INFLUENCE OF STRATEGIC POSTURE ON CUSTOMER SATISFACTION WITHIN THE SERVICE INDUSTRY IN KENYA: A CASE OF TROPICAL PROMOTERS LIMITED

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DECLARATION

I declare that this applied research project is my original work and has not been presented in any other University for academic credit.

Signature. _____ Date _____

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SUPERVISOR'S DECLARATION

This applied research project has been submitted for Examination with my/our approval as the University Supervisor(s)

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DEDICATION

The current research is dedicated to my family and friends who persistently enquired on when the next graduation party is going to be held. I am also heavily indebted to my daughter, Christine Lynda Wairimu who bore the burden of my numerous absences with a lot of patience and love.

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ABSTRACT

There are sporadic business environments, amplified customers attrition due to competition from substitutes and complementary products. Globally, competition is attributed to proliferation of technological advancements which has led to creation of high-quality products at low production costs. This is geared towards addressing the degree of customer satisfaction. Skewed analysis on the influence of strategic posture amongst big corporations and state bodies precipitated examination of its influence in Tropical Promoters Limited. Consequently, the main purpose of the study was to explore the influence of strategic posture on customer satisfaction within the service industry in Kenya. Specifically, the study sought to examine the influence of product differentiation posture on customer satisfaction within the service industry in Kenya. To determine the influence of entrepreneurial orientation posture on customer satisfaction within the service industry in Kenya. To find out the influence of evaluation posture on customer satisfaction within the service industry in Kenya. The study was anchored on blue ocean strategy and disconfirmation theory. Descriptive research design was adopted. Census of 60 corporate customers of Tropical Promoters Limited was used to select respondents. Primary data was gathered through use of questionnaires. Quantitative data was analyzed through use of descriptive statistics such as mean, standard deviation, frequency and percentage and inferential statistics; Pearson correlation and regression analysis. Pearson correlation showed the strength of the influence of strategic posture on customer satisfaction and regression depicted the nature of its influence. Data was presented in tables and figures and was analyzed using SPSS version 22. Out of 60 issued questionnaires, 55 (accounting for 92 percent) were completely filled and returned. Piloting was carried out and reliability coefficient were calculated and all were greater than 0.7 which revealed that the research instrument was reliable. Regression analysis revealed positive and significant effects of product differentiation posture on customer satisfaction in Tropical Promoters Limited ($\beta = 0.279$, $t(54) = 3.71$, p *value* < 0.05). Regression analysis revealed positive and significant effect of entrepreneurial orientation on customer satisfaction in Tropical Promoters Limited ($\beta = 0.399$, $t(54) = 4.94$, *p value* < 0.05). Regression analysis revealed positive and significant effect of evaluation posture on customer satisfaction in Tropical Promoters Limited ($\beta = 0.243$, $t(54) = 3.28$, *p value* < 0.05). It was concluded that there is need for Tropical Promoters Limited to devise measures geared to development of products and services which will usher Tropical Promoters Limited into blue ocean. Tropical Promoters Limited risk measurement and management strategies should aid in achieving customer needs. There is need for Tropical Promoters Limited to devise measures geared towards gathering and consolidating information which would aid it in achieving competitive advantage.

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LIST OF ABBREVIATIONS

CS	Customer Satisfaction
EFA	Exploratory Factor Analysis
EO	Entrepreneurial Orientation
EOP	Entrepreneurial Orientation Posture
EP	Evaluation Posture
JKIA	Jomo Kenyatta International Airport
KCB	Kenya Commercial Bank
KPS	Kenya Prison Service
MFI	Micro-finance Institution
NACOSTI	National Commission for Science Technology and Innovation
PDP	Product Differentiation Posture
TPL	Tropical Promoters Limited

DEFINITION OF KEY TERMS

Customer Satisfaction	Refers to ability of a corporation to provide quality services, have positive image and competitive pricing (Kiama & Wairimu, 2016).
Entrepreneurial Posture	Defined as organization risk-taking, proactiveness and innovativeness (Chokesikarin, 2014).
Evaluation Posture	Defined as measures adopted by an organization on monitoring and evaluation, business intelligence and strategic alignment (Nyariki, 2016).
Product Differentiation	Defined as a marketing strategy that businesses use to distinguish a product from similar offerings on the market (Kari & Bichanga, 2017).
Strategic Posture	Defined as organization positioning on aspects such as product differentiation operationalized as multiple services provided, brand communication and integrated information technology (Porters, 2015).

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

The chapter gives background of the study showing the global, regional and local perspective**.** It further highlights the problem statement, general and specific objectives, significance, scope, limitations, delimitation and conceptual framework.

Customer satisfaction is the ability of a corporation to meet expectations and ignite positive feelings towards their products or services amongst its customers. Currently, customer satisfaction will be deemed as ability of a corporation to provide quality services, have positive image and competitive pricing. Strategic posture will be defined as organization positioning on aspects such as product differentiation operationalized as multiple services provided, brand communication and integrated information technology; entrepreneurial posture defined as organization risk-taking, proactiveness and innovativeness; evaluation posture defined as measures adopted by an organization on monitoring and evaluation, business intelligence and strategic alignment.

1.2 Background of the Study

Customer satisfaction is contentment derived from evaluation on quality of services accorded to customers against their expectations (Kiama & Wairimu, 2016). Business performance and competitive advantage are symbiotic to customer satisfaction. This calls for vital planning on quality of services to be accorded to customers. Strategic position through intensive marketing and broad positions have high likelihood of retaining and attracting customers (Ghotbabadi, Feiz & Baharun, 2016). These efforts are geared towards mitigation of existing customers' rates of attrition. This can be

achieved through discovery and segmentation of customers as per their needs. Customers sensitive to prices ought to manage through efficient and optimal cost strategies.

Strategic posturing calls for innovative and creative customer management strategies through matching their expectations with quality of services accorded unto them. This is achievable through organization understanding of customers preferences, choices, fashion and historical services seeking behaviour (Nyariki, 2016). Organization capabilities on responding to customers needs ought to be aligned to customers demands for goods and services and in all situations, corporations must strive to exceed their customers expectations failure to which will amplify discomfort. According to (Agwi, 2018) whenever customers expectations are epitome to organization products development then there will be high likelihood of achieving competitive advantage and creation of blue ocean market.

All organizations are geared towards maximization of shareholders wealth and sustainability of their market share then it begs a question on how they have postured themselves strategically (Somi, 2017). According to blue ocean strategy creation of value additive products is geared towards development of demand driven products and services. This is amplified by strategic posture adopted by any corporation. Moreover, blue ocean strategy has supported the need for product differentiation, entrepreneurial orientation and evaluation posture to continuously create demand driven products and services. Technological advancement and adoption have introduced new business models which has altered traditional business and non-dynamic strategy postures has eroded market value of local and international companies. This has intensified

corporation responses through product flexibility and efficient distribution and delivery of alternative products and services (Kari & Bichanga, 2017).

Product differentiation is a strategic market entry strategy adapted worldwide to aid in penetration and dominance on customized or wide market (Kari & Bichanga, 2017). This is achievable through adherence and evaluation of market strategy as guided by porters five forces model (Porters, 2015). Due to homogeneity of business environment there is need to devise mechanism to differentiate organization products and services from their rivals and ultimately penetrate and dominate the market. Through product differentiation an organization may elicit barriers to entry which may precipitate competitive advantages and monopoly.

Entrepreneurial orientation is the capacity of an organization to be continuously engaged in new products and services development. It has three main facets which are risk-taking, proactiveness and innovativeness. Risk-taking defines organization to discover new markets which has high likelihood of superior returns though their risk exposure is too high. Proactiveness is the ability of an organization willingness to intervene on prevailing demand for services or goods. Innovativeness is ability to develop new means and methods of serving and meeting customers needs. It is crucial for service industry to adopt entrepreneurial orientation in their business conduct to optimize on their returns (Chokesikarin, 2014).

Strategic evaluation is a procedure adopted by an organization to consistently evaluate organization performance as per expected targets. Through strategy evaluation an organization will easily identify shortcomings associated with its strategy implementation (Ibrahim, 2015). Through strategy evaluation an organization is better

placed to understand internal and external threats and consequently devise measures to exploit available opportunities. It was reported that strategic evaluation strategy adopted had significant influence on organization performance. The study found strategy evaluation led to organization direction setting courtesy of compliance with organizational vision, streamlined operations and setting of specific, measurable, realistic and timely targets. Strategy evaluation was adopted as a yardstick for employees' motivation and was inspiring. Further, strategy evaluation was used as benchmarking tools against set standards and for comparative analysis with industry rivals.

1.2.1 Tropical Promoters Limited

Tropical Promoters Limited was established in 26th January, 1990. Since its commencement, its core business has been media rentals and management which include; modern bus shelter advertising management, litter bin advertising management. Fabrication and branding business; fabrication of kiosks, booths, custom outdoor branding projects and wall branding. Franchise projects; professional shoe shiner centres and chicos tuck shops. Airport advertising services projects; airport trolley advertising and management, airport advertising at Wilson and Kisumu and media development and management (Annual Report of Tropical Promoters Limited, 2018).

Currently the human resources capital for Tropical Promoters Limited comprises of 68 full time employees, contracted staffs based on projects and 105 who are working in shoe shines. The company head office is based at Jomo Kenyatta International Airport with branches at Kisumu Airport and Mombasa city. Due to heterogeneity of services

accorded by Tropical Promoters Limited, there are currently 60 corporate customers who will constitute respondents of the study.

There is technological advancement which may have precipitated creation of new products and services. Previously most enterprises relied on traditional forms of communication and the trend has been revised to incorporate social media platforms which has wide audiences and geographical coverage. This may alter quality of service provision in Tropical Promoters Limited owing to the fact they are located at Jomo Kenyatta International Airport whereby service seekers hail from different geographical and cultural regions. This heterogeneity may have an impact on quality of services amongst Tropical Promoters Limited customers. Consequently, there is need to examine the influence of strategic posture on customer satisfaction in Tropical Promoters Limited in Kenya.

1.3 Statement of the Problem

There are sporadic business environments, amplified customers attrition due to competition from substitutes and complementary products. Globally competition is attributed to proliferation of technological advancements which has led to creation of high-quality products at low production costs. Also, technological changes have altered products development lifecycles. This has altered customers satisfaction levels especially amongst those organizations which are slow incorporation of technology in their service provision. Even though organization strategic posturing is anchored on maximization of shareholders wealth and achievement of competitive advantage, this is not possible without customer satisfaction and loyalty. This calls for examination of strategic posture adopted by service industries in Kenya.

Empirical evidence documented have inclusive findings since some scholars such as Kavale, Mugambi and Namusonge (2016) reported positive influence of differentiation strategy in MFIs. Kiama and Wairimu (2016) reported positive influence of differentiation strategy in EABL. Chokesikarin (2013) reported significant influence of entrepreneurial orientation on customer satisfaction in Bangkok. Xue (2015) reported inverse influence of perceived risk on product image. Nyariki (2016) reported positive influence of strategy evaluation on market share of commercial banks in Kenya.

Despite ambivalent findings being reported there are glaring methodological challenges in most studies. These challenges include non-scientific sample size determination despite the sampling frame comprising of heterogenous groups. These studies have been skewed towards quantitative data collection procedures despite of its shortcomings. Further, most of the studies hails from different economic and business environment which may influence strategic posture adopted by a specific firm. Further, these studies are skewed towards big corporations and public entities hence their findings may be generalized in Tropical Promoters Limited which is a small corporation. Consequently, the current study sought to establish the influence of strategic posture on customer satisfaction of Tropical Promoters Limited.

1.4 Objectives of the Study

This study was based on general and specific objectives:

1.4.1 General Objective

The general objective of the study was to examine the influence of strategic posture on customer satisfaction within the service industry in Kenya: A case of Tropical Promoters Limited.

1.4.2 Specific Objectives

The study was guided by the following specific objectives:

i. To examine the influence of product differentiation posture on customer satisfaction within the service industry in Kenya
ii. To determine the influence of entrepreneurial orientation posture on customer satisfaction within the service industry in Kenya
iii. To establish the influence of evaluation posture on customer satisfaction within service industry in Kenya

1.5 Research Questions

The study was guided by the following research questions:

i. What is the influence of product differentiation posture on customer satisfaction in service industry in Kenya?
ii. Does entrepreneurial orientation posture influence customer satisfaction in service industry in Kenya?
iii. What is the influence of evaluation posture on customer satisfaction in service industry in Kenya?

1.6 Significance of the Study

The current empirical enquiry may be beneficial to strategic management specialists since it may create an insight on the influence of strategic posture on customer satisfaction in the service industry. It may cement on the need to create strategic postures which are geared towards enhancement of customer satisfaction and loyalty.

Clarity on optimal strategic posture to be adopted by corporations may optimize on benefits to be accrued from strategic management within corporations. Moreover, it may aid in development of the most optimal business intelligence department due to understanding of its strategic value in an organization.

Theoretically and empirically, the study may benefit scholars since its conformity or refuting existing findings may aid in drawing insights to future scholars to authenticate current findings.

1.7 Scope of the Study

This study sought to examine the influence of strategic posture on customer satisfaction within the service industry in Kenya; A case of Tropical Promoters Limited. The main focus was customers who have been accorded services by Tropical Promoters Limited for the last three years. Primary data was gathered using semi-structured questionnaires amongst customers.

1.8 Limitations of the Study

The current study was carried out in private companies and customers may be uncomfortable disclosing their nature of engagement with Tropical Promoters Limited.

In some instances, information on customer perception on strategic posture adopted by any corporation may be unfamiliar to respondents though individual corporation evaluation may yield biased responses. Familiarity bias on strategic posture may inhibit employee capacity to serve their customers which increase likelihood of customer dissatisfaction. To mitigate this every company was issued with a single questionnaire and non-disclosure of personal information was strictly observed.

Even though, gathered data can be either qualitative or quantitative. This study limited its collection on quantitative data collected through questionnaires. This may have limited the extent of enquiry as opposed to qualitative data collection which enables the researcher to observe even respondent's behaviour. Quantitative data collected through questionnaires was preferred owing to disintegration of Tropical Promoters Limited customers hindering possibilities of gathering data via focus group discussions.

The study adopted a census of 60 respondents who were currently the only corporate customers served by Tropical Promoters Limited. This may have limited the choice of analysis technique especially inferential statistics which requires sample size to be at least 30. Hence, in ability to gather information from at least 30 respondents may have led to reliance on descriptive and non-parametric data analysis techniques.

1.9 Delimitations of the Study

The current study was limited to Tropical Promoters Limited which is located at Jomo Kenyatta International Airport. The study limited its evaluation on the influence of strategic posture on product differentiation, entrepreneurial orientation, evaluation postures on customer satisfaction. The study was anchored on blue ocean strategy and disconfirmation theory. The former was selected since there is need for institution

positioning through pursuance of blue ocean strategy which would aid in clarity understanding of customers satisfaction requirements. Disconfirmation theory would aid in examination of organization capacity to achievement of customer demand.

1.10 Conceptual Framework

According to Sekaran and Bougie (2013) conceptual framework is schematic logical flow of study variables. This study will examine the influence of strategic posture on customer satisfaction within the service industry in Kenya. Strategic posture was operationalized as pre-planned issues on product differentiation, entrepreneurial orientation, and evaluation posture and customer satisfaction within the service industry in Kenya.

Strategic posture was defined as organization position and response to business needs as they fall due. It has been broadly classified as product differentiation posture, entrepreneurial orientation posture and evaluation posture within the service industry in Kenya. Product differentiation posture was examined through Tropical Promoters Limited to provide multiple services, their brand communication and integration of information technology on service delivery. Entrepreneurial orientation was operationalized as Tropical Promoters Limited's capacities to take risks, proactiveness and innovativeness. Evaluation posture was evaluated on organization monitoring and evaluation criterion, business intelligence and strategic alignment capacity. Customer satisfaction was operationalized as firm's service quality, the organization image and pricing strategy.

Independent Variables **Dependent Variable**

Strategic Posture **Customer Satisfaction**

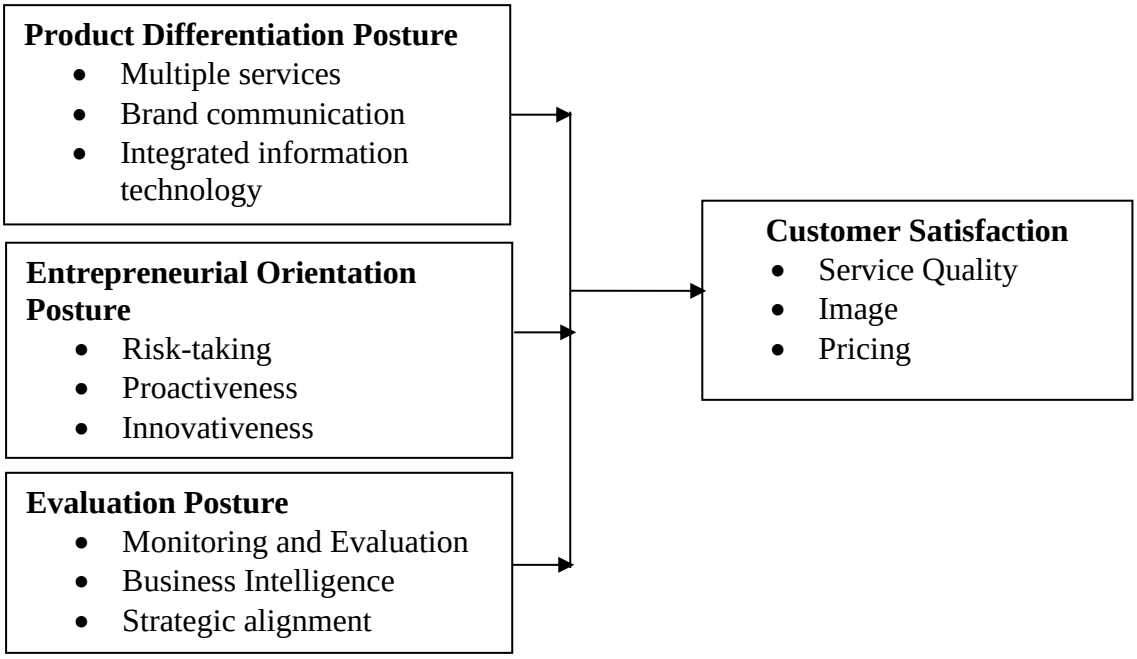


Figure 1.1 Conceptual Framework

Source (Researcher, 2019)

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, past empirical studies showing the relationship between study variables were examined. In this review, research design, research questions, sampling technique and data analysis procedure were evaluated. A critique of methodological approach adopted and existing knowledge was stated and how appropriate the current study will address them.

2.2 Theoretical Review

This study was guided by blue ocean strategy and disconfirmation theory. The duo theories formed the basis on how the study variables were selected as well as the conceptualized relationship between variables.

2.2.1 Blue Ocean Strategy

Blue ocean strategy is a marketing strategy advocated for by Kim and Mauborgne (2004). According to them, market share can be classified into red and blue ocean. In red ocean, tradition market penetration strategies are exploited and they are massive competition and cannibalization leading to blood spilling. In blue ocean, market competition is controlled by market leaders since products and services are value driven. Those who venture in blue ocean in essence control the demand for their goods and services hence they mitigate competitive behaviors and unlock unknown potentials.

According to Kim and Mauborgne (2004) there are no barriers to control in current market state thus firms fail to achieve competitive advantage at optimal costs. It is

mostly characterized by overcrowding of similar and interrelated products which can substitute each other and thus decreases each other's market share and profitability. These competitive behaviors have long-term effects on performance of these companies. In this market, it would be hard for corporations to please their customers since they have wider baskets to draw their goods and services from. In blue ocean market, there are few and limited products and services. This minimizes competition and enhances market dominance. Additionally here, corporations continued market growth can be guaranteed if customers are satisfied with the quality of services accorded unto them. This will amplify profitability levels and increase market share as they control market share.

Blue ocean strategy is relevant for the study since there is need for organizations to embrace strategic posture. This will enhance product differentiation, entrepreneurial orientation and evaluation postures. Product differentiation will lead to multiple provision of services, brand communication and integration of information technology. These attributes would enhance customer satisfaction since they articulate their needs as per company policies. Entrepreneurial orientation would lead to risk-taking, proactiveness and innovation of organization. Adoption of this posture would lead to alignment of service quality, image and pricing strategy adopted as per their own organization risk management strategies. This would cushion the organization from sporadic and heterogeneity of operating environment because they will always align their needs as per organization policy. To achieve full benefits of evaluation posture, then the organization ought to embrace business intelligence, monitoring and evaluation mechanism and align their organization goals as per the organization needs. Adherence to blue ocean provisions would continuously support customer satisfaction

mechanisms adopted by any corporation and this will minimize customer attrition rates and market cannibalization.

2.2.2 Disconfirmation Theory

Disconfirmation theory was put forth by (Oliver, 1977). The theory argued that disconfirmation is an outcome of comparative analysis between accorded and expected services. Also, satisfaction was defined as judgmental fulfilment achieved on consumption of products in comparison to its specified features. Through comparative analysis the extent of over or under satisfaction can be recorded.

According to Mattila and Nelli (2003) all customers have expectations which they predict to be associated with quality of service accorded unto them. Thus, the said expectation should influence pre and post-purchase behaviours. Pre-behaviour behaviours are propelled by anticipated benefit and post-purchase behaviours is associated with achieved benefits. Secondly, there are perceived performances derived from actual performance of products or services. Perceived performance has indirect influence on pre-purchase behaviour though it directly affects post-purchase behaviour. Thirdly, disconfirmation of beliefs are judgmental decisions made owing to comparative evaluation of current and original expectations received from services accorded to individuals. Whenever expectations are exceeded, then disconfirmation is positive and there will be increased consumer purchase and vice versa. Finally, there will be post-purchase satisfaction which is defined as the extent to which an individual is satisfied by a product or a service. Customer satisfaction is directly influenced by expectations and perceived performance and mediated by disconfirmation construct.

The theory is relevant for the study so as to evaluate strategic posture adopted by service industry in Kenya to influence customer behavior. Through adoption of product differentiation posture, entrepreneurial orientation posture and evaluation posture then corporations are expected to influence pre-purchase behaviour and will meet customers expectations owing to continued evaluation of their purchase patterns.

2.3 Empirical Review

2.3.1 Product Differentiation Posture and Customer Satisfaction

Product differentiation is a marketing strategy that businesses use to distinguish a product from similar offerings on the market. The difference could be something concrete, like speed, power, performance and better service. Or, it could be a more ephemeral quality, such as just being cooler or more stylish than your competitors. For small businesses, a product differentiation strategy may provide a competitive advantage in a market dominated by larger companies (Kari & Bichanga, 2017).

An investigation on the effect of competitive strategies and customer satisfaction was put forth by (Kari & Bichanga, 2017). The study applied descriptive research design. Census of 42 commercial banks was applied. Primary data was gathered using semi-structured questionnaires. Content and thematic analysis were used to analyze qualitative data. Inferential and descriptive statistics analyzed quantitative data. Results of the study revealed positive and significant effect competitive strategies on commercial banks performance. It would have been appropriate to examine the state of information gathering strategies that is used by commercial banks to guide in adoption of competitive strategies. It would have been appropriate to draw respondents from

commercial banks customers since they were better placed to give independent evaluation of strategic approach adopted by commercial banks.

Nolega, Oloko, Sakataka and Oteki (2015) investigated the effect of product differentiation strategy on firm product performance of Kenya Seed Company in Kitale. The study examined specifically the effect of product quality, branding, superiority, customer service and cost on firm products performance through sales performance, market share and profit. Through descriptive research design, primary data was collected using semi-structured questionnaires. Inferential and descriptive statistics were adopted to analyze the data. Product differentiation posture positively and significantly influenced firm performance of Kenya Seed Company. Since every attribute of product differentiation was measured in Likert scale, it would have been appropriate to adopt exploratory factor analysis (EFA) in addition to regression and correlation analysis.

An investigation on the effect of product differentiation strategies on East African Breweries Limited competitiveness was put forth by (Kiama & Wairimu, 2016). Descriptive research design was applied and semi-structured questionnaires was used to gather primary data amongst 14 managers. Quantitative data was analyzed using inferential and descriptive statistics. Qualitative data was analyzed thematically. Positive and significant effect of product differentiation on organization competitiveness was found. These findings cannot be generalized in service industry since their distribution channels are different. Moreover, the sample was only 14 hence not appropriate for fitting regression model which requires a sample of at least 30.

Kavale, Mugambi and Namusonge (2016) examined the effect of differentiation strategy on performance of Micro-finance Institutions (MFI) in Kenya. Descriptive and quantitative research design were adopted. Simple sampling was used to select 32 Micro-finance Institutions. Primary data was gathered through semi-structured questionnaires. Inferential and descriptive statistics were used to analyze the data. Results of the study revealed positive and significant influence of product differentiation strategy on MFIs growth. It was concluded that there is need for MFIs to continuously evaluate their differentiation strategies so as to ease in market penetration.

2.3.2 Entrepreneurial Orientation Posture and Customer Satisfaction

A study to examine the influence on entrepreneurial orientation on customer satisfaction in Bangkok in the tourism sector was put forth by (Chokesikarin, 2014). The study adopted descriptive research design and stratified sampling to select 352 customers and 61 managers. Primary data was gathered using semi-structured questionnaires. Inferential and descriptive statistics were used to analyze quantitative data. It was found that customer satisfaction was pegged on service quality, image, room quality and pricing strategy. Positive and significant influence of entrepreneurial orientation on customer satisfaction. The study was carried out in Bangkok which is in a different stage of economic development as compared to Kenya. Secondly, the study had the highest number of respondents from customers whose service request from hotels may be different. Hence, their satisfaction levels differing.

Xue (2015) analyzed the influence of factors on banking products on perceived risks and perceived products theory. Exploratory research design was adopted. Primary data

was gathered through semi-structured questionnaires. Exploratory factor analysis, regression analysis and descriptive statistics were adopted to analyze the data. Results of the study revealed inverse and significant influence of psychological perceived risk and perceived emotional value. Perceived social risk had positive and not significant influence of perceived emotional value. Thirdly, perceived product benefits and perceived service benefits had positive and significant influence on perceived functional value. Further, perceived emotional value and perceived functional value had positive significant influence on customer satisfaction. It would have been appropriate to use confirmatory factor analysis in addition to regression to examine the influence of perceived risks and customer satisfaction.

An examination on the relationship between perceived risk and customer satisfaction in Airline industry in Malaysia was put forth by (Ghotbabadi et al., 2016). Descriptive research design was adopted. Primary data was gathered using semi-structured questionnaires. Exploratory factor analysis, descriptive statistics and confirmatory factor analysis were used to analyze the data. Negative and significant influence of perceived risk and customer satisfaction was reported. Service quality had positive and significant influence on brand image of airline companies. Service quality, brand image and relationship marketing had negative influence on perceived risk in the airline industry. These findings may be generalized in Tropical Promoters Limited since it hails from a different business environment and operates in a different sector.

2.3.3 Evaluation Posture and Customer Satisfaction

Somi (2017) investigated the effect of strategy implementation in government owned enterprises. The study was to answer research questions on, what are the effects of

strategic evaluation on organization performance? What are the effects of reward structure on organization performance? What are the effects of strategic alignment on organization performance? Descriptive research design was adopted and purposive sampling was applied to select 42 government owned enterprises. Inferential and descriptive statistics were used to analyze the data. The study revealed significant influence of strategic evaluation on organization performance. Strategic evaluation constituted of organization set objectives, performance evaluation techniques and strategic audit criterion. Secondly, there was positive and significant effect of reward structure on organization performance. Thirdly, there was positive and significant influence of strategic alignment on organization performance. Since government owned institutions are non-profit-making entities there is need to evaluate the effect of strategic evaluation and alignment on organization performance. It would have been appropriate to carry out classic regression diagnostic tests prior to the fitting regression model.

Nyariki (2016) evaluated strategic evaluation approaches and performance of Kenya Commercial Bank of Kenya (KCB). Case study research design was adopted. Primary data was gathered using interview guide. Thematic and content analysis were used to analyze the data. Results of the study revealed that evaluation approaches adopted by KCB were benchmarking, internal audits, balance score card, performance appraisals, accreditations and certifications, customer satisfaction surveys and use of information communication and technology. Strategic evaluation was not void of challenges since it was characterized by inefficient performance strategy, unclear performance indicators, poor data collection techniques, inadequate employee training, poor internal communication mechanisms and non-objective performance evaluation criterion. It would have been appropriate to incorporate both quantitative and qualitative strategies

during data collection so as to have corrective mechanisms in short comings associated with qualitative research design.

Agwi (2018) investigated the effect of strategic management on organization performance in SMEs in Nigeria. Expo factor research design was adopted. Simple random sampling was used to select 120 SMEs and semi-structured questionnaires were administered on them to gather primary data. Regression analysis and descriptive statistics were used to analyze the data. Results of the study revealed positive and significant relationship between strategic management and SMEs performance. The study drew SMEs from different sectors hence these findings could not be generalized to reflect the state of customer satisfaction in service industry.

Mcharo (2016) investigated the effect of strategic management practices on performance of Kenya Prisons Service. Case study research design and interview guide were used as tools for data collection. Thematic and content analysis were used to analyze the data. It was found that strategy formulation in KPS followed top down approach and implementation followed bottom approach. This called for development of robust strategy alignment criterion so as to minimize conflicts and resistance from organization employees. The need for monitoring and evaluation during strategy implementation was highly advocated for. There was need to develop measures for tracking and evaluate implementation of strategic plan. It was recommended that KPS management should incorporate bottom-up and top-down decision-making strategies so as to optimize utilization of available human capital within an organization. External strategy evaluation services should be sought so as to develop corrective criterion which is objective based rather than seeking to maintain status quo.

Bach, Jaklic and Vugec (2018) investigated the impact of business intelligence and analytic on organization performance in Slovanian companies. Business intelligence is the ability of an organization to gather and collate data and then convert it into meaningful information. Descriptive research design was adopted. Primary data was gathered amongst 177 respondents who were selected through simple random sampling technique. Cluster analysis was used to analyze the data. Results of the study revealed significant differences between organization business intelligence culture and performance. These findings cannot be generalized in the Kenyan business environment especially because of its current status of business intelligence.

Ventumurumilli, Peyyala and Alamuri (2016) investigated the impact of business intelligence tools on organization performance in food and groceries retail market. Descriptive research design was adopted. Qualitative data was collected through focus group discussions amongst senior marketing employees of selected firms. Quantitative data was collected using semi-structured questionnaires. Data was analyzed using exploratory factor analysis, confirmatory factor analysis and regression analysis. Study findings revealed that business intelligence had enhanced quality of data access, managerial effectiveness, operational effectiveness, customer management effectiveness and improved organization efficiency. There is need to carry out a study in pharmaceutical industry in Kenya since food and groceries retail market findings cannot be generalized in the food sector.

Kelidbari and Rayat (2017) investigated the effect of business intelligence on business effectiveness in Iran airline industry. The main purpose of the study was to identify the effect of strategy, structure, processes and organization culture on effectiveness of organization. Descriptive research design was adopted and primary data was gathered

using structured questionnaire. Structural equation modelling was used to analyze the data. It was found that there was significant effect of strategy, structure, processes and organization culture on organization effectiveness. Further, business intelligence had positive and significant influence on organization effectiveness and it had a positive moderating effect. This study drew its respondents from the airline business whose industry characteristics may be different from the nature of business by Tropical Promoters Limited hence its findings cannot be generalized in the later.

2.4 Summary of the Reviewed Literature

From theoretical findings as purported by blue ocean strategy, there is need for service offering companies to devise measures geared towards creating blue ocean market. Through blue ocean strategy, Tropical Promoters Limited ought to develop promotional services which will not only attract new customers, but also minimize possibilities of market cannibalization. Disconfirmation theory supported the desire for service providing companies to amplify measures geared towards customer satisfaction, this will affect pre and post-purchase customers behaviors.

Empirical findings exploring the influence of product differentiation posture on customer satisfaction have revealed significant influence. Although, these studies have depicted significant influence they have either been undertaken in different sectors or geographical locations. Influence of entrepreneurial orientation on customer satisfaction have revealed significant positive influence though most firms were drawn from small and medium enterprises offering goods.

2.5 Knowledge Gap

From empirical and theoretical reviews, the following knowledge gaps can be identified. There are contextual differences which emanates from the fact that most studies have been executed in commercial banks, state corporations and manufacturing sectors. This calls for a customized study in the branding sector to authenticate or contradict existing empirical findings.

Theoretical arguments brought forth by disconfirmation theory argue that escalating levels of customer satisfaction impedes achievement of competitive advantage. This refutes arguments by blue ocean strategy that an organization has capacity to create products and services which are value driven. In addition, empirical inconclusiveness has been documented with some studies documenting positive significance of product differentiation posture, entrepreneurial orientation posture and evaluation posture and customer satisfaction (Somi, 2017; Chokesikarin, 2014; Kari & Bichanga, 2017).

Most of the empirical scholars had evaluated individual strategic posture effect on customer satisfaction and this calls for joint empirical examination on influence of product differentiation, evaluation and entrepreneurial orientation. Further, most of them had been carried in large corporations or government entities thus their findings cannot be generalized into small enterprises (Mcharo, 2015; Nyariki, 2017; Ibrahim, 2015).

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter will present research methodology which acted as a tool guiding on how the study was achieved. Detailed description of research design, target population, sampling procedures, sample size, data collection, pre-test and data analysis.

3.2 Research Design

Research design refers to logical framework on how research was executed (Saunders, Lewis & Thornhill, 2014). In addition, Sekaran and Bougie (2013) perceived it as step by step guidelines on how research objectives can be achieved with minimal distraction. In this study, descriptive research design was adopted. According to Saunders et al. (2014) whenever the researcher seeks to describe when, what, how and why the situation as per the problem under exploration, then the biased research design is descriptive. Further, correlation design as advocated for by Sekaran and Bougie (2013) was adopted as such to explore the causality of strategic posture on customer satisfaction within the service industry. A combination of these two designs complemented each other since, descriptive design described the status of strategic posture within service industries in Kenya and also its influence on customer satisfaction.

3.3 Research Site and Rationale

The current study was carried out at Tropical Promoters Limited which is located at JKIA. According to Sekaran and Bougie (2013) research site is defined as the specific location within which data collection was executed. Ideally, study site must create an

environment for ease, consideration and access to expected study respondents (Kothari, 2011). Moreover, to ease data collection, a researcher ought to be conversant with the location. The study site had been selected owing to nature of luggage courier services it accords at Jomo Kenyatta International Airport.

3.4 Target Population

A complete count of all elements under investigation in a study is known as target population (Saunders et al., 2014). According to Sekaran and Bougie (2013) all these individuals ought to have unique and similar characteristics under investigation by the researcher. In this study, a total of 60 corporate customers who were used, are actually currently promoting their brands through Tropical Promoters Limited (Tropical Group Limited Annual Report, 2017).

3.5 Sampling Procedure

Census approach was adopted in the study since Tropical Promoters Limited currently had only 60 corporate customers who are promoting their brands via them. Census approach is common whenever the number of respondents are at most 100.

3.6 Sample Size

Census of 60 corporate customers who are currently promoting their products were considered in the study. According to Sekaran and Bougie (2013) whenever the sampling frame is less than 100 it is appropriate to adopt census approach. Similar sentiments were echoed by Saunders et al. (2014) who supported use of census approach whenever target population is at most 100.

3.7 Data Collection Procedure

The researcher recruited and trained a research assistant who carried out the data collection exercise. Questionnaires were either self-administered or drop and pick method were adopted to ensure maximum efficiency and response rate. Questionnaires were administered to strategy managers hailing from 60 corporate customers served by Tropical Promoters Limited. The strength of selecting this group of respondents was pegged on their active involvement in strategic management thus they can easily identify respective companies' strategic needs. To ease data collection exercise, the respondents were notified through human resources department on the intention of executing the study in their organization and Tropical Promoters Limited management aided in distribution of the questionnaires.

3.8 Research Instruments

The study adopted primary data. Primary data was collected using structured questionnaires. To ease data collection closed-ended questions were adopted. Sekaran and Bougie (2013) purported that it is always easier to administer questionnaires owing to its flexibility in questions hence respondents can answer them on their own and at their convenience. Further, Cooper and Schnidler (2014) argued that questions can be easily administered through drop and pick method or online since they do not require a one-on-one interview during data collection exercise.

This study questionnaire comprised of 3 sections; section A had demographic characteristics of the study, section B strategic posture and section C customer satisfaction. Section B had itemizations on product differentiation posture, entrepreneurial orientation posture and evaluation posture. Section A constituted

categorical and nominal variables while sections B and C had items in five-point Likert scale (ordinal).

3.8.1 Piloting of Research Instruments

Prior to actual study, the questionnaire was pretested amongst 10 respondents who were drawn from customers seeking logistical services amongst companies domiciled in Jomo Kenyatta International Airport. This aided examining shortcomings associated with the research instrument. According to Saunders et al. (2014) the main purpose of pretesting a research instrument is to evaluate corrective measures to be adopted so as to enhance quality of information gathered. These companies were selected owing to their business interrelationship.

3.8.2 Validity of Findings

To ensure validity, the outcome of the pilot study was discussed with the supervisor. Validity has to do with how accurately the data obtained in the study represents the variables of the study. There is need to develop sound evidence to demonstrate that the test interpretation (of scores about the concept or construct that the test is assumed to measure) matches its proposed use (Cooper & Schindler, 2014). The pilot results led to improvements and additions in the questionnaire. Corrections suggested by the supervisor were adopted into the research instrument before the instrument was used for data collection. Validity of the questionnaire were executed with assistance from statistician and lecturer and their input was considered in subsequent questionnaire development.

3.8.3 Reliability of Research Instruments

Reliability of the questionnaire was tested using Cronbach Alpha. According to Sekaran and Bougie (2013) Cronbach Alpha coefficient ranges between 0 to 1 and the higher its coefficient the more reliable a research instrument is, they purported that a coefficient greater than or equal to 0.7 shows that the research instrument is reliable. Cronbach coefficient for differentiation posture, entrepreneurial orientation posture and evaluation posture were greater than 0.7 hence the research instrument was reliable.

3.9 Data Analysis and Presentation

Data collected using questionnaires was counter-checked for completeness, coded and entered into Microsoft Access. It was cleaned and then exported to SPSS version 22. Quantitative data was analyzed using descriptive statistics and inferential statistics. Descriptive statistics comprised of mean, standard deviation, frequency and percentages.

Since the study main purpose was to establish the influence of strategic posture on customer satisfaction within the service industry in Kenya, multiple regression analysis was adopted to examine the nature of the effect and Pearson correlation analysis examined the strength of the influence. In this study, multiple regression model was of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: Y = Customer Satisfaction; β_0 = Constant Term; β_1, β_2, β_3 and β_4 = Beta coefficients; X_1= Product differentiation posture; X_2= Entrepreneurial orientation; X_3= Evaluation posture; ε = Error term.

3.10 Ethical and Legal Considerations

In order to concur with the research protocol, the researcher sought ethical approval from the Ethics Review Committee of African Nazarene University. Secondly, a written permission (Research Introduction Letter) from the university which acted as an official preface for her while in the field. The researcher proceeded to the National Commission for Science, Technology and Innovation (NACOSTI). On the other hand, approval was sought from the local authorities for permission to undertake the research. Informed consent was achieved through adequate prior briefing of the respondents on the purpose of the study so that they could voluntarily and willingly participate in the study.

The researcher, during this study sought informed consent of the respondents and allowed them to participate voluntarily. The information given to the researcher was treated with utmost confidentially. The respondents' names were not to be used but instead they remained anonymous throughout the study.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATIONS OF FINDINGS

4.1 Introduction

This chapter will present findings and interpretations. The general objective of the study was to examine the influence of strategic posture on customer satisfaction in service industry in Kenya; a case study of Tropical Promoters Limited. Specifically, the influence of product differentiation posture, entrepreneurial orientation posture and evaluation posture on customer satisfaction were jointly and individually examined. SPSS version 22 was adopted to analyze the data which was analyzed using descriptive and inferential statistics and presented in figures and tables.

4.2 Response Rate

Out of 60 issued questionnaires, 55 were completely filled and returned and they constituted 92 percent of the response rate. The remaining were either incorrectly filled or not returned.

Table 4.1 Response Rate

	Count	**Percentage**
Completely filled and returned questionnaires	55	92%
Incompletely filled and non-returned questionnaires	5	8%
Total	**60**	**100%**

Source (Researcher, 2019)

This response rate was excellent since Kothari (2014) argues that a response rate exceeding 70 percent is good and if more than 80 percent it is excellent.

4.2.1 Result of Reliability Test

Before actual study, research instrument was piloted and validity and reliability of it tested. Errors of omissions and commissions were identified and rectified. Cronbach's Alpha was adopted to test for reliability as shown in Table 4.2.

Table 4.2 Reliability Test

Variables	Number of items	Cronbach's Alpha	Comments
Product differentiation posture	6	0.878	Accepted
Entrepreneurial posture	6	0.809	Accepted
Evaluation posture	6	0.822	Accepted
Customer satisfaction	6	0.789	Accepted

Source (Researcher, 2019)

Study findings shown in Table 4.2 revealed that the research instrument met a reliability threshold and product differentiation posture had a Cronbach coefficient of 0.878, entrepreneurial posture had 0.809, evaluation posture had 0.822 and customer satisfaction had 0.789. Since all coefficients were greater than 0.7, then they were reliable, Sekaran and Bougie (2013) argued that the closer reliability coefficient is to 1, the better the research instrument.

4.3 Demographic Characteristics

The study examined demographic characteristics of respondents. Information sought was on gender, age in years, highest level of education and working experience. Study findings are summarized as shown below.

4.3.1 Gender of Respondents

The study examined gender of respondents; study findings were summarized as shown in Figure 4.1.

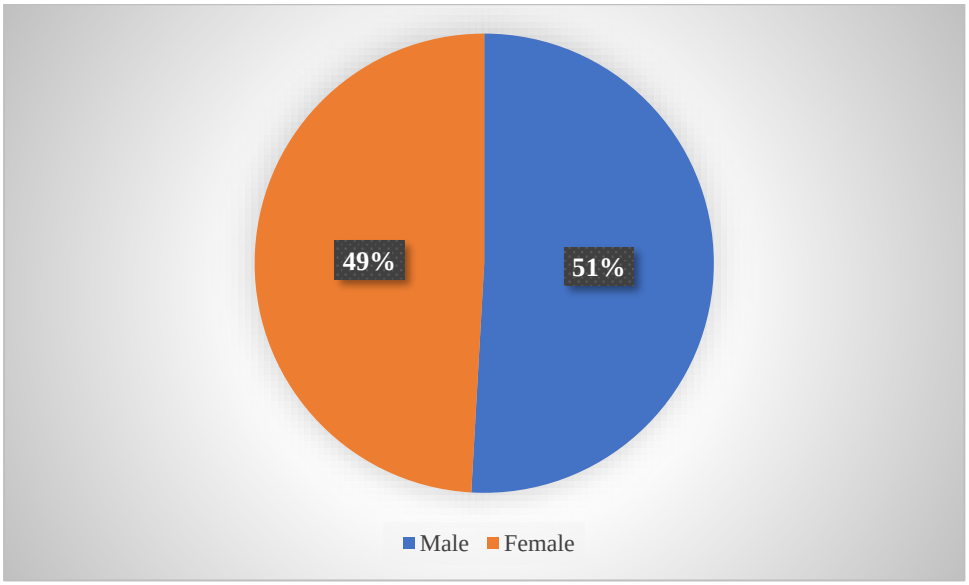


Figure 4.1 Gender of Respondents

Source (Researcher, 2019)

As shown in Figure 4.1, (51 percent) of respondents were male and (49 percent) were female. This shows there was almost an equal gender representation amongst Strategic Managers of Tropical Promoters Limited customers.

4.3.2 Age of Respondents

Age distribution is paramount amongst Strategic Managers since there is need for continued research to understand organization needs. Study findings are presented in Table 4.3.

Table 4.3 Age of Respondents

Age in years	Frequency	Percent
21 to 30 years	7	12.7
31 to 40 years	16	29.1
41 to 50 years	25	45.5
Above 50 years	7	12.7
Total	**55**	**100**

Source (Researcher, 2019)

Majority (45.5 percent) aged between 41 to 50 years, followed by (29.1 percent) who aged between 31 to 40 years and (12.7 percent) aged either between 21 to 30 years of above 50 years. This shows that most Tropical Promoters Limited customers have high chances of benefiting from industrial experience acquired by their employees in their day to day operations.

4.3.3 Highest Level of Education

Highest level of formal education has significant role while disseminating strategic information. Also, it is credited that the hierarchical acquisition of academic knowledge has impacts on the research knowledge which may impact on building research skills on strategic posture. Study findings are presented in Table 4.4.

Table 4.4 Highest Level of Education

Highest level of education attained	Frequency	Percent
College	5	9.1
Undergraduate	17	30.9
Post graduate	33	60
Total	**55**	**100**

Source (Researcher, 2019)

Study findings revealed that majority (60 percent) had post graduate qualifications followed by 30.9 percent who were undergraduate degree holders and (9.1 percent)

were college graduates. This shows that strategic management of Tropical Promoters Limited had the right mix of skills to spearhead strategic posturing.

4.3.4 Working Experience

Formal experience is credited with ability to incorporating training into desired industry need. Experienced employees have high capacity of incorporating their skills to organization needs. Study findings are summarized in Table 4.5.

Table 4.5 Working Experience

Working experience in years	Frequency	Percent
Less than five years	9	16.4
5 to 10 years	30	54.5
11 to 15 years	11	20
16 to 20 years	3	5.5
Above 20 years	2	3.6
Total	**55**	**100**

Source (Researcher, 2019)

Concerning working experience, majority (54.5 percent) reported that they had worked in their current work station for a period of between 5 to 10 years, followed by (20 percent) who had worked for 11 to 15 years. There is need for Tropical Promoters Limited customers to develop strategies to retain their employees and this would aid in accumulation and sharing of strategic posture knowledge within their organization.

4.4 Product Differentiation Posture and Customer Satisfaction

The first objective of the study was to examine the influence of product differentiation posture on customer satisfaction in Tropical Promoters Limited. Through the five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), the respondents indicated their levels of agreement. Study findings were summarized through

descriptive statistics; frequency, percentage, mean and standard deviation as shown in Table 4.6.

Table 4.6 Influence of Product Differentiation Posture on Customer Satisfaction in Tropical Promoters Limited

	N=55						
	SD	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev**
Tropical Promoters Limited has continuously improved on quality of services provision	0	0	10.9	58.2	30.9	4.2	0.6
Tropical Promoters Limited has competitively developed on its products line	0	0	14.5	41.8	43.6	4.3	0.7
Tropical Promoters Limited has customized its services as compared to competitors	0	1.8	12.7	43.6	41.8	4.3	0.8
Tropical Promoters Limited products pricing has value addition as compared to their competitors	0	0	7.3	30.9	61.8	4.6	0.6
Tropical Promoters Limited has continuously maintained its quality service status in agreement with our brand expectations	0	1.8	9.1	30.9	58.2	4.5	0.7
Tropical Promoters Limited has incorporated technology on their service provision	0	0	10.9	21.8	67.3	4.6	0.7
Overall average						**4.4**	**0.7**

*** SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree**
Source (Researcher, 2019)

As shown in Table 4.6, majority (58.2 percent) agreed and (30.9 percent) strongly agreed that Tropical Promoters Limited have continuously improved on quality of services provision. Secondly, majority (41.8 percent) and (43.6 percent) strongly agreed that Tropical Promoters Limited have competitively developed on its product line. Thirdly, majority (43.6 percent) agreed and (41.8 percent) strongly agreed that Tropical Promoters Limited have customized their services as compared to their competitors.

Further, majority (61.8 percent) strongly agreed and (30.9 percent) agreed that Tropical Promoters Limited products pricing have value addition as compared to their competitors. Also, majority (58.2 percent) strongly agreed and (30.9 percent) agreed that Tropical Promoters Limited have continuously maintained its quality service status in agreement with customers brand expectations. Majority (67.3 percent) strongly agreed and (21.8 percent) agreed that Tropical Promoters Limited have incorporated technology on their service provision. On overall, majority agreed (mean = 4.4, standard deviation = 0.7) that product differentiation has an effect of customer satisfaction in the service industry.

4.5 Entrepreneurial Orientation Posture and Customer Satisfaction

The second objective of the study sought to determine the influence of entrepreneurial orientation posture on customer satisfaction in the service industry. Respondents were required to respond on five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Study findings are summarized as shown in Table 4.7.

Table 4.7 Influence of Entrepreneurial Orientation Posture on Customer Satisfaction on Tropical Promoters Limited

	n=55						
	SD	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev**
Decision making in Tropical Promoters Limited is independent amongst employees	0	5.5	5.5	29.1	60	4.4	0.8
Tropical Promoters Limited has demonstrated creativity and innovation on its service provision	0	14.5	29.1	29.1	27.3	3.7	1.0
Tropical Promoters Limited is ever on discovery of alternative service provision strategies	5.5	14.5	38.2	36.4	5.5	3.2	1.0
Tropical Promoters Limited is always pursuing new opportunities	7.3	18.2	14.5	38.2	21.8	3.5	1.2
Tropical Promoters Limited is innovative ideation is associated with its implementation	1.8	1.8	23.6	58.2	14.5	3.8	0.8
Tropical Promoters Limited responds to business environmental demand while making decisions	5.5	0	25.5	41.8	27.3	3.9	1.0
Overall average						**3.8**	**1.0**

*** SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree**
Source (Researcher, 2019)

As shown in Table 4.7 majority agreed (mean =4.4) that decision making in Tropical Promoters Limited is independent amongst employees. Secondly, majority (mean =3.7) agreed that Tropical Promoters Limited have demonstrated innovation and creativity on their service provision. Thirdly, majority neither agreed nor disagreed that (mean =3.2) that Tropical Promoters Limited is ever on discovery of alternative strategies of providing services. Fourthly, majority agreed (38.2 percent) and (21.8 percent) strongly

agreed that Tropical Promoters Limited is always pursuing new opportunities. Further, majority (58.2 percent) agreed and (14.5 percent) strongly agreed that Tropical Promoters Limited innovation ideation is associated with its implementation. Finally, majority (41.8 percent) agreed and (27.3 percent) strongly agreed that Tropical Promoters Limited responds to environmental demands while making investment decisions. On overall majority (mean = 3.8, standard deviation = 1) agreed that entrepreneurial orientation posture had an effect on customer satisfaction in Tropical Promoters Limited.

4.6 Evaluation Posture and Customer Satisfaction

The third objective of the study was to determine the influence of evaluation posture on customer satisfaction. Respondents rating was sought on a five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). Descriptive statistics were adopted to summarize the findings as shown in Table 4.8.

Table 4.8 Influence of Evaluation Posture on Customer Satisfaction in Tropical Promoters Limited

	n=55						
	SD	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev**
Through evaluation, Tropical Promoters Limited complies with our vision and mission	1.8	9.1	23.6	38.2	27.3	3.8	1.0
Through evaluation, Tropical Promoters Limited aligns its operations with our needs	0	18.2	14.5	41.8	25.5	3.8	1.0
By gathering business information Tropical Promoters Limited has enhanced its service delivery model	3.6	7.3	14.5	45.5	29.1	3.9	1.0
Gathering of business information by Tropical Promoters Limited has been able to align its service delivery to our dynamic demand	5.5	12.7	14.5	20	47.3	3.7	1.0
Service realignment is anchored on desire for customer satisfaction	5.5	5.5	16.4	45.5	27.3	3.8	1.1
Quality of service delivery improves with time as per feedback gathered from customers	10.9	10.9	14.5	27.3	36.4	3.6	1.2
Overall average						**3.8**	**1.1**

*** SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree**
Source (Researcher, 2019)

Study findings in Table 4.8 revealed that majority agreed that evaluation posture had an effect on customer satisfaction in Tropical Promoters Limited (mean = 3.8, standard deviation = 1.1). Majority either agreed (mean = 3.8) that either Tropical Promoters Limited complies with its vision and mission through evaluation or it aligns its operations with their needs. Thirdly, majority (45.5 percent) agreed and (29.1 percent) strongly agreed that by gathering business information Tropical Promoters Limited have enhanced their service delivery model. Fourthly, majority (mean = 3.3) agreed that through gathering business information Tropical Promoters Limited have been able

to align its service delivery to their dynamic demand. Further, majority (45.5 percent) agreed and (27.3 percent) strongly agreed that their service realignment is anchored on desire for customer satisfaction. Finally, majority agreed (mean = 3.6), that quality of service delivery improves with time as per feedback gathered from customers.

4.7 Descriptive Statistics on Customer Satisfaction

The study examined respondents rating on several attributes of customer satisfaction as demonstrated in Tropical Promoters Limited. Respondents rating was ranked on five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). Descriptive statistics were used to analyze the data as shown in Table 4.9.

Table 4.9 Descriptive Statistics on Customer Satisfaction

	n=55						
	SD	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev**
Tropical Promoters Limited provides affordable and reliable services	3.6	10.9	16.4	54.5	14.5	3.7	1.0
Tropical Promoters Limited provides services on agreed time frame	5.5	0	7.3	30.9	56.4	4.4	0.9
Tropical Promoters Limited addresses customer issues promptly and amicably	5.5	7.3	9.1	38.2	40	4.0	1.1
Tropical Promoters Limited customer care team are reliable	10.9	5.5	7.3	49.1	27.3	4.2	1.0
Tropical Promoters Limited employees maintain professionalism throughout the engagement process	9.1	9.1	12.7	34.5	34.5	4.0	1.1
Tropical Promoters Limited pricing strategy matches value of service accorded to us	10.9	21.8	5.5	27.3	34.5	3.6	1.1
Overall average						**4.0**	**1.0**

**** SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree***

Source (Researcher, 2019)

As shown in Table 4.9 majority (54.5 percent) and (14.5 percent) strongly agreed that Tropical Promoters Limited provides affordable and reliable services. Secondly, majority (56.4 percent) strongly agreed and (30.9 percent) agreed that Tropical Promoters Limited provides services on agreed time frame. Thirdly, majority (40 percent) strongly agreed and (38.2 percent) agreed that Tropical Promoters Limited addresses customer issues promptly and amicably. Fourthly, (49.1 percent) agreed and (27.3 percent) strongly agreed that Tropical Promoters Limited had reliable customer care services. Further, (34.5 percent) either agreed or strongly agreed that Tropical Promoters Limited employees are professional throughout the period of engagement. Finally, (34.5 percent) strongly agreed and (27.3 percent) agreed that Tropical Promoters Limited pricing strategy matched services accorded to them.

4.8 Inferential Statistics

The study adopted Product moment correlation coefficient to examine the strength of the effects of strategic posture on customer satisfaction. Secondly, regression analysis was applied to examine the nature of the effect of strategic posture on customer satisfaction in Tropical Promoters Limited.

4.8.1 Correlation Analysis

Overall indexes for each attribute of strategic posture were calculated. Similarly, average index of customer satisfaction was calculated. Product differentiation posture (PDP), entrepreneurial orientation posture (EOP) and evaluation posture (EP) were correlated against customer satisfaction (CS) as shown in Table 4.10.

Table 4.10 Correlation Analysis

		CS	PDP	EOP	EP
CS	Pearson Correlation	1			
PDP	Pearson Correlation	.745**	1		
	Sig. (2-tailed)	0.00			
	N	55	55		
EOP	Pearson Correlation	.829**	.207**	1	
	Sig. (2-tailed)	0.00	0.00		
	N	55	55	55	
EP	Pearson Correlation	.764**	.581**	.604**	1
	Sig. (2-tailed)	0.00	0.00	0.00	
	N	55	55	55	55

** Correlation is significant at the 0.01 level (2-tailed).
Source (Researcher, 2019)

As shown in Table 4.10, it was revealed that product differentiation posture had positive and significant influence on customer satisfaction (rho= 0.745, *p value* < 0.05). Secondly, there was positive and significant influence of entrepreneurial orientation on customer satisfaction in Tropical Promoters Limited (rho = 0.829, *p value* <0.05). Thirdly, there was positive and significant influence between evaluation posture and customer satisfaction (rho = 0.764, *p value* < 0.05). There is no high collinearity amongst independent variables since the highest correlation coefficient was between evaluation posture and entrepreneurial orientation which was 0.604 and below 0.7.

4.9 Regression Analysis on Influence of Strategic Posture on Customer Satisfaction in Tropical Promoters Limited

Regression model summary on correlation coefficient, coefficient of determinations and Durbin Watson are shown in Table 4.11.

Table 4.11 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901a	0.811	0.8	0.327783

a Predictors: (Constant), EP, PDP, EOP
b Dependent Variable: CS
Source (Researcher, 2019)

Based on results of multiple linear regressions on customer satisfaction on Table 4.11, the study found out the multiple correlation coefficients R was 0.901 or 90.1 percent which manifested strong effect of strategic posture on customer satisfaction. An R squared of 0.811, this indicated that 81.1 percent of changes in customer satisfaction in Tropical Promoters Limited can be accounted for by strategic posture (product differentiation posture, entrepreneurial orientation posture and evaluation posture). The remainder 18.9 percent can be accounted for by extraneous factors excluded in the model.

Table 4.12 Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.557	3	7.852	73.085	.000b
	Residual	5.48	51	0.107		
	Total	**29.037**	**54**			

a Dependent Variable: CS
b Predictors: (Constant), EP, PDP, EOP
Source (Author, 2019)

From ANOVA results in Table 4.12, there was clear evidence that sample information can be used to draw population inference at 5 percent level of significance since the p value was less than 0.05. The F-statistics of; $F(3, 51) = 73.085$, *p value* <0.05 confirmed that there was joint significant influence of product differentiation posture, entrepreneurial posture and evaluation posture on customer satisfaction of Tropical Promoters Limited.

Table 4.13 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.006	0.047		0.13	.90
	PDP	0.279	0.075	0.3	3.71	.00
	EOP	0.399	0.081	0.447	4.94	.00
	EP	0.243	0.074	0.284	3.28	.00

a Dependent Variable: CS

Source (Author, 2019)

Using a linear regression equation connecting the variables in the form of $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$ where **Y** = Customer satisfaction, $\mathbf{X_1}$ product differentiation posture, $\mathbf{X_2}$ Entrepreneurial orientation posture, and $\mathbf{X_3}$ Evaluation posture and $\boldsymbol{\beta_0}$, $\boldsymbol{\beta_1}$, $\boldsymbol{\beta_2}$, **and** $\boldsymbol{\beta_3}$ being the coefficient of the terms, the regression equation can be presented as $Y = 0.006 + 0.279\mathbf{X_1} + 0.399\mathbf{X_2} + 0.243\ \mathbf{X_3}$

The first specific objective examined the influence of product differentiation posture on customers satisfaction in Tropical Promoters Limited. It was found that product differentiation posture had positive significant influence on customer satisfaction in Tropical Promoters Limited ($\beta = 0.279$, $t(54) = 3.71$, *p value* <0.05). This indicates that unit increment in product differentiation posture increased customer satisfaction by 0.279 units while holding constant entrepreneurial orientation posture and evaluation posture.

The second specific objective sought to determine the influence of entrepreneurial orientation posture on customer satisfaction in Tropical Promoters Limited. It was reported that entrepreneurial orientation had positive significant influence on customer satisfaction of Tropical Promoters Limited ($\beta = 0.399$, $t(54) = 4.94$, *p value* <0.05). This

indicates that unit increment in entrepreneurial orientation posture increased customer satisfaction by 0.399 units while holding constant product differentiation posture and evaluation posture.

The third specific objective sought to establish the influence of evaluation posture on customer satisfaction in Tropical Promoters Limited. Positive and significant influence of evaluation posture on customer satisfaction was revealed ($\beta = 0.243$, $t(54) = 3.28$, *p value* <0.05). This indicates that unit increment in evaluation posture increased customer satisfaction by 0.243 units while holding constant product differentiation posture and entrepreneurial orientation posture. The most significant variable was entrepreneurial orientation ($t(54) = 4.94$), then product differentiation posture ($t(54) = 3.71$), and finally evaluation posture ($t(54) = 3.28$).

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarize the main findings, draws conclusion and recommends for policy makers and future scholars. Study findings are anchored on theoretical and empirical foundations on effects of strategic posture on customer satisfaction of Tropical Promoters Limited. The chapter has sections for summary of major findings, followed by discussions, then conclusions, recommendations and suggestions for future research.

5.2 Summary of Major Findings

The main purpose of the study was to examine the influence of strategic posture on customer satisfaction in Tropical Promoters Limited. Metrics for strategic posture were product differentiation posture, entrepreneurial orientation posture and evaluation posture. Customer satisfaction was measured using quality of service delivery, brand and pricing strategy adopted by Tropical Promoters Limited.

Out of 60 issued questionnaires, 55 (accounting for 92 percent) were completely filled and returned. Piloting was carried out and reliability coefficient were calculated and all were greater than 0.7 which revealed that the research instrument was reliable. Descriptive statistics, correlation and regression analysis were used to analyze the data. Regression model had an R squared of 81.1 percent of changes in customer satisfaction in Tropical Promoters Limited and this was accounted for by product differentiation

posture, entrepreneurial orientation posture and evaluation posture. Individual effects of strategic posture metrics are presented as follows.

The first objective of the study examined the influence of product differentiation posture on customer satisfaction in Tropical Promoters Limited. Descriptive statistics revealed that majority agreed (mean = 4.4, standard deviation = 0.7) that product differentiation posture had an effect on customer satisfaction in Tropical Promoters Limited. Correlation regression analysis revealed strong and positive effects of product differentiation posture on customer satisfaction in Tropical Promoters Limited (rho = 0.745, *p value* <0.05). Regression analysis revealed positive and significant effects of product differentiation posture on customer satisfaction in Tropical Promoters Limited (β= 0.279, t (54) = 3.71, p *value* < 0.05).

Secondly, the study determined the influence of entrepreneurial orientation on customer satisfaction in Tropical Promoters Limited. Descriptive statistics revealed that majority agreed that (mean = 3.8, standard deviation = 1.0) entrepreneurial orientation posture had effects of customer satisfaction in Tropical Promoters Limited. Correlation analysis revealed strong positive and significant effects of entrepreneurial orientation on customer satisfaction in Tropical Promoters Limited (rho = 0.829, *p value* <0.05). Regression analysis revealed positive and significant effect of entrepreneurial orientation on customer satisfaction in Tropical Promoters Limited (β= 0.399, t (54) = 4.94, *p value* < 0.05).

Thirdly, the study established the influence of evaluation posture on customer satisfaction in Tropical Promoters Limited. Descriptive statistics revealed that majority agreed that (mean = 3.8, standard deviation = 1.1) evaluation posture had effects of

customer satisfaction in Tropical Promoters Limited. Correlation analysis revealed strong positive and significant effects of evaluation posture on customer satisfaction in Tropical Promoters Limited (rho = 0.764, *p value* <0.05). Regression analysis revealed positive and significant effect of evaluation posture on customer satisfaction in Tropical Promoters Limited (β= 0.243, t (54) = 3.28, *p value* < 0.05).

5.3 Discussion of the Findings

The study aimed at filling empirical gap on effects of strategic posture on customer satisfaction in the service industry a case of Tropical Promoters Limited. This was achieved through operationalizing strategic posture as product differentiation posture, entrepreneurial orientation posture and evaluation posture. On overall, strategic posture had a strong effect on customer satisfaction in Tropical Promoters Limited.

5.3.1 Product Differentiation Posture and Customer Satisfaction

The first objective of the study was on the influence of product differentiation posture on customer satisfaction. Using multiple services, brand communicating and integration of IT in the production were used as metric for differentiation posture while customer satisfaction was assessed by look quality of services rendered, image to the consumer and the way the company addresses pricing issues. Study findings revealed product differentiation posture had a positive and significant effect on customer satisfaction. This implies that among the participating 60 corporate customers for Tropical Promoters Limited there is a continued improvement and customization of the kind of services offered.

These findings concurred with Kari and Bichanga (2017) who found positive and significant effect customer satisfaction on competitive strategies in banking industry. Also, Nolega et al. (2015) revealed positive significant effect of product differentiation on seed company performance. Similarly, Kiama and Wairimu (2016) found significant effect of differentiation strategies on competitive advantage of East African Breweries Limited. The interviewed customers also strongly agreed that Tropical Promoters limited had developed to a level they were able to keep their pricing within reach while maintaining the quality of product and services as per the expectation of most promoters.

Even so, gender seemed not to influence product differentiation for the promoter. The demographic featured showed that ratio of gender to female almost equalled. This is despite the fact that in the past Fernandes, Proenca and Rambocas (2014) had established that personality differences had a bearing on satisfaction and loyalty trends, that is, males are more aggressive, assertive and independent and have less anxiety compared to female customers. Homburg and Gisering (2001) too showed that women tend to invest more in purchasing activity than men and pay more attention to the activities of the selling firm. In deed there is perception confirmed by Dewan and Mahajan (2014) that females can be easily influenced and are more likely to conform than males. Homburg and Giering (2001) found that gender might moderate the relationship between customer satisfaction and loyalty and that the loyalty effect of satisfaction with the sales process is stronger for female customer compared to their male counterparts. Perhaps someone in the future might consider the moderating effect of gender ton the relation between strategic posture and customer satisfaction and customer loyalty.

Further, the company has tried to improve their adoption of technology especially when managing service with the promoters. In fact, most (if not all) transactions with the company have been computerized. The engagement level has upped especially now that the promoters are required to have obtained at least a diploma to do business. Notably from the demographic features slightly above 90 percent have university degree or higher. Highly educated customers usually come first when it comes to attraction by technological advancement (Schaninger & Sciglimpaglia, 1981). According to Fernandes, Proença and Rambocas (2014) empirical findings have shown that there is a negative relationship between customer loyalty and education, that is, the higher the customers‟ education level is the more their loyalty diminishes (Mittal & Kamakura, 2001). In general, highly educated customers search for as much information as possible, are expected to be more aware of substitute products or services and have better capabilities of evaluating options making them more difficult to satisfy (Fernandes et al., 2014). In addition, highly educated customers are associated with higher levels of incomes (Fournier, 1998) which correlates with lower loyalty levels. According to Cooil, Keiningham, Aksoy and Hsu (2007) this shows the possibility of educational qualifications impacting on customer satisfaction-loyalty outcomes. Chiguvi and Guruwo (2015) goes ahead to argue ensure customer loyalty to the brand.

To optimize benefits associated with product differentiation strategy there is need for Tropical Promoters Limited to align their products and services with customers' needs and demand. This will concur with Kavale et al. (2016) who revealed differentiation strategy had positive significant effect on performance of MFIs in Kenya. Further, this will enhance Tropical Promoters Limited products capacity to create blue ocean

strategy since they will understand customer needs and develop value addition products and services to accord to their customers.

5.3.2 Entrepreneurial Orientation Posture and Customer Satisfaction

The second objective determined the influence of entrepreneurial orientation posture on customer satisfaction in Tropical Promoters Limited. Positive and significant effect of entrepreneurial orientation posture on customer satisfaction was reported. The study findings agreed with blue ocean strategy which calls for innovative approaches to discover new markets with minimal competition. This can only be achieved through proactiveness and risk-taking behaviour as evidenced on the ability of Tropical Promoters Limited to develop innovative strategies to discover new opportunities. Empirical study concurred with Chokesikarin (2014) who found that entrepreneurial orientation had significant contribution on service quality, organization image, quality of rooms and pricing strategies adopted by hospitality companies in Bangkok.

The findings mirrored Xue (2015) who reported that organization behavioural attributes were anchored on its perception to internal and external threats. Firms amplified the likelihood of competitive advantage courtesy of risk identification, measurement and management strategies adopted within a certain firm. Firms which could easily profile their risks had higher chances of aligning their strategic choices. Tropical Promoters Limited ought to devise risk mitigation strategies which would not only enhance their performance but address their specific customer’s needs. This was contrasted by Ghotbabadi et al. (2016) who reported inverse significant effect of perceived risk on customer satisfaction.

5.3.3 Evaluation Posture and Customer Satisfaction

The third objective established the influence of evaluation posture on customer satisfaction in Tropical Promoters Limited. Positive and significant effects of evaluation posture on customer satisfaction was reported. These findings concurred with blue ocean strategy and Tropical Promoters Limited had a culture of incorporating customers feedbacks on future development of products and services. Empirically, the study concurred with Nyariki (2016) who reported that strategic evaluation adopted by KCB had significant contribution on performance. Similarly, Gaturu et al. (2017) reported that performance of mission hospital in Kenya was dependent on their ability to incorporate their evaluation strategies on future service delivery improvements. Agwi (2018) reported significant effects of strategic management culture in Nigeria SMEs on their performance.

There is need for Tropical Promoters Limited to develop business intelligence gathering strategies so as to optimize knowledge gathering as per its products and services. This will be in line with Bach et al. (2018) who argued that organization knowledge gathering culture have significant contribution on customer retention and acquisition. Similarly, Ventumurumilli et al. (2016) supported use of business intelligence to devise measures of understanding customers' needs and aid in aligning their services as per their demand.

5.4 Conclusion

Entrepreneurial orientation posture had the most significant effect on customer satisfaction in Tropical Promoters Limited. There is need for the firm to evaluate its risk-taking, proactiveness and innovativeness strategies so as to optimize benefits

accrued from satisfied customers. Owing to benefits associated with entrepreneurial capacity of Tropical Promoters Limited there is need for them to continuously innovate strategies aimed at enhancing their image, development of quality and affordable service delivery model and enhance their service delivery strategies.

There is need for Tropical Promoters Limited to continuously evaluate their products so as to align them to their customer's needs. This would enhance product differentiation posture adopted by Tropical Promoters Limited and optimize customer satisfaction. This would minimize spillage associated with organization resources allocation on its desire to understand customer's needs.

Based on study findings, there was positive effect of evaluation strategy on customer satisfaction. There is need for Tropical Promoters Limited to develop monitoring strategies of its customers. This would be achieved through development of business information gathering, processing and managing strategies with the sole purpose of improving on quality of customers satisfaction.

5.5 Recommendations

Based on the study findings, the following conclusions can be drawn. There is need for Tropical Promoters Limited to develop measures which would enhance the quality of services that they provide, develop competitive products and services as compared to their rivals, have customized service delivery to their customers network, create value additive products and services, align product development to brand expectations and incorporate technology in provision of their services.

Secondly, to support entrepreneurial orientation posture within Tropical Promoters Limited, there is need for them to embrace independence on decision making, develop creative and innovative strategies of providing services, cultivate the culture of alternative service provision strategies, be always on the look-out for viable opportunities to venture into, award innovative ideation and align responses to environmental demands. To promote healthy environment management strategies Tropical Promoters Limited should use environmentally friendly waste management strategies of the products which they use to make their advertisement banners.

Thirdly, there is need for Tropical Promoters Limited to continuously support evaluation posture through; compliance with mission and visions statements, alignments of operational strategies to customer demands, develop information gathering strategies, have swift response strategies towards customers' needs and improve service delivery model to be in line with customer's needs.

5.6 Areas for Further Studies

The current study was carried in a single enterprise providing services and products, and there is need for a similar study to be executed to authenticate existing findings in similar related companies and if possible, draw respondents from different companies. This study relied on cross-sectional data, longitudinal study should be carried out to evaluate short-run and long-run effects of strategic posture on customer satisfaction in Tropical Promoters Limited. This study applied regression and correlation analysis to examine the effects of strategic posture on customer satisfaction, future scholars may opt to use structural equation modelling. The study relied purely on quantitative data; future scholars should complement their studies with qualitative data.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Catherine Minayo Joan Gachanja
P.O. Box 38526 00100

Nairobi.

Date

Name of Respondent----------

Company Name and address----------

Dear Sir/ Madam,

RE: REQUEST FOR RESEARCH DATA

I humbly request for assistance in gathering research data for a topic titled "Influence of strategic posture on customer satisfaction within the service industry in Kenya: A case of Tropical Promoters Limited". Information gathered will be treated with utmost confidentiality. I you wish to receive a copy of research findings feel free to share your contacts with us.

Yours faithfully,

_____	_____
Catherine Minayo Joan Gachanja	Dr. Kimani Gichuhi
(MBA. Candidate)	(Supervisor)

APPENDIX II: QUESTIONNAIRE

You have been randomly selected for the study on *"***Influence of Strategic Posture on Customer Satisfaction within the service Industry in Kenya: A case of Tropical Promoters Limited"** This questionnaire has six sections. Kindly complete every part of the questionnaire. Kindly provide information with utmost honesty. To guarantee confidentiality please do not indicate personal details in the research instrument.

SECTION 1: Demographic Characteristics

(Instruction-tick where appropriate)

1. Gender

Male ☐ Female ☐

2. Age in years

Below 20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐

3. Highest education level attained

Primary ☐ Secondary ☐ College ☐ University ☐

4. Working experience in years

Less than five ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐

21 and above ☐

SECTION 2: Product Differentiation Posture

Indicate the degree to which you agree or disagree to the following statements regarding product differentiation posture at tropical group of companies and how they affect customer satisfaction. Use a scale of 1-5 where 1 is strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Product Differentiation Posture	**5**	**4**	**3**	**2**	**1**
Tropical Promoters Limited has continuously improved on quality of services provision					
Tropical Promoters Limited has competitively developed on its products line					
Tropical Promoters Limited has customized its services as compared to competitors					
Tropical Promoters Limited products pricing has value addition as compared to their competitors					
Tropical Promoters Limited has continuously maintained its quality service status in agreement with our brand expectations					
Tropical Promoters Limited has incorporated technology on their service provision					

SECTION 3: Entrepreneurial Orientation Posture

Indicate the degree to which you agree or disagree to the following statements regarding entrepreneurial orientation at tropical group of companies and how they affect customer satisfaction. Use a scale of 1-5 where 1 is strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Entrepreneurial Orientation Posture	**5**	**4**	**3**	**2**	**1**
Decision making in Tropical Promoters Limited is independent amongst employees					
Tropical Promoters Limited has demonstrated creativity and innovation on its service provision					
Tropical Promoters Limited is ever on discovery of alternative service provision strategies					
Tropical Promoters Limited is always pursuing new opportunities					
Tropical Promoters Limited innovative ideation is associated with its implementation					
Tropical Promoters Limited responds to business environmental demand while making decisions					

SECTION 4: Evaluation Posture

Indicate the degree to which you agree or disagree to the following statements regarding strategy evaluation at tropical group of companies and how they affect customer satisfaction. Use a scale of 1-5 where 1 is strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Evaluation Posture	**5**	**4**	**3**	**2**	**1**
Through evaluation Tropical Promoters Limited complies with our vision and mission					
Through evaluation Tropical Promoters Limited aligns its operations with our needs					
By gathering business information Tropical Promoters Limited has enhanced its service delivery model					
Business gathering business information Tropical Promoters Limited has been able to align its service delivery to our dynamic demand					
Service realignment is anchored on desire for customer satisfaction					
Quality of service delivery improves with time as per feedback gathered from customers					

SECTION 5: Customer Satisfaction

Indicate the degree to which you agree or disagree to the following statements regarding customer satisfaction. Use a scale of 1-5 where 1 is strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Customer Satisfaction	**5**	**4**	**3**	**2**	**1**
Tropical Promoters Limited provides affordable and reliable services					
Tropical Promoters Limited provides services on agreed time frame					
Tropical Promoters Limited address customer issues promptly and amicably					
Tropical Promoters Limited customer care team are reliable					
Tropical Promoters Limited company employees maintain professional throughout the engagement process					
Tropical Promoters Limited pricing strategy matches value of service accorded to us					

APPENDIX III: ANU LETTER OF RESEARCH AUTHORIZATION

AFRICA NAZARENE
UNIVERSITY

13th, May 2019

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 16J03DMBA030

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: MS. CATHERINE GACHANJA

Ms. Gachanja is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Ms. Gachanja is conducting a research entitled: **"Influence of Strategic Posture on Customer Satisfaction within the Service Industry in Kenya: A Case of Tropical Promoters Limited"**

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

for **PROF. ORPHA ONG'ITI,**
PRINCIPAL: NAIROBI CBD CAMPUS.

APPENDIX IV: NACOSTI LETTER OF AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/79213/30481**

Date: **23rd May 2019**

Catherine Minayo Joan Gachanja
Africa Nazarene University
P.O. Box 53067-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of strategic posture on customer satisfaction within Service Industry in Kenya: A case of Tropical Promoters Limited."*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd May, 2020.**

You are advised to report to **the County Commissioner, and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001: 2008 Certified

APPENDIX V: NACOSTI RESEARCH PERMIT

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
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Website: www.nacosti.go.ke

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 24727

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. CATHERINE MINAYO JOAN GACHANJA
of AFRICA NAZARENE UNIVERSITY, 38526-100 NAIROBI,has been permitted to conduct research in *Nairobi County*

on the topic: *INFLUENCE OF STRATEGIC POSTURE ON CUSTOMER SATISFACTION WITHIN SERVICE INDUSTRY IN KENYA: A CASE OF TROPICAL PROMOTERS LIMITED*

for the period ending:
23rd May,2020

Permit No : NACOSTI/P/19/79213/30481
Date Of Issue : 23rd May,2019
Fee Recieved :Ksh 1000



cmgachanja.....
Applicant's Signature

Director General
National Commission for Science, Technology & Innovation