

EFFECT OF STRATEGIC POSITIONING ON PERFORMANCE OF PROFESSIONAL BODIES IN NAIROBI COUNTY: A CASE STUDY OF THE INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF KENYA

¹HILLARY KIPROTICH KOSKEI, ²Dr. SAMSON NYANG'AU PAUL

Abstract: The general objective of this investigation befell to investigate the effect of strategic positioning on the performance of Professional bodies in Nairobi County. This investigation had four precise research objectives which are: to establish the effect of technological change on the performance of Professional bodies in Nairobi County; to determine the effect of trademark equity on the performance of Professional bodies in Nairobi County; to examine how strategic alliances affect the performance of Professional bodies in Nairobi County; To assess how product reengineering affect the performance of Professional bodies in Nairobi County. The analysis was descriptive in nature and the researcher used a case scrutiny method. Secondary data collected from such a population or census was more reliable. The target population of this investigation was the Institute of Certified Public Accountants of Kenya, ICPAK. This means that the staff working at the Institute were the target population of the research investigation. The researcher used a total Population sampling approach in selecting the investigation area of respondents drawn from ICPAK. The researcher used questionnaires and secondary data as the research instruments to gather the relevant information needed to be related to the investigation. The data collected was analyzed using quantitative methods, applying descriptive statistical methods to manipulate it and present the findings in percentages, figures and tables. The findings indicated that the four strategic positioning practices that are product re-engineering, trademark equity, technological change and strategic alliances have a positive and significant effect on the performance of Professional bodies within Nairobi County. The investigation recommends Professional bodies to practice more of technological change. This is because an increase in technological change improves performance significantly. Some of the ways of doing that are by the adoption of online services, ICT infrastructure and innovation. The investigation further recommends Professional bodies to improve their trademark equity more. This is because an increase in trademark equity improves performance significantly. Some of the ways of doing that are by improving the corporate image, customer's loyalty and negotiating power of the organization. Another recommendation by the investigation is that Professional bodies need to focus more on strategic alliances. This is because an improvement in strategic alliances leads to a significant improvement in performance. This can be achieved through enhancing partnership, synergy development and outsourcing. To the Professional bodies, the study lastly recommends an improvement in product re-engineering practices. This is because an improvement in product reengineering leads to a significant improvement in the performance of Professional bodies within Nairobi County. This can be done by launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies in Nairobi County.

Keywords: Product Re-engineering, Strategic Alliance, Strategic Positioning and Technology Change.

1. INTRODUCTION

The general objective of this investigation befell to investigate the effect of strategic positioning on the performance of Professional bodies in Nairobi County. This investigation had four precise research objectives which are: to establish the effect of technological change on the performance of Professional bodies in Nairobi County; to determine the effect of trademark equity on the performance of Professional bodies in Nairobi County; to examine how strategic alliances affect the performance of Professional bodies in Nairobi County; To assess how product reengineering affect the performance of Professional bodies in Nairobi County. The analysis was descriptive in nature and the researcher used a case scrutiny method. Secondary data collected from such a population or census was more reliable. The target population of this investigation was the Institute of Certified Public Accountants of Kenya, ICPAK. This means that the staff working at the Institute were the target population of the research investigation. The researcher used a total Population sampling approach in selecting the investigation area of respondents drawn from ICPAK. The researcher used questionnaires and secondary data as the research instruments to gather the relevant information needed to be related to the investigation. The data collected was analyzed using quantitative methods, applying descriptive statistical methods to manipulate it and present the findings in percentages, figures and tables. The findings indicated that the four strategic positioning practices that are product re-engineering, trademark equity, technological change and strategic alliances have a positive and significant effect on the performance of Professional bodies within Nairobi County. The investigation recommends Professional bodies to practice more of technological change. This is because an increase in technological change improves performance significantly. Some of the ways of doing that are by the adoption of online services, ICT infrastructure and innovation. The investigation further recommends Professional bodies to improve their trademark equity more. This is because an increase in trademark equity improves performance significantly. Some of the ways of doing that are by improving the corporate image, customer's loyalty and negotiating power of the organization. Another recommendation by the investigation is that Professional bodies need to focus more on strategic alliances. This is because an improvement in strategic alliances leads to a significant improvement in performance. This can be achieved through enhancing partnership, synergy development and outsourcing. To the Professional bodies, the study lastly recommends an improvement in product re-engineering practices. This is because an improvement in product reengineering leads to a significant improvement in the performance of Professional bodies within Nairobi County. This can be done by launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies in Nairobi County.

Statement of the Problem:

The Professional bodies playact a requisite starring responsibility in the overall nations' trade and industry progression as well as improvement in terms of skills and leadership. They have an enormous influence on public perception by creating the reputation and defining professionalism by ensuring professional code of conduct is observed. Consequently, strategic positioning partakes an imperative magnitude for professional establishments besides leading them to a better future by adjusting to the surrounding alongside the definition of professionalism and ensuring professional code of conduct is observed, Kettunen, (2006).

The profession is becoming increasingly extra reliant at amenity benefactors in order to dispense accomplishment on a spirited focus and be in harmony with interested party alongside marketplace prerequisites. In spite of this, in order to competently realize, amenity conveyance procedure requires to ensue cautiously, conferred as well as concurred on notwithstanding the concerned participants' inclinations, desires along with necessities. Association can turn out to be aggressive by laying down approaches which can set itself contained by marketplace supremacy as well as progressing corporation's global accomplishment. The strategic positioning partakes acknowledgement for actuality fundamentals in provoking aggressive compression within the Professional bodies marketplace besides being the technique towards enhancing the functioning. Professional bodies participate in fundamental function in the nation's collective as well as commercial advancement. To the same magnitude of indicators starring in Kenya, the entire ball of segments bank on Professional bodies then slight array towards deterioration within the Professional bodies disturb virtually entire fragments of the financial system, Kettunen, (2006).

The Institute of Certified Public Accountants of Kenya has been inflicted by amplified antagonism of late and this gives obligation to the institute to second thoughts newfangled techniques towards intensifying dealings in addition to grasping extra marketplaces comprehensively. With the increased point of competition, local professional associations identical to

ICPAK exhibit to tactically set besides bringing itself into line so as to apprehend innovative marketplaces otherwise hanging on to its prevailing marketplace share, Kettunen (2006). Understanding the organization's approach grounded to cooperative as well as autonomous reserves entails amalgamating conceptions in addition to methodologies where tactical placing stands amongst the concepts.

Home-grown investigation executed towards the effect of strategic positioning on structural functioning incorporates Nyakondo (2010), where he looked at the factors inspiring the banking business in adopting strategic positioning in mobile banking. Nyakondo (2010), ascertained that banks entities embraced mobile banking in order to ample magnitude also with highlighting carrying out of mobile banking by way of strategic positioning equally as a foundation towards proceeds, aspect as well as intensifying clients' gratification. Going on Kasyoka (2011), investigated the submission of strategic positioning towards achieving the workable competitive advantage at Safaricom limited with the conclusions that superior know-how was improving Safaricom limited towards realizing the workable aggressive benefit. The investigation disclosed that resource-based view used by Safaricom limited was extremely impelling realization towards a maintainable economic benefit.

Lastly, Muriet (2011) scrutinized the strategic positioning along with functioning of moneymaking banks based in Kenya then ascertained that the strategic positioning promisingly as well as appreciably enhances organizational performance through execution measurement. Consequently, the investigator has not befallen through at all any studies that has been carried out on effect of strategic positioning on the performance of the Professional bodies, that will be of phenomenal worthwhile sphere inspiring investigation in Kenya. The investigation, subsequently, work towards ascertaining consequences of calculated setting towards structural functioning. It stood shepherded using the succeeding investigation question: -What is the effect of strategic positioning on the performance of the Professional bodies?

Objectives:

- i. To establish the effect of technological change on the performance of Professional bodies in Nairobi County.
- ii. To determine the effect of trademark equity on the performance of Professional bodies in Nairobi County.
- iii. To examine how strategic alliances affect the performance of Professional bodies in Nairobi County.
- iv. To assess how product re-engineering affects the performance of Professional bodies in Nairobi County

2. THEORETICAL REVIEW

Building Theory:

Building theory contends that a trademark is a foundation of a strategic positioning that energies further than outer components alongside the perspective view, it entails extra elements that even though perhaps insubstantial on the other hand essential in customers deliberation. Concurring to De Chernatony and MacDonald, (2003) trademark gains its additional worth from the creation. Building theory was utilized by Jones and Slater (2003) in computation of additional worthiness that stems after chancing upon the trade name, entities which rises after the postulation of trade name as authoritative, characters which rises from convention of trade name, characters that rises from the consequence of the purchasers involvement with the trade name, as well as benefits which rises from parceling of the product and trademark.

Classical Test Theory:

Classical test concept embraces the additional worth model. Conferring with De Chernatony and MacDonald (2003) a trademark is a recognizable facility, item, party or habitation enhanced by the style which the purchaser and the consumer identifies important, the exclusive additional worth that complements with their necessities hardly. In addition, the trademark achievement results in upshots after the ability to keep the extra principles notwithstanding the rivalry. A key purpose of a trade name is undertaking in place of categorizing of the product as well as facilities in addition to seclusion from more products alongside facilities in the similar category. For instance, Aaker (1991) discourses trade name awareness ought to be the only buildup utilized by purchaser and the producer. Moreover, ascertainment ought to not be a trade name purely, Schmitt (1999). Even though decent persona alongside label are insufficient, expressed understanding stands imperative also applauding dual techniques of the trade name; trade name be recognized as ascertainment in place of slogan, symbol, mentions taking shape as specific figure as well as associates intended for the customer, Schmitt (1999).

Resource Dependence Theory:

Contemplating to Pfeffer and Salancik (1978), the Resource dependence principle was grounded towards conception where the environs contributes to birthplace of limited reserves as well as associations being subject to restricted possessions planned for continued existence, besides being foundation for strategic positioning. Professional bodies tactically establish alliances towards governing the joint interterritorial, Pfeffer and Salancik (1978). Such interterritorial are amid suppliers as well as buyers or energetic interterritorial such as interterritorial amongst the opposition. According to Hillman and Keim (2001), resource dependence theory is a primary theoretical perspective to appreciate mutual actions and extra inter-professional associations such as strategic alliances.

Urgency Theory:

The concept involves Professional bodies dealing with the phenomenon of doing further with less as a strategic positioning. According to this theory, obtaining superior productivity and accomplishment in considerably short period stands to be steady administration disquiet. According to Carter (2005), administrator's competence towards efficiently handling phase compression, curbed means besides scarcer manpower following re-engineering at the same time straining towards widening production in addition to functions productivity. Carter (2005) continues expounding that this concept would be an imperative system to mitigate the impact of the business process, however, some of the benefits and shortcomings should be considered before taking the theory. Selected advantages include; superior productivity and accomplishment in less period, substantial competitive advantage, eradicate feeble performance, better time management and improved capacity to develop innovations and more core proficiencies. The shortcomings of urgency theory include; burnout factor, too many errands being given to one person, quality levels being compromised due to inadequacies, as a result, triggering chaos.

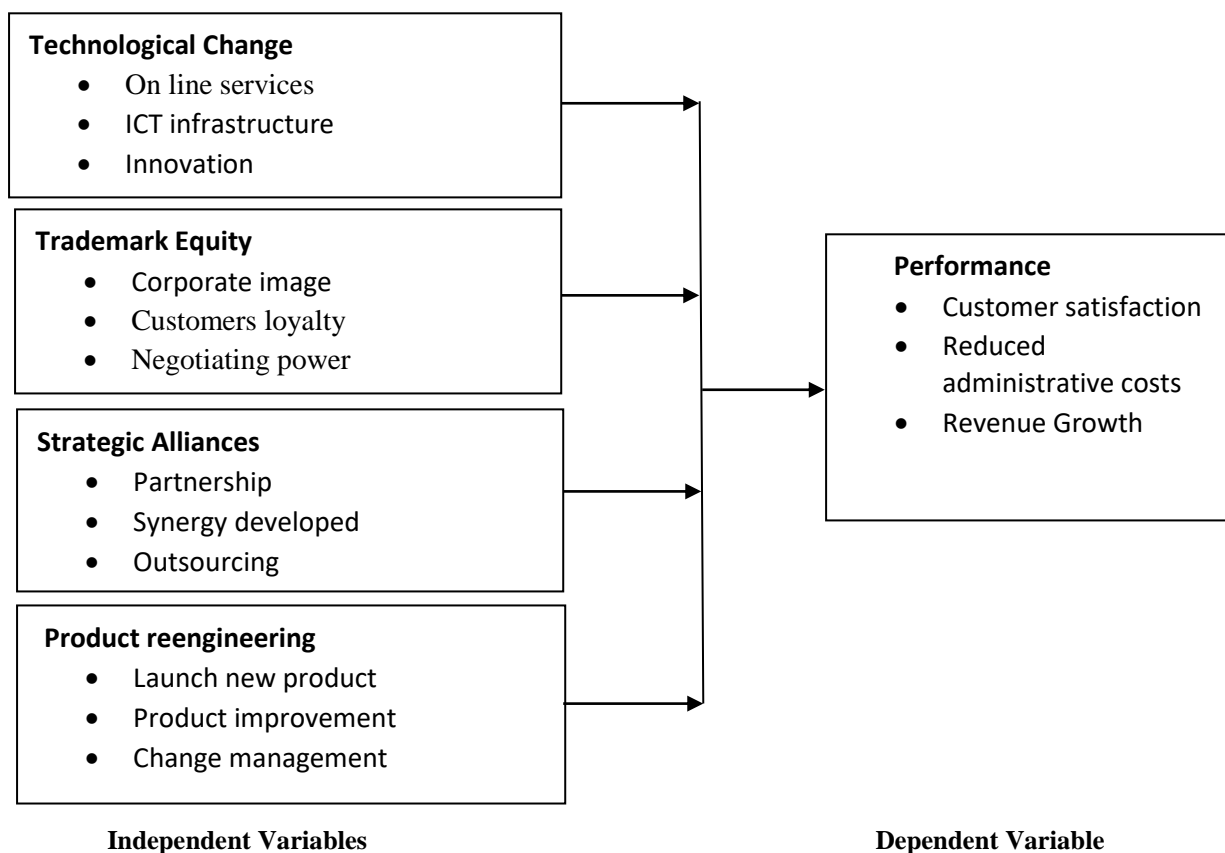
Conceptual framework:

Figure 2.1: Conceptual framework

Critique of Literature Reviewed:

A number of writers came up with definite spheres towards benchmarking Professional body accomplishment, which includes institution prosperity in the function of appraising functioning. Some utilize aspectual quantification dimension encompassed in Professional body marketplace stake, impression towards clients, proceeds as well as universal association accomplishment, Armstrong (2008). Modification exist as all-pervading component within Professional body existence, twofold towards functioning as well as premeditated height. Conveniently ought to nonexistence of reservation pertaining benefits of tactical positioning towards structural because requirements aimed at setting are regularly unpredictable in addition to being responsive also habitually prompted as a result of a few circumstances. Setting originates from each and every form, customs besides magnitudes in addition to impacting Professional bodies across the board emanating from mutually inhouse as well as peripheral aspects. According to David (2006), configuration can perhaps stand regarded as signal emanating from high-ranking supervision to the way management hoped the association to function. Configuration from the association ought to portray their partaking. Arrangements categorization can be the magnitude towards association's elasticity. Institutions come about meandering activities towards reshaping the conventional classified configurations fostered in the order of operating narrowing down besides integrated arrangements towards trimmer, compliment as well as additional receptive constitutes towards transformation, Thompson et al. (2008).

Appraisee make a case on recent top executive on their habitually institution of transformations robustly resulting in antagonism from fellow workforces distressing the association. According to Simpkins (2009), transpiring very fast in action, team leader may bring about huge disturbance, subsequent governance abandonment as well as downhearted workforces upsetting depressingly establishment functioning. Additionally, association's guidelines work out as citation opinions in the course of hiring routines enhancements in addition resolutions making exist transpiring around individuals besides facilitating expression in the techniques mechanisms being implemented within the association. Gupta (2008) explained further that in the event emanating from execution of institution's procedures, establishments usually encounters antagonism because of alteration confrontation from conservative workforce opposed to modifications since circumstances will compel them to adjust as well as embracing the newly constituted routines as well as procedures.

According to Johnson and Scholes (2002), inadequacy of capabilities will outcome in execution of tactical setting narrows towards impracticability. It exists universal unanimity in implication of capabilities to be emanating from participants that authorize an organization to exonerate objectives towards delivery of amenities as well as products. Association's capabilities can perhaps be categorized as inhouse as well as exterior participants.

According to Thompson et al. (2001), highlighting besides marshalling abundant capitals as well as workforces in the wake of strategic positioning implementation. The entire administrators are mandated in approach implementing within their jurisdiction in addition to workforces being accomplices during approach functioning progression. At the beginning of progression towards effecting as well as accomplishing modern strategic positioning, administrators must assess the capabilities desired thereafter contemplate that if existing finances within administrative constituents stand appropriate

Summary of Literature:

The investigation contemplated at the literature perspective of the inquiry. The main models that the chapter covered are Building Theory, Classical Test Theory, Resource Dependence Theory and Urgency Theory. The chapters resolute on four factors that affect performance; Technological change, Trademark equity, Strategic alliances and Product re-engineering. The chapter successfully traverse by looking at the critique of existing literature and the research gaps and it has pinpointed various gaps that are correlated with this investigation which need to be filled. For instance, the enquiry fills the knowledge gap by carry out on the effect of strategic positioning on the performance of professional bodies in Nairobi County. A Case Study of the Institute of Certified Public Accountants of Kenya

Research Gap:

Several local researches have been done on the strategic positioning but no studies that have strongminded proceeding towards the consequences of strategic positioning pertaining accomplishment of Professional bodies within Nairobi County. For illustration, investigation on the dynamics manipulating banking establishment towards adopting strategic positioning in mobile banking, Nyakondo (2010). In a distinctive happening, Kasyoka (2011) looked into the utilization associated with strategic positioning towards achieving balanced competitive advantage at Safaricom Company Limited.

Muriel (2011), worked-on premeditated positioning as well as performance of commercial banks grounded in Kenya and establish that strategic positioning encouragingly as well as expressively enhancing organizational functioning through performance measurement, Nyakondo (2010) investigated on the factors influencing banking industry to adopt strategic positioning on mobile banking while Munene (2013) based his investigation at deliberated positioning in addition to organizational functioning of the topmost five oil companies within Kenya.

Finally, Muriel (2011) investigated on the premeditated setting in addition to functioning of commercial banks within Kenya. From the above investigations, it's absolutely evident that there they are no studies that have single-minded on the effect of strategic positioning on the professional body, especially in Kenyan context. In the privation of local empirical studies, it is often difficult to appraise the strategic positioning in relation to organization performance in the local perspective. It is this knowledge gap that the researcher sought to bridge by performing the investigation on the effect of strategic positioning on the performance of professional bodies within Nairobi County, Kenya.

3. RESEARCH METHODOLOGY

The research design used in this study was descriptive research design. Entire workforce of ICPAK will be the focus population of the investigation. Therefore, the study was comprised of 150 respondents from the ICPAK. The data collection instrument for this study was a questionnaire. The questionnaire had both open ended questions and a Likert Scale on some questions. The questionnaire was pre-tested with a small representative sample aimed at identifying potential misunderstandings or biasing effects for various questions. The data was coded and thereafter analyzed using descriptive statistics (mainly percentages, mean, variance and standard deviations) and inferential statistics (mainly linear regression models) with the aid of Statistical Package for Social Sciences (SPSS) program and presented using appropriate tables to give a clear picture of the research findings at a glance. A multiple linear regression analysis was performed to test the effect of the independent variables on the dependent variable

Model:

The model was specified as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Where,

Y= Performance of professional bodies in Nairobi County

X₁: Technological change

X₂: Trademark equity

X₃: Strategic alliances

X₄: Product re-engineering

β_0 coexist as a steady or interrupt

β_1 , β_2 , β_3 , as well as β_4 , coexist as conforming figures for the respective variables which are autonomous.

ϵ represents miscalculation expression that signifies remnants as well as uncaptured dynamics contained by the regression standard.

4. REGRESSION RESULTS

The findings for the model coefficients indicates both the direction, magnitude and significance belonging to association amongst strategic positioning variables along with performance on Professional bodies within Nairobi County. Findings were shown within Table: 4.10.

Table 4.1: Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.477	0.359		4.118	0.000
Technological Change	0.407	0.047	0.465	8.624	0.000
Trademark Equity	0.169	0.024	0.374	7.150	0.000
Strategic Alliance	0.169	0.029	0.323	5.759	0.000
Product Reengineering	0.655	0.098	0.392	6.651	0.000

The findings indicated that technological change hold an encouraging along with extensive effect towards functioning of Professional bodies within Nairobi County (Beta = 0.407, Sig = 0.000). The findings implied that an element escalation in technological change precedes towards 0.407 constituent intensification in performance of Professional bodies within Nairobi County. The findings are consistent with Hofer and Schendel (2008) who argued that adoption of new technology enables organizations to minimize their operational costs, offer effective and highly efficient, tailor-made services thus improving the overall organizational performance.

The findings similarly revealed the trademark equity having an optimistic besides meaningful effect towards functioning of Professional bodies within Nairobi County (Beta = 0.169, Sig = 0.000). The findings imply that a unit increase in trademark equity fronts toward 0.169 component escalation in performance in lieu of Professional bodies within Nairobi County. The findings are consistent with David (2010) who linked trademark equity to changing market share and enhanced profit margins.

It was also established that strategic alliances gain an enthusiastic besides eloquent effect on the performance of Professional bodies within Nairobi County (Beta = 0.169, Sig = 0.000). The findings imply that a unit increase in strategic alliances precedes towards 0.169 entity rise in performance of Professional bodies within Nairobi County. The findings are consistent with the argument by Burnes (2014) that strategic alliances allow the parties to control own fundamental proficiencies through supplementing one another within various customs thus improving their performance.

Lastly, it was established that product re-engineering partakes an optimistic along with expressive effect on the performance of Professional bodies within Nairobi County (Beta = 0.655, Sig = 0.000). The findings implied that a constituent growth in product reengineering herald towards 0.655 element growth in performance of Professional bodies within Nairobi County. The findings are consistent with the argument by Walter (2010) who argued that product re-engineering is important to any organization since it reduces discrepancy along with depletion of progressions in a bid to attain the expected upshots through improved exploitation of means.

Conclusively, findings led to the following optimal regression model:

Performance of Professional bodies = 1.477 + 0.407 (Technological Change) + 0.169 (trademark Equity) + 0.655 (Product Reengineering) + 0.169 (Strategic Alliance)

The most significant factor affecting the performance of Professional bodies within Nairobi County is a technological alliance, followed by trademark equity then product re-engineering and lastly strategic alliance.

5. CONCLUSION

Grounded on the analysis findings, the study concluded technological changes have a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in technological change practices such as the adoption of online services; ICT infrastructure and innovation lead to a considerable improvement in functioning sphere of Professional bodies. The study further concluded that trademark equity has a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in trademark equity by improving the corporate image, customers loyalty and negotiating power, leads to a significant improvement in the performance of Professional bodies. The study also concluded that strategic alliances have a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in strategic alliance customs such as partnership, synergy development and outsourcing direct an expressive improvement in the performance of Professional bodies. The study finally concluded that product reengineering has a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in product re-engineering practices such as launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies within Nairobi County.

6. RECOMMENDATIONS

Based on the conclusion that technological change improves performance of professional bodies significantly, the study recommends Professional bodies to practice more of technological change. Some of the ways of doing that are by the adoption of online services, ICT infrastructure and innovation. Based on the conclusion that trade mark equity improves performance of professional bodies significantly, the study recommends Professional bodies to improve their trade mark

equity. Some of the ways of doing that are by improving the corporate image, customer's loyalty and negotiating power of the organization. Since the study concludes that strategic alliances improves performance of professional bodies significantly, the study recommends Professional bodies to enhance their strategic alliances. This can be achieved through enhancing partnership, synergy development and outsourcing. Based on the conclusion that product reengineering improves performance of professional bodies significantly, the study recommends Professional bodies to improve their product reengineering practices. This can be done by launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies in Nairobi County.

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