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Effects of Strategic Management Practices on Financial Performance of Small-Scale Pig Farmers in Kiambu County, Kenya

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Abstract

The study examined how strategic management practices influence the financial performance of small-scale pig farmers in Kiambu County, addressing the underperformance caused by challenges and the lack of well-defined strategies in the pig-production value chain. It explored three key objectives: to assess the effects of strategic planning, strategy implementation, and monitoring and evaluation on the financial performance of small-scale pig farming enterprises. These objectives were designed to provide insights into the role of strategic management in addressing the challenges faced by farmers and to offer practical solutions for improving their competitiveness and financial sustainability. The study was anchored on three key theories: Profit and Value Maximization Theory, the Resource-Based View (RBV) and Porter's Generic Strategies model. The study employed a survey research design where data was collected in the field from six sub-counties. From a population of 750 pig farmers, a sample of 87 was obtained by stratified random sampling. Data was collected using structured and semi-structured questionnaires with a reliability coefficient value of 0.85. The data collected was analyzed using both descriptive and inferential statistics. The findings revealed that all three independent variables (Strategy Planning, Implementation, Monitoring and Evaluation) had statistically significant effects on financial performance with beta values 0.404, 0.112, and 0.739 ($p<0.05$). The study concludes that strategic management practices, including planning, implementation, and monitoring and evaluation, significantly improve the financial performance of small-scale pig farmers in Kiambu County. The study recommends that pig farmers should adopt structured strategic planning, invest in modern implementation tools, and conduct regular monitoring and evaluation to enhance financial outcomes. Policymakers should develop supportive policies, provide training, and improve infrastructure to support pig farming enterprises. Stakeholders should collaborate with farmers to implement sustainable practices and offer mentorship programs. Academia should expand research to other regions, explore additional aspects of strategic management, and validate findings using alternative performance measures.

Keywords: *Strategic Planning, Strategic Implementation, Strategic Management and Evaluation, Kenya*

1.0 Background of the Study

Strategic management process involves structured process of feasibility analysis, goal setting, strategy formulation, implementation, monitoring, and evaluation to achieve long-term objectives. This approach enables organizations to adapt to dynamic environments, improve efficiency, and sustain competitive advantage (Genc & Sengul, 2015). The financial success of pig farming is intricately tied to the strategic management practices employed. Globally, effective strategies such as goal setting, planning, implementation, and monitoring enhance operational efficiency and productivity. However, poor implementation often results in project failure (Sande, 2018). Research indicates that farmers who adopt well-defined strategic management practices achieve better financial outcomes and higher productivity (Banson et al., 2018). Globally, pig production systems vary by herd size, structure, and feeding dynamics, adapting to resource availability. For instance, Thailand's pig sector transitioned from small-scale to large-scale, commercially oriented systems in the 1960s, driven by strategic innovations such as improved breeds and advanced management (Thanapongtham et al., 2016). Similarly, in Sweden and the U.S., efficient managerial practices, technical innovation, and integrated supply chains significantly enhanced profitability (Labajova, 2018).

In Africa, challenges like poor breeding practices, high feed costs, and inadequate technical expertise hinder productivity. In Ghana and Uganda, systemic constraints on pig farming lead to low financial performance and limited expansion. A strategic approach to addressing these constraints could yield better financial results (Okello et al., 2015; Banson et al., 2018). Kenya's pig farming industry, dominated by small-scale farms, plays a vital socio-economic role. Approximately 70% of farms operate on small scales, serving as a source of income, a safety net, and a contributor to household food security (Mbuthia et al., 2014). However, traditional practices and insufficient strategic management have hindered performance. Njogu (2014) demonstrates three pig-production systems in Kenya, including large-scale commercial farms utilizing advanced technologies and improved breeds, free-range scavenging systems reliant on minimal external inputs, and small-scale production systems centered on utilizing available resources and basic operations.

The study was justified by the underdevelopment of Kenya’s pig production sector, particularly among small-scale farmers, who faced persistent challenges such as poor strategic practices, low levels of innovation, and inconsistent financial performance. Despite the growing demand for pork products, the majority of small-scale farmers struggled to achieve sustainable profitability, a problem compounded by the lack of adequate research addressing strategic management practices in this sector (Shaban, 2021; Mbuthia et al., 2014). In addition, unlike large-scale commercial farms that benefited from advanced technologies and improved breeds, small-scale farmers relied on traditional methods, resulting in inefficiencies and limited productivity (Njogu, 2014). The absence of strategic approaches, such as planning, implementation, and monitoring, further hindered their ability to adapt to market dynamics and optimize resource use. By focusing on how these practices influenced financial performance, the study aimed to fill a critical gap in knowledge and provide actionable insights for improving the sustainability and competitiveness of small-scale pig farming enterprises. This emphasis on strategic management practices aligns with Kenya’s

broader agricultural development goals and the need for innovative solutions to enhance the resilience and profitability of small-scale farmers, who play a vital role in contributing to household income, food security, and the national economy (KNBS, 2019; Mbithi, 2016). Hence, conducting the study was considered relevant for policy formulations aimed at addressing poor strategic practices, low innovation, and inconsistent performance among small-scale pig farmers to enhance financial sustainability and contribute to Kenya's broader agricultural development goals

1.1 Problem Statement

Despite the increasing demand for pork products in Kenya, the pig production sector remains significantly underdeveloped, presenting a stark contrast to its potential. This stagnation is attributed to several challenges, including poor strategic practices, limited innovation, and inconsistent financial performance among small-scale pig farmers. While a few farmers have managed to excel, the majority of small-scale producers continue to struggle with achieving sustainable profitability due to a lack of structured and effective approaches to farming operations (Shaban, 2021). The absence of well-defined strategic management practices has hindered their ability to compete effectively in a dynamic market characterized by evolving consumer preferences and fluctuating input costs. Moreover, the existing body of literature inadequately addresses the role of strategic management practices in enhancing the performance of this sector, leaving a critical knowledge gap that prevents the formulation of targeted interventions and policies. This gap not only limits the ability of stakeholders to support small-scale pig farmers effectively but also hampers the development of innovative solutions that could transform the sector into a competitive and sustainable contributor to Kenya's agricultural economy.

1.2 Research Objectives

The general objective of the study was to determine the effect of strategic management practices on the financial performance of small-scale pig farmers in Kiambu County. The specific objectives were;

i. To assess the effect of strategy planning on the financial performance of pig farmers in Kiambu County.
ii. To determine the impact of strategy implementation on the financial performance of pig farmers in Kiambu County.
iii. To evaluate the influence of strategy monitoring and evaluation on the financial performance of pig farms in Kiambu County.

1.3 Hypotheses

The study was guided by the following hypotheses;

Ho1: Strategy planning does not significantly affect the financial performance of pig farmers

Ho2: Strategy implementation does not affect the financial performance of pig farmers

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Ho3: Strategy monitoring and evaluation do not significantly affect the financial performance of pig farms in Kiambu County.

2.0 Literature Review

2.1 Theoretical Framework

The study was anchored on three key theories: Profit and Value Maximization Theory, the Resource-Based View (RBV), and Porter's Generic Strategies model, each providing a robust framework for understanding the role of strategic management practices in enhancing financial performance. Profit and Value Maximization Theory posited that businesses aim to maximize profits and achieve sustainable competitive advantages through efficient resource allocation and alignment of market positioning with organizational goals (Porter, 1981). This theory underscored the importance of strategic planning in identifying and prioritizing financial objectives to ensure operational efficiency and profitability. The Resource-Based View (RBV) emphasized leveraging unique, valuable, and non-replicable resources as a pathway to creating sustainable competitive advantages. In the context of pig farming, this included specialized breeding techniques, innovative feeding methods, and superior genetic resources, which collectively contributed to improved productivity and long-term success (Barney, 1991). Porter's Generic Strategies model further enriched the study by highlighting cost leadership, product differentiation, and focus strategies as critical approaches for enhancing competitiveness. Cost leadership involved minimizing production costs to maximize efficiency, product differentiation centered on delivering unique and high-quality products to capture specific markets, and focus strategies emphasized targeting niche markets to optimize profitability. Together, these theories provided a comprehensive conceptual foundation for exploring how strategic management practices could address the challenges faced by small-scale pig farmers and enhance their financial performance.

2.2 Conceptual Framework

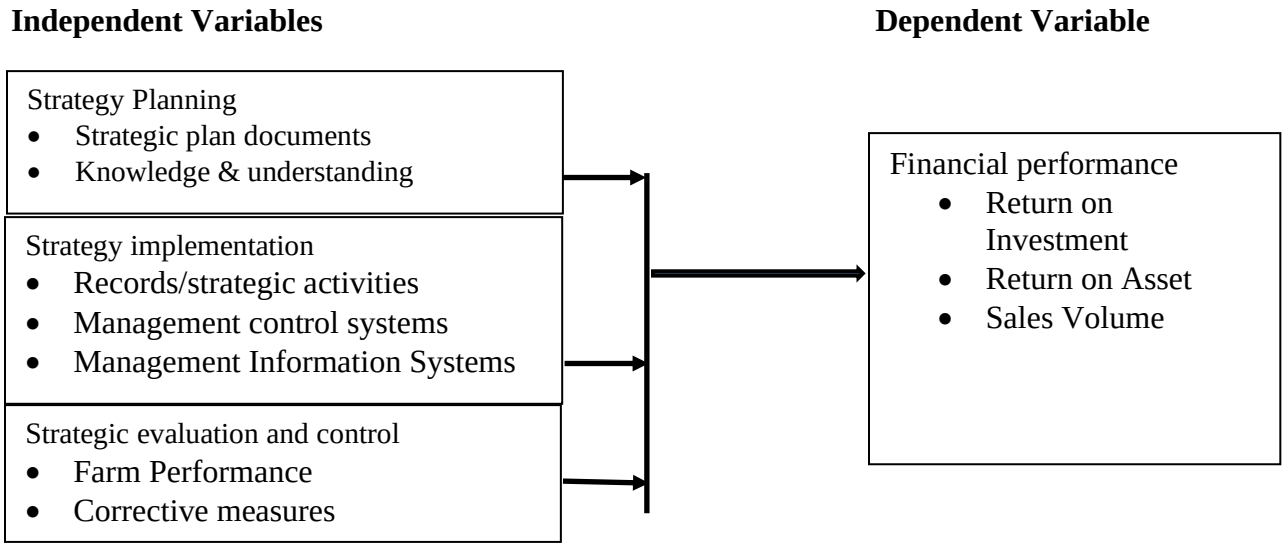

Figure 1: Effects of Strategic Management Practices on Financial Performance

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2.3 Empirical Review

The empirical review highlighted the critical role of strategic management practices, including planning, implementation, and monitoring and evaluation, in enhancing financial performance. Strategic planning was identified as essential for creating a roadmap that aligns organizational goals with resources and market conditions to optimize return on investment (Grant, 2014; Babelova, 2018). Structured planning processes improved decision-making and adaptability, enabling farmers to achieve better financial outcomes. Strategy implementation, on the other hand, focused on translating plans into actionable steps while ensuring resource alignment, fostering innovation, and enhancing responsiveness to external factors (Arabzad et al., 2015; Mbithi, 2016). Monitoring and evaluation (M&E) further ensured that implemented strategies remained effective and aligned with performance objectives by providing feedback and addressing operational gaps. Evidence from Kenya demonstrated that robust M&E frameworks enhanced results, contributing to improved efficiency and financial sustainability (Claude, 2004). Together, these practices formed a comprehensive approach to addressing the challenges faced by small-scale pig farmers.

Financial performance, as the dependent variable, was a measure of an organization's ability to generate profits and sustain operations. Metrics such as Return on Investment (ROI), Return on Assets (ROA), and sales volume provided critical insights into profitability, efficiency, and market responsiveness in pig farming enterprises (Planellas, 2013). ROI assessed profitability by comparing net returns to the cost of investment, revealing operational efficiency and competitiveness (Vanhuyse, 2016; Schulte, 2012). ROA measured the ability of farms to generate profit from their assets, offering a comprehensive view of resource utilization (Plastina, 2016). Sales volume indicated the turnover of farm inventory and operational effectiveness, with higher values reflecting better financial outcomes. These financial metrics guided strategic planning, investment decisions, and resource allocation, helping farmers optimize performance and sustainability. This comprehensive approach underscored the interconnectedness of strategic management practices and financial performance, offering actionable insights for improving the profitability and resilience of small-scale pig farming enterprises.

The literature underscored the importance of strategic management practices in improving financial performance. However, much of the research was outdated, conducted over a decade ago, or focused on contexts outside small-scale pig farming (Genc & Sengul, 2015; Gomera et al., 2018). Studies in England (Vanhuyse, 2016), Poland (Szymanska, 2017), and Malawi (Mbaso & Kamwana, 2013) examined profitability in medium to large-scale farms but failed to address the unique challenges faced by small-scale pig farmers in Kenya. Similarly, research on strategy implementation and evaluation in Kenya predominantly focused on other sectors, such as SMEs and cooperative organizations, without applying findings to the pig farming industry (Mukui, 2018; Mbithi, 2016). This study filled a critical gap by investigating the effect of strategic management practices on the financial performance of small-scale pig farmers in Kiambu County. By addressing this under-researched area, the findings provided actionable insights for farmers, policymakers, and stakeholders in the pig farming sector, enabling them to formulate strategies and interventions tailored to the specific needs and challenges of small-scale pig farming enterprises.

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3.0 Research Methodology

The study adopted an interpretivism paradigm, which emphasizes subjective, culturally, and historically situated knowledge. This approach was ideal for capturing pig farmers' perceptions of strategic management practices and competitiveness in the industry (Ryan, 2018; Bryman, 2008). A mixed-method methodology approach combining qualitative and quantitative methods was applied. The quantitative aspect involved collecting and analyzing numerical data, while qualitative data focused on non-numerical insights. A survey design was employed to gather cross-sectional data within a defined timeline, with stratified random sampling used to ensure proportional representation across sub-counties (Saunders et al., 2016). This study was conducted in Kiambu County, central Kenya. The location was selected for its high concentration of small-scale pig farmers and proximity to markets. The area covers 1,323.9 km² and has a population of approximately 2.4 million people (KNBS, 2019). The region's peri-urban setting and availability of industrial by-products as feed make it a hub for small-scale pig farming. The target population comprised 770 pig farmers from six sub-counties in Kiambu: Kabete, Kiambu, Gatundu South, Juja, Ruiru, and Gatundu North.

Table 1: Distribution of Pig Farmers in Selected Sub-counties of Kiambu

Sub- County	Number of Pig Farmers
1. Kabete	**180**
2. Kiambu	**120**
3. Gatundu South	**150**
4. Juja	**130**
5. Ruiru	**100**
6. Gatundu North	**90**
Total	**770**

Sample Size determination was guided by Krejcie and Morgan's (1970) table where a sample of 87 farmers was selected. Stratified random sampling ensured proportional representation.

Table2: Sample size of Pig Farmers by Sub-counties

Sub- County	Sample Size
1. Kabete	**20**
2. Kiambu	**14**
3. Gatundu South	**17**
4. Juja	**15**
5. Ruiru	**11**
6. Gatundu North	**10**
Total	**87**

Data was collected using semi-structured questionnaire which captured the Demographic Data, Strategic Management Practices, and Financial Performance. Closed-ended questions used a Likert scale, while open-ended questions allowed for detailed responses. Questionnaires were distributed using the drop-and-pick method. A Pilot Study was conducted with 36 respondents (6

from each sub-county) to ensure reliability and validity. Reliability test using Cronbach's alpha, yielding a coefficient of 0.85, indicating strong internal consistency while Validity using Pearson correlation confirmed the questionnaire's ability to measure study objectives, with p-values <0.05. Data analysis involved descriptive and inferential statistics where Descriptive Analysis summarized data using percentages, means, and standard deviations while Inferential Analysis based on Pearson's correlation assessed the strength of relationships. Multiple linear regression evaluated the combined effect of independent variables on the dependent variable.

Regression Model

$Y = a + b X_1 + c X_2 + d X_3 + e$

a = Constant

Y= Financial Performance

X_1 = Strategic Planning

X_2 = Strategic Implementation

X_3 = Strategy Monitoring and Evaluation

e = Error

The study adhered to ethical research standards, including: Obtaining a research permit from NACOSTI, Securing informed consent from participants, ensuring voluntary participation, Maintaining respondent anonymity and confidentiality, Using data solely for academic purposes, and Acknowledging all sources to uphold academic integrity.

4.0 Findings, Discussion and Conclusion

On response rate, there were 67 out of 87 responses, yielding a 77% response rate. According to Babbie (2005), a response rate of 70% or higher is considered "very good" for research publication. This high response rate enhances reliability and validity of the findings. On study participation, 30% of the respondents were from Gatundu North, followed by Juja at 20%. Kiambu, Ruiru and Gatundu South had 15% each. Kabete had the lowest representation at 5%, despite having the largest number of pig farmers (Farmer's Choice Limited data sheet). These findings imply a disparity between pig farmer distribution and participation in the study. Demographic data of the respondents and operational characteristics included gender, age, roles in the farm, farm age, duration of service, educational background, and specialized farming training. These attributes provide insights into the profile of small-scale pig farmers in Kiambu County and their preparedness for strategic management practices. Table 3 displays the respondents' response rate and interpretation

Table 3: Demographics findings on Respondents and interpretation

Category	Characteristics	%	Discussion
Gender of respondent	Male	85	This indicates that pig farming in the county is male-dominated. The findings may guide gender-based initiatives to promote inclusivity in pig farming.
	Female	15	
Age of Respondent	36-50 years	**50**	These findings suggest that most pig farmers in the County are mature and likely engaging in pig farming as an entrepreneurial venture to supplement their incomes.
	50 years	**40**	
	25-35 years	**10**	
	<25 years	0	
Role of respondent	farm owners	88	These results indicate that most respondents were directly involved in farm operations, making them ideal for providing reliable data on strategic practices.
	Managers	20	
	Supervisors	5	
	Employee/not sure	2	
Age of the Farm	3-10 years	60	These findings suggest that pig farming in Kiambu has been gaining popularity over the last decade, although growth appears to have slowed recently.
	Over 10 years	22	
	<3years	18	
Duration at the farm	Over 5 years	**82**	This indicates a high level of experience among the respondents, enhancing their ability to provide insights into farm management practices.
	1-5 years	**13**	
	< 1year	**5**	
Education Level	Graduate	**45**	This indicates that most respondents are well-educated and capable of understanding and implementing strategic management practices.
	College	**38**	
	Secondary	**15**	
	Primary	**2**	
Specialized Training	Animal Health	**40**	The findings suggest that most farmers have sought relevant training to enhance their operational efficiency and financial performance.
	Farm Management Entrepreneurship	**26**	
	Self-taught	**5**	
	Did not respond	**3**	

Descriptive Statistics Analysis

Effect of Strategic Planning on Financial Performance was assessed through cost leadership, product differentiation, and focus strategies.

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Tables 0: Strategic Activities

Strategic Cost Leadership	Yes (%)	No (%)	Mean	Std Dev	Variance (σ^2)
Competing on lowest market offer costs by being efficient in your farming.	82.3	17.7	50	32.3	1043.29
Cheaper efficient farming processes	78.2	21.8	50	28.2	795.24
Average			**50**	**30.25**	**919.27**

Product Differentiation	Yes (%)	No (%)	Mean	Std Dev	Variance (σ^2)
My farm focuses on a clear narrow unique market	89.3	10.7	50	39.3	1544.49
Highest quality pigs that exceed quality of other farmers	69.2	30.8	50	19.2	368.64
Higher customer satisfaction with quality delivery	76.6	23.4	50	26.6	707.56
Average			**50**	**28.37**	**873.56**

Strategic Focus	Yes (%)	No (%)	Mean	Std Dev	Variance (σ^2)
Provider of the highest quality of pig products	86.4	13.6	50	36.4	1324.96
Cater for customers that other pig farmers hardly cater for	88.5	11.5	50	38.5	1482.25
My farm has found some unique alternative market that other farms do not usually focus on	80.7	19.3	50	30.7	942.49
Average			**50**	**35.2**	**1249.81**

The results indicate that most farmers implement cost-effective practices, with a high agreement rate of 82.3% for competing on lowest market costs. The findings highlight the importance of cost leadership in enhancing financial performance. Product differentiation results show that 89.3% of farmers focus on unique markets, indicating that differentiation significantly enhances financial performance through quality and customer satisfaction. Focus strategies, such as catering to underserved customers (88.5%) and providing unique market solutions, show that farmers strategically position themselves for competitive advantage. On the effect of strategy implementation on financial performance, participants rated their satisfaction with strategy implementation efforts:

Table 5: Extent of Strategy Implementation

Statement	Poorly (%)	Satisfactory (%)	Good (%)	Very Good	Excellent	Mean	Std Dev	Variance (σ^2)
Implementation extent	0.00	20.00	40.00	30.00	10.00	20.00	14.14	199.94

Most farmers rated their strategy implementation efforts as "Good" or "Very Good," indicating significant alignment with planned goals. On Implementation Methods figure 2 shows that 42% implemented strategies through farm inventory management, 30% used management information systems, 20% employed management control systems, and only 8% combined multiple methods.

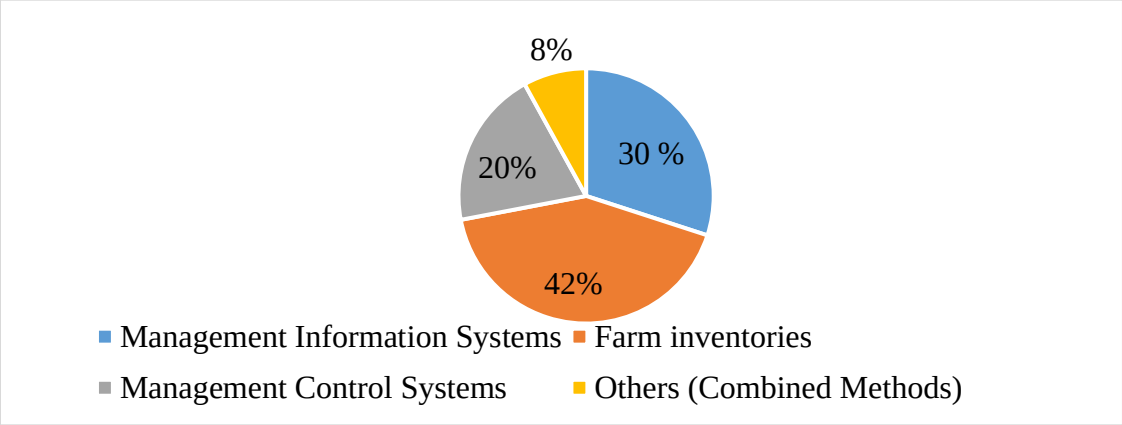

Figure 2: Strategy Implementation Methods

These findings highlight the diverse approaches to strategy execution among farmers. Effect of Monitoring and Evaluation on Financial Performance, figure 3 indicates how often farmers assessed the benefits of strategies where 38% assessed every 6–9 months, 32% every 3–6 months, 15% every 3 months, and 15% every 9–12 months.

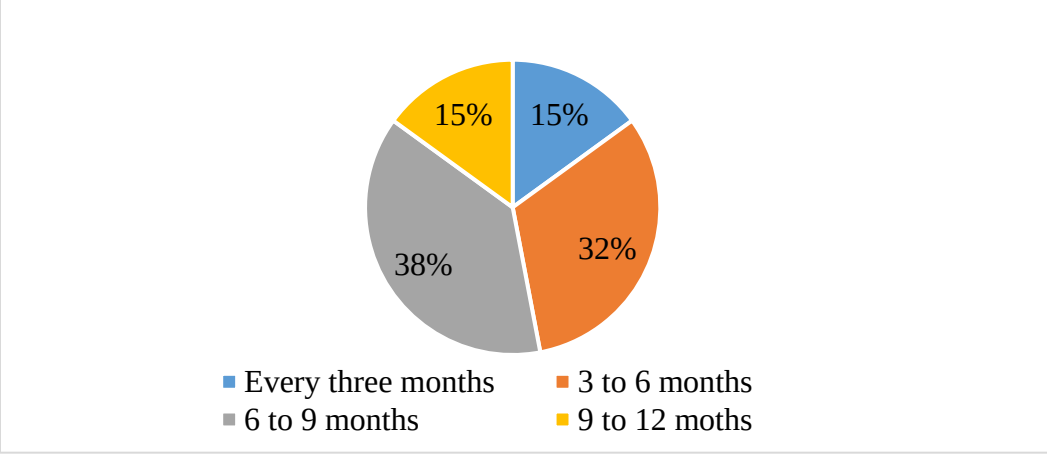

Figure 3: Frequency of Assessment

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On methods of assessment, 33% visited farms and made recommendations, 30% monitored farm production, 18% documented results, and 11% conducted follow-up evaluations. These regular evaluations ensure that farmers can adjust practices to maximize financial performance. Table 6 shows that 86% of respondents improved their strategies in the past year, enhancing financial performance through innovations such as better genetic breeds and advanced marketing techniques.

Table 6: Improved Strategies

Statement	Yes (%)	No (%)	Std Dev	Variance
Improvement of strategies in the last one year	86	14	36	1296

Inferential Statistics Analysis

Hypothesis 1

Table 7: Model Summary – Strategy Planning

Model	R	R^2	Adjusted R^2	Std. Error
1	0.9863 [a]	0.9728	0.9592	0.0427

a. Predictors (Constant – Strategy Planning)

The null hypothesis states that strategy planning does not have a significant effect on the financial performance of small-scale pig farmers in Kiambu County. The alternative hypothesis states that strategy planning significantly affects the financial performance of small-scale pig farmers in Kiambu County. The model summary results from the linear regression tests for organizations' activity in Table 7 presented the value of R = 0.9863, indicating that there is a strong positive correlation between the financial performance and strategy planning. The coefficient of determination was 0.9728 implying that 97.2% change in financial performance in pig farms can be explained by a variation in strategy planning. These findings were supported by the positive relationship between strategy planning and financial performance with P values positive and significant P = 0.001, where $\beta = 0.404$, and $p < .05$. The Null Hypothesis was rejected and therefore the Alternative Hypothesis holds that there is a statistically significant correlation between strategy planning and financial performance.

Hypothesis 2

Table 8: Model Summary – Strategy Implementation

Model	R	R^2	Adjusted R^2	Std. Error
1	0.8922[a]	0.82976	0.798	0.06335

a. Predictors (Constant – Strategy Implementation)

The null hypothesis states that strategy implementation does not significantly affect the financial performance of small-scale pig farmers in Kiambu County. The Alternative Hypothesis states that strategy implementation has a significant effect on the financial performance of small-scale pig farmers in Kiambu County The model summary results from the linear regression tests for organizations' activity in Table 8 presented the value of R = 0.8922, indicating that there is a strong

positive correlation between the financial performance and strategy implementation. The coefficient of determination was 0.82976 implying that 82.97% change in financial performance in pig farms can be explained by a variation in the strategy implementation. These findings were supported by the positive relationship between strategy implementation and financial performance of small-scale pig farmers with P values positive and significant at 0.044, where $\beta = 0.112$, and $p < .05$. The Null hypothesis was rejected and therefore Alternative Hypothesis holds that there is a statistically significant correlation between strategy implementation and financial performance.

Hypothesis 3

Table 9: Model Summary – Monitoring and Evaluation

Model	R	R^2	Adjusted R^2	Std. Error
1	0.7820[a]	0.6117	0.5902	0.0614

a. Predictors (Constant – Strategy Monitoring and Evaluation)

The null hypothesis states that strategy monitoring and implementation do not have a significant effect on the financial performance of small-scale pig farmers in Kiambu County. The alternative hypothesis states that strategy monitoring and evaluation has a significant effect on the financial performance of small-scale pig farmers in Kiambu County The model summary results from the linear regression tests for organizations' activity in Table 9 presented the value of $r = 0.7820$, indicating that there is a strong positive correlation between the financial performance and strategy monitoring and evaluation. The coefficient of determination was 0.6117 implying that 61.17% change in financial performance can be explained by a variation in the strategy monitoring and evaluation. These findings were supported by the positive relationship between strategy monitoring and evaluation and financial performance of small-scale pig farmers with P values positive and significant at 0.001, where $\beta = 0.739$, and $p < 0.05$. The beta coefficient for the relationship between the two variables is positive and significant implying that the null hypothesis is rejected and therefore the Alternative Hypothesis holds that there is there is a statistically significant correlation between strategy monitoring and evaluation, and financial performance.

Hypothesis 4

Objective was to determine the combined effect of strategic management practices on the financial performance of small-scale pig farmers in Kiambu County. The results indicate that a model summary where R was 0.899, R square was 0.851 and adjusted R square was 0.811. An R square of 0.851 implies that 85.1% of changes in financial performance of small-scale pig farmers in Kiambu County is explained by the independent variables. However, there are other factors that influence financial performance that are not captured by the model and this accounts for the remaining14.9%. R of 0.899 signifies strong positive correlation between the variables of study. The findings show the regression analysis on the relationship between the independent variables and depended variables as provided by the participants in Table 10

Table 10: Regression of Coefficients

Variable	Unstandardized coefficients (B)	Std. Error (E)	T	Sig. (P)
Constant	0.012	0.005	2.704	0.008
Strategy Planning	0.404	0.002	3.623	0.001
Strategy Implementation	0.112	0.002	2.931	0.044
Monitoring and Evaluation	0.739	0.003	3.509	0.001

Results of regression of coefficients illustrated in Table 10 indicate that there is a significant relationship between the independent variables and dependent variable. These variables had coefficients of 0.404, 0.112, and 0.739 respectively. The findings imply that; one unit rise in strategy planning leads to a rise in financial performance by 0.404 units, one unit rise in strategy implementation leads to a rise in financial performance by 0.112 units, one unit rise in monitoring and evaluation leads to a rise in financial performance by 0.739 units. Strategy planning, strategy implementation, monitoring and evaluation satisfactorily explained effects on financial performance of small-scale pig farms in Kiambu County. The significance levels were all statistically significant at 0.001, 0.044, and 0.001. These were less than the conventional significant level of $P< 0.05$ and thus statistically significant. $P > 0.05$ is the probability that the null hypothesis is true. $P < 0.05$ value is the probability that the alternative hypothesis is true (Di Leo & Sardanneli, 2020). The results indicate that financial performance in small-scale pig farms is influenced by strategy planning, strategy implementation as well as monitoring and evaluation. Overall, the regression equation was as follows;

Financial Performance = 0.012+0.404 Strategy Planning +0.112 Strategy Implementation + 0.739 Monitoring and Evaluation.

5.0 Conclusions

The study concludes that strategic management practices significantly influence the financial performance of small-scale pig farmers in Kiambu County, as evidenced by the regression analysis results. The first hypothesis (Ho1), which stated that strategy planning does not significantly affect financial performance, was rejected. The p-value of 0.001 indicated a statistically significant relationship between strategy planning and financial performance. The findings highlight that strategy planning plays a crucial role in enhancing financial outcomes, as reflected in the positive coefficient of 0.404, demonstrating its substantive impact. The second hypothesis (Ho2), which posited that strategy implementation does not significantly affect financial performance, was also rejected. The p-value of 0.044 indicated a statistically significant relationship, confirming that strategy implementation contributes to financial performance. With a positive coefficient of 0.112, the results show that translating strategic plans into actionable steps positively influences the financial success of small-scale pig farms. The third hypothesis (Ho3), which proposed that monitoring and evaluation do not significantly affect financial performance, was rejected as well. The p-value of 0.001 demonstrated a significant relationship, and the coefficient of 0.739 indicated that monitoring and evaluation have the most substantial effect among the three practices. This finding underscores the importance of regular assessment and refinement of strategies in

optimizing performance and achieving financial sustainability. The results collectively demonstrate that the integration of strategy planning, implementation, and monitoring and evaluation plays a vital role in improving financial performance. This conclusion reinforces the importance of adopting a holistic approach to strategic management in the pig farming sector. These findings align with prior studies (Dubilihla & Sandada, 2014; Monday et al., 2015) that emphasize the importance of strategic planning and execution, in enhancing organizational performance. The results underscore the critical role of tailored strategic management practices in optimizing financial performance in pig farming enterprises.

6.0 Recommendations

The study recommends that pig farmers should adopt and refine strategic planning practices that emphasize cost reduction, product differentiation, and targeting niche markets. These approaches will enable farmers to optimize resource allocation and enhance profitability. Additionally, farmers should invest in modern implementation tools such as management information systems and farm control systems to improve operational efficiency and ensure alignment with strategic objectives. Frequent and comprehensive monitoring and evaluation should be conducted to track progress, identify gaps, and make data-driven decisions. Farmers should also embrace entrepreneurial innovation to create new products, explore alternative markets, and improve their overall farm operations, ensuring they remain competitive in a dynamic agricultural environment. For policymakers, the study recommends that robust policies should be developed to promote the adoption of strategic management practices within the pig farming sector. Policymakers should provide training programs and allocate resources to enhance farmers' capacity for innovation and strategic planning. This includes offering technical support and funding to facilitate the adoption of modern farming practices and tools. Additionally, access to markets and infrastructure should be improved to support the growth and sustainability of pig farming enterprises. By addressing these structural barriers, policymakers can create an enabling environment that fosters the development and competitiveness of small-scale pig farming operations.

The study further recommends that stakeholders, including private sector players and non-governmental organizations, should collaborate with pig farmers to implement sustainable farming practices and expand market reach. Stakeholders should offer mentorship programs to educate farmers on strategic management practices, equipping them with the skills necessary for effective planning, implementation, and monitoring of farm operations. Partnerships between stakeholders and farmers should focus on creating value chains that ensure market access, fair pricing, and quality assurance, enabling farmers to maximize their financial performance and long-term sustainability. Finally, for academia, the study recommends that future research should expand to include other sub-counties in Kenya to understand regional differences in the application and impact of strategic management practices. Researchers should investigate additional aspects of strategic management, such as employee engagement, supply chain optimization, and their influence on financial performance. Alternative performance measures, including operational efficiency, market share growth, and customer satisfaction, should be utilized to validate the findings and provide a broader perspective. Academia should also explore the long-term impacts of strategic management practices on scaling sustainable pig farming enterprises, contributing to the development of innovative strategies that support the growth of this vital sector.

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