

**ORDER WINNERS AND COMPETITIVE PRIORITIES PURSUED BY PAINT
MANUFACTURERS IN KENYA**

BY

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fulfilment of Requirements for the award of a Master degree in business
administration**

DECLARATION

This research project is my original work and has not been submitted in any other university.

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DEDICATION

This project is dedicated to my immediate family, my wife Mary Wambugu for believing in me and enduring my absence as I undertook the MBA program, my parents, colleagues and friends for their encouragement and support throughout my studies.

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ABSTRACT

The concept of Order winner & order qualifiers is important in business today, A firm that seeks to gain a competitive advantage in the market ought to understand the dimensions that a customer look for him to consider a firm product as a candidate for purchase(order qualifiers), further it's also important to understand what aspects informs a customer purchase decision(order winner).Competitive priorities have been defined as the strategic capabilities/preferences that a firm chooses to compete in at the marketplace. The general objective of the study was to establish if matching of order winners & competitive priorities is essential in helping a firm gain competitive advantage.

The study researched specifically on the paint industry in Kenya, Descriptive research design was used for the study, The respondents of the study comprised of the personnel in the operation departments in all the twenty six paints manufacturing firms registered under the association of paint manufacturers in Kenya, Top paint distributors in the industry drawn from the major market region, Tier one customers and selected professional painters. Primary data was collected by use of questionnaires, In order to satisfy the research objective two questionnaires were used, the response rate for studies was at 72%, and data from questionnaires was analysed and presented using content analysis.

The studies established that competitive priorities pursued by paint manufacturers in Kenya matched the order winners in the industry. The major competitive priorities pursued by players in the industry included Cost, quality and speed. These were well matched with the major order winners in the industry which included price, reliability of the product, product performance, and availability of the product in the market. The study established that matching of the order winner and competitive priorities in did help a firm gain a competitive advantage. Crown paints and Dura coat paints with a customer preference of 89% and 67% respectively were amongst two brands that the study established to be enjoying a competitive advantage as a result of matching competitive priorities and order winners in the industry.

The study was limited to paint manufacturing industry in Kenya, Whereas its evident that competitive priorities and orders winners matter in other sectors, it hence essentially important that the study recommended further studies be conducted in other manufacturing sectors i.e. petroleum industry, service industry etc.

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CHAPTER ONE INTRODUCTION

1.1 Background of the study

In today's business world, the market has become very dynamic due to influences by both micro and macro environment, this has resulted to unprecedented changes in demand, customers' needs and preferences. Firms have responded differently to various changes in order to survive & satisfy ever the changing market needs. Steel & Murray (2004) Argue that firms are not homogenous and hence they tend to respond differently to different changes in the market. Rogers (2003) Advised on innovation as the best way to satisfy & survive the ever changing market needs, however he advises that understanding of the customers' needs to be key if a firm is to be successful in introducing new products and satisfying the changing market needs.

Hill (2003) In his concept on order winners and qualifiers argue that firms have to acknowledge that having the strategic capabilities to compete in the market is not a guarantee for a firm success in the market hence a firm needs to understand the market needs and decide on a specific priority to pursue based on its ability to execute the strategy chosen. He argues that having a quality product in the market only qualify the product to be considered as a candidate of purchase by customers but does not guarantee purchase of the product by the customer hence he argues it's better for a firm to pursue the order winning dimensions that support the product differentiation in the market hence helping the product win the customers purchase decision. This study seeks to find out the importance of a firm matching its strategic capabilities with the order winning dimensions as presented in hill's concept and also assess the business gains a firm achieves in terms of competition by pursuing these dimensions.

1.1.1 Order winners

Hill(2009)"Order winners" and "order qualifiers" refer to the process of how internal operational capabilities are converted to criteria that may lead to competitive advantage and market success. Terry hill advocated for the need for the operations and marketing to work together. The operations department is responsible for providing the order winning and order qualifying dimensions identified by marketing that are essential for the products to win orders at the market. This process starts at the top of the structure with the corporate strategy and ends at the bottom of the structure with the operations dimensions that keeps the company running by influencing customer preference of firm's product to its competitors (order

winners), Whereas order qualifiers permits the products of a firm to be potentially considered for purchase by customers, order winners on the other hand helps to distinguish & differentiate a firm's products from the competitor products hence playing a major role in informing customers purchase decision.

Hill (2009), the identification of order qualifier and order-winner criterion is important when a company develops an operation strategy. Further, to facilitate the understanding of the market, Hill advises on the need to separate the order qualifier from the order winner criterion. Both qualifiers and winners are essential, thus order qualifying has to precede order winner to achieve success on the latter, knowledge of the existing criterion is essential when a company want to gain growth and increase its market share. Order qualifiers and winners vary with the market thus in a particular market a certain criteria maybe considered a qualifier and a winner in another a market. Therefore it is important bear in mind that the general rules are minimal, since the criterion for order qualifiers and winners vary on situational context, thus a Qualifier may be considered a winner in a certain market condition and a verse versa to an order winner. i.e. In Fast moving consumer goods industry the price of a product does not necessarily qualify a product since in this industry some products demand and supply especially on food products is greatly influenced by both macro & Micro environments on the other hand in an another industry we may find that the price of a product may be considered an order qualifier, this may be in an industry where customers associate the Price of a product to Quality, thus low price for low quality and highest price associated with a high quality product. A bigger insight on the situational context where order qualifier also serve as an order winner is in a monopoly market where customers settle for a firm's product because it's the only supplier of the product that they seek to buy.

1.1.2Competitive priorities

L. Ritzman et al,(1993), Competitive priorities are dimensions that a firm's production system need to have, in order to contain the demands of the markets it competes in. Hung et al, (2015). Competitive priorities guides the firm's future emphasis on production, represent the strategic positioning desired at the market and supports the corporate strategy It is essential for firms to understand the importance of their competitive priorities that are aligned to their business strategy. There are indications that failure in understanding the importance of these priorities aligned to the strategy could lead to eventually making the firm less productive Takala, (2002). Competitive priorities are generally mentioned in four different dimensions. These include cost, quality, speed, and flexibility Easton et al,(2010). Some

studies have suggested three additional priorities, innovativeness Peng et al (2011), after-sales services Froehlich&Dixon, (2001), and sustainability Johansson &Win Roth, (2010).

This study aims to focus on the five dimensions of competitive priorities that have been studied,Dangayachand Deshmukh, (2003) Cost can be explained as the ability to produce& distribute at a low cost. Phusavat and Kanchana,(2007). Cost as a strategy in competition focus on the ability to effectively& efficiently manage production cost, this includes the cost related aspects like the overhead costs, inventory and value-added.

Zhao et al. (2002) described cost as the ability to reduce product cost through reduction of labour, raw materials costs & production cycle time. Koufteros et al, (2002). Defined quality as the extent to which a product is able to meet &fulfil customer's needs expectation. Garvin (1987) argued eight quality dimensions on products and services namely serviceability, performance, conformance, aesthetics, reliability, durability and perceived quality. Phusavat and Kanchan (2007) cited aspects like low defects, environmental concerns, performance, certification and reliability to represent quality.Dangayach and Deshmukh, (2003). Flexibility is the firm's ability to respond to changes in production patterns, product mix, design, fluctuations in materials usage. Spring and Boaden, (1997) Explain delivery as both speed and dependability. Delivery speed may be explained as the ability to respond to customers' needs quickly whereas dependability may simply refer to the ability to delivery on schedule.Dangayach and Deshmukh, (2003). Explained innovation as the firm's ability to introduce unique ways on its processes and product design all aimed at improving and enhancing the existing products and processes. In addition, it refers to the ability to launch new technologies and create new markets .Zhao et al, (2002).

Trade-offswhen adopting and implementing a competitive priority it has been argued that the Order winner must be in line with the competitive priority being implemented. Kariuki(2012) Past studies have advised that competitive priorities cannot be adopted simultaneously. Skinner (1969) Advised on the trade-off model where firms must evaluate and make a choice on resource & time allocation on competitive priorities in order of preference & firms strength Dilworth,(1993) advised that a company may not excel on all priorities as per the customers preferences hencemanagement has to evaluate priorities criticalto a firm success and then allocate the firms resources towards satisfying thesedimensions. Boyer and Lewis,(2002) Advise that acontentious debate exists over the need for trade-off on thecompetitive priorities.

1.2 Paint manufacturers in Kenya

Thuita (2017) the Paint industry in Kenya has over 20 manufacturers, recently the industry has assumed a paradigm shift in production thus most of the firms are no longer complacent in producing the usual decorative and automotive paints only, Most of the firms are now investing heavily on a range of products in order to satisfy the growing demand of the customers and survive the competitive market. Some of the new aspects being included in the paint involves production of eco-friendly paints that have less impact on the environment, Production of antibacterial paints that reduces the risk of cross-contamination, infections and illness by preventing the build-up of bacteria and mould which pose a myriad of health risks, these paints are best suited for infection prone places such as health institutions and humid surfaces such as toilets, bathrooms and kitchens. Most of firms offer a range of products to the market ranging between 1000 hues to 7000 hues all aimed at facilitating customers' choice.

Since the 1990s the paint industry has seen a tremendous growth in terms of product innovation, service delivery and customer satisfaction. The emergence of e-commerce & a global economy has facilitated new market conditions characterised by intensive competition in the business environment thus firms are now competing based on operations competitive priorities quality, cost ,speed, flexibility and innovativeness. Technology growth has triggered great changes in the market posing great opportunities to the firms that adapt to new ways of doing things thus gaining a competitive advantage and posing a threat to firms that fail to conform.

Thuita, (2017) The paint industry in Kenya has greatly flourished in recent past due to a construction boom by developers in real estate industry across the country, this has seen shopping malls, office buildings and housing/gated estate being built strategically across the country. Innovative& intensive marketing coupled with branding campaigns by paint companies seeking to grow their market share has also contributed to the success of the industry which is currently dominated by a handful of companies.

The main customers for the paint industry include Real estate firms who in the recent past have greatly influenced the construction industry with a boom in estate developments ranging from construction of Residential houses/Gated estates for sales, Shopping malls, Commercial properties for sales all of which have had a multipliers effect to the paint business. Government and Corporate organizations also happen to be major customers in the paint

industry, both the government and corporate organizations have in the recent past focussed on construction of residential estates for their staff, not forgetting their routine developments. The main giants in the paint industry include; Crown Paints, Basco Paints, Sadolin Paints, Solai Paints and NasibLtd.

Each of these companies offers its own specialized products with some offering extra services such as professional assistance and training. Crown Paints happens to be the leader in the paint industry with a market share of 65% followed closely by Basco paints at 20% market share, with the other firms in the market accounting for the remaining 15% of the market share. Thuita(2016) Basco Paints has emerged as an innovation powerhouse having pioneered the production of eco-friendly emulsion paints, antibacterial paints and the lead-free range of paints.

1.2 Research Problem

Today the market environment remain very dynamic for business, both Macro and micro environment influences have greatly impacted business operations posing opportunities for the firms that conform to the changes and also threatening the survival of the firms that fail to conform. In the Paint Industry today, Manufacturers have acknowledged the ever growing market demands and the ever changing customers tastes and preferences hence in an aimed efforts to survive the competitive market, most of these paint manufacturers' have resulted into adoption of order winners that go in line with their existing competitive priorities aimed at giving them an edge to the competition and hence a competitive advantage in the market. Major players in the paint industry have already adopted order winning strategies aimed at supporting their existing operational competitive priorities.

Customer retention has become key in determining the survival of any firm in this dynamic paint industry, the firm with a bigger market share in a sector is considered the market leader and its operations are considered to be highly influential in the market. Tang and Zairi(2012). Studies have been conducted by scholars on the concept of the order winners & competitive priorities.

Ewa Holmberg and Ida Mofla(2013) in Sweden studied on Identification and Categorization of Order Qualifiers and Order Winners in a Knowledge Intensive Business Services sector, In their study they established that customers do not value some of the competitive priorities, like the literature highly values them, further the study established that the basic values that a customer considers towards making a purchase on services have been neglected. The study

recommended a customer focused strategic approach in adoption and implementation of order winners & Qualifiers.

Maingi(2013) In his paper studied on the Relationship between the Competitive priorities and the performance of the Multinational corporations ,Maingi established that MNCs in Kenya did not experience trade-offs of operations competitive priorities instead they applied cumulative capability model, he further established that MNCs had adopted a number of operations competitive priorities that had a positive relationship with their performance, with quality, innovation and delivery being statistically significant, hence in his studies he concluded that competitive priorities do enhance better organization performance, His studies advised emphasis on operations competitive priorities as an effective way of improving performance of corporations. The study recommended that the management of MNCs should emphasize quality, delivery and innovations in order to improve their performance.

Oreng,(2013) Studied on the Competitive Priority Choices and the operations strategies adopted by commercial banks in Kenya, in his Studies he established that the main competitive priority considered by commercial banks in Kenya is quality and cost or price, Further Oreng established that competitor actions and customer needs were the main factors that affected choice of competitive priorities and operations strategies pursued by the commercial banks, The study confirmed there indeed exists a relationship between competitive priorities choice and operations strategies adopted by commercial banks in Kenya. The study recommended that organizations need to pay close attention to customer needs and competitor actions as they apply new product/service development strategies and technology strategies and other operations strategies in order to get ahead in the current competitive environment.

Kariuki (2012) in his study on Competitive priorities by Mobile Telephony firms and Customer preferences in Selection of Mobile Telephony service provider in Kenya Concluded that firms that matched customer expectations with their service were Better positioned in the marketplace. Macharia (2007) carried out research on competitive priorities and trade off in physical distribution of Kenya oil industry and found out that though the four competitive priorities are important, quality related elements are given more weight in physical distribution of petroleum products. He recommends further research on other sectors of economy.

Past studies clearly shows that scholars have relatively tried to contribute to the new knowledge of operations management, however its notable that studies on order winners & competitive priorities are scarce, Its Evident that no Previous studies have been done on Order winners and competitive priorities in the paint industry, This study therefore seeks to attempt fill the identified gap by answering the below questions & satisfy the research objective.

1.3 RESEARCH OBJECTIVES.

The general objective of the study is to establish if adoption/matching of order winners & competitive priorities give a firm competitive advantage, the general objective will be guided by the following research objective

- i. To determine the Order winners customers look for when buying paints in Kenya.
- ii. To find out the competitive priorities pursued by paint manufacturers in Kenya
- iii. To establish whether competitive priorities pursued by paint manufacturers in Kenya match the order winners in the industry.

1.4 VALUE OF THE STUDY

The Findings in this study will add in new body of knowledge, the studies will be beneficial to scholars and academia in operations management in identifying the gaps that need to be filled and expounded on when addressing Order winners & competitive priorities being adopted and practised by manufacturers. The study will help in making contribution to the sector of the operation management which is considered new and growing.

The studies will also be very essential to the management in paints manufacturing firms in Kenya thus helping them make strategic decisions when adopting orders winners & competitive priorities in their respective firms, also the studies will help them understand what inform customer decision towards making a purchase decision on paint. In general the study will be essential to the paint manufactures through offering a reliable market intelligence.

The studies will also be beneficial to the government regulators thus it would significantly assist them in understanding the paint industry hence, facilitating the regulators' decisions when developing policies and laws to govern the paint manufacturing industry

Investors are likely to benefit from the study by being able to get reliable market information that is essential in identifying opportunities and feasibility of business ideas before making investment decision.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

The chapter presents a review of the literature related to the subject under study, from past studies. The chapter provides theoretical framework, concept definitions, and concept perspectives, current practices, past studies, findings and related theories.

2.2 Theoretical foundation of the study.

The study theoretical foundation is based on the two theories discussed below.

2.2.1 Herzberg motivational theory & the order winner concept

Simister(2011) Argues that the concept of order qualifier & order winners borrows from Herzberg theory on management. Herzberg theory talks of hygiene factors and motivators at work place and compares the two aspects to order qualifier and order winner respectively, He argues that at the work place a manager who is unfriendly to the juniors causes de-motivation but a friendly manager takes away dissatisfaction but doesn't bring satisfaction, this can be linked to the concept of the order winner & qualifier of the perspective that product with winning dimensions may fail to satisfy a customer if it lacks the qualifier dimensions that the customer consider to satisfy his needs. Bowman & Faulkner (1997) In their writing try to link the two hygiene and motivator value to the order qualifier & winner concept, "They likened hygiene factors to order qualifiers and argued that hygiene factors are those elements or factors in a product that all the firms in a particular market offer thus may act as the standard elements that every firm in the market must be able to offer for them to be considered a credible player in the market & survive competition. "In order to win some customers, the firm needs to offer motivator value. These dimensions of perceived use value are not generally offered, and they would tend to be unique to a particular firm. These motivator values excite customers, and are the source of differentiation. "Bowman& Faulkner (1997) Argue that improving qualifier quality above the benchmarked level will have less impact on a product in the market, compared to enhancing order winners which are considered key in delivering customer value, They advise on efficiency when managing activities for the qualifiers and effectiveness when managing activities for winners,they argue order qualifier activities pass their cost to the customer & if not managed efficiently they may affect

the profit level, further they argued that winners generate premium prices & are responsible for profit maximization in a firm

Order qualifiers can therefore be explained as hygiene factors that every firm in the industry must be able to meet in order for its product to be considered for purchase by the customers. Hygiene factors (qualifiers) do not necessarily motivate a prospective customer to buy a firm product. Order winners according to the Herzberg motivational theory can be explained to be “motivators” thus they entail dimensions in a product that motivate a customer to differentiate a firm’s product from the competitors product hence prompting the customer to make the purchase decision.

2.2.2 The Marketing theory on consumer behaviour.

Spring & Boaden, (1997) in their studies found the concept of order winners & order qualifiers to have borrowed heavily from concepts that existed before Hill’s conception of the manufacturing strategy concept. First, Martin & Ruth relates that the framework of Hill’s concept of order winners & order qualifier to having evolved from the marketing theory on the buyer behaviour concept, In marketing the buyer behaviours is greatly influenced by the marketing mix thus the 4p’s product, price, place and promotion. In examining the implementation of marketing mix its evident that there exists a close link between the marketing theory and the concept of the order winners & order qualifiers thus where in marketing the marketing mix focus on quality products, cost effective products, effective delivery channels and clear marketing communication on the other hand the concept of the order winners & order qualifiers borrows from the marketing mix theory to deliver the concept thus for a firm products to be considered in the market (order qualifier) the products have to satisfy the marketing mix in terms of quality, cost, and delivery all these aspects are pegged to the 4ps’ of marketing mix ,Further for the products to be preferred by customers (order Winners) the products needs to satisfy the marketing mix thus the product will win the heart of the customer by offering Quality product, reasonable price, offer speed in delivery and clear/concise marketing communication thus advertising, all these aspects are all linked to marketing mix.

2.3.1 Order winners

Order winners have been considered to give a firm a competitive advantage in the market, In the current dynamic business environment it's important for the manufacturers to understand what criteria the customers use to inform their decisions towards making a purchase thus it's through that knowledge that a firm will be able to strategically set its competitive priorities & be able to effectively match them with the relevant order winners Hill (2009) explains various order winning aspects that customers use to prefer firms products to its competitors ie delivery speeds, after sales services, brand image, product design, customization, marketing and sales, reputation, firms interaction activities, relationship and trust etc.

Delivery speed is considered an order winner, whereas firm is able to deliver its products faster & on a timely manner compared to its competitors. By performing a significant speed in the delivery, the specific supplier will be preferred to its competitors. Where delivery speed is considered an order winner it's advisable for the business to enhance its process in order to be able to expeditiously deliver products within the standard timelines set in a market Hill, (2009). Advice on enhanced market research that is able to keep a firm ahead of the competition 'thus this through efficiently gathering the information on customers' needs & using the information to deliver the products as per the customers market tastes and preferences hence winning the customers in the market Hill, (2009). After sales-support may be considered an order winning factor where the firm is able to offer post purchase support to its customers in an efficient manner especially where its competitors are not doing so, after sales support is best considered to win order when dealing with items that need technical advice and continued contacts with the customer. Brand image: may be an order winning creation especially where the product on offer is associated with the firm brand image. Hill, (2009). Customization is the ability of a firm to customize its products to satisfy customers' tastes and preferences acts as an order winner in the market. Mercedes Benz has maintained a niche in the market & won the hearts of many customers due to its ability to tailor make vehicles as per individual customers' preferences. Being an Existing Supplier Sometimes it is just enough to win the order, thus customers may interpret suppliers years existence in the business experience hence confidence in the field thus using that aspects to inform purchase decision.

2.3.2 Competitive Priorities

Competitive Priorities are critical operational dimensions an organization or a supply chain must possess to remain competitive in the market now and in future. Krajewski, et al, (2013) In order to achieve a competitive edge in the market a business ought to determine both its long-term and short-term goals then choose a Priority that supports its strategic plan to achieve these goals Saiyed, (2015). Competitive priorities can generally be defined as strategic preferences or ways in which an organization chooses to compete in the marketplace Hayes & Wheelwright, (1984). When implementing the firm's corporate plan the concept of competitive priorities becomes very key as it helps in guiding on setting of "SMART" goals that are achievable within the firm's operational strengths, Where priorities go beyond the firm's capability it's advisable predetermine the strategy and or revise the priority in order to closes the existing gap. The five major priorities in operations are mainly Cost, quality, flexibility, speed and innovation.

A firm must be able to evaluate its capabilities and determine if it's able to support the selected priority, Also the organization should be able to determine both the order qualifiers and order winners in the priorities selected, Thus if a firm priority is on time then the organization must be sure its capable to support the order winners that comes with time as a priority, thus ensure it has effective & efficient logistic infrastructure (qualifier) that will ensure right delivery speeds and on time delivery (winners). Capabilities on other priorities include ability to offer products that conform to recommended standards, being consistent on quality (winner) thus if the priority dimension is on quality, in case of cost as a priority the firm should weigh its capabilities in dimension of being able to reduce inventory costs, ensure optimal capacity utilization & be able to deliver on labour productivity

2.2.3 Trade offs

Trade-offs May refer to decisions that may be made due to processes failures when implementing competitive priorities simultaneously across all dimensions, past studies have also advised that competitive priorities cannot be adopted simultaneously. Skinner (1969) Advised on the trade-off model where firms must evaluate and make a choice on resource & time allocation on competitive priorities in order of preference & firms strength. Dilworth, (1993) advised that a company may not excel on all priorities as per the customers preferences hence management has to evaluate priorities critical to a firm success and then allocate the firms resources towards satisfying these dimensions. Boyer and Lewis, (2002) Advise that a contentious debate exists over the need for trade-off on the

competitive priorities. There exists a debate on trade-offs with some literature on manufacturing strategy arguing that a firm cannot excellently pursue all competitive priorities simultaneously (Davis et al, (2005,).

In Porter's concept on generic strategies he argued that for a firm to compete effectively the firm has to define itself in the market by adopting various strategies ranging from cost leadership strategy, differentiation strategy and focus strategy. Notably adopting any of these strategies directly relates with operational priority dimension and the order winners, for instance a firm that adopts a cost leadership strategy ought to be capable of being a low cost producer, thus the competitive priority here being Cost and the necessary infrastructure (Qualifier) whereas the price of the final product becomes the order winner. Porter, (1985) in his book argues that a firm that fails to adopt at least one of the above strategies is definitely considered to be a firm in a poor strategic position and definitely a firm that is stuck in the middle. The firm stuck in the middle lacks objectivity, & suffers market loss on profitability, low market share as a result of customer switching to low cost producers" Failure to differentiate a firm strategy in the market leads to the firm losing on business cream, struggling in business and subsequently business death Porter, (1985)

On Another perspective a firm that adopts all these strategies tend also to be stuck in the middle in the sense that a firm cannot excel simultaneously in all these strategies thus this may result in the firm initially compromising on either of the strategies and in the long run the firm may get stuck in the middle in the sense that it fail in effective and efficient implementation of all these strategies, this same concept is evidently replicated in the adoption and implementation of competitive priorities and the order winners thus according to Dilworth, (1993) advised that a company may not excel on all priorities as per the customers preferences hence management has to decide which priorities are critical to a company success and then allocate the firms resources towards satisfying these dimensions.

2.4 Empirical Literature Review

Alpha, (2015) Dominos is a multinational firm specialising in fast food business, In recent past the firm made huge improvements on their quality in an efforts to recover from low business these efforts have subsequently paid off because the firm now offer what the customers' needs, Dominos understood that quality was only qualifier that made customers to consider its products for purchase hence they crafted a good strategy aimed at winning the hearts of the customers the firm has embraced technology to enhance its sales and make the

business enjoyable to its franchisees, Dominos realised a 14.5% increase on sales in a year when it implemented its online sales strategy (order winner).

The firm has embraced technology and managed to win orders from customers, it takes two seconds to put an order on the firm's website and less than five minutes for the order to be confirmed, this has not made customers shop from the convenience of their desks at workplace or home but it has also won the hearts of the customers, due to saving on time. This technological strategic order winning dimension has seen the firm realise huge improvements on revenue and profits. Pizza is only a core offering for dominos but through the order winning strategy on pizza the firm has managed to improve its sales on the other products that complement the pizza. Lately the firm has launched a voice recognition ordering platform that customers have positively embraced.

Kristopher, (2010) Wal-Mart is a multinational firm dealing in supply chain, the firm is well known for its efficiency in supply chain, Wal-Mart stores identified the need to win customers' hearts, the firm has offered a package of qualifiers that has made the customers consider its products in the market, Service qualifiers the firm has offered include having the right products at the right time at the right place, ensuring that there are no stock outs, ensuring that the stores are open during the right periods, ensuring that they give customers a variety of products range to choose, having an easily accessible & convenient space where shoppers can park their vehicles as they come shopping and also ensuring that they recruit qualified personnel/employees that are helpful and friendly to the clients.

These aspects have qualified the stores for customers consideration for shopping but notably qualifiers do not guarantee sales hence the retail stores have gone a step further to implement order winners that has helped the firm to stand out in the market, these order winners aspects include a 24/7 shopping experience anytime, one stop shop experience, consistently out pricing the competitors, conveniently locating the stores near the customers, after sales services; this where customers are helped carry their shopping to their vehicles at the parking area. In Kenya various firms both in tangibles and service industries have embraced the order winners & qualifiers concept.

Stella, (2016) In 2006 Kenya Mpya a transport services firm came into the market with clear market segmentation to ply between Thika and Nairobi route, by then the cost of commuting from Nairobi to Thika ranged between KShs 120-150, The debut of Kenya Mpya in the market

changed the market in the sense that the commuter was able to strategically adopt order qualifiers and winners that has since placed the firm the top most preferred mode of commuter transport between Thika and Nairobi. Kenya Mpya prides itself on being able to offer the market modern buses that most passengers associate with quality, comfort and convenience (qualifiers), the market entry of Kenya mpya saw the commuter charges drop drastically to between kshs 50 during off-peak hours and kshs 70 during peak hours thus the price was the major order winner for the firm.

Further the firm went ahead to adopt other order winning aspects that continued to endear it's to customers this including ensuring offering of speedy services through express services to Nairobi and Thika, embracing superior and friendly customer service (order winners). Today Kenya Mpya prides itself as a leader in the market on being able to offer packages that satisfy competitive priorities dimensions. The commuter firm has managed to sell an express package that offer customers fair pricing, speedy services thus satisfying the operations dimension on quality, cost and time on this particular package. Kenya mpya has also acknowledged that they cannot excel cumulatively on all dimensions of operations priorities hence they have developed a package for non-express commuter services aimed at winning the hearts of customers who alight between thika& Nairobi, the non-express service popularly known as "ThikanaNjiani" caters for passengers plying the route but will not necessarily reach the final destination, this package also extends fair pricing, flexibility and convenience to the customers. In a nutshell we may conclude that Kenya mpya has strategically adopted & matched order winners to satisfactorily satisfy major competitive priority dimensions.

Business Daily, (2016) Always is a product of Proctor &Gamble in Kenya, the product was introduced in the market in 1984, Always is considered the world leader in women feminine sanitary protection, the pad comes in a range of different designs, that helps the pads to comfortably fit different body shapes and sizes hence making women periods positively manageable and giving the users a happier experience, Always has successfully managed to help women embrace womanhood right from the beginning of puberty all way through to adulthood, Unlike the competitors' pads, Always offers up to 8 hours of no stain no check experience with up to over three times protection hence winning customer hearts on this quality performance & reliability aspect.

The dimensions of 8hours no stain check that give the customer a three times protection is a quality dimension(qualifier) that makes the customer to consider the Always pad for purchase, Order winners in the always pad include the choice range of pads designed to fit different body shapes, contain period flows and satisfy preferences(flexibility).Notably always pads prices are higher compared to other competitors pads but Always has maintained a market leadership due to its Quality and flexibility dimensions that delivers desired performance & convenience that customers want hence making the pad the darling of many customers.

(Business Daily, 2016) Wrigley is an international brand and a leader in the confectionary products, the company is known for its superior range of product offering that include lollipops, hard & chew candies, gums and mints, mother brand for the firm is orbit that is sold world over, double mint and chewing gums are the latest additions to its product line. In Kenya the firm is popularly known for its P.K superior brand that offer a products extension ranging from menthol, cinnamon, mint flavoursetc, Juicy fruit chewing gum also happens to among the top quality brands are considerably the cash cows for the company. Both Juicy fruit and P.K brands have been strategically been manufactured to match the quality (qualifier) conscious customers, the taste, flavour and the smooth texture of the gum (order winners), the packaging of the chewing gum in pellets of between 4-10 is also an order winner for customers as its gives the value for their money, the pellets size brings the comfort of the customers not struggle to chew.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used in the collection of data pertinent in answering the research question. It is divided into research design, the target population, data collection and data analysis

3.2 Research Design

The research problem was studied through a survey, A survey aims at giving an in depth investigation of an individual, institution or phenomenon Mugenda and Mugenda, (2003).

The primary purpose of the survey study was to determine the relationships among the factors that have resulted to the behaviour under study. Since the study sought to identify the link between order winners and competitive priorities pursued by paint manufacturers in Kenya, a descriptive research design was deemed the best design to fulfil the study objectives. According to Cooper and Schindler (2009) Descriptive research uses explanatory research design that is structured with clear investigative questions and can be used to discover associations among different variables. This corresponds to the aim of the study of determining the order winners and competitive priorities adopted by paint manufacturers in Kenya paint industry.

3.3 The Target Population.

The target population for the study comprised of the personnel in operations departments in all the 26 paint manufacturing firms in Kenya as per the paint manufacturing firms association, Top paint distributors in the industry drawn from the major market region, Tier one customers and selected professional painters.

Table 3.3 Target population

Target Population	Sample Population	Sample size
Paints manufacturers in Kenya	Operation departments	26
Customers	Distributors, painters & tier one customers	56
Total		82

3.4 Data Collection

The study used an interview guide to collect primary data. A letter of introduction requesting for information and detailing the research purpose to the respondents, accompanied by the interview guide, was presented to management of the top five paint manufacturing firms.

The interview guide included structured and unstructured questions and which were administered through drop and pick later method to respondents specifically the operations managers, operation assistants in respective firms, also primary data collection was also administered to major distributors of paint and big customers ie painters, real estate's etc, to enable the study fully satisfy the research objectives, Questionnaires were used in collecting the primary data in various firms, this is aimed at maintaining confidentiality of the respondents, In order to save on time and money and facilitate easier analysis of data, structured questions were used as data from the respondents is immediate and in usable form, Unstructured questions were used in an effort aimed at getting detailed responses and at the same time maintaining respondent confidentiality.

In order to fully satisfy the research objectives two questionnaires were used in order to collect data from the relevant respondents. Questionnaire one comprising of three sections were presented to operations departments in twenty firms under study while questionnaire two comprising of three sections will be used to collect data from the top distributors, tier one customers and selected professional painters

3.5 Data Analysis

Data Analysis and Presentation

Data from questionnaires was be analysed and presented using content analysis

3.5.1 Content Analysis.

The figure below gives a sample presentation on how data was analyzed and presented

OBJECTIVE	DATA COLLECION	DATA ANALYSIS
<ul style="list-style-type: none">• Order winners customers look for when buying paints in Kenya	Questionnaires	Qualitative mathematical data
<ul style="list-style-type: none">• Competitive priorities pursued by paint manufacturers in Kenya	Questionnaires	Qualitative mathematical data
<ul style="list-style-type: none">• Do competitive priorities pursued by paint manufacturers in Kenya match the order winners in the industry	Questionnaires	Qualitative mathematical data

Figure 3.5 content Analysis

CHAPTER FOUR DATA ANALYSIS AND PRESENTATION

4.1 INTRODUCTION

This chapter presents the findings and interpretation of the study. The purpose of the study was to determine the order winners and competitive priorities being pursued by paint manufacturers in Kenya and their relevance in helping a firm achieve competitive advantage. The study sought to determine the order winners customers look for when buying paints in Kenya, Find out the competitive priorities being pursued by paint manufacturers in Kenya and establish whether competitive priorities pursued by paint manufacturers in Kenya match the order winners in the industry. In order to fully satisfy the research objectives, data was exclusively collected using questionnaires. Two different questionnaires were each served to the manufacturers and Distributors/customers respectively.

4.2 Response Rate.

The study unit for the survey was 82 respondents, 56 respondents were drawn from 8 major marketing regions in Kenya for the Distributors/ customers questionnaire, and 26 respondents comprised of all the paint manufacturers in Kenya registered under the association of the paint manufacturers in Kenya. A total of 59 respondents who included 41 customers and 18 manufacturers returned their completed questionnaires for analysis, this represented 72% of the response rate. The response rate was sufficient for the researcher to make reliable analysis of the data collected and make vital conclusions on the topic under study.

Table 4.2 Response rate

Target population	Number of questionnaire distributed	Number of the questionnaire returned	Percentage
Kenya Paint Manufacturers	26	18	69%
Distributors/Customers	56	41	73%
Total	82	59	72%

Source: Research Data

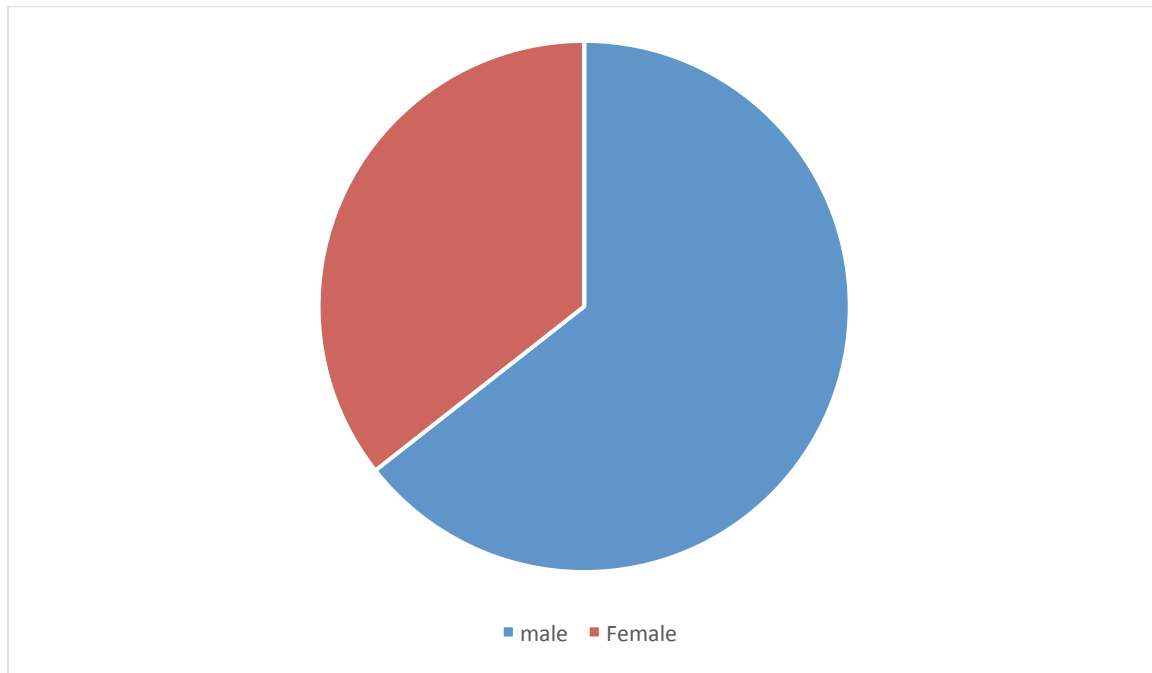
4.3 General Information.

This section represents the general demographic data of the respondents' this includes gender, level of education, years of experience in the industry, department, and profession of the respondent

4.3.1 Gender of the Respondents.

The study sought to find out the gender of the respondents. The results from the data collected indicated that 38 of the respondents were male and 21 of the respondents' were female, this represents 64% and 36% of males & female representation respectively. The indication from the findings is therefore means that majority of the respondents were male. This may be represented by the graph below.

Figure 4.3.1: Gender representation of the respondents



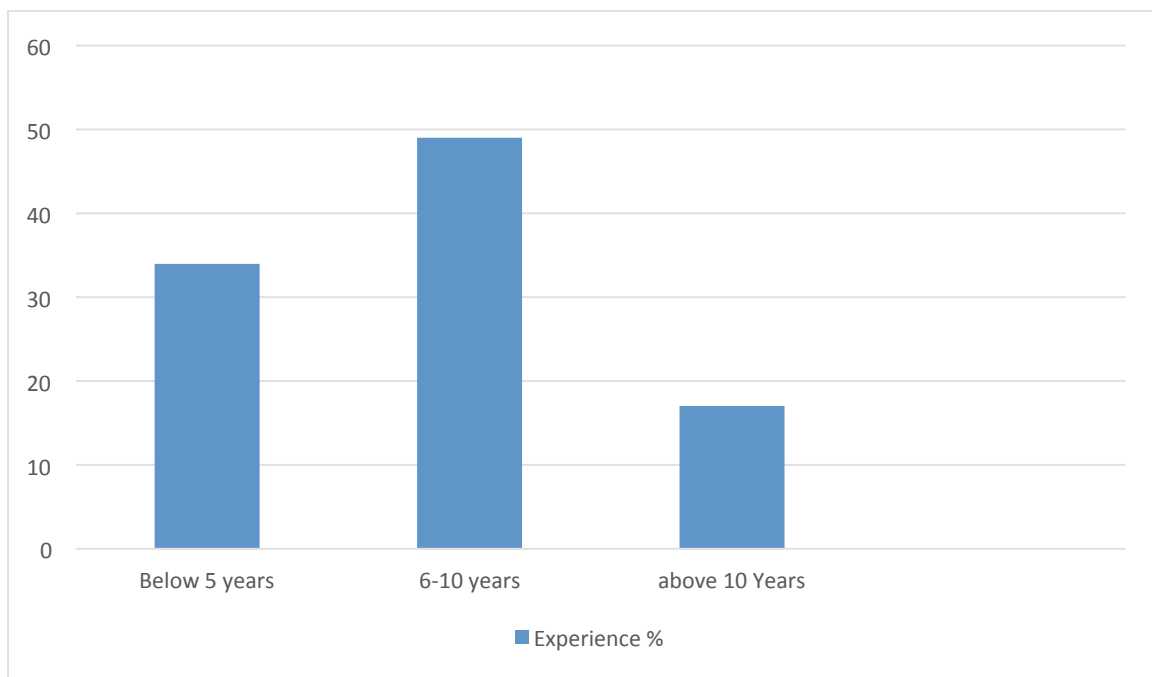
Source: Research data

4.3.2 Years of experience in paint industry.

The study sought to find out the years of experience the respondents have worked in the paints industry. In the two questionnaires served to the respondents in different groups the manufacturers questionnaires sought to know the years the respondent had worked in the paint industry, whereas for the distributors/customers questionnaire the researcher sought to know how many years the respondent had been selling or using paints. In all the two questionnaires' the researcher was motivated to determine the years of experience the respondents had in paint industry, the finding indicated that 20 of the respondents had 5 years and below of experience, 29 of the respondents had between 6-10 years of experience and 10

of the respondents had above 10 years of experience in the paint industry. This represents 34%, 49% and 17% of percentage representation respectively. The indication from the finding is that more than half of the respondent have over 5 years of experience in the paint industry hence the researcher can fully rely on the information from the findings in analysing & making important conclusions for the topic under study. The finding on respondents experience in the industry is summarised in the graph below

Figure 4.3.2 Respondents experience in the industry

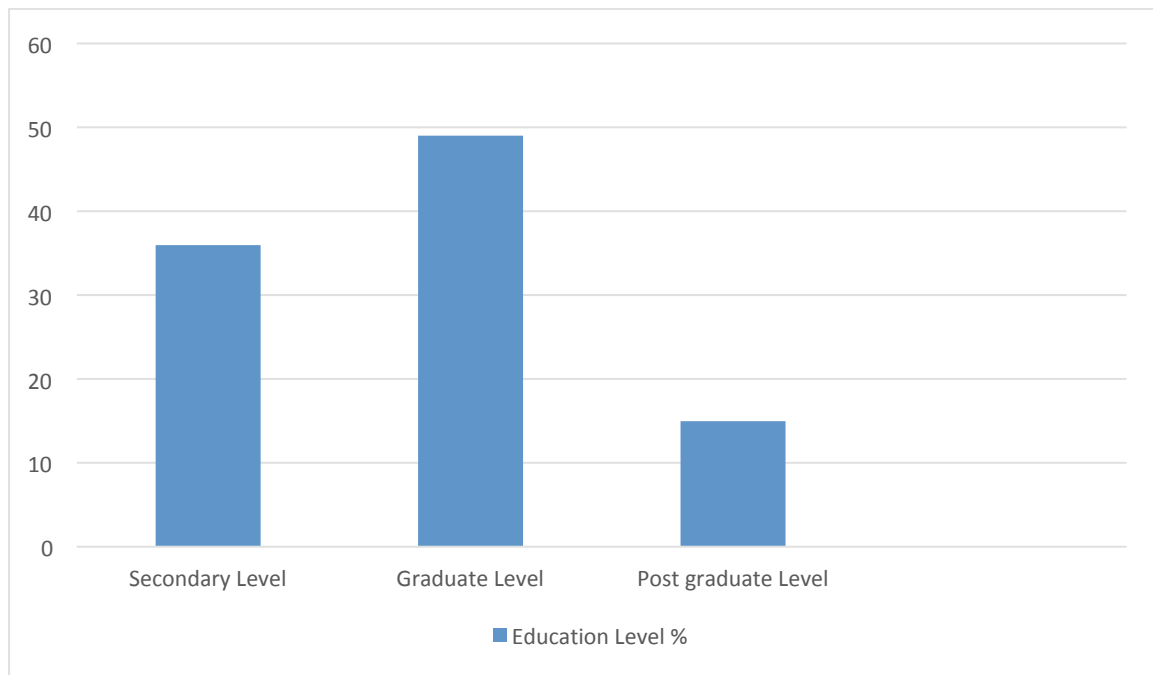


Source: Research data

4.3.3 Level of education.

The research sought to find out the level of education of the respondents, This is usually important because the literacy level of the respondents guarantees the researcher assurance that that the respondent is able to read, understand and answer the questions correctly hence ensuring clear, concise, positive and reliable feedback that is essential when analysing and making conclusion for the topic under study. The researcher established that 21 of the respondents were of secondary education, 29 graduates and 9 postgraduates' levels of education. None of the respondents had primary and PHD levels of education. A summary of the level of education is presented in the graph below.

Figure 4.3.3 Respondents Level of Education



Source: Research data

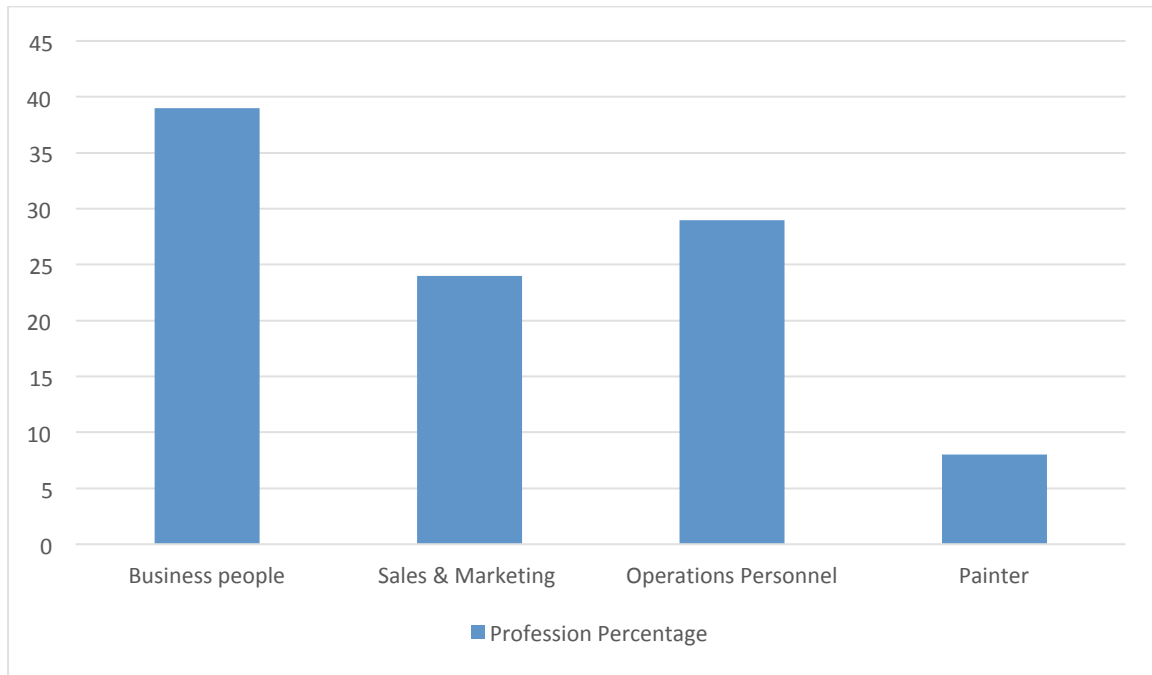
4.3.4 Department of the respondent.

The study sought to find out the department of the Respondents for the Manufacturers questionnaire. The Findings established that all of the 18 respondents were from the operations departments in the respondent Firms. These findings were essential to the researcher because they helped the researcher establish that personnel from the operations department had good knowledge on the topic under study hence their input in the questionnaire was likely to give valuable and reliable feedback essential in analysing the findings and making conclusions for the topic under study.

4.3.5 Profession of the Respondents.

The study sought to find out the professional background of the respondents. This was important because it helped the researcher to establish if the respondents' professional background was familiar to the terms and language that was being used in the study, which in a certain perspective may have an implication to the respondents' feedback. The study findings established that all the respondents' professional backgrounds related to business hence their understanding and input into the study was highly relevant and essential to the study. 23 of the respondents were business people, 14 marketing and sales professions, 17 of the respondents were operations personnel's and 5 professional painters. A summary of the professional background is presented on the graph below.

Figure 4.3.5 Respondents professional background



Source: Research data

4.4 FINDINGS FROM THE DISTRIBUTORS/CUSTOMERS.

This section presents the finding on customers’ responses to the research questions.

4.4.1 Order winners considered by customers when buying paints

The researcher was interested to find out the order winners that the respondents personally considered to inform their purchase decisions when buying paints.

Table 4.4.1 Order winners considered by customers when buying paints

ORDER WINNER	Number of Respondents	Percentage
Price	33	80%
Product Performance	32	78%
Reliability of the product	31	76%
Availability of the product in the market	29	71%
Product information	24	59%
Brand Image	27	66%
Uniqueness of the product	17	41%

From the above findings it's notable that Price, product performance, reliability, availability of the product in the market and brand image at 80%, 78%, 76%, 71% and 66% respectively are the major order winners that influence customers' decision when making a purchase decision. 59% of the respondents also indicated to consider product information when personally making a purchase decision.

4.4.2 Extent Customers' considered order winners important when buying Paints

The research sought to find out the extent to which customers considered the below order winning dimensions important when making a purchase decision on paint From the findings it's notable that the Price, reliability, performance and availability of the product in the market are considered very important by customers when making purchase decisions on paints.

Table 4.4.2 Extent order winners considered by customers

ORDER WINNER	Number of respondents	Mean	Standard deviation
Brand image	32	0.8	0.08
Price	41	9.8	0.98
Product Information	25	-6.2	0.62
Product design	25	-6.2	0.62
Customization	25	-6.2	0.62
Uniqueness	17	-14.2	1.42
Product availability	41	9.8	0.98
Product range	24	-7.2	0.72
Reliability of the product	41	9.8	0.98
Product Performance	41	9.8	0.98
	Mean=31.2		

Source: Research data

4.4.3 Paint brands stocked by customers

The researcher sought to find out from the distributor respondents the brand of paints they stock in their shops & also the reasons for stocking the brands. Table 4.4.3 below presents findings on the paints brands respondents stock in their shops & the reasons for stocking the brands.

Figure 4.4.3 Paint brands stocked by customers

Paint Brand	Reasons for stocking	Percentage of respondents
Crown paints	<ul style="list-style-type: none"> ➤ Customer Preference ➤ Customization ➤ Price ➤ Product availability in the market ➤ Quality of the product ➤ Reliability 	81%
Dura coat	<ul style="list-style-type: none"> ➤ Brand image ➤ Customer Satisfaction ➤ Price ➤ Product availability in the market ➤ Quality ➤ Variety/customization 	67%
Solai paints	<ul style="list-style-type: none"> ➤ Customization ➤ Price 	15%
SadolinPaints	<ul style="list-style-type: none"> ➤ Availability in the market ➤ Price ➤ Product range 	15%

Source: Research data

From the above finding it's notable that Crown brand of paints is the most preferred brand, followed closely by Dura coat brand of paints. The major reasons for stocking these brands include price, reliability of the product, Quality and Customer satisfaction.

4.5 FINDINGS FROM THE MANUFACTURERS

This section presents findings on manufacturers responses to the research questions.

4.5.1 Competitive priorities being pursued by the respondents' firms.

The study sought to find out the competitive priorities that the respondents' pursued in their respective firms.

Table 4.5.1 Competitive priorities pursued by firms

Competitive priority	Number of Respondents	Percentage
Cost	16	88%
Quality	15	83%
Speed	13	72%
Flexibility	11	61%
Innovativeness	7	39%

Source: Research data

From the findings on the table above its notable that most of the manufacturers in Kenya paint industry are pursuing Cost, Quality and speed as their major competitive priorities.

4.5.2 Extent to which below competitive priorities are being pursued by manufacturers

The researcher sought to establish the extent to which the manufacturers agreed or disagreed that the aspects below are the competitive priorities being pursued by manufacturers in Kenya paint industry.

Table 4.5.2 Extent competitive priorities are being pursued by firms

Priority	No's of respondents	Mean	Standard deviation
Quality	15	3.2	0.64
Cost	16	4.2	0.84
Speed	12	0.2	0.04
Flexibility	11	-0.8	0.16
Innovativeness	5	-6.8	1.36
	Mean 11.8		

Source: Research data

From its notable that Cost & quality with a mean of 4.2 and 3.2 and standard deviation of 0.84 and 0.64 respectively are strongly considered to be the major competitive priorities being pursued by manufacturers in Kenya paint industry.

4.5.3 Extent to which order winners are being pursued by manufacturers

The research sought to find out the extent to which the respondent agreed or disagreed that the below dimensions are the order winners being pursued by manufacturers in Kenya paint industry.

Table 4.5.2 Extent to which order winners are being pursued by manufacturer

ORDER WINNER	No's of Respondents	Mean	Standard deviation
Pricing	13	-0.57	0.08
Product Customization	12	-1.57	0.22
Product performance	16	2.43	0.35
Uniqueness in products	6	-7.57	1.08
Product availability	15	1.43	0.20
Offering error free products	17	3.43	0.49
Reliability on products	16	2.43	0.35
	Mean 13.57		

Source: Research data

From the research findings above its notable that the respondents strongly agreed that offering of error free products with a mean of 3.43 and a standard deviation of 0.49 is a major order winner, product performance, product availability in the market and product reliability with a mean of 2.43, 1.43, 2.43 respectively were also considered to be key order winners by the respondents.

4.5.4 Order winners currently being pursued by respondents' firms.

The researcher sought to find out the order winners that the respondent firms pursued in their respective firms. The researcher requested the respondents to list the order winners.

Table 4.5.4 below presents percentages of the findings from the respondents' responses

Order Winner	Number of Respondents	Percentage
Pricing	15	83%
Reliability on product	16	89%
Product performance	15	83%
Brand image	12	67%
Customization of products	10	56%
Availability of the product in the market	14	78%
Product Information	16	89%

Source: research Findings

The findings on the table 4.5.4 above indicate that product information, reliability of the product, product performance, pricing, and availability of the product in the market at 89%, 89%, 83%, 83% and 78% respectively are the key order winners manufacturers are currently pursuing in the industry.

4.6 COMPARATIVE ANALYSIS

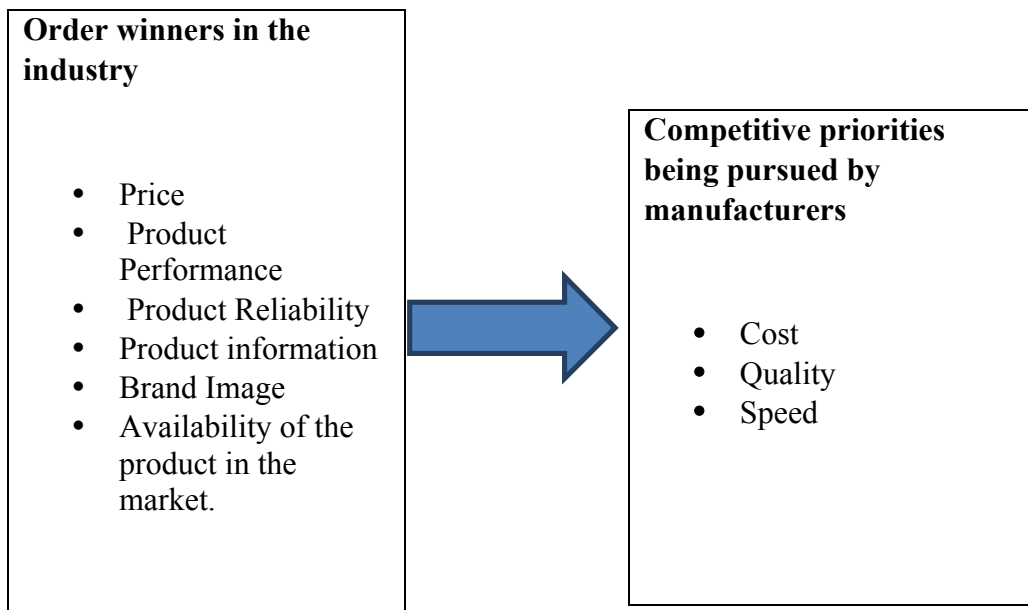
The general objective of the study was to establish if adoption & matching of order winners and Competitive priorities do give a firm a competitive advantage in the market. The general was guided by the following objectives which were analysed and discussed accordingly as below. The researcher sought to determine the order winners customers look for when buying paints in Kenya, Section 4.4.1 presented summary findings from the respondents where the customers were requested indicate order winners which personally informed their purchase decision. It was notable that Price, product performance, reliability, availability of the product in the market and brand image at 80%, 78%, 76%, 71% and 66% respectively are the major

order winners that influence customers decision when making a purchase decision.59% & 41% of the respondents respectively also indicated to consider product information and uniqueness in product when personally making a purchase decision

The researcher sought to find out the competitive priorities Pursued by paint manufacturers in Kenya. Summary findings in table 4.5.1 notably indicated that most of the manufacturers in Kenya paint industry are pursuing Cost, Quality and speed as their major competitive priorities at 88%, 83% and 72% respectively, However flexibility and innovativeness at 61% & 39% respectively were also notable competitive priorities being pursued by a few manufacturers in Kenya paint industry.

The researcher sought to establish whether competitive priorities pursued by paint manufacturers in Kenya matched the order winners in the industry. From the findings in 4.4.1 and 4.5.1 it's notable that order winners that customers consider to inform their purchase decisions match the competitive priorities currently being pursued by paint manufacturers in Kenya. Product reliability, product performance, product information and brand image at 77%, 79% ,60% and 65% respectively are all order winner dimensions for quality hence any firm pursuing quality as a competitive priorities match either of these dimensions. Price at 81% is a dimension of cost priority hence its notable that both order winner and priority match. Availability of the product in the market at 73% is an order winner dimension of Speed which has also matched the findings. Figure 4.6 below gives an illustrative presentation of the above findings.

Figure 4.6 Comparative analysis of order winners & competitive priorities in the market



Source: research data

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction.

The chapter presents a summary of the findings, discussions on the findings, Conclusion on the study findings, recommendations for further studies and limitations of the study.

5.2 Summary of the Findings

The study received a response rate of 72%, the response rate was sufficient for the researcher to make reliable analysis of the data collected and make vital conclusions on the topic under study. On the general information for the findings genderrepresentation for the study was 64% and 36% for male & female genders respectively. The experience of the respondents in the paint industry stood at 34%, 49% and 17% for experience of below 5 years, between 6-10 years and above 10 years respectively, From the findings it was established that more than half of the respondent had over 5 years of experience in the paint industry hence this promoted the researcher confidence to fully rely on the information from the findings in analysing & making important conclusions for the topic under study. The findings established that the level of education for the respondent stood at 36%, 49% and 15% for secondary, graduate and post graduate levels of education respectively, The findings helped the researcher establish that all the respondents were literate hence they were in a position to read, understand and answer the questions correctly hence ensuring clear, concise, positive and reliable feedback essential for credible analysis and conclusions on the findings. The professional background of the respondents stood at 39%, 24%, 29% and 8% for business people, sales & marketing executives, Operations personnel and painters respectively. Establishing the level of education for the respondent was important in determining the respondent familiarity to the language and terms for the topic field under study.

5.2.1 Order winners and competitive priorities pursued by Paint manufacturers in Kenya.

The general objective of the study was to establish if adoption & matching of order winners and Competitive priorities do give a firm a competitive advantage in the market. The researcher sought to determine the order winners customers look for when buying paints in Kenya, Section 4.4.1 presented summary findings from the respondents where the customers were requested indicate order winners which personally informed their purchase decision. It was notable that Price, product performance, reliability, availability of the product in the market and brand image at 80%, 78%, 76%, 71% and 66% respectively are the major order winners that influence customers decision when making a purchase decision. 59% & 41% of

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5.3 Conclusions

The research established that the competitive priorities being pursued by paint manufacturers in Kenya matched the order winners in the industry. Cost, quality and speed were the major competitive priorities found to be pursued by majority of the players in the industry. It was however established that flexibility and innovativeness priorities were slightly being pursued by a few players in the industry. The study established that dimensions of quality were the key order winners that customers considered to inform their purchase decision, this included Reliability on the product, product performance, brand image and product information. It was also notable that price which is a dimension of cost Priority was also a key order winner that customers highly considered to inform their purchase decision. Availability of the product in the market a key dimension of speed priority was also a key order winner customers considered when making their purchase decisions on paint.

The research found that matching of the competitive priorities and the order winners in the industry was significant in helping a firm gain competitive advantage. In reference to the

findings from the distributors/customers questionnaire where the respondents were asked to list the paints brands they used or stocked in their shops and give reasons, Majority of the respondents indicated crown paints and Dura coat paints at 81% & 67% respectively to be the major brands that they stocked or preferred using. The major reasons that customers gave for preferring these brands of paints was quality, Cost, speed and flexibility of the brands, these priorities perfectly matched by the order winners in the industry. Amongst the order winners that the respondent indicated to be pursued by Crown & Dura coat paint included Pricing, product performance, Customization of the products and Product availability in the market.

5.4 Recommendations

The study recommends that manufacturers should be able to understand the main order winners that customers considers when making a purchase on paints and accordingly match these order winners to their competitive strategies. The study further recommends that manufacturers should invest in employing personnel who understand fully the strategic implementation of these operation strategies if firms were to succeed fully in implementation of these strategies and avoid being stuck in the middle. It's notable from the research findings that two firms dominate the market in the paint industry, it's however important to consider the survival of the other players in the market, the study recommends a SWOT analysis on the small firms in order to establish the strengths and opportunities available for them and hence advise these firms to pursue priorities that are within their abilities. The study further recommends the top manufacturers to consider investing in market research in order to be able to understand the ever changing market environment and stay ahead of competition if the current market situation was to hold.

The study recommends

5.4.1 Recommendations for further studies.

The study recommends further research to be done on the major competitive priorities & their influence on performance of paint manufacturers in Kenya. Notably the study was limited to paint manufacturers in Kenya; hence recommendations are hereby made for research on the order winners and competitive priorities in paint industry. It's important to establish the key drivers for competitive advantage in the industry hence the study recommends for further studies on key operations drivers for competitive advantage in Kenya paint industry. From the findings itsnotable that understanding of the order winners is key to a firm performance in the market hence the study recommends for further studies on Order winners and

performance in Kenya paint industry and also the study recommends for further studies on competitive priorities and performance in Kenya paint industry. Considering that the study was a survey involving many players in the market it's hence important to recommend a case study on Order winners and competitive priorities pursued by a particular player in Kenya paint industry i.e. Crown paints, Dura coat paints etc. In the study findings it was notable that aspects of quality were the major winners considered by customers in the paint industry hence the study recommends further study on the influence of quality to a firm's performance in the paint industry. The study was limited to paint industry hence it recommended that studies on Order winners and competitive priorities conducted in other manufacturing sectors i.e. service industry, petroleum industry etc. The study was not specific of the customer preference on paints hence further studies are recommended on the customer preferences and perception on colours. The data collection method was not really sufficient to give in-depth answers to some research question hence the study recommends for further studies in this topic under a face to face interview method of collecting data.

5.5 Limitations of the study

Time for conducting the research was limited considering that the researcher was attached to a full time employment and he had to juggle between the research and work. Data collected from the manufacturers was to some extent limited which was attributed to some manufacturers fearing that giving of some information could disclose their business strategies which as a result may affect their performance in the market. The data collection method was also a challenge thus many people didn't fully complete their questionnaires and some respondents digressed when answering question on the questionnaires. The study lacked adequate funds for conducting the research exhaustively.

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DATE... 14/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... GABRIEL KARIUKI CHOMBA

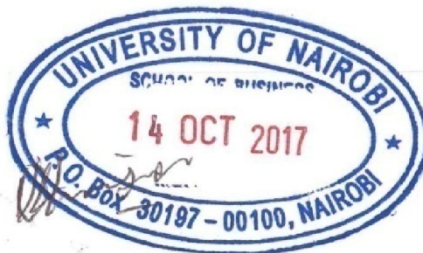
Registration No... DG/77095/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX 2: MANUFACTURERS QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Gender Male [] Female []

2. How many years have you worked in paint industry?
 Below 5 years [] 6-10 years [] above 10 years []

3. What is your level of education?
 Primary [] Secondary [] Graduate []
 Postgraduate [] PhD []

4. Department.....

5. Profession.....

Section B:

1. For each of the aspects on the table below, kindly indicate to what extent you agree or disagree that these are the main competitive priorities being pursued by manufacturers in Kenya paint industry.
 1= strongly agree 2= agree 3= neutral 4= disagree 5= strongly disagree

PRIORITIES	1	2	3	4	5
Quality					
Cost					
Speed					
Flexibility					
innovativeness					

2. In reference to questions one above, kindly highlight the competitive priorities being pursued by your company.

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3. For each of the below aspects kindly indicate to what extent you agree or disagree that these are the order winners dimensions being pursued by manufacturers in the paint industry.
1= strongly agree 2= agree 3= neutral 4= disagree 5= strongly disagree

ORDER WINNER	1	2	3	4	5
Pricing					
Product customization					
Product performance					
Uniqueness in products					
Delivery speeds/product availability					
Offering error free products					
Reliability on products					

4. In reference to question three above kindly list the order winning dimensions being pursued by your company.

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THANK YOU VERY MUCH FOR YOUR PARTICIPATION

APPENDIX 3: DISTRIBUTORS/CUSTOMERS QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Gender Male [] Female []

2. Years of experience in using or selling paints.

1-5 years [] 6-10 years [] above 10 years []

3. What is your level of education?

Primary [] Secondary [] Graduate []

Postgraduate [] PhD []

4. Profession.....

SECTION B

1. To what extent do you find each of the following order winner dimensions important when making a purchase decision on paint?

1= very important 2= important 3= neutral 4= not important 5= strongly not important

ORDER WINNER DIMENSION	1	2	3	4	5
Brand image					
Price of the product					
Product information					
Product design					
Customization of the product					
Uniqueness of the product					
Availability of the product in the market					
Product range					
Reliability of the product					
Product Performance					

2. In reference to question one above kindly list the order winners you personally consider to inform your purchase decision when buying paints.

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3. Kindly list the paints brands you stock in your shop and give reasons why you prefer the brands

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Thank you for your participation

APPENDIX 4: LIST OF PAINT MANUFACTURERS BRANDS IN KENYA

Alfa Coates industries

BPC industrial lacquers limited

Contractor paints

Crown paints

Dura coat paints

East Africa paints & mining

Fastchem paints

Flamingo Paints

Galaxy Paints

Glory Paints

Grand Paints

Kasol Paints limited

Kenind paints

Maroo polymers limited

Mt Kenya paints

Nayan Products limited

Novel Paints

Orion Paints

Pinnacle Paints

Prime coatings

Robbiliac paints

Sadolin Paints

Sajcokenya limited

Smart paints

Solai Paints

United paints

