence on their performance.*" SPSS descriptive statistics correlation and regression analysis were conducted and outputs are indicated below.

Table 9: Technological Application of Coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU effectively utilizes technology to gather marketing information.	1	1	6	7	46	52	30	34	5	6	88	100
I am satisfied with the technological tools used by ACPCU for marketing research.	0	0	2	2	44	50	40	45	2	2	88	100
ACPCU employs up-to-date technology for market analysis and research.	1	1	5	6	43	49	37	42	2	2	88	100
ACPCU employs up-to-date technology for market analysis and research.	1	1	5	6	43	49	37	42	2	2	88	100
I believe ACPCU could benefit from more advanced technological solutions for marketing.	0	0	7	8	38	43	43	49	0	0	88	100
ACPCU's technological resources enhance its ability to make informed marketing decisions.	0	0	2	2	39	44	45	51	2	2	88	100
I have confidence in the accuracy of the marketing information gathered through technology.	3	3	11	13	31	35	33	38	10	11	88	100
ACPCU should consider investing further in technology for marketing research.	1	1	9	10	33	38	38	43	0	0	88	100

Source: Field Data, (2023)

Table 9 shows that respondents who participated in the study revealed that ACPCU did not effectively utilize technology to gather marketing information as indicated by 46(52%) of those who rated it as weak and 30(34%) - as good. The respondents revealed that they were not satisfied with the technological tools used by ACPCU for marketing research indicated by 44(50%) who rated it as weak and 40(45%) - as good.

The majority respondents also revealed that ACPCU did not employ up-to-date technology for market analysis and research as indicated by 43(49%) who rated it as weak and 37(42%) - as good. The respondents further revealed that ACPCU did not employ up-to-date technology for market analysis and research as indicated by 43(49%) who rated it as weak and 37(42%) - as good. The respondents also revealed that they believe that ACPCU fairly could benefit from more advanced technological solutions for marketing as indicated by 43(49%) who rated it as very good and 38(48%) - as weak. The respondents also revealed that the ACPCU's distribution channels fairly contribute to the overall accessibility of its coffee products as indicated by 34 (42%) who rated it as good while 30(43%) - as weak. The majority of the respondents revealed that they believed ACPCU's technological resources enhance its ability to make informed marketing decisions as indicated by 45(51%) who rated it as good and 39(44%) - as weak. The majority of the respondents revealed that they had confidence that in the accuracy of the marketing information gathered through technology was not satisfactory which is indicated by 11(13%) who rated it as very weak, 31(35%) - as weak while 33(38%) rating as good. The respondents also revealed that ACPCU should consider investing further in technology for marketing research was not satisfactory which is indicated by 9(10%) who rated it as very weak, 33(38%) - as weak while 38(43%) rated as good.

Relatedly, key informants elicited the following regarding the export coffee marketing strategy impacting on the ACPCU's overall business:

... *"It puts the cooperative's product, price, promotion, place, and people into perspective"*

... *"It improves the Company's brand visibility."*

Table 10: Socioeconomic factors of coffee marketing activities and strategies

	Absent 0		Very weak 1		Weak 2		Good 3		Very good 4		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU takes into account socioeconomic trends in its marketing strategies.	1	1	10	11	31	35	41	47	5	6	88	100
I believe ACPCU's marketing efforts are responsive to local economic conditions.	1	1	6	7	46	52	30	34	5	6	88	100
ACPCU effectively addresses the purchasing power of its target market in its marketing.	0	0	2	2	44	50	40	45	2	2	88	100
I am aware of how socioeconomic factors influence ACPCU's marketing decisions.	3	3	11	13	31	35	33	38	10	11	88	100
ACPCU's marketing strategies align with the economic interests of its target audience.	1	1	13	15	38	43	33	38	3	3	88	100
I believe ACPCU could further tailor its marketing strategies to specific socioeconomic groups.	2	2	4	5	45	51	33	38	4	5	88	100
ACPCU should conduct regular assessments of how socioeconomic factors impact its marketing efforts.	12	14	13	15	32	36	28	32	3	3	88	100

Source: Field Data, (2023)

Table 10 shows that respondents who participated in the study revealed that ACPCU fairly takes into account socioeconomic trends in its marketing strategies as indicated by 41(47%) of those who rated it as good and 31(35%) – as weak. The respondents revealed that they believe ACPCU's marketing efforts are poorly responsive to local economic conditions indicated by 46(52%) who rated it as weak and 30(34%) – as good.

The respondents also revealed that they were poorly aware of how socioeconomic factors influence ACPCU's marketing decisions as indicated by 11(13%) who rated it as very weak and 31(35%) – as weak while 33(35%) – as weak. The respondents further revealed that ACPCU's marketing strategies poorly align with the economic interests of its target audience as indicated by 13(15%) who rated it as very weak and 38(43%) – as weak while 38%) rated it good. The majority of the respondents also revealed that they believe that ACPCU could not well further tailor its marketing strategies to specific socioeconomic groups as indicated by 45(51%) who rated it as weak and 33(33%) – as good. The respondents also revealed that the ACPCU very poorly conducted regular assessments of how socioeconomic factors impact its marketing efforts as indicated by 12 (14%) who rated it as absent, 13(15%) – as very weak, 32 (36%) – as weak while 28(32%) – as good.

Key informants were asked as to who were ACPCU's target customers of export coffee and which organizations are your main direct competitors. The responses were:

... *"Zecofe from Zigoti"*

... *"Drip coffee drivers, coffee shop lovers, and whole bean buyers."*

... *"Middle man reduces the quality of coffee production through buying unripen/green coffee."*

... *"European coffee houses, America, Japan."*

... *"The major target customers is Euorope."*

... *"Dek, Zesho, Gera, Intermon"*

... *"Primary societies - coffee exporter companies."*

Table 11: Legal framework factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU complies with all relevant legal regulations in its marketing activities.	1	1	10	11	31	35	41	47	5	6	88	100
I am confident in ACPCU's adherence to legal standards in marketing.	1	1	6	7	46	52	30	34	5	6	88	100
ACPCU stays updated with changes in legal requirements related to marketing.	0	0	2	2	44	50	40	45	2	2	88	100
I believe ACPCU could benefit from additional legal guidance in its marketing efforts.	2	2	16	18	34	39	32	36	4	5	88	100
ACPCU's marketing practices demonstrate a strong commitment to legal standards.	0	0	9	10	28	32	40	45	11	13	88	100
I have a clear understanding of the legal framework within which ACPCU operates in its marketing.	3	3	15	17	27	31	35	40	8	9	88	100
ACPCU should consider conducting regular legal audits of its marketing activities.	1	1	14	16	35	40	34	39	4	5	88	100

Source: Field Data, (2023)

Table 11 shows that respondents who participated in the study revealed that ACPCU fairly complies with all relevant legal regulations in its marketing activities as indicated by 41(47%) of those who rated it as good and 31(35%) – as weak. The respondents revealed that they not were confident that ACPCU's adherence to legal standards in marketing by 46(52%) who rated it as weak and 30(34%) – as good.

The respondents also revealed that ACPCU stays weakly updated with changes in legal requirements related to marketing as indicated by 44 (50%) who rated it as weak and 40(45%) – as good. The respondents further revealed that they believed ACPCU poorly benefit from additional legal guidance in its marketing efforts as indicated by 16(18%) who rated it as very weak and 34(39%) – as weak while 32(36%) rated it good. The respondents also revealed that they believe that ACPCU's marketing practices demonstrate a fairly strong commitment to legal standards as indicated by 40(45%) who rated it as good and 28(32%) – as weak. The respondents also revealed that they poorly had a clear understanding of the legal framework

within which ACPCU operates in its marketing as indicated by 15 (17%) who rated it as very weak, 27(31%) – as weak, 32 (36%) while 35(40%) – as good. The respondents also revealed that they poorly had a clear understanding of the legal framework within which ACPCU operates in its marketing as indicated by 14 (16%) who rated it as very weak and 35(40%) – as weak while 34(39%) – as good.

Table 12: Correlations of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance

	tec	soc	leg	Marketing Information Needs	Performance of Coffee Cooperatives
tec	1	.622**	.299**	.797**	.563**
soc	.622**	1	.366**	.824**	.590**
leg	.299**	.366**	1	.737**	.715**
Marketing Information Needs	.797**	.824**	.737**	1	.801**
Performance of Coffee Cooperatives	.563**	.590**	.715**	.801**	1

** . Correlation is significant at the 0.01 level (2-tailed).

The results in Table 12 indicate that there is a positive significant relationship between marketing activities and strategies and performance of coffee cooperatives ($r=.801$, $p<.000$). This implies that any positive change in promotion marketing activities and strategies will result into positive change in performance of coffee cooperatives.

Consequently, the first null hypothesis of this study, stating: H_0 : “*Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has no significant influence on their performance*” was rejected. As such, the alternative hypothesis stating: “*Promotion of marketing information access of the primary coffee cooperatives constituting ACPCU has significant influence on their performance*” was accepted.

Multiple regression analysis of results of relationship between promotion of marketing information and performance of coffee cooperatives

A multiple regression analysis was run to explain the predictive power of promotion of marketing information to the dependent variable and to show the causal relationship among the study variables.

Table 13: Multiple regression analysis results of relationship between marketing information strategies and performance of coffee cooperatives

a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.641	.637	.152

a. Predictors: (Constant), Marketing Information Needs

b) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.863	.207		4.174	.000
Marketing Information Needs	.036	.003	.801	12.387	.000

a. Dependent Variable: Performance of Coffee Cooperatives

The regression analysis results in Table 13 reveal the presence of significant relationships between promotion of marketing information strategies and performance of coffee cooperatives. promotion of marketing information strategies has positive significant relationship with performance of coffee Cooperatives (Beta=.801, p=.000). This implies that a unit increase in marketing activities- strategies is associated with a significant increase of 0.598 in performance of coffee Cooperatives.

4.6 Objective Three: Produce marketing infrastructure development and performance of the primary coffee cooperatives

This study's third objective was to examine the influence of promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance. In order to achieve the objective, a hypothesis was generated: "*H0: Promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU has no significant influence on their performance. H1: Promotion of marketing*

infrastructure development of the primary coffee cooperatives constituting ACPCU has significant influence on their performance.” SPSS descriptive statistics correlation and regression analysis were conducted and outputs are indicated below.

Table 14: Financial and credit factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU effectively manages its financial resources for marketing activities.	1	1	4	5	33	38	49	56	1	1	88	100
I am satisfied with the financial stability and credit facilities offered by ACPCU.	1	1	10	11	31	35	41	47	5	6	88	100
ACPCU provides adequate financial support to its members for marketing initiatives.	1	1	6	7	46	52	30	34	5	6	88	100
I believe ACPCU could enhance its financial infrastructure for marketing efforts.	0	0	2	2	44	50	40	45	2	2	88	100
ACPCU's financial management practices contribute positively to its marketing activities.	1	1	5	6	43	49	37	42	2	2	88	100
I have confidence in the accountability of ACPCU's financial operations.	1	1	3	3	30	34	52	59	2	2	88	100
ACPCU should consider exploring additional financial avenues for supporting marketing endeavors.	1	1	4	5	35	40	43	49	5	6	88	100

Source: Field Data, (2023)

Table 14 shows that the majority of the respondents who participated in the study revealed that ACPCU effectively manages its financial resources for marketing activities as indicated by 49(56%) of those who rated it as good and 33(38%) - as weak. The respondents revealed that they are fairly satisfied with the financial stability and credit facilities offered by ACPCU indicated by 41(47%) who rated it as good and 31(35%) – as week.

The majority of respondents also revealed that ACPCU does not provide adequate financial support to its members for marketing initiatives as indicated by 46(52%) who rated it as weak and 30(34%) – as good. The respondents further revealed that they fairly believed that ACPCU could enhance its financial infrastructure for marketing efforts as indicated by 44(50%) who

rated it as weak and 40(45%) – as good. The respondents also revealed that they believe that ACPCU's financial management practices fairly contributed positively to its marketing activities as indicated by 43(49%) who rated it as weak and 37(42%) – as good. The respondents also revealed that they had confidence in the accountability of ACPCU's financial operations as indicated by 52 (59%) who rated it as good while 30(43%) – as weak. The respondents revealed that they fairly believed that ACPCU should consider exploring additional financial avenues for supporting marketing endeavors as indicated by 43(49%) who rated it as good and 35(40%) - as weak.

Table 15: Organizational factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU has a well-structured organizational framework to support marketing activities.	1	1	13	15	38	43	33	38	3	3	88	100
I am satisfied with the level of coordination within ACPCU for marketing efforts.	2	2	16	18	34	39	32	36	4	5	88	100
ACPCU effectively allocates resources for marketing initiatives.	0	0	9	10	28	32	40	45	11	13	88	100
I believe ACPCU could improve its organizational efficiency for better marketing outcomes.	3	3	15	17	27	31	35	40	8	9	88	100
ACPCU's organizational culture is conducive to innovative marketing strategies.	1	1	14	16	35	40	34	39	4	5	88	100
I have confidence in the management of ACPCU in relation to marketing efforts.	2	2	9	10	31	35	40	45	6	7	88	100
ACPCU should consider regular assessments and improvements in its organizational structure for marketing.	2	2	13	15	38	43	30	34	5	6	88	100

Source: Field Data, (2023)

Table 15 shows that respondents who participated in the study revealed that they do not believe that ACPCU has a well-structured organizational framework to support marketing activities as indicated by 13(15%) of those who rated it as very weak and 38(43%) - as weak while 33(38%) - as good. The respondents revealed that they believed ACPCU poorly could improve its organizational efficiency for better marketing outcomes indicated by 16(18%) who rated it as very weak and 34(39%) – as weak while 32(39%) – as good.

The respondents also revealed that ACPCU poorly effectively allocates resources for marketing initiatives as indicated by 9(10%) who rated it as very weak and 28(32%) – as weak while 40(45%) – as good. The respondents further revealed that ACPCU's organizational culture is not conducive to innovative marketing strategies as indicated by 14(16%) who rated it as very weak and 35(40%) – as weak while 34(39%) – as good. The respondents also

revealed that they believe that they had little confidence in the management of ACPCU in relation to marketing efforts as indicated by 9(10%) who rated it as very weak and 31(35%) – as weak while 40(45%) – as good. The respondents also revealed that the ACPCU should poorly consider regular assessments and improvements in its organizational structure for marketing as indicated by 13 (15%) who rated it as very weak and 38 (43%) who rated it as weak while 30(34%) – as good.

Key informants were asked the bases of segmentation the market and they elicited the following:

... *“Demographic and behavioral”*

... *“Coffee market typically include various factors that help societies target effectively.”*

... *“Market behaviour, volume segmentation and product space.”*

... *“Certified markets.”*

... *“The cooperative use geographic location, etc.”*

Table 16: Technical factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU's technological resources enhance its ability to make informed marketing decisions.	3	3	16	18	27	31	36	41	6	7	88	100
I have confidence in the accuracy of the marketing information gathered through technology.	1	1	18	20	10	11	43	49	16	18	88	100
ACPCU should consider investing further in technology for marketing research.	1	1	10	11	30	34	41	47	6	7	88	100

Source: Field Data, (2023)

Table 16 shows that the respondents who participated in the study revealed that ACPCU's technological resources poorly enhance its ability to make informed marketing decisions as indicated by 16(18%) of those who rated it as very weak and 27(36%) - as weak while 36(41%) - as good. The respondents revealed that they had low confidence in the accuracy of the marketing information gathered through technology indicated by 18(20%) who rated it as very weak and 10(11%) – as week while 43(49%) – as good.

The respondents also revealed that ACPCU poorly considered investing further in technology for marketing research as indicated by 10(11%) who rated it as very weak and 30(34%) as week while 41(47%) – as good.

Table 17: National policy factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU's marketing strategies align with national policies and regulations.	1	1	7	8	43	49	35	40	2	2	88	100
I am satisfied with how ACPCU incorporates national policies into its marketing activities.	4	5	15	17	35	40	29	33	5	6	88	100
ACPCU effectively complies with national regulations in its marketing efforts.	2	2	14	16	33	38	37	42	2	2	88	100
I believe ACPCU could further leverage national policies for its marketing advantage.	2	2	8	9	40	45	33	38	5	6	88	100
ACPCU's marketing practices contribute positively to the local economy in line with national goals.	3	3	9	10	33	38	36	41	7	8	88	100
I have confidence in ACPCU's application of national policies in marketing.	2	2	9	10	38	43	36	41	3	3	88	100
ACPCU should consider regular reviews of its marketing strategies in light of evolving national policies.	3	3	6	7	40	45	37	42	2	2	88	100

Source: Field Data, (2023)

Table 17 shows that respondents who participated in the study revealed that they do not believe that ACPCU's marketing strategies fairly align with national policies and regulations as indicated by 43(49%) of those who rated it as weak and 35(40%) - as good. The respondents revealed that they were not satisfied with how ACPCU incorporates national policies into its marketing activities indicated by 15(17%) who rated it as very weak and 35(40%) – as weak while 29(33%) – as good.

The respondents also revealed that ACPCU poorly effectively complies with national regulations in its marketing efforts as indicated by 14(16%) who rated it as very weak and 40(45%) – as weak while 37(42%) – as good. The respondents further revealed that they believed ACPCU poorly leveraged national policies for its marketing advantage as indicated by 8(9%) who rated it as very weak and 40(41%) – as weak while 37(42%) – as good. The respondents also revealed that they believe that ACPCU's marketing practices poorly contributed positively to the local economy in line with national goals as indicated by 9(10%)

who rated it as very weak and 38(43%) – as weak while 36(45%) – as good. The respondents also revealed that they have little confidence in ACPCU's application of national policies in marketing as indicated by 9 (10%) who rated it as very weak and 38 (43%) who rated it as weak while 36(41%) – as good. The respondents also revealed that ACPCU fairly considered regular reviews of its marketing strategies in light of evolving national policies as indicated by 40 (45%) who rated it as weak and 37 (42%) who rated it as good.

Table 18: International policy factors of coffee marketing activities and strategies

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU's marketing strategies align with international policies.	18	20	21	24	25	28	21	24	3	3	88	100
I am satisfied with how ACPCU incorporates international policies into its marketing activities.	0	0	2	2	25	28	49	56	12	14	88	100
ACPCU effectively complies with international regulations in its marketing efforts.	0	0	6	7	21	24	43	49	18	20	88	100
I believe ACPCU could further leverage international policies for its marketing advantage.	2	2	2	2	22	25	39	44	23	26	88	100
ACPCU's marketing practices contribute positively to global trade and sustainability goals.	1	1	4	5	25	28	38	43	20	23	88	100
I have confidence in ACPCU's application of international policies in marketing.	2	2	8	9	33	38	40	45	5	6	88	100
ACPCU should consider regular reviews of its marketing strategies in light of evolving international policies.	1	1	10	11	39	44	37	42	1	1	88	100

Source: Field Data, (2023)

Table 18 shows that respondents who participated in the study revealed that they do not believe that ACPCU's marketing strategies very poorly align with international policies as indicated by 18(20%) of those who rated it as absent, 21(24%) – as very weak, 21(24%) – as very weak, and 25(28%) – as weak while and 21(24%) – as good. The majority of respondents

revealed that they satisfied with how ACPCU incorporates international policies into its marketing activities indicated by 49(56%) who rated it as good while 25(28%) – as weak.

The respondents also revealed that ACPCU effectively complies with international regulations in its marketing efforts as indicated by 14(16%) who rated it as very weak and 40(45%) – as weak while 37(42%) – as good. The respondents further revealed that they believed ACPCU poorly leveraged national policies for its marketing advantage as indicated by 8(9%) who rated it as very weak and 40(41%) – as weak while 37(42%) – as good. The respondents also revealed that they believe that ACPCU's marketing practices poorly contributed positively to the local economy in line with national goals as indicated by 9(10%) who rated it as very weak and 38(43%) – as weak while 36(45%) – as good. The respondents also revealed that the they little confidence in ACPCU's application of national policies in marketing as indicated by 9 (10%) who rated it as very weak and 38 (43%) who rated it as weak while 36(41%) – as good. The respondents also revealed that ACPCU fairly considered regular reviews of its marketing strategies in light of evolving national policies as indicated by 40 (45%) who rated it as weak and 37 (42%) who rated it as good.

Key informants were asked as what problems were encountered in implementing the export coffee marketing strategies. The responses were:

... *“Limited budget allocations for the marketing team.”*

... *“Finding new potential buyers, pricing strategy.”*

... *“Export duty, processing which requires large amount of water and which is short in short supply, waste disposal to the environment.”*

... *“Limited funding of the marketing activities; Limited decision making freedom.”*

... *“Limited supply, financial constraints.”*

... *“Inadequate funds for exhibition.”*

... *“Communication approach.”*

Relatedly, the key informants were asked evaluate and review the strategic marketing document. They elicited the following:

... *“Take the time to look at the s strategies and goals in the marketing plan together.”*

... “To evaluate and review the strategic marketing efforts of a coffee shops.”

.. “Not very often.”

... “By auditing the marketing strategy.”

Table 19: Attracting and Retention of Members

	Abs ent		Ver y wea k		We ak		Goo d		Ver y goo d		Tota l	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU effectively attracts new members to join the cooperative.	2	2	16	18	10	11	37	42	23	26	88	100
I believe ACPCU provides compelling reasons for members to stay engaged with the cooperative.	3	3	16	18	27	31	36	41	6	7	88	100
ACPCU's efforts in member recruitment contribute positively to its growth.	1	1	18	20	10	11	43	49	16	18	88	100
I have confidence in ACPCU's strategies for member retention.	1	1	10	11	30	34	41	47	6	7	88	100
ACPCU effectively communicates the benefits of membership to members.	2	2	16	18	34	39	32	36	4	5	88	100
I am satisfied with the level of member engagement and participation within ACPCU.	0	0	9	10	28	32	40	45	11	13	88	100
ACPCU should consider additional initiatives to further enhance member attraction and retention.	3	3	15	17	27	31	35	40	8	9	88	100

Source: Field Data, (2023)

Table 19 shows that respondents who participated in the study revealed that their belief that ACPCU effectively attracts new members to join the cooperative was mixed as indicated by 16(18%) of those who rated it as very weak, 10(11%) – as weak, 37(42%) – as good and 23(28%) – as very good. The respondents revealed that they are not satisfied that ACPCU provides compelling reasons for members to stay engaged with the cooperative as indicated by 16(18%) who rated it as very weak and 27(31%) – weak while 35(40%) – as good.

The respondents also revealed that ACPCU's efforts in member recruitment poorly contribute positively to its growth as indicated by 18(20%) who rated it as very weak and 10(11%) – as weak while 43(49%) – as good. The respondents further revealed that I have low confidence

in ACPCU's strategies for member retention as indicated by 10(11%) who rated it as very weak and 30(34%) – as weak while 41(47%) – as good. The respondents also revealed that they believe that ACPCU not effectively communicates the benefits of membership to members as indicated by 16(18%) who rated it as very weak and 34(39%) – as weak while 32(36%) – as good. The respondents also revealed that they were not satisfied with the level of member engagement and participation within ACPCU marketing as indicated by 9 (10%) who rated it as very weak and 28 (32%) who rated it as weak while 40(45%) – as good. The respondents also revealed that ACPCU poorly consider additional initiatives to further enhance member attraction and retention as indicated by 15 (17%) who rated it as very weak and 27 (31%) – as weak while 35 (40%) who rated it as good.

Key informants were asked as to was ACPCU's future plan to expand its product or to increase your market share as well as what improvement can it make to make to its offering to better to meet customer needs. The responses were:

... "Increasing the marketing budget; and Improving the quality of roasted coffee."

... "To analyse my current market; To stand out from the competition."

"... setting up more branches of coffee production, producing more to increase supply of our products."

... "Expanding supply base by increasing members, planting high yielding varieties by members, extension service."

... "Increasing our coffee supply to meet the demands."

... "Value addition and offer roasted and ground coffee."

... "Promotion of quality product is very important. There is need to improve on communication."

Table 20: Services to Members - Proportion of Income Spent on Community Projects

	Abs ent		Ver y wea k		We ak		Goo d		Ver y goo d		Tota l	
			1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU allocates a significant portion of its income towards community projects.	1	1	14	16	35	40	34	39	4	5	88	100
I am satisfied with the level of investment ACPCU makes in community development projects.	0	0	3	3	26	30	54	61	5	6	88	100
ACPCU's focus on community projects positively impacts the local community.	0	0	6	7	27	31	55	63	0	0	88	100
I have confidence in the effectiveness of ACPCU's community project initiatives.	1	1	4	5	33	38	49	56	1	1	88	100
ACPCU's commitment to community development aligns with its mission.	1	1	10	11	31	35	41	47	5	6	88	100
I believe ACPCU could further optimize its allocation of income for community projects.	1	1	6	7	46	52	30	34	5	6	88	100
ACPCU should continue to explore opportunities for impactful community projects.	0	0	2	2	44	50	40	45	2	2	88	100

Source: Field Data, (2023)

Table 20 shows that respondents who participated in the study revealed that their belief that ACPCU did not allocate a significant portion of its income towards community projects was mixed as indicated by 14(16%) of those who rated it as very weak and 35(40%) – as weak while 34(39%) – as good. The majority respondents revealed that they were satisfied with the level of investment ACPCU makes in community development projects as indicated by 26(30%) who rated it as good and 54(61%) – as very good.

The majority of the respondents also revealed that ACPCU's focus on community projects positively impacts the local community as indicated by 27(31%) who rated it as good and 55(63%) – as very good. The majority of the respondents further revealed that I had confidence in the effectiveness of ACPCU's community project initiatives as indicated by 33(38%) who rated it as good and 49(56%) – as very good. The respondents also revealed that

they believe that ACPCU's commitment to community development fairly aligns with its mission as indicated by 10(11%) who rated it as very weak and 31(34%) – as weak while 41(47%) – as good. The respondents also revealed that they believed ACPCU could further fairly optimize its allocation of income for community projects as indicated by 46(52%) who rated it as weak and 30 (34%) who rated it as good. The respondents also revealed that ACPCU ACPCU fairly continued to explore opportunities for impactful community projects as indicated by 44 (50%) who rated it weak and 40 (45%) – as good.

Table 21: Sales and Income to the Cooperative Society

	Absent		Very weak		Weak		Good		Very good		Total	
	0		1		2		3		4			
	F	%	F	%	F	%	F	%	F	%	F	%
ACPCU achieves satisfactory levels of sales and income for the cooperative society.	1	1	5	6	43	49	37	42	2	2	88	100
I believe ACPCU effectively markets its coffee products to generate revenue.	0	0	7	8	38	43	43	49	0	0	88	100
ACPCU's sales strategies contribute positively to its financial sustainability.	0	0	2	2	39	44	45	51	2	2	88	100
I have confidence in ACPCU's ability to meet its sales targets and financial goals.	3	3	11	13	31	35	33	38	10	11	88	100
ACPCU's income generation efforts align with the cooperative's overall objectives.	1	1	13	15	38	43	33	38	3	3	88	100
I am satisfied with the financial performance and sales achievements of ACPCU.	2	2	4	5	45	51	33	38	4	5	88	100
ACPCU should explore additional avenues for increasing sales and income.	12	14	13	15	32	36	28	32	3	3	88	100

Source: Field Data, (2023)

Table 21 shows that respondents who participated in the study revealed that they believed that ACPCU achieves fairly satisfactory levels of sales and income for the cooperative society was mixed as indicated by 43(49%) of those who rated it as weak and 37(42%) – as good. The

respondents revealed that they believed ACPCU fairly effectively markets its coffee products to generate revenue as indicated by 38(43%) who rated it as weak and 43(49%) – as good.

The majority of the respondents also revealed that ACPCU's sales strategies contribute fairly positively to its financial sustainability as indicated by 39(44%) who rated it as weak and 45(51%) – as good. The respondents further revealed that did not have confidence in ACPCU's ability to meet its sales targets and financial goals as indicated by 11(13%) who rated it as very weak, 31(35%) – as weak and 33(38%) – as good. The respondents also revealed that they believe that ACPCU's income generation efforts poorly align with the cooperative's overall objectives as indicated by 13(15%) who rated it as very weak and 38(43%) – as weak while 33(38%) – as good. The majority of the respondents also revealed that they believed ACPCU they were fairly satisfied with the financial performance and sales achievements of ACPCU as indicated by 45(51%) who rated it as weak and 33(38%) who rated it as good. The respondents also revealed that ACPCU ACPCU poorly explore additional avenues for increasing sales and income as indicated by 12 (14%) who rated it as absent, 13(15%) – as very weak, 32 (36%) who rated it weak and 28(32%) – as good.

Key informants were asked as to what factors ACPCU considers in setting pricing strategy as well as what distribution objective and strategies are the company perused. Their responses were:

... *"Price of the coffee from the primary society."*

... *"Competitors and product cost."*

... *"To ensure high quality of coffee products. Some strategies are sales promotion to create awareness of our coffee products."*

... *"Projected price (future) London and UK for Robusta and Arabic coffee; Fair trade minimum price; Price differentials; Price of our competitors; already contract offers."*

... *"The selling price is considered and we distribute to customers."*

... *"Cost and competitor pricing."*

... *"Stick on quality product."*

Related to increasing sales and income of the Cooperative Society, key informants were asked as to what were the roles of marketing department as well as to how they thought that the marketing tasks of the company have performed. The responses were:

... *"Increase the awareness of ACPCU coffee to the general public - the performance is fairly good."*

... *"Market research and promotion and branding as of now."*

... *"Delivery of our products to consumer, ensuring awareness of our products to consumers and making market research for possible improvement."*

... *"Marketing the product; and Member marketing."*

... *"The major role is to manage customers and increase sales and they are performed well."*

... *"Promoting the product, and implementing the marketing strategies."*

Table 22: Correlations marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance

	fin	org	tc	nat	int	Marketing Infrastructure Development	Performance of Coffee Cooperatives
fin	1	.079	.033	.336**	.197	.555**	.439**
org	.079	1	.035	.266*	-.147	.706**	.469**
tc	.033	.035	1	.228*	.325**	.540**	.419**
nat	.336**	.266*	.228*	1	.145	.452**	.325**
int	.197	-.147	.325**	.145	1	.164	.262*
Marketing Infrastructure Development	.555**	.706**	.540**	.452**	.164	1	.728**
Performance of Coffee Cooperatives	.439**	.469**	.419**	.325**	.262*	.728**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The results in Table 22 indicate that there is a positive significant relationship between marketing activities and strategies and performance of coffee cooperatives ($r=.728$, $p<.000$). This implies that any positive change in promotion marketing activities and strategies will result into positive change in performance of coffee cooperatives.

Consequently, the first null hypothesis of this study, stating: H_0 : *"Promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU has no*

significant influence on their performance” was rejected. As such, the alternative hypothesis stating: “Promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU has significant influence on their performance” was accepted.

Table 23: Multiple regression analysis of results of relationship between marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance

a) **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.525	.174

a. Predictors: (Constant), Marketing Infrastructure Development

b) **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.841	.262		3.213	.002
	Marketing Infrastructure Development	.044	.004	.728	9.854	.000

a. Dependent Variable: Performance of Coffee Cooperatives

The regression analysis results in Table 23 reveal the presence of significant relationships between promotion of marketing information strategies and performance of coffee cooperatives. Promotion of marketing information strategies has positive significant relationship with performance of coffee Cooperatives (Beta=.728, p=.000). This implies that a unit increase in marketing activities- strategies is associated with a significant increase of 0.598 in performance of coffee Cooperatives.

Key informants were asked over all to evaluate the company’s current export coffee marketing strategies. They elicited the following:

... “Fair.”

... “Customer satisfaction, brand new value and marketing share (market share).”

... “The strategies are doing well, however, it requires some improvement to sustainably increase profits.”

... “Fairly good; more marketing tools needed.”

... It is always evaluated annually looking at the customer demands and survey information.”

... “Fairly performing well.”

4.7 Overall model

Table 24: Correlation Results

	Marketing Activities and Strategies	Marketing Information Needs	Marketing Infrastructure Development	Performance of Coffee Cooperatives
Marketing Activities and Strategies	1	.570**	.541**	.598**
Marketing Information Needs	.570**	1	.635**	.801**
Marketing Infrastructure Development	.541**	.635**	1	.728**
Performance of Coffee Cooperatives	.598**	.801**	.728**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 24 indicate that there is a positive significant relationship between marketing activities and strategies, marketing information and marketing infrastructure development and performance of coffee cooperatives ($r=.598$, $p<.000$, $r=.801$, $p<.000$ and $r=.728$, $p<.000$). This implies that any positive change in marketing activities and strategies will result into positive change in performance of coffee cooperatives.

Multiple regression analysis

A multiple regression analysis was run to explain the predictive power of the independent variables to the dependent variable and to show the causal relationship among the study variables.

Table 25: Multiple regression analysis

a) **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.722	.133

a. Predictors: (Constant), Marketing Infrastructure Development, Marketing Activities and Strategies , Marketing Information Needs

b) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.178	.225		.791	.431
Marketing Activities and Strategies (x1)	.006	.003	.122	1.705	.092
Marketing Information (x2)	.023	.004	.520	6.661	.000
Marketing Infrastructure Development (x3)	.020	.005	.332	4.343	.000

a. Dependent Variable: Performance of Coffee Cooperatives

The regression analysis results in Table 25 reveal the presence of significant relationships between marketing activities and strategies, marketing information needs and marketing infrastructure development on performance of coffee cooperatives. The significance rate, as indicated by the p-values, provides crucial information about the statistical significance of these relationships.

Marketing activities and strategies has positive non-significant relationship with performance of coffee Cooperatives (Beta=.006 p=.092). This implies that a unit increase in marketing activities and strategies is associated with a non-significant increase of 0.006 in performance of coffee Cooperatives.

Marketing information needs has a positive significant relationship with performance of coffee cooperatives (Beta=.023, p<.000). This implies that a unit increase in marketing information needs is associated with a significant increase of 0.23 units in performance of coffee cooperatives.

Likewise, marketing infrastructure development has a positive significant relationship with performance of coffee cooperatives (Beta=.20, p<.000). This implies that a unit increase in marketing infrastructure development is associated with a significant increase of 0.2 in performance of coffee cooperatives.

In summary, the analysis demonstrates statistically significant relationships between marketing information needs and marketing infrastructure development on performance of coffee cooperatives. The regression results indicate that 73.1% (Adjusted R Square=.722) of the variations in performance of coffee cooperatives by marketing activities and strategies, marketing information needs and marketing infrastructure development, thus implying that the remaining 26.9% is explained by other factors not considered in this study.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

The study sought to examine marketing strategies and performance of Ankole Coffee Producers' Cooperative Union (ACPCU) in Sheema District, Uganda.

5.1. Discussion

This chapter looks at discussion, conclusion, recommendation and areas of further research. The study objectives were: To examine the influence of effectiveness of promotion of marketing activities of the primary coffee cooperatives constituting ACPCU on their performance; To analyse the influence of promotion of marketing information of the primary coffee cooperatives constituting ACPCU on their performance; and To examine promotion of marketing infrastructure development of the primary coffee cooperatives constituting ACPCU on their performance.

Objective 1: Influence of Effectiveness of Promotion of Marketing Activities

The findings of this study revealed a positive significant relationship between the effectiveness of promotion of marketing activities within the primary coffee cooperatives constituting ACPCU and their overall performance. The quantitative analysis lead to rejection the null hypothesis, saying that promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have no significant influence on their performance, and as such, accepting the alternative hypothesis that promotion of marketing activities of the primary coffee cooperatives constituting ACPCU have significant influence on their performance. The qualitative analysis did dispute this, becomeing evident that cooperatives implementing more effective marketing activities experienced higher levels of performance in terms of sales volume, market share, and profitability. The effectiveness of promotional activities, such as advertising campaigns, participation in trade fairs, and distribution channels, positively influenced the visibility and brand recognition of Ankole coffee marketed by the cooperative union.

In the light of the above, ACPCU's investment in targeted marketing campaigns tailored to specific consumer segments lead to capturing niche markets and command premium prices for their products.

Overall, these findings underscore the critical role of promoting marketing activities in enhancing the performance of coffee cooperatives within ACPCU. The results suggest that

cooperative members and management should prioritize investments in marketing strategies that improve product visibility, brand recognition, and market penetration to sustainably improve their performance in the highly competitive coffee industry. These findings are in agreement with Alemayehu (2019) who analysed the role of Cooperatives in Marketing of Agricultural services offered a number of services they offered to members in Ethiopia and Nigeria, and found that they offered pivotal marketing services to the members' produce. The findings also concur with Shumeta & D'Haese (2016) who found that agricultural cooperatives were promoted as a promising strategy for overcoming market imperfections. The findings further agree with Alemayehu (2019) in observing that farmer cooperatives are viewed as mechanisms to help improve the marketing environment for poor rural farmers faced with limited and uncertain consumer demand for the goods they produce.

Objective 2: Influence of Promotion of Marketing Information

The analysis of the influence of promotion of marketing information on the performance of primary coffee cooperatives within ACPCU yielded insightful findings. Quantitative data indicated a positive significant relationship between the dissemination of marketing information and cooperative performance metrics, such as sales growth and customer retention rates. As such, cooperatives that effectively communicated information about product quality, availability, and pricing to consumers and other stakeholders experienced greater market acceptance and loyalty.

Qualitative findings further supported the result of qualitative analysis elucidating the role of marketing information in shaping consumer perceptions and preferences for ACPCU coffee products. Interviews with the study's key informants revealed that access to timely and accurate marketing information empowered them to make informed decisions regarding production levels, pricing strategies, and market expansion initiatives. Additionally, stakeholders emphasized the importance of leveraging digital platforms and social media channels to disseminate marketing information and engage with consumers in real-time.

In essence, the findings suggest that promotion of marketing information plays a vital role in enhancing the market responsiveness and adaptive capacity of primary coffee cooperatives within ACPCU. By fostering transparency and facilitating communication between producers and consumers, marketing information initiatives contribute to building trust, brand loyalty, and sustainable market relationships, thereby bolstering the overall performance of the cooperative union. The findings are in agreement with Khumalo (2014) who observed that

there has been a growing realization over the years of the importance of cooperatives as vital instruments for socio-economic development across the globe. The findings also agree with My.COOP. (n.d.) citing some information needed, including information that is important for marketing: actual price of agricultural and livestock commodities; insights into price trends; competitors and their marketing strategies; requirements of consumers; required arrival timings of commodities; quality specifications by various buyers; grades and standards; packaging specifications preferred by buyers; terms and conditions of different commodity traders; transport costs; market fee/levy/charges, taxes, among other things; international standards for commodities; and world market price trends.

Objective 3: Influence of Promotion of Marketing Infrastructure Development

The examination of the influence of promotion of marketing infrastructure development on the performance of primary coffee cooperatives within ACPCU revealed multifaceted insights into the dynamics of marketing infrastructure investments. Quantitative analysis indicated a positive significant association between investments in marketing infrastructure, such as processing facilities, storage facilities, and transportation networks, and cooperative performance indicators, including productivity levels and supply chain efficiency.

Qualitative data from key informants further elucidated the transformative impact of marketing infrastructure development on the competitiveness and value proposition of ACPCU coffee products. Interviews with cooperative leaders underscored the role of infrastructure investments in overcoming logistical constraints, reducing post-harvest losses, and improving product quality standards. These findings underscore the importance of strategic investments in marketing infrastructure development as a means to enhance the performance and sustainability of coffee cooperatives within ACPCU.

The findings agree with Stašys and Ramanauskas (2011) found that Produce marketing infrastructure development and performance of the primary coffee cooperatives are inevitably related to the economic, social, cultural and natural environments. They concur with Ministry of Trade, Industry and Cooperatives (2011) which reveals that bedeviling cooperatives, including: Governance and Leadership gaps; Inadequate knowledge on Co-operatives; Inadequate Human Resource; Inadequate Formal Co-operative Education; Dented Image and Weak Advocacy; Low Capitalisation; Poor Storage Facilities and other infrastructure; and Weak Management Information System do not take the pivotal roles that they play.

In conclusion, the findings of this mixed methods study provide valuable insights into the relationship between marketing strategies and the performance of Ankole Coffee Producers' Cooperative Union (ACPCU) in Sheema District, Uganda. The results highlight the significance of effective promotion of marketing activities, dissemination of marketing information, and investment in marketing infrastructure development in driving cooperative performance. By understanding and leveraging these factors, ACPCU and its constituent coffee cooperatives can enhance their competitiveness, strengthen market linkages, and ultimately contribute to the socio-economic development of coffee-producing communities in Uganda.

5.2 Conclusion

This study set out to investigate the relationship between marketing strategies and the performance of Ankole Coffee Producers' Cooperative Union (ACPCU) in Sheema District, Uganda. Through a combination of quantitative surveys and qualitative interviews, the research aimed to address three specific objectives: to examine the influence of the effectiveness of promotion of marketing activities, to analyze the influence of promotion of marketing information, and to examine promotion of marketing infrastructure development on the performance of the primary coffee cooperatives constituting ACPCU.

The findings of this study provide valuable insights into the dynamics between marketing strategies and cooperative performance within the context of the coffee industry in Uganda.

Firstly, regarding the influence of the effectiveness of promotion of marketing activities, the quantitative analysis revealed a significant positive relationship between the level of effectiveness in promoting marketing activities and cooperative performance. This suggests that cooperatives that effectively promote their marketing activities tend to perform better in terms of sales, market share, and overall financial performance. The qualitative findings further underscored the importance of targeted and well-executed marketing campaigns in enhancing the visibility and competitiveness of coffee cooperatives.

Secondly, in terms of the influence of promotion of marketing information, both quantitative and qualitative data highlighted the critical role of access to timely and relevant market information in driving cooperative performance. Cooperatives that actively disseminate marketing information to their members would demonstrate higher levels of adaptability and responsiveness to market trends, leading to improved decision-making and strategic planning.

Thirdly, concerning promotion of marketing infrastructure development, the research findings indicate a significant positive relationship between investments in marketing infrastructure and cooperative performance.

Quantitative analysis revealed that cooperatives with well-developed marketing infrastructure, such as processing facilities, transportation networks, and storage capacity, experienced higher levels of productivity and profitability. Qualitative interviews further emphasized the need for sustained investment in infrastructure to enhance the efficiency and competitiveness of coffee cooperatives in the long term.

The findings of this study underscore the importance of strategic marketing initiatives in enhancing the performance of coffee cooperatives within the ACPCU in Sheema District, Uganda. By focusing on the effectiveness of promotion of marketing activities, dissemination of marketing information, and investment in marketing infrastructure, cooperatives can position themselves for sustainable growth and success in an increasingly competitive market environment. These insights have practical implications for policymakers, cooperative leaders, and development practitioners seeking to support the growth and sustainability of agricultural cooperatives in Uganda and beyond.

5.3 Recommendations

Based on the research findings, it is recommended that ACPCU and its primary coffee cooperatives focus on enhancing the effectiveness of their marketing activities. This can be achieved through:

Investment in Digital Marketing: Given the increasing importance of online presence in today's market, ACPCU should allocate resources towards developing a robust digital marketing strategy. This includes creating engaging content, leveraging social media platforms, and optimizing their website for better visibility.

Partnerships and Collaborations: ACPCU should explore partnerships with other organizations, both within and outside the coffee industry, to expand their marketing reach. Collaborative marketing efforts can help in accessing new markets and increasing brand awareness.

Training and Capacity Building: Providing training and capacity building programs for members of the primary coffee cooperatives on effective marketing techniques and strategies can enhance their ability to promote ACPCU's products more efficiently.

To improve the dissemination of marketing information and consequently enhance performance, the following recommendations are suggested:

Information Sharing Platforms: ACPCU should establish centralized platforms for sharing marketing information among its primary cooperatives. This can include regular newsletters, online forums, or workshops where members can exchange insights and updates on marketing trends and strategies.

Utilization of Technology: Leveraging technology such as mobile applications or SMS alerts can ensure timely dissemination of marketing information to all stakeholders, including farmers, cooperatives, and consumers.

Feedback Mechanisms: Implementing feedback mechanisms to assess the effectiveness of marketing information dissemination efforts is crucial. ACPCU should encourage regular feedback from primary cooperatives to identify areas for improvement and refine their information-sharing strategies accordingly.

To enhance performance through infrastructure development, the following recommendations are proposed:

Investment in Infrastructure: ACPCU should prioritize investment in infrastructure such as transportation networks, processing facilities, and storage units. Improving infrastructure can streamline operations, reduce costs, and ensure the quality of coffee products.

Access to Financial Resources: Facilitating access to financial resources through partnerships with financial institutions or government agencies can support primary cooperatives in infrastructure development initiatives. This can include loans, grants, or subsidies specifically earmarked for infrastructure projects.

Sustainability Initiatives: Integrating sustainability principles into infrastructure development projects can yield long-term benefits for both ACPCU and its primary cooperatives. This can involve implementing eco-friendly practices, such as renewable energy sources or water conservation measures, to minimize environmental impact and enhance the resilience of coffee production systems.

5.4 The study limitations

Here are limitations of the study on the marketing strategies and performance of the Ankole Coffee Producers Cooperative Union (ACPCU) in Sheema District, Uganda:

1. **Limited Scope of Marketing Strategies:** The study focused on three specific variables: promotion of marketing activities, marketing information, and marketing infrastructure development. However, there may be other crucial factors influencing the performance of cooperatives that are not addressed, such as access to finance, political instability, or broader market trends. The omission of these factors could limit the comprehensiveness of the analysis and the ability to fully understand the challenges faced by the ACPCU.
2. **Contextual and Regional Variability:** The findings from Sheema District may not be generalizable to other regions in Uganda or to cooperatives involved in different types of agricultural products. Variability in local conditions, such as differences in infrastructure quality, climatic factors, or regional market dynamics, could affect the applicability of the study's conclusions to other contexts. This limitation could impact the external validity of the study's results.
3. **Data Collection and Measurement Challenges:** The effectiveness of the promotion of marketing activities, marketing information, and infrastructure development can be challenging to measure accurately. Issues such as respondent bias, inaccurate self-reporting by cooperative members or difficulties in obtaining reliable data on performance indicators might have affected the validity and reliability of the study's findings.

5.5 Further Research

1. Exploration of additional factors influencing cooperative performance such as Access to Finance, Political and Economic Stability, and Broader Market Trends.
2. Cross-regional comparative studies such as a comparative Analysis Across Regions, and sector-Specific Studies.
3. Enhanced data collection and measurement techniques: Mixed-Methods Approaches, Longitudinal Studies and objective Performance Metrics.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent,

I am PISON KUKUNDAKWE, a student of Bishop Stuart University, conducting a research on, 'Marketing strategies and performance of Ankole Coffee Producers' Cooperative Union (ACPCU) in Sheema District.' You have, therefore been identified as a resourceful person to provide data necessary for this research. You are rest assured that the information provided shall be treated with utmost anonymity and shall be used only for academic purposes.

Thank you so much.

Section A: Background information

Section1: Demographics

This section of questionnaire require you to provide demographic information your name, business name, gender, ethnic group, age, level of education, period of business operation and sector of operation

Part one: Demographic Characteristics

1. Gender

☐

Male

Female

☐

2. Age (in years)

Under 20 ☐ 21-35 ☐ 36-50 ☐ 51-65 ☐

Over 65 ☐

3. Educational level

Diplomas ☐ Bachelors ☐ Masters ☐ PhD ☐

4. Position

Officer ☐ Manager ☐ Senior Manager ☐

5. How long have you been employee in the company?

Less than one year ☐ Two to five years ☐ Five to ten years ☐
☐ ☐

Ten to fifteen years More than fifteen years

Part Two: Marketing Mix

6. What marketing mix strategies does the company use?

Product ☐
☐

Price ☐

Promotion ☐

Distribution

All the above mixes ☐

7. What are the customer primary reasons for buying the company product?

Quality of product ☐

Proximity of supply ☐

Lower price than other ☐

Effective promotion ☐

Customers' preferences ☐
☐

The customer has no option

8. What is your opinion about the current coffee quality?

Very good ☐ Good ☐ Poor ☐ Very Poor ☐

9. What is your opinion concerning the price of the export coffee

Very cheap ☐ Cheap ☐ Affordable ☐

Expensive ☐ Very expensive ☐

10. What are the key factors considering in setting pricing strategy?

Product Value ☐
☐

Cost

Perceived Value ☐

Economic Condition ☐

Marketing Objectives ☐

Competitor cost, price, offer ☐

If other please specify-----

11. The Company export coffee availability and accessibility?

☐☐

Very good

Good

☐

Fair

Poor

☐

12. What would you suggests as the best strategy of advertising the company's product

Free sampling

☐

Billboard

☐

Internet

☐

Bazaar & exhibition

☐

13. How do you rate communication effectiveness between corporate sales, marketing department and other departments?

Very good

☐

Good

☐

Somewhat good

☐

Poor

☐

Very Poor

☐

14. Who are the Major implementers of the coffee export marketing Strategy?

Marketing department

☐

Product and service department

☐

Customer service department

☐

Planning department

☐

Top Management

☐

All employees

☐

Any other please Specify-----

15. What are the major challenges in the implementing of export coffee marketing strategy of the company?

Communication problem ☐ ineffective promotion ☐

Poor planning ☐ Lack of integrity ☐

Lack of commitment ☐ All of the above ☐

7. Any other please Specify-----

16. Who are the major formulators of the export coffee marketing strategies?

17. How do you comment export coffee market in respect to other export commodity of the company?

18. If you have further comment about export coffee please indicate on space provided below

PART TWO: PERFORMANCE ASSESSMENT QUESTIONNAIRE

Scores	0	1	2	3	4
Meaning	Absent	Very weak	Weak	Good	Very good

SECTION TWO: MARKETING ACTIVITIES AND STRATEGIES.

Product (PRO):

Code	Close-ended Statement	S	D	N	S	A	A
pro1	I find the variety of ACPCU coffee products to be satisfactory.	1	2	3	4	5	
pro2	ACPCU offers high-quality coffee products.	1	2	3	4	5	
pro3	The packaging of ACPCU coffee products meets my expectations.	1	2	3	4	5	
pro4	ACPCU provides unique coffee products.	1	2	3	4	5	
pro5	I believe ACPCU's coffee products cater to various consumer preferences.	1	2	3	4	5	
pro6	ACPCU regularly introduces new innovative coffee products.	1	2	3	4	5	
pro7	I am generally satisfied with the presentation of ACPCU coffee products.	1	2	3	4	5	

Price (PRI):

Code	Close-ended Statement	S	D	N	S	A	A
pri1	I am satisfied with the pricing of ACPCU coffee products.	1	2	3	4	5	
pri2	The pricing of ACPCU coffee products is competitive in the market.	1	2	3	4	5	
pri3	I have noticed price fluctuations in ACPCU coffee products.	1	2	3	4	5	

pri4	The pricing of ACPCU coffee products reflects their quality.	1	2	3	4	5
pri5	The pricing of ACPCU coffee products is transparent.	1	2	3	4	5
pri6	I believe ACPCU offers value for money with its coffee products.	1	2	3	4	5
pri7	ACPCU should consider offering more affordable options for its coffee products.	1	2	3	4	5

Distribution Channels (DCH):

Code	Close-ended Statement	S	D	D	N	S	A	A
dch1	ACPCU provides accessible locations for purchasing coffee products.	1	2	3	4	5		
dch2	The availability of ACPCU coffee products in various retail outlets is satisfactory.	1	2	3	4	5		
dch3	ACPCU effectively reaches different markets with its distribution channels.	1	2	3	4	5		
dch4	I am aware of the various channels through which ACPCU coffee products are distributed.	1	2	3	4	5		
dch5	ACPCU's distribution network ensures timely delivery of coffee products.	1	2	3	4	5		
dch6	ACPCU's distribution channels contribute to the overall accessibility of its coffee products.	1	2	3	4	5		
dch7	I believe ACPCU should expand its distribution channels to reach more consumers.	1	2	3	4	5		

SECTION THREE: MARKETING INFORMATION NEEDS.

Technological Application (TEC):

Code	Close-ended Statement	S	D	D	N	S	A	A
tec1	ACPCU effectively utilizes technology to gather marketing information.	1	2	3	4	5		
tec2	I am satisfied with the technological tools used by ACPCU for marketing research.	1	2	3	4	5		
tec3	ACPCU employs up-to-date technology for market analysis and research.	1	2	3	4	5		
tec4	I believe ACPCU could benefit from more advanced technological solutions for marketing.	1	2	3	4	5		
tec5	ACPCU's technological resources enhance its ability to make informed marketing decisions.	1	2	3	4	5		
tec6	I have confidence in the accuracy of the marketing information gathered through technology.	1	2	3	4	5		
tec7	ACPCU should consider investing further in technology for marketing research.	1	2	3	4	5		

Socioeconomic Factors (SOC):

Code	Close-ended Statement	S	D	D	N	S	A	A
soc1	ACPCU takes into account socioeconomic trends in its marketing strategies.	1	2	3	4	5		
soc2	I believe ACPCU's marketing efforts are responsive to local economic conditions.	1	2	3	4	5		
soc3	ACPCU effectively addresses the purchasing power of its target market in its marketing.	1	2	3	4	5		
soc4	I am aware of how socioeconomic factors influence ACPCU's marketing decisions.	1	2	3	4	5		

soc5	ACPCU's marketing strategies align with the economic interests of its target audience.	1	2	3	4	5
soc6	I believe ACPCU could further tailor its marketing strategies to specific socioeconomic groups.	1	2	3	4	5
soc7	ACPCU should conduct regular assessments of how socioeconomic factors impact its marketing efforts.	1	2	3	4	5

Legal Framework (LEG):

Code	Close-ended Statement	S	D	D	N	S	A	A
leg1	ACPCU complies with all relevant legal regulations in its marketing activities.	1	2	3	4	5		
leg2	I am confident in ACPCU's adherence to legal standards in marketing.	1	2	3	4	5		
leg3	ACPCU stays updated with changes in legal requirements related to marketing.	1	2	3	4	5		
leg4	I believe ACPCU could benefit from additional legal guidance in its marketing efforts.	1	2	3	4	5		
leg5	ACPCU's marketing practices demonstrate a strong commitment to legal standards.	1	2	3	4	5		
leg6	I have a clear understanding of the legal framework within which ACPCU operates in its marketing.	1	2	3	4	5		
leg7	ACPCU should consider conducting regular legal audits of its marketing activities.	1	2	3	4			

SECTION FOUR: MARKETING INFRASTRUCTURE DEVELOPMENT

Financial and Credit (FIN):

Code	Close-ended Statement	S	D	D	N	S	A	A
fin1	ACPCU effectively manages its financial resources for marketing activities.	1	2	3	4	5		
fin2	I am satisfied with the financial stability and credit facilities offered by ACPCU.	1	2	3	4	5		
fin3	ACPCU provides adequate financial support to its members for marketing initiatives.	1	2	3	4	5		
fin4	I believe ACPCU could enhance its financial infrastructure for marketing efforts.	1	2	3	4	5		
fin5	ACPCU's financial management practices contribute positively to its marketing activities.	1	2	3	4	5		
fin6	I have confidence in the accountability of ACPCU's financial operations.	1	2	3	4	5		
fin7	ACPCU should consider exploring additional financial avenues for supporting marketing endeavors.	1	2	3	4	5		

Organizational (ORG):

Code	Close-ended Statement	S	D	D	N	S	A	A
org1	ACPCU has a well-structured organizational framework to support marketing activities.	1	2	3	4	5		
org2	I am satisfied with the level of coordination within ACPCU for marketing efforts.	1	2	3	4	5		
org3	ACPCU effectively allocates resources for marketing initiatives.	1	2	3	4	5		

org4	I believe ACPCU could improve its organizational efficiency for better marketing outcomes.	1	2	3	4	5
org5	ACPCU's organizational culture is conducive to innovative marketing strategies.	1	2	3	4	5
org6	I have confidence in the management of ACPCU in relation to marketing efforts.	1	2	3	4	5
org7	ACPCU should consider regular assessments and improvements in its organizational structure for marketing.	1	2	3	4	5

Technical (tcc)

Tc1	ACPCU's technological resources enhance its ability to make informed marketing decisions.	1	2	3	4	5
Tc2	I have confidence in the accuracy of the marketing information gathered through technology.	1	2	3	4	5
Tc3	ACPCU should consider investing further in technology for marketing research.	1	2	3	4	5

SECTION FIVE: POLICY ENVIRONMENT.

National Policy (NAT):

Code	Close-ended Statement	S	D	D	N	S	A	A
nat1	ACPCU's marketing strategies align with national policies and regulations.	1	2	3	4	5		
nat2	I am satisfied with how ACPCU incorporates national policies into its marketing activities.	1	2	3	4	5		

nat3	ACPCU effectively complies with national regulations in its marketing efforts.	1	2	3	4	5
nat4	I believe ACPCU could further leverage national policies for its marketing advantage.	1	2	3	4	5
nat5	ACPCU's marketing practices contribute positively to the local economy in line with national goals.	1	2	3	4	5
nat6	I have confidence in ACPCU's application of national policies in marketing.	1	2	3	4	5
nat7	ACPCU should consider regular reviews of its marketing strategies in light of evolving national policies.	1	2	3	4	5

International Policy (INT):

Code	Close-ended Statement	S	D	D	N	S	A	S	A
int1	ACPCU's marketing strategies align with international policies.	1	2	3	4	5			
int2	I am satisfied with how ACPCU incorporates international policies into its marketing activities.	1	2	3	4	5			
int3	ACPCU effectively complies with international regulations in its marketing efforts.	1	2	3	4	5			
int4	I believe ACPCU could further leverage international policies for its marketing advantage.	1	2	3	4	5			
int5	ACPCU's marketing practices contribute positively to global trade and sustainability goals.	1	2	3	4	5			
int6	I have confidence in ACPCU's application of international policies in marketing.	1	2	3	4	5			

int7	ACPCU should consider regular reviews of its marketing strategies in light of evolving international policies.	1	2	3	4	5
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SECTION SIX: PERFORMANCE OF COFFEE COOPERATIVES

Attracting and Retention of Members (ARM):

Code	Close-ended Statement	S	D	D	N	S	A	A
arm1	ACPCU effectively attracts new members to join the cooperative.	1	2	3	4	5		
arm2	I believe ACPCU provides compelling reasons for members to stay engaged with the cooperative.	1	2	3	4	5		
arm3	ACPCU's efforts in member recruitment contribute positively to its growth.	1	2	3	4	5		
arm4	I have confidence in ACPCU's strategies for member retention.	1	2	3	4	5		
arm5	ACPCU effectively communicates the benefits of membership to members.	1	2	3	4	5		
arm6	I am satisfied with the level of member engagement and participation within ACPCU.	1	2	3	4	5		
arm7	ACPCU should consider additional initiatives to further enhance member attraction and retention.	1	2	3	4	5		

Services to Members - Proportion of Income Spent on Community Projects (SMP):

Code	Close-ended Statement	S	D	D	N	S	A	A
smp1	ACPCU allocates a significant portion of its income towards community projects.	1	2	3	4	5		

smp2	I am satisfied with the level of investment ACPCU makes in community development projects.	1	2	3	4	5
smp3	ACPCU's focus on community projects positively impacts the local community.	1	2	3	4	5
smp4	I have confidence in the effectiveness of ACPCU's community project initiatives.	1	2	3	4	5
smp5	ACPCU's commitment to community development aligns with its mission.	1	2	3	4	5
smp6	I believe ACPCU could further optimize its allocation of income for community projects.	1	2	3	4	5
smp7	ACPCU should continue to explore opportunities for impactful community projects.	1	2	3	4	5

Sales and Income to the Cooperative Society (SAI):

Code	Close-ended Statement	S	D	D	N	S	A	A
sai1	ACPCU achieves satisfactory levels of sales and income for the cooperative society.	1	2	3	4	5		
sai2	I believe ACPCU effectively markets its coffee products to generate revenue.	1	2	3	4	5		
sai3	ACPCU's sales strategies contribute positively to its financial sustainability.	1	2	3	4	5		
sai4	I have confidence in ACPCU's ability to meet its sales targets and financial goals.	1	2	3	4	5		
sai5	ACPCU's income generation efforts align with the cooperative's overall objectives.	1	2	3	4	5		

sai6	I am satisfied with the financial performance and sales achievements of ACPCU.	1	2	3	4	5
sai7	ACPCU should explore additional avenues for increasing sales and income.	1	2	3	4	5

PART: INTERVIEW QUESTION

1. In what business are your current workings and what do you offer to your client?

2. How does your export coffee marketing strategy impact your company overall business?

3. Who are your target customers of export coffee and which organizations are your main direct competitors?

4. What are the bases of segmentation the market?

5. What is your future plan to expand your product or to increase your market share? And what improvement can you make to you make to you offering to better to meet customer needs?

6. What factor do you consider in setting pricing strategy? What distribution objective and strategies are the company perused?

7. What are the roles of marketing department? Do you think that the marketing tasks of the company have performed well?

8. What are the problems encountered in implementing the export coffee marketing strategies?

9. How evaluate and review the strategic marketing document?

10. Over all how do you evaluate the company's current export coffee marketing strategies?

Rubric check list for Marketing Strategies, Performance of Cooperatives

	Is there	
	Yes	No

Marketing Strategies		
Marketing strategies defined		
Experience in the areas of marketing, sales, financial management		
Promotions and marketing		
Marketing materials of the cooperatives		
Has process of designing and marketing the new product		
Marketing skills		
Various networks to which they belong		
Leadership outreach and establishment of long-term relationships with buyers/traders,		
Developed marketing strategies to help them shorten the intermediary chain		
Knowledge of marketing strategies needed to succeed in alternative markets		
Post-production opportunities and improving marketing strategies		
Regulations in their warehouses, transportation and marketing strategies to guarantee organic standards		
Existence of:		
• Organic certified;		
• Fair Trade certified		
• both, Fair Trade and Organic certified.		
Governance and leadership, acquisition of infrastructure, marketing strategies, and production practices		

Production and marketing innovations		
Decisions to implement and to improve marketing strategies		
Plans for adopting new marketing strategies		
Improve their planning, management, and marketing strategies based on previous experiences in the market and on the available information		
Research centers		
Performance		
Have well established financial performance indicators, standards and benchmarks		
Have adequate hard and software facilities enabling cooperative management personnel to make comparative financial performances evaluations based on predefines operating standards and norms.		
Operating performance indicators according to their specific needs		
Information needed by the board of directors and management about performance of the business in defined time intervals.		
Effective service activity performance evaluation and risk management		
Coordinated work on marketing and performance benchmarking		
Performance monitoring systems		
Performance measurements		
Performance checked against the level of members' satisfaction		
Financial ratios computed based on annual audit reports of the cooperatives		

Efficiency ratios, income ratios and creditworthiness ratios were calculated as performance indicators		
The satisfaction of members' of the coffee marketing cooperatives		
The overall performance of the cooperatives		

APPENDIX 2: TIME ALLOCATION FOR RESEARCH ACTIVITIES

SN	Research Activity	Time frame
1	Proposal development and writing	September 2022-May 2023
2	Obtaining REC	Aug 2023
3	Instrument testing	Aug 2023
4	Data collection and entry	Sept 2023
5	Data analysis	Sept 2023
6	Report writing	Sept-Oct 2023
7	Report submission (First draft)	Sept 2023
8	Report submission (Final draft)	Oct 2023

APPENDIX 3: BUDGET

SN	Item	Cost (Uganda shs)
1	Instrument testing	950,000
2	instrument translation	500,000
3	Research assistants	1,000,000
4	Data collection	1,500,000

5	Data entry and analysis	500,000
6	Report production	500,000
7	Stationery and printing	500,000
8	Transport and communication	1,500,000
	Total	6,950,000