

**OPERATIONS STRATEGIES, CUSTOMER SATISFACTION  
AND COMPETITIVENESS IN BONFIRE ADVENTURES AND  
EVENTS LIMITED (K)**

**BY**

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## **DECLARATION**

This Research Project is my original work and has not been presented for a degree in any other University.

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This Research Project is dedicated to my mum Jane Wairimu Manyara who unfortunately did not live long enough to witness it happen.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>ANOVA</b>	Analysis of Variance
<b>CVI</b>	Content Validity Index
<b>ECT</b>	Expectation Confirmation Theory
<b>GOK</b>	Government of Kenya
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KTB</b>	Kenya Tourism Board
<b>SPSS</b>	Statistical Package for social Sciences
<b>TOC</b>	Theory of Constraints
<b>US</b>	United States
<b>WTA</b>	World Travel Awards

## **ABSTRACT**

Operations strategies act as a competitive priority which act as yardsticks which most companies can utilize to add value to services they provide. The challenges faced by operations managers are not only internal but also external especially due to globalization and dynamic technological changes. In addition, operations managers have to deal with seasonality and increased insecurity in the industry. The study sought to achieve the following objectives broadly classified as general and specific objectives. The specific objectives of this study addressed the following; to establish operations strategies employed at Bonfire Adventure & Events Limited, to determine the contributions of operations strategies toward customer satisfaction at Bonfire Adventure & Events Limited and to determine whether customer satisfaction have any effect on competitiveness of Bonfire Adventure & Events Limited. In this case, the study focused on 80 employees and 400 customers of Bonfire Adventures and Events Limited (K). The study targeted to collect views and perceptions of the employees who are working in this firm and have been involved in customer service directly and also the views of the customers who sought their services in the month of June/July 2017 after the launch of standard gauge railway. The findings of the study revealed that operations strategies influenced organizational competitiveness. There is need to maintain symbiotic relationship between organizational customers and their satisfaction since there is a positive and significant relationship between customer satisfaction and profitability. The researcher recommends that Bonfire Adventure & Events Limited should emphasize the importance of firms recognizing that the operations strategies are required to serve numerous purposes to meet the needs of a rather varied array of stakeholders.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Today's operations managers in tourism sector have adopted strategic approach but they are still faced by challenges in both development and implementation stages (Simon, 2014). These challenges are not only internal but also external especially due to globalization and dynamic technological changes (Winstone, 2013). In addition, operations managers have to deal with seasonality and increased insecurity in the industry. Fitzsimmons and Fitzsimmons (2011) argue that service firms compete in difficult economic environments characterized by: Unpredictable sales fluctuation; Demand of service differs as a function of day of week and time. Product substitution; services can be easily substituted by product innovation. Low entry barriers; in most cases, service innovations are not capital intensive and not patentable. One cannot take advantage of size when dealing with buyers and sellers; because of small size of many service firms. Exit barriers; in service delivery it is difficult to drive out non-profit organizations or low profit firms. Finally, established firms easily create customer loyalty. Services have unique challenges hailing from their inability to touch and separate and their highly perishable nature (Jan, 2012). According to Moses et al., (2008) dynamic operations and globalizations has impacted service industry's operations locally and internationally.

The five basic competitive priorities which act as yardsticks which a company can add value to services they provide are cost, quality, delivery, flexibility and service (Zimmer & Skinner, 2011). Through these priorities a company can differentiate itself from others. According to Slack and Lewis (2002) an adoption of operation strategy leads to value addition in the quality of services offered to customers. Moreover, through strategic planning organizational efficiency will be improved due to incorporation of tactical planning which will strive to do the right things always (Anderson, 2003). The implementation of strategic plans calls for managerial full participation in core competencies and optimize their resources in improving their core capabilities. In fact, through strategic development and planning an organization is able to not only address problems but also offer quality services (Linda, 2013).

### **1.1.1 Operations Strategies**

According to Porter (1985), operations strategies came to the fore front in 1970s, prior to which United States (US) based companies relied on massive production as per their quality standards. The companies remained competitive until 1970s and 1980s when Japanese based company's commenced production of low priced quality products. Although, US based firms imitated Japanese products their market share was highly cannibalised due to inferior operations strategies against Japanese firms (Porter et al, 2000). Competitive edge of Japanese companies was based on their clearly stipulated strategic plans and managerial support which was drawn from heterogeneity of their human capital. In addition, their well established operations strategies greatly contributed

to their competitiveness since all their resources were geared towards support of the firm's strategic plan (Sakakibara et al, 2001).

There are clear differences between operational efficiency and strategy but many do not differentiate them (Porter & Nicolaj, 2008). Even though there are clear differences between operational effectiveness which is deemed to be company's ability to outperform competitors' operational procedures while strategy is detailed guidelines on how to compete for market share the duo must be applied concurrently (Gong, 2013; Peck et al, 2012). Through, operations strategies organization will always be able to perform its task right (Marcus, 2013). Its success is pegged on thorough understanding of customer needs and expectations (Olhager & Persson, 2011). There is need for harmonious coordination of marketing, operations and financial strategy so as to ensure effective customer service which will ultimately ensure venturing into profitable business opportunities (Peck et al, 2012). To achieve this, organization must embrace transformational approach on its resources, processes, infrastructure and capabilities. Organizations develop and implement appropriate operations strategies to ensure that they perform their operations correctly the first time due to the increased competition, customer demands and advanced technologies (Marcus, 2013).

### **1.1.2 Customer Satisfaction**

Customer satisfaction is determined by a set of interrelated factors which are both macro and micro in nature and any corporation must strive to satisfy customer needs and wants (Kessler, 2013). According to Deptolla (2014), these interrelated factors comprise of



friendly employees, courteous employees, billing clarity, knowledgeable employees, accuracy of billing, billing timeliness, helpful employees, service quality, competitive pricing, quick service, and good value. Unsatisfied customers will always communicate with their service providers (Hirata, 2016). Managers have embraced the statement Quality starts and ends with the customer. There is need for all companies to orient their customers continuously even though the efforts may be expensive since it may demand alternative communication strategies to reach wider target (Gungor, 2013). There is an inverse relationship between service fees and quality of service derived and whenever an individual anticipates getting more benefits then the specific firm will attract and retain more customers (Hirata, 2016).

While, there are more attachments to value derived from a service provision, customers will always be willing to incur opportunity cost associated with quality service (Vavra, 2012). Although, there is no internationally defined operations strategy there is need to intensify both customer attractions and retention measures. An organization can blindly consider customer satisfaction since it has positive and significant effect on profitability, loyalty and retention of customers (Deptolla, 2014). Due to values attached to customers, there is need to enhance their satisfaction in all facets and results of dissatisfied customers cannot be ignored, since they have the capability to ignore company services, bad mouth the company and or give negative feedback to company management (Fusser, 2011). There is need to strive on attaining customer satisfaction, since according to (McNealy, 2014) contentment influences repurchase intentions while displeasure has been perceived as a major reason for discontinuation of purchase or customer defection.

Effective operations strategies, intensified selling efforts and customer support service can greatly contribute to customer value. Customers' needs and wants must be the main focus of any organization that strive to be successful in its operations (Hirata, 2016).

### **1.1.3 Competitiveness**

Although, traditionally competitiveness was pegged on physical and financial assets currently it has diverted to provision of quality customer services (Rafi, 2012). Moreover, competitiveness cannot be achieved in absence of uniqueness and sustainable approaches in provision of quality services, a comprehensive set of both tangible and intangible must work coherently through effective managerial skills, clear and coordinated organizational structure, routines and strategies which can uniquely identify a given company (Tseng, 2009). Further, Fusser (2011) posited that an organization must foster to depart from traditional approaches and embraces organizational competencies which are internally generated to attain competitive advantage. Nandakimar et al (2014) also believe an organizational ability to incorporate its organizational based competencies optimally empower them to be better placed to make superior decisions as compared to their rivals.

Cushman and King (2011) advocated on the organizational results of competitiveness but also observed that it prospers through a positive environment which supports the participation and dedication of all organizational executives. Jennex (2007) argued that through competition an organization is able to diversify and optimize on its service quality delivery. Organizational Competitive ability refers to the attributes which

enhances organization competition in regard to its rivals and increase the urge to compete. Staying competitive requires a complete transformation, one where managers must think and act differently to improve organizational systems & provide superior customer value. To be a leading company as compared to rivals there is need to peg operations strategies on sustainable operational procedures, an efficient application of it will enhance its capabilities to minimize cannibalization of its customers (Cushman & King, 2011).

#### **1.1.4. Operations strategies, Customer Satisfaction and Competitiveness**

Successful operations strategies can only be achieved through clear understanding of the customers' needs and expectations and putting in place appropriate ways of achieving them. Customer's needs and expectations influence the operations strategies that a firm can employ (Peter, 2016). If an organization employs operations strategies that timely meets customer's need, this results to satisfied customers and they see value in the service purchased leading to repeat purchase giving organization a competitive edge (Wentland, 2009). Moreover, competitive factors have significant influence on organizational objectives. Effective cost management ought to be embraced to enhance customer service delivery. Operations needs to excel at speed in order to satisfy customers who value fast delivery and for customers who value reliable delivery, operations must excel at dependability (Peter, 2016). Bad company related news is expected to spread faster as compared to good news (Wentland, 2009). Operations

managers must strive to implement successful operations strategies that will give their organization a competitive edge through customer satisfaction (Wilson, 2009).

### **1.1.5 Tourism industry in Kenya**

Kenya has a tourist destination hub for long with clients being drawn from North America, Europe and other developed countries. Government statistics shows superior tourism growth since 1963 to 1990s, with registered tourists increasing from 65,000 to over 850,000 respectively (Kenya Government, 1995). These statistics seems to be improving tremendously since in 2011 there were more than 1.2 million tourists alone with net revenue of Kshs. 97.9 billion (KNBS, 2012). Though, the sector is mostly affected by security threats within the tourist's destination sites in Kenya. Tourism is perceived as an export in Kenya and its economic contribution cannot be ignored for the last 30 years. Tourism development has been adopted as a pillar for foreign exchange, employment source and economic growth.

Kenya tourism has been accorded international awards for being the best worldwide (World Travel Awards (WTA), 2012). In the year 2012 the country won the Best African Tourist Board in Africa Award (Kenya Economic Report, 2013). Kenya has a variety of tourism competitive products comprising wildlife, adventures, beach, sports, specialized tourisms and scenic (GOK, 2012). Competition in tourism industry in Kenya is both global and regional with notable regional ever rising competition from our friendly countries that is Rwanda, Tanzania and Uganda (KTB, 2015). Despite the immense challenges faced by tourism industries in Kenya ranging from insecurity, seasonality,

political instability, increase in human population among others Kenya proud itself for several competitive firms that have managed to overcome all these challenges (KTB, 2015). Among the successful young firms is Bonfire Adventure and Events Limited Kenya which have recorded a notable growth in recent years (Company Profile, 2016).

### **1.1.6 Bonfire Adventures and Events Limited (K)**

Bonfire Adventures and Events is a limited company which was incorporated on 9<sup>th</sup> February 2011 in Kenya (Company Profile, 2016). Bonfire Adventures and Events Limited was founded in the last years to provide international and local tourism services (Company Profile, 2016). Their services are so differentiated within East Africa and have penetrated the market share because of their uniqueness in service delivery and pricing model (Company Profile, 216). Today, Bonfire Adventures and Events Limited is one of the biggest tours operators and travel companies in East Africa (Kuza Biashara, 2014). Its vast growth is witnessed by several awards awarded namely; Kenya leading Travel Agency 2016; Tour Operator of the year for Kenya 2016; Top Mid-Sized Company in Kenya 2015; Bonfire Adventures was also voted the winner of the Biz Yangu Category Award 2015 (Company Profile, 2016). Bonfire Adventures and Events Limited are also excelling financially with an average annual turnover of Kshs. 500,000,000/= (Company Profile, 2016). Bonfire Adventures' corporate clientele comprises of well established companies from all industries. They include; Safaricom, Britam, Standard Chartered, Kenya Revenue Authority, Daystar University, Sheria Sacco Society Ltd, Youth Enterprise among others. Bonfire Adventures and Events Limited partners with Local and

International hotels, Airlines and tourism organizations with the aim of meeting their customers' needs (Company Profile, 2016).

## **1.2 Research Problem**

Globalization and advanced technology has resulted to increased competition in the service industry, pushing operations manager to think outside the box in order to ensure their organizations remains on top of the game. Tourism industry has not been left out (Winstone, 2013). Seasonality (which may severely or mildly affect operations of tourism enterprises) and increased insecurity are other major challenges facing operations managers in tourism industry (Christine et al, 2008). To remain competitive, every organization must strive to promote customer satisfaction which can be triggered by operations strategy adopted by any company. More so every organization ought to be concerned about cost, flexibility, service, delivery and time it takes to fully serve a client. If all these are catered for then they will be high levels of customer satisfaction which ensure an organization enjoys competitive advantage.

James (2014) in his study concluded that there is a positive nexus between the efficiency, innovation of the company and companies' performance though the modelling approach adopted was not appropriate. Stokes (2007) in his study of events tourism in Australia showed that events tourism strategies are mostly reactive or proactive relative to emerging events by different stakeholders. Araujo and Costa (2005) in their study of world class companies in Brazil documented the importance of competitive strategy as a pillar for strategic decision making. Kampire (2012) in her study found out that when

insurance firms in Rwanda were faced with challenges most of them reacted through bringing in new products to the market, widening branch networks, recruiting more staffs, more investment in ICT among others. Mutimukeye (2011) in his study of selected projects in Rwanda, concluded that in the implementation of operations strategies project management competences have to be considered in order to run projects effectively and efficiently. Gichohi (2014) in his study which focused on Equity Bank in Kenya, found that to pursue internationalization process strategy, many supporting strategies needed to be put in place before, during and after implementation of the internationalization strategy. Gichohi (2014) also found that any firm needs to cement the financial strength and pioneer leadership at corporate, business and operation levels.

In summary both empirical and theoretical documentations have yielded mixed results on the influence of operations strategies in achieving customer satisfaction. In Kenya none of the studies has drawn respondents from privately held tourism sectors and this may limit the applicability of the findings in the tourism sector. Further, most of these studies have shortcomings on the methodological approach mainly in data analysis procedure and the choice of sample sizes. It is in contradiction of this back drop the study sought to find out the influence of operations strategies in achieving customer satisfaction for competitiveness in tourism industries in Kenya. The subsequent research questions were developed in order to guide the study; what are the operations strategies employed at Bonfire Adventure and Events Limited (K); what are the contributions of operations strategies toward customer satisfaction in Bonfire Adventure and Events Limited (K); how is customer satisfaction linked to overall organizational competitiveness.

### **1.3 Research Objectives**

To find out the influence of operations strategies in achieving customer satisfaction for organizational competitiveness.

#### **1.3.1 Specific Objectives**

The specific objectives of the study addressed the following:

- i. Establish operations strategies employed at Bonfire Adventure & Events Limited.
- ii. Determine the contributions of operations strategies toward customer satisfaction at Bonfire Adventure & Events Limited.
- iii. Determine whether customer satisfaction have any effect on competitiveness of Bonfire Adventure & Events Limited.

### **1.4 Value of the Study**

The main motive of the study was to determine means of effectively formulating and aligning operations strategies which are customer oriented. This will result to improved service provision and satisfied customers who will in return make repeat purchases and encourage their friends to make purchases as well. This will lead to increased sales, high profitability and customer loyalty which will ultimately lead to competitive advantage and effectiveness. The findings of this study will enable operations managers in the tour and travel industry appreciate the need to review their strategies more frequently given the seasonality, changes in globalization and technology so as to keep up with the increased competition in the market. The findings of this study will also aid operations



managers in the tourism industry to recognize the influence of operations strategies in achieving customer satisfaction for competitiveness. The study will instil interest to scholars and encourage them to specialize in operations management. The other scholars will also be beneficiaries of the findings of this study for future studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Study concepts on both empirical and theoretical aspects will be evaluated in this chapter. In this section, various past studies on the topic of research will be reviewed accordingly. In particular, the review will be presented based on the operational strategies, operations strategies in services, operations strategies in tourism industry, customer satisfaction through customer relationship and customer retention and finally competitiveness. This chapter will also present the theories related to operations strategies and customer satisfaction.

#### **2.2 Theoretical Framework**

In this section, emphasis will be put on reviewing theories that support the study's topic. In essence, theories that promote customer satisfaction concept as well as operations strategies will be reviewed. The theory on customer satisfaction considered relevant in this study will be expectation confirmation theory. On the other hand, for operations strategies the theory that will be reviewed will be the theory of constraints.

##### **2.2.1 The Theory of Constraints**

The theory of constraints (TOC) argues that organization operations is three phased with output, operational expenses and inventory as interrelated stages. Under inventory there

is capital outlay which is considered while buying the required inputs, operational expense is the overall cost incurred to generate output and in output phase the system is anticipated to generate money through sales (Wilson, 2009). Though an organization is anticipated to generate revenue through sales there are anticipated constraints which may hinder optimal outputs. They include but not limited to legal, safety, quality and internationally acceptable standards for quality service delivery. Even though, an organization may operate for profitability or non-profitability reasons there is need to pursue activities which will always ensure the set levels of customer satisfactions are met and an organization remains competitive as compared to its rivals (Peter, 2016). There is need to make sound decisions which will ensure organization's clients are fully satisfied despite the operational costs which will be borne by the company. Moreover, there is need to adopt those operations strategies which will ensure that a company maintains quality services which will enhance customer attraction and retention (Samuel, 2012).

### **2.2.2 Expectation Confirmation Theory**

Expectation confirmation theory (ECT) was brought forth by Oliver in 1970 to shows the nexus between post purchase satisfaction which is deemed to be drawn from expected and perceived performance in upon receipt of certain services. Even though the theory was skewed towards cognitive psychology it has found it share in both marketing and information systems based research. According to Dwivedi et al (2012) through perceived expectations which are glued towards anticipations to be derived from the receipt of certain goods and services. Depending on satisfaction levels derived there are

high chances of future or no purchase as per the pre-purchase conditions which were set by the service seeker (Zhiguo, 2011). Any customer is anticipating having post evaluation criteria after consumption of firm's services, depending on the initial expectation (Zhiguo, 2011). Whenever the expectations are surpassed then there are customer satisfaction and loyalty increases and whenever the expectations are not met this results to customer dissatisfaction, customer disloyalty and probable migration of customers from firm's services to their rival's. On the other hand, failure to satisfy client needs will trigger negative influence which can be displayed through negative feedback, withdrawal from the specific company in subsequent visits, decrease on post purchase of company goods and services and spreading of negative information (Dwivedi et al, 2012). For those who will be satisfied they will express their post adoption behaviours through repeat purchases, spreading of positive news and subsequent referrals of new clients. This theory is appropriate for the study there is need to offer quality service to attain competitive aggressiveness by satisfying customers (Zhiguo, 2011).

### **2.3 Operations Strategies**

According to Ross (2008) an organization adopts operations strategies to pursue their specific objectives. Moreover, the development of them equip an organization with tools which it can use to evaluate the effectiveness of all its interrelated systems which has human capital, input and output process and resources optimization strategies (Flamholtz et al, 2007). Through operational strategies a corporation will be positioned to achieve both short and long term corporate procedures in its five core competencies areas

Competitive Priorities and Product, corporate strategy, Developing Core Competencies, Service Development and Customer-driven Strategies (Fraser and Simkins, 2010). Through operational approach an organization is able to have clearly interconnected system which enhances corporate and cross functional operations (Flamholtz et al, 2007).

### **2.3.1 Operations Strategy in Services**

Although, in the past operations strategies has been limited to satisfaction to be derived from company service delivery, much is needed on how to continuously improve on customer retentions and change of their perceptions on service delivery (Arias-Aranda, 2002). Moreover, efforts have been made to clearly disintegrate the components geared towards quality service delivery, but within limited areas of business operations (Canon, 2016). According to Arias- Aranda (2002) operations strategies can be perceived a trio based model with input process and outputs, in this approach there is need for laid out plan, detailed operational process and expected standards to be attained at the end of the process. Arias \_ Aranda (2002) further highlighted various categories of operations as follows; new service design and development, degree of process standardization, layout, number of different services offered, push/pull orientation of the service delivery process and degree of customer participation.

### **2.3.2 Operations Strategy in Tourism Industry**

Although, tourism sector is so competitive there is need for all firms to create flexible operational procedures geared towards achieving superior performance (Martin, 2008).

All businesses should undertake the Business and Strategic Planning process taking into consideration their current standing in the business lifecycle and where they are headed. Monoz et al (2015) states that in order to remain on top of the game, there is need for adoption and differentiated approaches in provision of superior affordable quality services as compared to their rivals and this will yield competitive advantage to a given firm. Moreover, currently there is need to devise mechanisms against which an organization would position itself in bridging services provisions gaps created by their competitors. Innovative provision of services will always ensure customer loyalty and recruitment of new customers since most of them yield efficient and faster service delivery; this will also increase the competitive edge and ensure a firm survives turbulence prevailing in the current business environment (Korhonen & Ainamo, 2013).

## **2.4 Customer Satisfaction**

There exist a perceived nexus between customer satisfaction and customer's loyalty and retention rates. Ross (2008) argued that although organizations should strive to attract more customers there is need to develop measures of creating customer loyalty, trust and repeat purchase. According to Fraser and Simkins (2010) there are several determinants of customer retentions which include and not limited to quality, pricing strategy, level of income and availability of substitute products. Canon (2014) argued that, there exist a causal relationship among customer satisfaction and expectation derived from proposed models of service and goods delivery. Consequently, tourism industry operators must strive to provide quality affordable and value added services to all customers. There is

extensive empirical enquiry on the nexus between marketing, retention and profitability but there is limited one on the role played by strategic planning. Although, most companies strive to attract new customers, limited strategies are employed to retain the existing customers (Kotnour, 2009). There is need to maintain symbiotic association between organizational customers and their satisfaction since a significant relationship exist between customer satisfaction and profitability (Drejer, 2012). An elaborate number of factors has been documented to shows extent to which a corporate can remain profitable, the key one being the cost of attracting and retaining customers (Derrick, 2013). Loyalty leads to insensitivity to price changes which allows a firm to charge higher prices thus increased profits (Kotnour, 2009). A loyal customer in turn brings in new customers via word of mouth.

## **2.5 Competitiveness**

Whenever an organization is in a capacity to optimize on use of its entire intellectual and physical with a sole purpose of being strategically positioned then there are better chances of organizational competitiveness (Omar, 2010). Survival of any business in a turbulent environment relies on its level of competitiveness (Suasini et al, 2013). Strategic decision making on issues concerning cost, service delivery, quality and timely provision of services will allow an organization to accumulate and collate all necessary resources geared towards competitive positioning. Moreover, efficient utilization and management of resources will ensure that an organization can manage and exploit its knowledge capacities to be innovative and consequently remain valuable due to optimal

exploitation of the internally generated resources (Jacques, 2016). According to Samuel (2012) there is need for coherent management of human resources skills as such to ultimately attain superior benefits from the pool of human capital. Shamari (2011) argued that at the current trends of global changes there is need to strike a balance between employees and organization as such to ensure the employees motivations levels are high and an organization can benefit fully from the available resources.

## **2.6 Summary of the Literature**

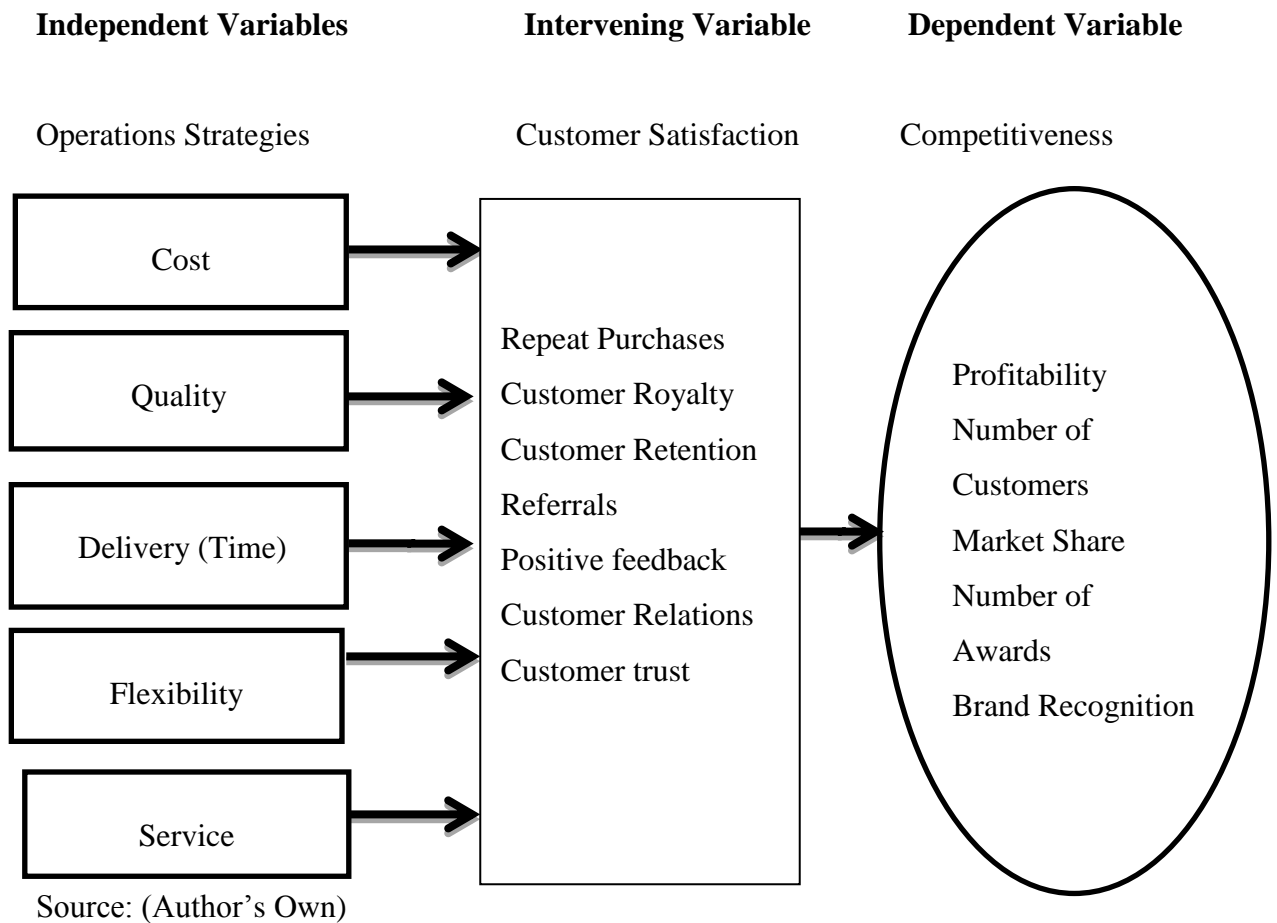
There are existing gaps on the intervening effect of customer satisfaction on the nexus between operations strategies and competitiveness in the tourism sector. This calls for empirical examination using descriptive approach and primary data to examine the foregoing relationship. From empirical review there are shortcomings on choice of sampling techniques, sample size and methodological approaches to analyse the data collected. Past studies have registered mixed findings with some supporting and others refuting the aforementioned theories. It is paramount to note that majority of the studies had been undertaken in developed economies and locally based studies has been limited to banking sector and other business set ups.

## **2.7 Conceptual Framework**

Schematic presentation of the study variables is known as conceptual framework. Currently there exist a hypothesized association between operations strategies and competitiveness and customer satisfaction has intervening effect on the relationship.



Customer satisfaction is operationalized as repeat purchases, customer royalty, customer retention, referrals, positive feedback, customer relations and customer trust. Competitiveness is operationalized as profitability, number of customers, market share, number of awards and brand recognition. All this is shown in Figure 2.1.



**Figure 2.1 Conceptual Framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The current chapter gives a detailed discussion on research design, population of the study, sampling techniques, data collection methods and data process and analysis.

#### **3.2 Research Design**

Descriptive research design was utilized in this study. Descriptive research design was appropriate since it gives an account of the characteristics of a particular scope (Kothari, 2011). Through, this approach the researcher is able to define research direction. Consequently, inclusion and exclusion criteria of the respondents were clearly stipulated. In addition, the design is suitable if the study seeks to associate a study with a current existing theory, study and disclose setbacks associated with the status quo, seek justification of the prevailing situations and also compare with existing acceptable standards (Sekaran & Bougie, 2013).

#### **3.3 Population of the Study**

A complete set of all individuals who have unique characteristics in a given study is known as the target population (Sekaran & Bougie, 2013). Every study has unique collections of individuals who can be uniquely identified, although these traits can be

heterogeneous every study has unique group of them who fits its needs (Khan, 2011). In this case, the study focused on 80 employees of Bonfire Adventures and Events Limited (K), and 400 customers of Bonfire Adventures and Events Limited (K). The study targeted to collect views and perceptions of the employees who are working in this firm and have been involved in customer service directly or indirectly and also the views of the customers who sought their services in the month of June/July 2017 after the launch of standard gauge railway.

**Table 3.1 Target Population**

	<b>Percentage</b>	<b>Total number</b>
Employees	17	80
Customers	83	400
<b>Total</b>	<b>100</b>	<b>480</b>

### **3.4 Sample Size and Sampling Techniques**

Although, the target population can act as a good source of information in the current study sampling approach was adopted due to budgetary and timely constraints which may call for consideration of a sub set of the target population (Sekaran & Bougie, 2013). According to Kothari (2011) sampling technique can be probabilistic if all individuals has equal chances of being considered and non-probabilistic if subjective criterions was adopted to draw respondents from the target population

The total count of the subset of the target population to be considered in a study is called a sample size (Kuada, 2012). For this study, the sample size was 67 respondents that was included both the individual employees of Bonfire Adventures and Events Limited (K) as well as the publics in Kenya who also form part of the customers of the company. To give all respondents an equal chance of consideration the study adopted simple random sampling. A sample of 67 was calculated as follows according to by Kothari (2011):

$$n = \frac{(Z^2 pq)}{d^2}$$

Where:

n = sample size,

N= entire Population,

Z= level of significance (1.96 confidence level)

d= Expected Error,

p = Probability of success,

q = Probability of failure

As such the sample for this study can be derived as follows:

$$n = \frac{(1.96^2 * 0.5 * 0.5)}{0.12^2} = 67.$$

**Table 3.2 Sample Size**

	<b>Percentage</b>	<b>Total number</b>
Employees	17	11
Customers	83	56
<b>Total</b>	<b>100</b>	<b>67</b>

### **3.5 Data Collection Instruments**

According to Oso and Onen (2009) to ease the process of collecting information from respondents, research instruments detailing how the information sought will be retrieved either from secondary or primary sources. The study used structured questionnaires to gather information from employees and beneficiary of the company services. There are some merits which are associated with questionnaires for example; they are easier in administration and cost effective in data collection when the sample drawn is big, (Kothari, 2013). Three approaches was adopted to reach the respondents which was face to face meetings, use of emails and phone calls.

### **3.6 Reliability and Validity of the Research Instrument**

There is need for a research instrument to yield similar results even when administered to different groups. If this is achieved, with minimal or no variation then the instrument is deemed to be reliable (Kothari, 2011). The reliability of an instrument is paramount in a study since deviation on responses will fail to yield the desired results. According to Oso and Onen (2009) whenever a response is drawn from a certain respondent there should be

similarity even if the instrument is used in different times and scenarios. Validity on the other hand means that the research instrument is clear in both its content and face value and respondents should be in a position to give what is being sought in by a given research instrument (Oso & Onen, 2009).

### 3.7 Data Analysis

Data analysis is the transformation of raw data to facilitate interpretation and drawing of conclusions. In this research, the collected data was analysed using Statistical Package for Social Sciences (SPSS). This tool is able to allow the researcher to organize data and output descriptive measures which include percentages in order to make it easier on interpretation. The results were displayed in tables and figures respectively to enhance easier understanding and elucidation respectively.

Regression and correlation analysis was used in this study to depict association and strength of association between (Competiveness) and the Independent variables (Cost, Quality, Delivery, Flexibility, Service). The following regression equations will be used;

$$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \dots\dots\dots(i)$$

$$Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \dots\dots\dots(ii)$$

$$Y_1 = \alpha + \beta_6 Y_2 + e \dots\dots\dots(iii)$$

$$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 Y_2 + e \dots\dots\dots(iv)$$

$Y_1$  = Organizational Competitiveness,  $Y_2$  = Customer Satisfaction,

$\alpha$  = Constant (showing the level of competitiveness when operations strategy is zero),

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  = Coefficient of the independent variables,

$X_1$  = Cost,  $X_2$  = Quality,  $X_3$  = Delivery,  $X_4$  = Flexibility,  $X_5$  = Service, e is the error term

**Table 3.3 Testing for Intermediation**

Step	Analysis	Visual Description
1	Conduct multiple linear regression testing the relationship between operations strategy and organizational Competitiveness and test the significance of each slope	$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$
2	Conduct multiple linear regression testing the association between operations strategy and customer satisfaction and test the significance of each slope	$Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$
3	Conduct a simple linear regression of the relationship between customer satisfaction and organizational competitiveness and test the significance of the slope	$Y_1 = \alpha + \beta_6 Y_2 + e$
4	Conduct multiple linear regression with both operations strategies and customer satisfaction predicting organizational competitiveness	$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 Y_2 + e$

Hayes (2013).

**Table 3.4 Summary of Data Analysis**

Objectives	Data Collection	Data Analysis
To establish operations strategies employed at Bonfire Adventure & Events Limited.	Primary data will be collected using questionnaires for both employees and customers	Descriptive Statistics using percentage, frequency, standard deviation and mean
To determine the contributions of operations strategies toward customer satisfaction at Bonfire Adventure & Events Ltd	Primary data will be collected using questionnaires for both employees and customers	Product moment correlation and multiple linear regression analysis. $Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$
To determine whether customer satisfaction have any effect on competitiveness of Bonfire Adventure & Events Limited.	Primary data will be collected using questionnaires for both employees and customers	Use of stepwise regression analysis $Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$ $Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$ $Y_1 = \alpha + \beta_6 Y_2 + e$ $Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 Y_2 + e$ (See Table 3.3)



### **3.8 Ethical Considerations**

The scholar sought consent from The National Commission for Science and Technology Innovation to conduct research at Bonfire Adventures and Events Limited (K). Research assistants were trained; they dispersed the questionnaires to the nominated employees and customers. Cover letters were attached to the questionnaires provided elucidating the nature of the study and assuring the respondents of confidentiality.

## CHAPTER FOUR

### DATA ANALYSIS RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter present investigation of primary data gathered from the employees and customers on the various operations strategies employed and how they relate with customer satisfaction and level of competitiveness as outlined in the objectives of the study. Tables and figures were used to present summary of the findings.

#### 4.2 Response Rate

This study targeted a sample size of 67 participants. The study had a response rate of 83.6% with 56 respondents having filled and returned the questionnaires. According to Mugenda and Mugenda (2003), 50% response rate is satisfactory; 60% response rate is good and over 70% response rate is excellent. The study's response rate stood at 83.6% which is excellent for data analysis and interpretation.

**Table 4.1: Response rate**

<b>Questionnaires</b>	<b>Frequency</b>	<b>Percent (%)</b>
Response	56	83.6%
Non-response	11	16.4%
<b>Total</b>	<b>67</b>	<b>100.00%</b>

### **4.3 Reliability of the Study**

To ascertain validity, two experts who were experienced in using balanced scorecard were given the research instrument to assess the significance of every item in the questionnaires in line with the study's objectives. The rating scale was from 1 to 4 where 1 = very relevant and 4 = not very relevant. The validity was determined by use of Content validity index (CVI). Several steps were performed in order to obtain Content Validity Index that is, the sum of all items rated 3 and 4 by the experts was calculated and the results were divided by the aggregate sum of items in the questionnaire. A Content Validity Index of 0.747 was achieved. Oso and Onen (2009), declare that a validity coefficient of at least 0.70 is satisfactory as a legitimate research consequently the approval of the questionnaires as suitable for the study.

Likert scale items to be responded to were used in the questionnaires. For reliability, SPSS was used to calculate Analysis Cronbach's alpha. The value of the alpha coefficient may be used to define the dependability of factors mined from scales, multipoint formatted questionnaires or dichotomous and it ranges from 0 to 1. A more dependable scale is demonstrated by a higher value. Cooper & Schindler (2008), showed 0.7 to be an agreeable reliability coefficient. A total of 56 questionnaires from both employees and customers respondents were involved in this study. Since all the alpha coefficients were more than 0.7, it was concluded that the research instruments reliability coefficient was adequate and consequently suitable for the study.

**Table 4.2 Cronbach's Alpha**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Items</b>
Operations strategies	0.78	5
Customer Satisfaction	0.77	7
Organizational Competitiveness	0.905	5

The reliability of the construct is usually verified by Cronbach's Alpha value. The findings in table 4.2 above indicated that Operations strategies quotient had a coefficient of 0.783, Customer Satisfaction had a coefficient of 0.77, and Organizational Competitiveness a coefficient of 0.905. Thus the study was reliable since all variables portrayed Cronbach's Alpha value above 0.7 (Castillio,2009). Cronbach's Alpha value above 0.7 represented high level of reliability and it is from this a conclusion was drawn that scales applied in the study is dependable to capture the variables.

#### **4.4 Background Information**

Table 4.3 present the highlight of the information collected from customer and employees background in frequency and percentages. As found, most of the customers and employees respondents were in the age categories of 31 to 40 years and 21 to 30 years respectively. This implies that most of the respondents were better placed to answer the queries regarding the operations strategies. Also, the study reveals majority of the employees' respondents were female implying that Bonfire Adventure and Events has got high representation of gender in their work places. However, there was gender balance on

the customer respondents as their proportion do not vary with a big margin. Males representing 46.7 percent and 53.3 percent were female customers. As per their education level customer respondents comprised of the learned fellow since majority had bachelors and above while many employees' respondents were either certificate or bachelors holder. No single employees had diploma or doctorate. Interestingly, most of customer respondents had ever operated a business (64.4%) while for employees there was a balance between those who had operated a business and those that had not.

Further scrutiny on period that those who had operated a business was sought. For customer respondents, it was established that most (20%) had operated for between 3 and 4 years whereas employees who had engaged in business has only tried between 1 and 2 years. Requested to state the duration in which they have been customer of Bonfire Adventures and Events Limited, it was found that majority of the customer have been so for between 1 and 2 years while a balance on the customer case for employees respondents was equally (36.4%) between 1 and 2 years or below 1 year.

**Table 4.3 Background Information**

Variables		Customers		Employees	
		Frequency	Percent	Frequency	Percent
Age	Below 20 years	0	0	2	18.2
	21-30 years	15	33.3	6	54.5
Age	31-40 years	20	44.4	1	9.1

	41-50 years	6	13.3	2	18.2
	Above 51 years.	4	8.9	0	0
	Total	45	100	11	100
<b>Gender</b>	Male	21	46.7	1	9.1
	Female	24	53.3	10	90.9
	Total	45	100	11	100
<b>Education level</b>	Certificate	11	24.4	5	45.5
	Diploma	8	17.8	0	0
	Bachelors	22	48.9	5	45.5
	Masters	2	4.4	1	9.1
	PHD	2	4.4	0	0
	Total	45	100	11	100
<b>Have you ever operated a business?</b>	Yes	29	64.4	5	45.5
	No	16	35.6	6	54.5
	Total	45	100	11	100
<b>For how long did you engage in business activities?</b>	Below 1 year	3	6.7	1	9.1
	Between 1-2 years	5	11.1	2	18.2
	Between 3-4 years	9	20	0	0
<b>For how long did</b>	Between 5-6	5	11.1	0	0

<b>you engage in business activities?</b>	years				
	Between 7-8 years	7	15.6	0	0
	Between 9- 10 years	2	4.4	0	0
	Total	31	68.9	3	27.3
	Missing	14	31.1	8	72.7
	Total	45	100	11	100
	<b>How long have you been a customer of Bonfire Adventures and Events Limited?</b>	Below 1 year	8	17.8	4
Between 1-2 years		20	44.4	4	36.4
Between 3-4 years		5	11.1	3	27.3
Between 5-6 years		10	22.2	0	0
Between 7-8 years		2	4.4	0	0
Total		45	100	11	100

## 4.5 Operations Strategies employed at Bonfire Adventurers and Events

Based on the first specific objectives operations strategies employed at Bonfire Adventure & Events Limited was sought. The researcher found that all operations strategies were moderately employed as shown by the mean range of 2.7 and 3.8 both for employees and customer respondents. From Table 4.4 it can be deduced that there is greater variation as shown by coefficient of variation in delivery in time (64%) for customer and in quality and inventory management (67%). Overall average also confirms that the operations strategies are moderately used with a small variation.

**Table 4.4 Operations Strategies Employed by Bonfire Adventures and Events Ltd**

	Customers				Employees			
	N	M	SD	CV	N	M	SD	CV
Cost	45	3.0	0.5	5.7	11	2.6	0.8	3.3
Quality	45	3.3	0.6	5.9	11	3.4	0.5	6.7
Delivery (Time)	45	3.3	0.5	6.4	11	3.2	0.6	5.3
Flexibility	45	3.2	0.6	5.0	11	2.7	0.9	3.0
Service	45	3.5	0.6	6.0	11	2.9	0.7	4.2
Location	45	3.4	0.7	4.7	11	2.8	0.8	3.8
Product and Service Design	45	3.3	0.6	5.5	11	3.2	0.6	5.3
Motivated managers and Workers	45	3.3	0.7	5.0	11	3.5	0.5	6.6
Inventory Management	45	3.8	0.5	7.1	11	3.4	0.5	6.7
Overall Average		3.3	0.6	5.6		3.1	0.7	4.7

\*N-total respondents, M-Mean, SD-standard Deviation and CV-coefficient of Variation



**Table 4.5: Operations Strategies**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV</b>
<b>Cost</b>			
Bonfire Adventures has a variety of cost differentiated services	4.0	0.85	4.7
Customers of Bonfire adventures get value for their money	4.2	0.72	5.8
Prices of Bonfire adventures services are pocket friendly	4.0	0.98	4.1
The level of service and cost of service of Bonfire Adventures is consistent with what customers requires and can afford	4.0	0.80	5.0
Bonfire adventures prices are appropriate to the services offered	4.0	0.69	5.8
<b>Quality</b>			
Employees of Bonfire Adventures give customers personal attention	4.0	0.72	5.6
Bonfire Adventures employees, offices and visiting sites are visually appealing	3.9	0.80	4.8
Bonfire Adventures services are very prompt	4.2	0.83	5.0
At Bonfire Adventures my orders are delivered exactly as ordered	4.0	0.82	4.9
Bonfire Adventures employees are readily accessible to respond to questions and concerns of customers	4.0	0.83	4.8

<b>Delivery/Time</b>			
The cashier of Bonfire Adventure always process transactions quickly and effectively	4.0	0.98	4.1
Bonfire Adventures ensure wait time at checkout is reasonable	4.0	0.71	5.7
Bonfire Adventures ensure customer bookings are done on time	4.1	0.84	4.9
Bonfire Adventures always respond to problems very quickly	4.0	0.98	4.1
Bonfire Adventures ensure prompt provision of their services	3.9	0.85	4.6
<b>Flexibility</b>			
Bonfire Adventures are reachable anytime one want	4.0	0.88	4.6
Bonfire Adventures offer a wide variety of services from which to choose	3.9	0.99	4.0
Bonfire Adventures operating hours are convenient to all customers	4.0	1.01	4.0
Employees of Bonfire Adventures are able to understand and solve my specific needs	4.0	0.90	4.5
Bonfire Adventures are able to adapt quickly to the turbulent business environment	4.0	0.88	4.6
<b>Service</b>			
Bonfire Adventures always make their customers feel welcome during their visit	3.7	0.90	4.1
Bonfire Adventures employees are polite and friendly	3.9	0.95	4.1

Bonfire Adventure employees are knowledgeable on customer questions	3.9	0.99	3.9
Bonfire Adventures employees treat customers alike without favouring some	3.9	0.90	4.3
Employees of Bonfire Adventures are courteous and respectful	4.0	0.90	4.5
Service at Bonfire Adventures is consistent every time I go.	3.8	0.74	5.2

Table 4.5 above presents the findings on operations strategies employed by Bonfire Ventures. A likert scale of 5 points was adopted ranging from 1= Strongly Disagree to 5 = Strongly Agree. The discoveries show that on costs: customers get value for their money (mean of 4.2), cost is consistent with what customers expect and can afford (4.0), Company has a variety of cost differentiated services (4.0), and prices are pocket friendly (4.0).

On quality, there is service promptness (mean of 4.2), customers are given personalized attention (4.0), delivery is accurately matched with order (4.0), and employees are available for customer queries (4.0). On delivery or time, customer bookings are done on time (mean of 4.1), there is quick response to problems (4.0), process transactions are done quickly and effectively (4.0), and wait time at checkout is reasonable (4.0). On flexibility, employees understand and solve customers specific needs (mean of 4.0), the Company adapt quickly to the turbulent business environment (4.0), the Company is reachable anytime one want (4.0), and its operating hours are convenient to all customers

(4.0). On service, employees are courteous and respectful (mean of 4.0), employees are knowledgeable on customer questions (3.9), and customers are treated equally and fairly (3.9).

**Table 4.6: Operations Strategies and Customer Satisfaction**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV</b>
Services offered by Bonfire Adventures are appropriately designed to meet customer needs	4.2	0.77	5.4
Customer Satisfaction largely depend on operations strategies of a firm	4.2	0.79	5.3
Bonfire Adventures is conveniently located for all its customers	4.1	0.76	5.4
I frequently purchase services of Bonfire Adventures because I always find what I am looking for	4.3	0.72	5.9
I will continue to purchase services of Bonfire Adventures due to their flexible schedules	4.0	0.80	5.0
I will remain a loyal customer of Bonfire Adventures due to their excellent service delivery	4.3	0.69	6.2
I would encourage my friends to purchase services of Bonfire Adventures due to their friendly pocket prices.	3.6	1.10	3.3

The respondents were required to indicate how the operations strategies adopted by Bonfire Adventures and Events Ltd have affected their satisfaction. Table 4.6 above illustrates that customers remain loyal due to their excellent service delivery (mean of 4.3), customers frequently purchase the Company's products as they always find what they are looking for (4.3), services offered meet their needs (4.2), and the Company is conveniently located for all its customers (4.1).

**Table 4.7: Customer Satisfaction**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV</b>
Employees of Bonfire Adventures really have customer satisfaction in heart	4.1	0.65	6.4
I will continue purchasing services of Bonfire Adventures in the future	4.2	0.69	6.1
I will recommend Bonfire Adventures to my friends	4.2	0.70	6.0
Customers I come across at Bonfire Adventures are courteous and pleasant	3.9	0.95	4.1
Employees of Bonfire Adventures take immediate action whenever I complain	4.2	0.82	5.1
I am highly Satisfied with the services of Bonfire adventures	4.2	0.56	7.4

Respondents were in addition required to specify the level of their satisfaction with Bonfire Adventures and Events Ltd services. Table 4.7 shows that the customers are highly satisfied with the Company's services (mean of 4.2), respondent pledge to continue purchasing Company's services (4.2), the Company take immediate action whenever they complain (4.2), and employees are committed to customer satisfaction (4.1).

**Table 4.8: Organizational Competitiveness**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV</b>
The Company strives to maintain high level of customer satisfaction in order to remain competitive	4.2	0.63	6.7
The Company is a brand due to its differentiated services that suits customer needs	4.1	0.82	5.0
The Company do have very excellent strategic goals	4.2	0.77	5.5
The Company have put in place customer oriented operations strategies to ensure they remain competitive in the market	4.3	0.72	5.9
The Company mainly focus on their customers with the aim of strengthening customer relations for profitability and growing their market share	4.2	0.80	5.2
Success of the company is largely due to effective operations strategies which ensure high level of customer satisfaction	3.6	0.76	4.7

The respondents were further required to show the extent to which they agreed with the Company's organizational competitiveness. Table 4.8 illustrates that Company have put in place customer oriented operations strategies to ensure they remain competitive in the market (mean of 4.3), Company mainly focus on their customers with the aim of strengthening customer relations for profitability and growing their market share (4.2), Company has very excellent strategic goals (4.2), and it brands due to its differentiated services that suits customer needs (4.1).

**Table 4.9: Organizational Competitiveness Performance Indicators**

<b>Indicators</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>CV</b>
Profitability	3.4	0.58	5.9
Number of Customers	3.4	0.58	5.9
Growth in market share	3.4	0.61	5.5
Number of Awards won	3.6	0.62	5.8
Brand Recognition	3.6	0.86	4.2

The Table 4.9 above presents indicators of performance with regards to organizational competitiveness. Number of awards won and brand recognition had a mean of 3.6, while profitability, number of customers and growth in market share had mean of 3.4.

## **4.6 Contributions of operations strategies toward customer satisfaction**

In the interest of answering specific objective two, the study also sought to determine the contributions of operations strategies toward customer satisfaction at Bonfire Adventure and Event Limited. As specified in the previous chapter a correlation and regression analysis was carried out in this respect.

### **4.6.1 Correlation Analysis on Operations Strategies and Customer Satisfaction**

The strength and nature of the association between the operations strategies applied and customer satisfaction was established by use of correlation analysis. As revealed by Table 4.10, customer satisfaction has a very strong and positive association with the operations strategies (cost, quality, delivery in terms of time, flexibility and services). This relationship with operations strategies are also significant at one percent level of significant.



**Table 4.10: Correlation Analysis on Strategies and Customer Satisfaction**

	<b>Customer Satisfaction</b>	<b>Cost</b>	<b>Quality</b>	<b>Delivery (Time)</b>	<b>Flexibility</b>	<b>Service</b>
Customer Satisfaction	1					
Cost	.850**	1				
Quality	.785**	.535**	1			
Delivery(Time)	.776**	.557**	.727**	1		
Flexibility	.873**	.821**	.531**	.512**	1	
Service	.782**	.632**	.485**	.393**	.821**	1

#### **4.6.2 Model Summary on Operational Strategies and Customer Satisfaction**

Running regression analysis for the operations strategies and customer satisfaction yield a model that is summarised in Table 4.11. From the Table, it is clear that operations strategies explain 97.8% of the customer satisfaction as shown by the R-squared.

**Table 4.11: Model Summary Operations Strategies and Customer Satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 <sup>a</sup>	.978	.976	.15606331

a. Predictors: (Constant), Service , Delivery(Time), Cost , Quality , Flexibility

### 4.6.3 ANOVA on Operations Strategies and Customer Satisfaction

Table 4.12 display results for Analysis of Variance (ANOVA) for the operations strategies and customer satisfaction. This show that there is a significant association between operations strategies and customer satisfaction (F-value= 345.5 and P-value=.000 which is less than 0.05)

**Table 4.12 ANOVA on Operations Strategies and Customer Satisfaction**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.074	5	8.415	345.499	.000 <sup>b</sup>
	Residual	.926	38	.024		
	Total	43.000	43			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Service , Delivery(Time), Cost , Quality , Flexibility

#### **4.6.4 Regression Coefficients on Operations Strategies and Customer Satisfaction**

Further, a regression analysis showed the following regression coefficient on operations strategies and customer satisfaction. Results in Table 4.13 show that cost and customer satisfaction has a positive and significant relationship (Beta=0.249,  $p<0.05$ ). This, denotes that if cost strategy is increased by one unit then customer satisfaction would also increase by 0.249. Also there exist a positive and significant association between quality and customer satisfaction has (Beta=0.224,  $p<0.05$ ). This, implies that if quality strategy is increased by one unit then customer satisfaction would also increase by 0.224. Further, delivery in time has a positive and significant relationship with customer satisfaction (Beta=0.276,  $p<0.05$ ). This, means that a unit increase in delivery in time strategy would result in increase of 0.276 in customer satisfaction. Moreover, being flexible is found to have a positive and significant relationship with customer satisfaction (Beta=0.227,  $p<0.05$ ). Following this then a unit increase in flexibility strategy would result in increase of 0.227 in customer satisfaction. In addition, provision of services is found to have again a positive and significant relationship with customer satisfaction (Beta=0.227,  $p<0.05$ ). This follows that unit increase in services strategy would result in increase of 0.227 in customer satisfaction.

**Table 4.13 Regression Coefficients on Operation Strategies and Customer Satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.024	.024		.999	.324
	Cost	.249	.043	.250	5.723	.000
	Quality	.224	.036	.225	6.173	.000
	Delivery(Time)	.276	.036	.275	7.586	.000
	Flexibility	.227	.057	.227	3.994	.000
	Service	.227	.042	.227	5.359	.000

a. Dependent Variable: Customer Satisfaction

#### **4.7 Impact of customer satisfaction on competitiveness**

In line with the third objective the research sought to determine whether customer satisfaction have any effect on competitiveness of Bonfire Adventure & Events Limited.

To do this a multiple linear regression was conducted.

### 4.7.1 Model Summary Operations Strategies and Organizational competitiveness

Going by the coefficient of determination (R-square) shown in Table 4.9, operations strategies determine 87.6% of the organizational competitiveness.

**Table 4.14 Model Summary Operations Strategies and Organizational Competitiveness**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 <sup>a</sup>	.876	.860	.37361697

a. Predictors: (Constant), Service , Delivery(Time), Cost , Quality , Flexibility

### 4.7.2 ANOVA on Operations Strategies and Organizational Competitiveness

Table 4.15 display results for Analysis of Variance (ANOVA) for the operations strategies and organizational competitiveness. This show that there is significant relationship between the operations strategies and organizational competitiveness (F-value=55.242 and P-value=.000 which is less than 0.05).

**Table 4.15 ANOVA on Operations Strategies and Organizational Competitiveness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.556	5	7.711	55.242	.000 <sup>b</sup>
	Residual	5.444	39	.140		
	Total	44.000	44			

a. Dependent Variable: Organizational competitiveness

b. Predictors: (Constant), Service , Delivery(Time), Cost , Quality , Flexibility

### **4.7.3 Regression coefficient on Operations Strategies and Organizational competitiveness**

Also, a regression analysis showed the following regression coefficient on operations strategies and organisational competitiveness. Results in Table 4.16 show that cost and organisational competitiveness has a positive relationship. In particular, cost strategy has positive but insignificant relation with organisational competitiveness (Beta=0.061,  $p=0.562$  which is greater than 0.05). This indicates that if cost strategy is increased by one unit then organisational competitiveness would also increase by 0.061. Quality and organisational competitiveness has a positive and significant relationship (Beta=0.237,  $p<0.05$ ). This, implies that if quality strategy is increased by one unit, organisational competitiveness would also increase by 0.237. Further, delivery in time has a positive and significant relationship with organisational competitiveness (Beta=0.384,  $p<0.05$ ). This,

means that a unit increase in delivery in time strategy would result in increase of 0.384 in organisational competitiveness.

Moreover, being flexible is found to have a positive but insignificant relationship with organisational competitiveness (Beta=0.384,  $p < 0.05$ ). Following this then a unit increase in flexibility strategy would result in increase of 0.384 in organisational competitiveness.

Finally, provision of services is found to have again a positive and significant relationship with organisational competitiveness (Beta=0.256,  $p < 0.05$ ). This follows that unit increase in services strategy would result in increase of 0.256 in organisational competitiveness.

**Table 4.16 Regression coefficient on Operations Strategies and Organizational Competitiveness**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9.808E-017	.056		.000	1.000
	Cost	.061	.104	.061	.584	.562
	Quality	.237	.087	.237	2.737	.009
	Delivery(Time)	.384	.086	.384	4.446	.000
	Flexibility	.200	.136	.200	1.477	.148
	Service	.256	.101	.256	2.530	.016

a. Dependent Variable: Organizational competitiveness

## 4.8 Customer Satisfaction and Organizational competitiveness

Based on the last objectives, the research sought to find the relationship between customer satisfaction and organisational competitiveness. Therefore, a simple linear relationship was carried out.

### 4.8.1 Model summary of Customer Satisfaction and Organizational competitiveness

Table 4.17 shows the model summary of the two variables. The result of the R-Square indicated that 88.8% organisational competitiveness is elucidated by customer satisfaction

**Table 4.17 Model summary of Customer Satisfaction and Organisational Competitiveness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.888	.886	.33969339

a. Predictors: (Constant), Customer Satisfaction

### 4.8.2 ANOVA Customer Satisfaction and Organizational Competitiveness

Table 4.18 display results for Analysis of Variance (ANOVA) for the customer satisfaction and organizational competitiveness. This show that there is significant



relationship between the customer satisfaction and organizational competitiveness (F-value=334.078 and P-value=.000 which is less than 0.05).

**Table 4.18 ANOVA Customer Satisfaction and Organisational Competitiveness**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.550	1	38.550	334.078	.000 <sup>b</sup>
	Residual	4.846	42	.115		
	Total	43.396	43			

a. Dependent Variable: Organizational Competitiveness

b. Predictors: (Constant), Customer Satisfaction

### 4.8.3 Regression Coefficient of Customer Satisfaction and Organizational Competitiveness

**Table 4.19 Regression Coefficient of Customer Satisfaction and Organizational Competitiveness**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.017	.051		-.341	.735
	Customer Satisfaction	.947	.052	.943	18.278	.000

a. Dependent Variable: Organizational Competitiveness

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 <sup>a</sup>	.913	.899	.31914521

a. Predictors: (Constant), Customer Satisfaction, Delivery (Time), Quality. Service.

Cost Flexibility

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.628	6	6.605	64.844	.000 <sup>b</sup>
	Residual	3.769	37	.102		
	Total	43.396	43			

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.025	.049		-.505	.617
	Cost	-.272	.121	-.273	-2.247	.031
	Quality	-.060	.105	-.060	-.572	.571
	Delivery(Time)	.029	.118	.029	.247	.806
	Flexibility	-.090	.139	-.090	-.650	.519
	Service	-.040	.115	-.040	-.353	.726
	Customer Satisfaction	1.315	.332	1.309	3.964	.000

a. Dependent Variable: Organizational competitiveness

### Change Statistics

<b>Model</b>	<b>R Square Change</b>	<b>F Change</b>	<b>df1</b>	<b>df2</b>	<b>Sig. F Change</b>
Model 1	.876	53.832	5	38	.000
Model 2	.037	15.710	1	37	.000

In conducting the stepwise regression, the study ran a change statistics to determine the significance of customer satisfaction as a moderator in the association between operations strategies and organizational competitiveness. The Table above shows that the model between operations strategies and organizational competitiveness had an R-Square of 0.876. This indicates that operations strategies account for about 87.6% change in organizational competitiveness. Introduction of customer satisfaction brought a 0.037 leading to overall R-Square of 0.913 which was significant at 95% confidence level ( $p < .001$ ).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter highlights the summary of the findings, as per the objectives of the study. Conclusion is also drawn based on findings of both the descriptive statistics and regression analysis. To sum it up, recommendations are made on the findings and for suggested areas for further study.

#### **5.2 Summary of the Findings**

The Pearson correlations coefficient showed that there exist a strong positive relationship between operations strategies and customer satisfaction.

#### **5.3 Conclusion**

##### **5.3.1 Conclusions on Operations Strategies**

Operations strategies are an important characteristics of any company that wish to be successful and to gain a competitive edge. In view of the first objective of the study which sought to establish the operations strategies being employed at Bonfire Adventure & Events Limited, it can be concluded that all the nine operations strategies (cost, quality, delivery, flexibility, services, location, production and services design, motivated managers and workers and inventory management) are moderately employed. Motivation to workers and proper management of inventory are on their own highly applied by the

Bonfire even though they have high coefficient of variation. Increased motivation of employees has been found in the past to have greater impact on how company achieve great performance as well as satisfy their clients who later on maintain their loyalty to the companies (Monoz et al., 2015).

### **5.3.2 Conclusions on impact of operations strategies on customer satisfaction**

Customer satisfaction is the hidden secret to great achievement in company overall performance and majorly on competitive market. This is because satisfied customer tends to be loyal. In line with the second objective the researcher sought to find the contributions of operations strategies toward customer satisfaction at Bonfire Adventure & Events Limited. Going by the analysis conducted by correlation and regression analysis it can be concluded that in deed operations strategies do have great effect on customer satisfaction. This is because of the high presence of positive and significant relationship that was established.

### **5.3.3 Conclusions on effect of customer satisfaction on organisational competitiveness**

As Suasini et al., (2013) averred survival of any company in times of turbulence is ability to compete with the rest. This is noted to be affected by the relationship between the customers and the company. This has been confirmed by this study whose findings lead to a conclusion that actually customer satisfaction has an impact on organizational competitiveness. This comes about due to the strength of the positive and significant relationship that was established by the measures of both customer satisfaction and organisation competitiveness.

### **5.4 Recommendations**

The researcher recommends that Bonfire Adventure & Events Limited should emphasize the importance of firms recognizing that the operations strategies are required to serve numerous purposes to meet the needs of a rather varied array of stakeholders.

#### **5.4.1 Recommendations based on the findings**

Going by the findings and deductions above, it can be recommended that company ought to adopt operations strategies highlighted in the study since they have been empirically found to influence the level of competition and customer satisfaction. In particular, firms need to make use of their cost strategies to ensure that the firm's products and services are affordable to their customers. This will not only enable companies to bounce back to profitability but also ensure customer retention.

Increased motivation to employees cannot be underemphasized. It has been found to create a good working environment that harbours new ideas and reduce labour turnover. This also makes it easy for customer to relate easily with employees whom they are used rather than new ones now and then. A coherent management of the labour force will aid achievement of superior benefits.

Being flexible as a company will again aid in addressing challenges that may face companies in the course of their process. Companies should be advised to reduce the bureaucratic procedures that get customer tired in seeking for the products or services in their company. This will come in handy to assist customer on items like ordering and production of their tailor-made products and/or services. As Canon (2014) documents flexibility customized to serve the needs of the customers will reciprocate in good performance of the company in all areas. However, observance of responsibility should not be outsmarted as this may bring troubles later.

Good quality of the services being offered or products should also be observed. Any compromise on the quality will lead to outright loss in customer base while reducing loyalty of the customers. Thus these strategies should be adhered to.

## **5.5 Limitations of the study**

The genuineness of the staffs and customers when filling questionnaires determined the reliability and validity of the information obtained the study. Choosing an adequate sample was difficult since a too large sample would make data collection more costly and



a small sample would not yield results which are representative of the study population. Allocation of questionnaires between customers and employees was also not easy.

## **5.6 Recommendations for further research**

Areas of further research that were identified include a comparable study to be carried out on other tourism regulatory sectors. The study recommends that a comparable study to be conducted in the public tourism sector for comparison purposes. The study also recommends that a study seeking to establish other operations strategies that affect performance should be conducted. This would help to give insight to organizations in the private sector on what other kinds of training they can conduct. As a result, this would translate to better performance.

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# APPENDICES

## Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
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P.O. Box 30197  
Nairobi, Kenya

DATE 05/10/2017.

### TO WHOM IT MAY CONCERN

The bearer of this letter ..MANTARA... NANCY... WAGATHERA.....

Registration No... DG/81266/2015.....

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 II: Employees Questionnaire

**TOPIC: Operations Strategies, Customer Satisfaction and Competitiveness in Bonfire Adventures and Events Limited Kenya.**

### SECTION A: BACKGROUND INFORMATION

1. Kindly tick as applicable to indicate your age category.

Less than 20 years

21-30 years

31-40 years

41-50 years

Over 51 years.

2. What is your gender (Kindly tick appropriately)

Male

Female

3. Kindly tick your highest level of education attained

PhD

Masters

Bachelors

Diploma

Certificate

4. Have you ever operated a business?

Yes  No

5. If yes in (4) above, for how long did you engage in business activities?

Less than 1 year  7-8 years

1-2 years  9-10 years

3-4 years  Over 11 years

5-6 years



6. How long have you worked in Bonfire Adventures and Events Limited?

- |                  |     |               |     |
|------------------|-----|---------------|-----|
| Less than 1 year | ( ) | 7-8 years     | ( ) |
| 1-2 years        | ( ) | 9-10 years    | ( ) |
| 3-4 years        | ( ) | Over 11 years | ( ) |
| 5-6 years        | ( ) |               |     |

**SECTION B: OPERATIONS STRATEGIES**

7. Indicate by **TICKING** the extent to which Bonfire Adventures and Events Limited have employed the following operations strategies.

<b>Operations Strategies</b>	<b>Not Employed</b>	<b>Least Employed</b>	<b>Moderately Employed</b>	<b>Highly Employed</b>
Cost				
Quality				
Delivery (Time)				
Flexibility				
Service				
Location				
Product and Service Design				
Motivated managers and Workers				
Inventory Management				

8. To what extent do you agree with the following statements regarding cost use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire adventures has a variety of cost differentiated services					
Bonfire adventures services gives value for customers money					
Bonfire adventures pricing approach has customers interest first					
Bonfire adventures prices are customized to meet customer needs					

9. To what extent do you agree with the following statements regarding quality use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures employees provides information easily to customers					
Bonfire Adventures employees gives prompt services to customers					
Bonfire Adventures employees are always willing to help customers					
Bonfire Adventures are not too busy to respond to customer issues					

10. To what extent do you agree with the following statements regarding delivery/time use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
When Bonfire Adventure promises to do a certain thing they do it at that promised time					
Bonfire Adventures are sincere when addressing customer issues at agreed times					
Bonfire Adventures ensure customer bookings are done on time					
Bonfire Adventures ensure prompt provision of their services					

11. To what extent do you agree with the following statements regarding quality use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures has adjustable schedules that fits customer needs					
Bonfire Adventures are able to customize their services according to customer needs					
Bonfire Adventures operating hours are convenient for customers					
Bonfire Adventures adapt quickly to the turbulent business environment					

12. To what extent do you agree with the following statements regarding service use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures employees behaviour instills customer confidence					
Bonfire Adventures employees are polite					
Bonfire Adventure employees are knowledgeable on customer questions					
Bonfire Adventures gives personalized attention to customers					

### **SECTION C: CONTRIBUTIONS OF OPERATIONS STRATEGIES**

13. To what extent do you agree with the following statements regarding customer satisfaction use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

Statements	1	2	3	4	5
Bonfire Adventures customers value quality of services offered					
Customer Satisfaction largely depend on operations strategies of a firm					
Location of Bonfire Adventures aid in meeting customer needs					
Service provision of Bonfire Adventures has strengthened their customer relations					
Bonfire Adventures has managed to retain a substantial number of customers through their flexible schedules					
Pricing strategies of Bonfire Adventures encourage repeat purchase					

14. In the order of priority of 1-5 kindly rank the following dimensions of quality as a distinctive competency of operations strategy.

- Product/Service Performance [ ]
- Product/Service Conformance [ ]
- Product/Service Features [ ]
- Product/Service Reliability [ ]
- Perceived Quality [ ]

#### SECTION D: CUSTOMER SATISFACTION

15. Have you ever had encounters of customers complaining about the services offered by Bonfire Adventures and Events Limited Kenya?

Yes [ ]

No [ ]

16. If yes in (15) above, how often?

- Rarely [ ]
- Often [ ]
- More Often [ ]

17. To what extent do you agree with the following statements use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures has a reasonable number of loyal customers					
Bonfire Adventures periodically receives compliments on its service provision					
Bonfire Adventures generates new customers on a regular basis					
Bonfire Adventures receive most of their new customers through referrals					
Customers are delighted with Bonfire Adventure service offerings					
Bonfire Adventures have excellent customer relationship					
Bonfire adventures retains high number of their customers.					

#### **SECTION E: ORGANIZATIONAL COMPETITIVENESS**

18. To what extent do you agree with the following statements regarding organizational competitiveness use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Extent you Agree</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures do have very excellent strategic goals					
Bonfire Adventures have put in place appropriate measures to ensure they remain competitive in the market					
Success of the company is largely due to effective operations strategies which ensure high level of customer satisfaction					

19. Indicate by **TICKING** appropriately the level of competitiveness of Bonfire Adventures and Events based on the following factors resulting from customer satisfaction achieved through adoption of the operations strategies.

<b>Factors</b>	<b>Not Competitive</b>	<b>Least Competitive</b>	<b>Moderately Competitive</b>	<b>Highly Competitive</b>
Profitability				
Number of Customers				
Growth in market share				
Number of Awards won				
Brand Recognition				

20. In the table below kindly **FILL** in;

- a) The level of customer satisfaction as a result of each operations strategies listed.

Where; 1 = Highly Dissatisfied, 2 = Dissatisfied 3 = Least Satisfied 4 = Moderately Satisfied 5 = Highly Satisfied

- b) The level of organizational competitiveness based on the identified level of customer satisfaction selected in (a) above.

Where; 1 = Not Competitive 2 = Least Competitive 3 = Moderately Competitive 4 = Highly Competitive

<b>Operations Strategies</b>	<b>Level of Customer Satisfaction</b>	<b>Level of Organizational Competitiveness</b>
Cost		
Quality		
Delivery (Time)		
Flexibility		
Service		
Location		
Product and Service Design		
Motivated managers and Workers		
Inventory Management		

**Thank you for your cooperation!**

## Appendix III: Customers Questionnaire

**TOPIC: Operations Strategies, Customer Satisfaction and Competitiveness in Bonfire Adventures and Events Limited Kenya.**

### SECTION A: BACKGROUND INFORMATION

1. Kindly tick as applicable to indicate your age category.

- Less than 20 years
- 21-30 years
- 31-40 years
- 41-50 years
- Over 51 years.

2. What is your gender (Kindly tick as appropriate)

- Male
- Female

3. Kindly tick your highest level of education attained

- PhD
- Masters
- Bachelors
- Diploma
- Certificate

4. Have you ever operated a business?

- Yes
- No

5. If yes in (4) above, for how long did you engage in business activities?

- Less than 1 year ( )
- 1-2 years ( )
- 3-4 years ( )
- 5-6 years ( )
- 7-8 years ( )
- 9-10 years ( )
- Over 11 years ( )

6. How long have you been a customer of Bonfire Adventures and Events Limited?

- Less than 1 year ( )
- 1-2 years ( )
- 3-4 years ( )
- 5-6 years ( )
- 7-8 years ( )
- 9-10 years ( )
- Over 11 years ( )

**SECTION B: OPERATIONS STRATEGIES**

7. Indicate by **TICKING** the extent to which Bonfire Adventures and Events Limited have employed the following operations strategies.

<b>Operations Strategies</b>	<b>Not Employed</b>	<b>Least Employed</b>	<b>Moderately Employed</b>	<b>Highly Employed</b>
Cost				
Quality				
Delivery (Time)				
Flexibility				
Service				
Location				
Product and Service Design				
Motivated managers and Workers				



8. To what extent do you agree with the following statements regarding cost use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures has a variety of cost differentiated services					
Customers of Bonfire adventures get value for their money					
Prices of Bonfire adventures services are pocket friendly					
The level of service and cost of service of Bonfire Adventures is consistent with what customers requires and can afford					
Bonfire adventures prices are appropriate to the services offered					

9. To what extent do you agree with the following statements regarding quality use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees of Bonfire Adventures give customers personal attention					
Bonfire Adventures employees, offices and visiting sites are visually appealing					
Bonfire Adventures services are very prompt					
At Bonfire Adventures I receive exactly what I ordered in the way I placed the order					
Bonfire Adventures employees are readily available to answer questions and concerns of customers					

10. To what extent do you agree with the following statements regarding Delivery/time use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The cashier of Bonfire Adventure and Events Ltd always process transactions quickly and effectively					
Bonfire Adventures and Events Ltd ensure wait time at checkout is reasonable					
Bonfire Adventures and Events Ltd ensure customer bookings are done on time					
Bonfire Adventures and Events Ltd always respond to problems very quickly					
Bonfire Adventures and Events Ltd ensure prompt provision of their services					

11. To what extent do you agree with the following statements regarding flexibility use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures are reachable anytime one want					
Bonfire Adventures offer a wide variety of services to choose from					
Bonfire Adventures operating hours are convenient to all customers					
Employees of Bonfire Adventures are able to understand and solve my specific needs					
Bonfire Adventures are able to adapt quickly to the turbulent business environment					

12. To what extent do you agree with the following statements regarding service use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures always make their customers feel welcome during their visit					
Bonfire Adventures employees are polite and friendly					
Bonfire Adventure employees are knowledgeable on customer questions					
Bonfire Adventures employees treat customers alike without favoring some					
Employees of Bonfire Adventures are courteous and respectful					
Service at Bonfire Adventures is consistent every time I go.					

### **SECTION C: CONTRIBUTIONS OF OPERATIONS STRATEGIES**

13. To what extent do you agree with the following statements regarding customer satisfaction use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Services offered by Bonfire Adventures are appropriately designed to meet customer needs					
Customer Satisfaction largely depend on operations strategies of a firm					
Bonfire Adventures is conveniently located for all its customers					
I frequently purchase services of Bonfire Adventures because I always find what I am looking for					
I will continue to purchase services of Bonfire Adventures due to their flexible schedules					
I will remain a loyal customer of Bonfire Adventures due to their excellent service delivery					
I would encourage my friends to purchase services of Bonfire Adventures due to their friendly pocket prices.					

14. In the order of priority of 1-5 kindly rank the following dimensions of quality as a distinctive competency of operations strategy.

- |                             |     |
|-----------------------------|-----|
| Product/Service Performance | [ ] |
| Product/Service Conformance | [ ] |
| Product/Service Features    | [ ] |
| Product/Service Reliability | [ ] |
| Perceived Quality           | [ ] |

#### **SECTION D: CUSTOMER SATISFACTION**

15. Have you ever had encounters of customers complaining about the services offered by Bonfire Adventures and Events Limited Kenya?

Yes [ ]

No [ ]

16. If the answer in (15) above is yes, how Often?

Rarely [ ]

Often [ ]

More Often [ ]

17. To what extent do you agree with the following statements use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees of Bonfire Adventures really have customer satisfaction in heart					
I will continue purchasing services of Bonfire Adventures					
I will introduce my friends to Bonfire Adventures Ltd services					
Customers I come across at Bonfire Adventures are courteous and pleasant					
Employees of Bonfire Adventures take immediate action whenever I complain					
I am highly Satisfied with the services of Bonfire adventures					

### **SECTION E: ORGANIZATIONAL COMPETITIVENESS**

18. To what extent do you agree with the following statements regarding organizational competitiveness use a scale of 1 to 5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral. 4=Agree and 5 = Strongly Agree.

<b>Extent to which you Agree</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bonfire Adventures strive to maintain high level of customer satisfaction in order to remain competitive					
Bonfire Adventures is a brand due to its differentiated services that suits customer needs					
Bonfire Adventures do have very excellent strategic goals					
Bonfire Adventures have put in place customer oriented operations strategies to ensure they remain competitive in the market					
Bonfire Adventures mainly focus on their customers with the aim of strengthening customer relations for profitability and growing their market share					
Success of the company is largely due to effective operations strategies which ensure high level of customer satisfaction					

19. Indicate by **TICKING** appropriately the level of competitiveness of Bonfire Adventures and Events based on the following factors resulting from customer satisfaction achieved through adoption of the operations strategies.

<b>Factors</b>	<b>Not Competitive</b>	<b>Least Competitive</b>	<b>Moderately Competitive</b>	<b>Highly Competitive</b>
Profitability				
Number of Customers				
Growth in market share				
Number of Awards won				
Brand Recognition				

20. In the table below kindly **FILL** in;

a) The level of customer satisfaction as a result of each operations strategies listed.

Where;        1 = Highly Dissatisfied,  
                   2 = Dissatisfied  
                   3 = Least Satisfied  
                   4 = Moderately Satisfied  
                   5 = Highly Satisfied

b) The level of organizational competitiveness as a result of the identified customer satisfaction levels selected in (a) above.

Where; 1 = Not Competitive,  
           2 = Least Competitive,  
           3 = Moderately Competitive  
           4 = Highly Competitive

<b>Operations Strategies</b>	<b>Level of Customer Satisfaction</b>	<b>Level of Organizational Competitiveness</b>
Cost		
Quality		
Delivery (Time)		
Flexibility		
Service		
Location		
Product and Service Design		
Motivated managers and Workers		
Inventory Management		

**Thank you for your cooperation!**