

**INFLUENCE OF CUSTOMER ORIENTATION ON THE PERFORMANCE OF
SUPPLIERS OF STEEL ROOFING SHEETS IN NAIROBI**

BY

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DECLARATION

This is my original work and has not been presented for a degree award or published in this or any institution of higher learning.

Signature.....

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This research project is submitted for the award of the Degree of Master of Business Administration with my approval as the University supervisor.

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DEDICATION

I dedicate this project to my loving mother Salome G. for her immense contribution towards my completion of the study.

ACKNOWLEDGEMENT

This project has been made possible through the help and support from everyone, including: parents, lecturers, family, friends and organizations. First and foremost, I would like to thank the Lord Almighty with whom all things are possible. I dedicate my acknowledgement of gratitude toward the following significant contributors.

I sincerely express my special thanks to my supervisor Victor Ndambuki for his guidance and assistance in this project. Secondly, I wish to thank those who contributed information and knowledge, may their work be greatly blessed. Last but not least, my family and friends, thank you for your moral support during the course of my project. God bless you all. To almighty God, thank you for life, strength and the chance to do the project.

ABSTRACT

The modern edge business world is highly competitive. Chiefs of effective organizations know about this reality. They additionally perceive that clients are at the core of any business – and ought to be dealt with like lords and rulers. They in this manner bend over backward to successfully oversee associations with clients. At the core of this craving to deal with clients well is the information that these are truly the goose that lays the brilliant eggs for any firm. Top chiefs are likewise mindful that a client's needs are not thrown in stone. Client needs and purchasing behaviors change with time. To meet these dynamic needs, organizations detail different techniques. They may receive separated and client arranged activities. The point is to charm clients. They may likewise utilize particular advertising methodologies to present them that competitive advantage. It is against this background that this study looked at the influence of customer orientation on the performance suppliers of roofing sheets in Nairobi. The study adopted cross sectional survey by targeting companies on roofing sheets suppliers. The primary data collection method will be through questionnaires. The study found that the organization develops new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis. It was found that customers care is exercised during service delivery and the staff understand the target market needs and wants. The study found that that there is a positive relationship customer orientation on the performance. The study found that customer orientation explains 65% of execution in associations. To make due in the dynamic condition, authoritative procedures need to center around their clients and managing developing ecological changes in its working condition. The study recommends that the roofing sheet industry should focus basically around the requirements and inclinations of their clients, and serve clients effectively with the end goal to have a prevalent execution.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Customer orientation is a strategy within any firm that seeks to achieve intended goals, Fredrick, 1993. It refers to a firm's understanding of the current and probable future needs of its current and potential target customers in a given market. A firm's focus is to ensure that they meet the customer needs and wants, to do so the management shall align firm objectives around satisfying and retaining customers. Globalization has had influence on the economy and created a competitive atmosphere, the customer today has an array of alternatives and therefore contenders are always waiting to exploit the situation. Fully understanding of the customer is the first mantra of any business, understanding the customers' requirement and developing suitable strategy in itself will provide competitive advantage to the suppliers. Firms that place emphasis on customer orientation move past the objective of providing products and services to meet buyer expectations. Instead, buyer orientation necessitates that organizations place adequate attention to developing products in accordance with buyer expectation, on time delivery to the buyer, rational pricing of products and operative after-sales service (Whitten, 2007).

Resource Dependency Theory explains that for a firm to be successful it must be able to obtain and preserve the scarce resources before their competitors can do so. Based on this study, the customer is a resource that is subject to scarcity and a firm's ability to fully understand them while at the same time develop goods or services that meet their wants and needs will ensure that they retain them. This will give them an advantage against

their competitors (Ulrich & Barney, 1984). Vroom's Expectancy Theory (Vroom, 1964) explains the manner in which individuals make decisions on different behavioral choices. The motivating force behind an action or duty is a consequence of three perceptions: expectancy, instrumentality, and valence. This force directs precise social alternatives. Based on this theory the firm is able to fully understand what motivates the customer and in so doing create goods and service that are customer dedicated. The theory proposes that persons may have different sets of goals, but can be motivated when they consider that: a positive correlation exists between determination and performance, positive performance will lead to a desirable reward, and that the reward will fulfill a vital need, the aspiration to fulfill the need is resilient to prove that the effort was worthwhile.

Collectively, all theoretical approaches in the customer orientation literature advance that managing relationships is a contributory factor to the firm. Performance of an organization then becomes a question of whether it is influenced by customer orientation, Appiah-Adu, & Singh (1998).

1.1.1 Customer Orientation

Customer orientation refers to a firm culture where the personnel is dedicated to uninterrupted creation of greater value for customers (Narver & Slater 1991). Customer orientation is a service specifically offered by companies or organizations focusing on the external and internal needs of customers. Essentially, it establishes and monitors customer satisfaction standards and strives to ensure that the company meets their expectations related to the products on offer.

Customer orientation is a business culture that successfully produces necessary actions required to create superior value for customers leading to better performance of the organization (Narver & Slater 1990). It is a good practice by organizations to ensure that there is a proper customer orientation program that help in ensuring customer satisfaction. Specifically, in the steel roofing manufacturing sector, customer orientation has proved to be important because it influences the purchasing trends of customers thus improving performance of the manufacturing companies.

It is critical that firms pay more attention to creating superior value by constantly evolving and redeveloping products and services in order to meet customer needs. To address these wants, it is vital in distributing client information and orientation further into the organization (Kohli & Jaworski, 1990; Day & Montgomery, 1999). Within the market, where there are buyers' and sellers', the customer is king, business starts and ends with the customers, therefore, it is important that firms meet customer's anticipations and ensure that they are satisfied. It is crucial to create the importance of building and maintaining client satisfaction by prioritizing the customers in all the activities.

There are new entrants into the market with more innovative products, marketing tactics, and new approaches of handling their customers. This requires that firms continually pursue new ways of conducting and managing issues, this has resulted to the innovation of products, services, and in due course the organization (Krivokapic, 2013). The

extensive use of information technology in the management of customer complaints, compliments and feedback is one instance of innovation closely related to customer orientation.

Firms that apply customer orientation tactic are able to reinforce the processes that are intricate in creating products and delivering services (Verhoef & Lemon, 2013). Consequently, product deficiencies are eliminated, poor services are lowered, and as a result, this leads to refining of cost benefits. Deficiencies are costly since they relate to added considerations, for instance repeat, revise, scrap, and excess. The cost is higher in certain circumstances where products have been consumed or services have been provided to the customers. This discussion contends the conclusion that client orientation can considerably influence the organizations financial performance (Sun & Kim, 2013).

It is necessary to acquire quantitative feedback on customer satisfaction in order to fully understand what product or service offered will fully satisfy the customer. Firms need to intermingle with customers while managing the relationships in a different way at each stage (Srivastava, Shervani & Fahey, 1998). Customer orientation approach seeks to achieve the expectation of customers. In implementing customer orientation, the organization provides numerous platforms for clients to communicate as a way of being more responsive to the customers. When a firm is able to gather and evaluate data associated to customer behavior it increases the value of dealing customer expectation (Verhoef & Lemon, 2013). Customer orientation is a firm's ability to achieve business

performance through satisfaction of profitable customers' needs and business's customer centered structure.

1.1.2 Firm Performance

The idea of business performance is one that requires clear differentiation from the general construct associated with business success. According to Ramanujan & Venkatraman 1986, the effectiveness of firm performance is dependent on several approaches that cover the specific domain in an unbalanced way. Generally, business performance is used to determine the overall performance of an organization. There is also operational performance which has been used to mediate the general effect of available resources. In essence, the measurement of firm performance has been an issue challenging scholars for quite some time due to its complexity. It is therefore important to assess its measurement based on a different dimensions. In this case, it will be paramount that a conceptual structure is developed to define the appropriate firm performance indicators based on customer orientation practices of suppliers of roofing sheets in Nairobi.

Organization growth, liquidity, profitability, and image of a business will depend on the customer (Deshpandé, Rohit, Farley & Fredrick, 1993). Profitability is openly related to value given by the client to the organization and the products. Ultimately, the single most significant element that affects a unit's performance will be the quality of the products and services, compared to those that belong to competitors (Ruey-Gwo & Chieh-Ling, 2007). It is crucial for firms to recognize that a client who is lost as a consequence of dissatisfaction from a product or service supplier will eventually be won over by a

competitor thus this is a key strategic concern for firms to address(Narver & Slater,1994).

When determining the performance of suppliers of roofing sheets, customer orientation has positive influences on other performance measures. In particular, an effective execution of customer orientation requires that the relevant firms advance their production processes (Cai, 2009). This will then bring around greater innovation within the firm which will result into business development, however, large capital is required to set up manufacturing firms in Nairobi, a factor that has seen very few manufacturing firms being set up in Nairobi. At the same time this has been seen as an opportunity to come up with different business models that will provide the same goods and services, at an effective and relatively cheaper means, to the readily available customer base.

Ultimately, the firms have to ensure value to the customer through the improvement of the quality of products (Mokhtar, 2013; Slater & Narver, 2000). This eventually enhances the overall image of the firm. Performance of a firm is connected to productivity, consequently it can be further examined. The effectiveness of an organization's performance is greatly associated with enhanced economic performance (Lado, 2011). Innovation is more predominant within organizations that lay emphasis on customer-oriented tactics (Kim, 2012; Mukerjee, 2013). The firms' performance incorporates the competitors as well as the suppliers and other firms, who greatly contribute to the industry value chain. Knowledge about the firms' performance allows organizations to choose how and where to operate and compete, given limited resources.

1.1.3 Suppliers of Steel Roofing Sheets in Nairobi

There are several companies that are involved with the manufacture of roofing sheets in Nairobi. Essentially, they utilize different materials and designs for the roofing sheets offering the customers with a variety of options to choose from. Specifically, there are companies such as Mabati rolling Mills, Royal Mabati factory, Super Mabati, Rafiki roofing Mabati, Kaluworks, Devki Steel Mills, Maisha Aluzinc, Tiles and Carpet, Rexe, Njenga Mabati, Space and Style, Super Mabati, Rafiki Roofing Mabati and many more. These companies are competing to manufacture roofing sheets in a bid to ensure customer satisfaction. The roofing sheets suppliers belong to the steel industry and manufacturing sector.

Roofing sheets is pre-painted, galvanized steel, for all the roofing metal sheets. There is also structural metal roofing materials and aluminum coil sheets which are pre-painted. The metal roofing profiles are also called steel roof sheet, profile sheet, corrugated profile sheets, color roof sheet etc. The industry is characterized by new innovations every day, with the aim of keeping up with the customer expectations and ever changing needs and wants. This is an industry that has witnessed a lot of growth in the last few years. This has seen the existing market leaders face competition which has seen a reduction in the market share. The new entrants have also developed new ways to gain a niche market.

Kenya is moving away from being a developing country to a developed country, this has seen the fast growth of the market which has seen the country attract outside investors

with the aim of enjoying the readily available market for the affordable roofing sheets. The Nairobi market is quite diverse, in terms of the social class, lifestyles, education which then means that there shall be different needs and desires by the customers, therefore there arises a playing field for the sellers to provide an array of roofing sheets that will meet the needs and wants for the different clientele. The Chinese products have also made their way in to the booming construction market, where they provide products at relatively cheaper products to available customers at relatively affordable prices.

1.2 Research Problem

Customer Orientation, is positively related to organizations profitability (Slater & Narver 1990; Jaworski & Kohli 1992). Business performance depends on its capacity to appeal and maintain customers. The financial consequences of customer retention are less well known. The main challenge to organizations is the necessity of customer magnetism and customer maintenance. For customers to be pay attention to a sellers good or services and to carry on to buying from the same business, the customer must acquire, a superior value from the seller than from any competitor. This then brings in the dilemma on how the organization will continuously create greater value for customers (Porter 1985 & Day 1990). This brings in the subject of a firm being customer oriented. As much as many authors argue that customer orientation has an effect on performance (Cai, 2009), most fail to clarify the precise nature of the effect. Previous studies measured firm performance as a particular construct (Abdullah, 2008) without considering the theoretical relationship that exists between performance measures and their ability to influence processes of financial results (Cai, 2009). Chotekorakul & Nelson, 2013; Anaza & Rutherford, 2012.

In particular, these have not been able to cover on customer orientation and its influence on the roofing sheets manufacturing company. Despite the fact that the main objective with the practice is to attain customer satisfaction, there is also evidence to show that the practice has significant effect on performance measures (Verhoef & Lemon, 2013). Therefore, to be a customer oriented organization will need the firm to endlessly improve on the processes involved (Tajeddini, 2013). As a result, the paybacks generated to a firm have been described to have direct or indirect influence on several performance measures.

Therefore, there is evidence that despite there being many studies conducted on the role of customers and their influence on the purchasing of roofing sheets, there is a gap on how manufacturing companies handle customer orientation in a bid to increase their profit margin. For instance, Verhoef & Lemon, 2013 did a study on effects of quality products on performance of manufacturing of roofing sheets. This provided a basis for understanding the importance of quality in ensuring better performance of manufacturing organizations. Moreover, customer orientation is paramount in ensuring customer satisfaction, therefore it will be important to have another perspective of the performance of roofing sheets suppliers in Nairobi based on customer orientation.

When the rivalry is not intense, organizations can work with the current systems to exploit clear expectedness of their own behavior. Nonetheless, when the rivalry is intense, organizations adjust accordingly. During this period, organizations need to get involved in taking risks and being proactive to ensure learning in order to break away

from the price conflicts. (Zahra, 1993) validates that when rivalry is fierce, businesses need to be innovative, discover new markets and develop new ways to contest, and determine how best they can differentiate themselves from other organizations. A study of literature, Tajeddini, 2013, recognized that short term economic measures and constraints are a deterrent for managers in implementing long term development strategies, in this case, customer orientation. Stemming from this struggle, it is necessary to provide empirical proof of the influence of customer orientation on a broader series of performance measures. Consequently, this study addresses the aforementioned knowledge gap. In addition, this research grows the margins of the current literature which talks about the connection relating to customer orientation and firm performance. A research question answered: Is there a link in the middle of customer orientation and organization performance?

1.3 Research Objective

The objective of this study was to establish the influence of customer orientation on the performance suppliers of roofing sheets in Nairobi.

1.4 Value of the Study

The research provides a significant contribution and a profound perspective on how customer orientation influences business performance. Specifically, this study suggests an analysis that exposes how customer orientation influences firm performance. This research will further assist in filling up the information gaps that are as a result of preceding studies as this will lay ground for future research. Additionally, results of this

research will help firms in developing customer oriented strategies that are effective and efficient in order to achieve intended positive performance. These actions will improve their competitiveness and survival through effective processes, products and services.

Since the roofing industry plays a key role in the economy of Kenya, it will be important to understand how customer orientation affects the performance of roofing sheets manufacturing companies. Specifically, this will be important for the stakeholders as they shall know how they can meet the demand for the housing industry in the most appropriate way. Since the customers usually have different tastes, their orientation will be vital in ensuring that the companies provide quality products to them. This will play a key role in ensuring that they are satisfied. Furthermore, it will be important to conduct the study because it will provide a rationale of how customer orientation is vital in the manufacturing industry. Basically, this will be helping in adding to the already available theory on customer orientation. Again, it will add on the several studies already conducted on factors that influence the performance of firms.

The study focuses on customers, meeting their needs as a way to retaining the same customers and capturing others, this will eventually lead to increased profitability and achieving strategic needs to the firm. This requires that the firm identifies customers that the firm wishes to serve, with a clear understanding of the customers' expectations while ensuring all structures, measures, events and culture are directed towards meeting those needs. Customer orientation has an influence on the customer relationship practice, which eventually influences performance and client satisfaction. Growth in performance and

customer satisfaction contribute to financial performance. As a way of enhancing customer value, it is essential to understand the client.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter further confers the benefits accrued as a result of customer orientation in relations to transforming organizational performance. Customer orientation has been recognized as a popular stand-alone strategy which then, requires a certain degree of investigation from researchers.

2.2 Theoretical Foundations

This section reviews the Resource Dependency Theory which advances the idea that for a firm to be successful it must be able to obtain and preserve the scarce resources before their competitors can do so. On the other hand, the Vroom's Expectancy Theory explains why individuals will choose to behave in one way as opposed to the other. The idea being that customers will be driven towards something as long as they consider that their actions will cause the desired outcome.

2.2.1 Resource Dependency Theory

The Resource Dependency Theory is advanced by Jeffrey & Gerald, 1978. It presents a framework on managing firms that are constrained, Pfeffer & Salancik, 1978. The assumption is that a firm, attempts to ensure the organizational success. Whereas, the key for success is the firm's capability to obtain and preserve resources. In resource dependency theory, a firm's success is well-defined by its ability to exploit their power

(Pfeffer, 1981). The theory symbolizes the relations among firms as a power relation founded on give and take resources.

The theory suggests players lacking in vital resources strive to create relationships with others so as to acquire wanted resources. Firms endeavor to modify their dependence relations by minimalizing or increasing their dependence of other firms on them. By virtue of this fact, firms are seen as alliances informing the firms' structure and ways of behaving to attain and preserve required outside resources. Attaining outside resources desired emanates by lessening the firm's dependency or by increasing other's dependency. Firms are viewed as determined structures under constant reinterpretation relating to an unspecified environment of commotion and opposing interests. This theory is significant because a firm's capability to collect, modify and exploit resources quicker than competitors can be ultimate insurance to success. Observer's emphasis that firms should view clients as a resource subject to scarcity (George, 2005). The theory is reinforced by the notion that resources, are crucial for a firm's success and control over resources is the foundation to power, this implies that tactics must be cautiously thought out to ensure direct and right use of the resources.

2.2.2 Vroom's Expectancy (Process) Theory

The theory was advanced by Victor H Vroom (1964), he held that individuals are driven to accomplish tasks to realize some objective only when they expect that the actions from their end will assist in achieving the set goals. The theory explains why individuals will choose to behave in one way over the other. The idea is that individuals are driven

towards something once they consider that their actions will cause the desired result, (Redmond, 2009). It describes the process persons use to arrive at decisions when faced with several alternatives. The driving force is directed towards specific alternatives, which are optional when determining among the options. The theory is reinforced by empirical evidence (Tien, 2000; Vansteenkiste 2005).

The theory is founded on the hypothesis that a person's actions are a consequence of the choices made by him when faced with alternative course of action. In summary, a person selects how to act with the prospect of getting the desired results. The theory adopts that actions are as result of well-known choices when faced with choices with the intention of maximizing pleasure and minimizing pain. He recognized that an individual's actions are based on factors such as the person's character, abilities, information, knowledge and skills. The theory offers a framework to assess, interpret, and evaluate buyer behavior (Chen & Lou, 2002). It provides business owner with a basis on how to create superior and thoughtful ways to influence customers.

2.3 Customer Orientation and Performance

Customer Orientation is positively related to firm profitability (Jaworski & Kohli 1992; Narver & Slater 1990 ;). There is need for firms to change from the level where they study client segments to influencing offers, services and messages to consumers. When a firm is customer oriented in relation to the target market, it is better placed to be competitive. Performance of an entire organization is attributed to many factors and amongst those factors is customer orientation. Therefore organizations need to gather

information about the customer's past dealings, demographics, media and delivery inclinations. It includes the examination of clients' needs, and awareness of the firms to such needs. The main question that arises is whether customer orientation in actual sense transforms to better performance, (Ang & Buttle, 2006).

Customer orientation is in a position to contribute positively to the functioning of a business, however, it's essential to identify exactly how the process occurs. Therefore, for this practice to be executed positively, it is required to consider the organizational settings contained by which customer orientation procedures operate (Assarlind & Gremyr, 2013).As customer's requirements and expectations change, organizations are required to constantly improve and manage their products and services (Santos, 1996).There is a necessity to modify internal organization processes, forming a customer-centric company structure, this is important in order to attract and hold on to the most valuable customers. Information technology is deployed for purposes of better initiating and maintaining client relationships in order to contribute to better performance in the market.

Performance is directly related to quality, which is also a highly important tactical dimensions in customer orientation. While perceived quality by the customer is a critical factor in profitability (Mahmoud, 2011).This involves both product and service quality, where service quality is how best an organization assures the necessities of its clientele, and how much customers become satisfied. It is vital that quality is viewed from clients' perspective and never from the managers think the clientele opinions are. The extent of

performance is the supposed quality that determines the corporate image, which influences the client's perceived quality. Jacob 2006, stated organization success is a direct result of the firm's capability to incorporate client relations in the structural procedures. Anderson (1994) points out that quality has an affirmative consequence on client satisfaction and organizations' profitability.

Customer services initiatives should be closely related to quality initiative. Organization should ensure companywide alignment of purpose towards meeting customer requirements. Customer expectations continuously change as a result of the ever changing environment, therefore organizations have no other way but to constantly improve on the products and services delivered to consumers. Active relations with customers are key for organizations to be considers innovative (Alam, 2013). Today, the product life cycle is fairly shorter compared to earlier statistics.

Customer orientation shall determine business success at both the strategic level and operative level. Marketing programs allow for organization to prospect for new customers. The secret to the success of the program is the interactive relationship between the organizations and the customer (Narver & Slater, 1990). This focuses away from one off sales, which involve limited commitment to the customer. It recognize the importance of repeat buying and the looking after the responsibility towards the buyer. The objective is fulfilling customer expectation (Tajeddini, 2013). Hence there is need to gauge the relationship that exists between client orientation and organization performance. While executing client orientation strategy, a firm will be required to

provide an avenue for customers to provide feedback and propositions, for later use by the organization for development, this will enhance the possibility of the organization to produce superior products or services. The yield that comprises of quality features will contribute to high intensities of customer satisfaction (Zhu, 2010).

Firms that apply customer orientation tactic are able to reinforce the processes that are intricate in creating products and delivering services (Verhoef & Lemon, 2013). Consequently, product deficiencies, poor services are lowered, and as a result lead to refining cost benefits. Deficiencies are costly since they relate to added considerations, for instance repeat, revise, scrap, and excess. The cost is higher in certain circumstances where products have been consumed or services have been provided to the customers. This discussion contends the conclusion that client orientation can considerably influence the organizations financial performance (Sun & Kim, 2013).

2.4 Empirical Studies

The benefits accrued as a result of customer orientation have been identified in various industries, for instance, industrial (Mojtahedzadeh & Arumugam, 2011) and retail (Chotekorakul & Nelson, 2013; Tajeddini, 2013). Customer orientation is well known as the key contributors to successful performance of an organization (Singh & Appiah-Adu, 1998). Smirnova (2011) proposed customer orientation has an effect on organization performance. However, recently, there has emerged a more sophisticated clientele that has given rise to a strong competitive environment. This has pushed academics (Lusch &

Laczniak; Walker & Ruekert, 1987) and many American business's to revive the marketing concept (Webster, Farley & Deshpande, 1993).

Organizations that are able to align their structures along the line of their market goals are more effective, and one would expect that this would lead to their success in that market since they are able to adapt to wants of clients. In order to effectively take care of these wants, there is a need to distribute client information and orientation throughout the organization (Kohli & Jaworski 1990). Shah (2006) proposes that the spirit of client centricity paradigm is placed entirely not just in selling the products but also on building value for the client which then translates to creating value for the firm.

Marketing scholars have trained the marketing concept for years and consider it as key to long term business success, however they have not been successful when it comes to integrating the said concept into the day to day functioning of the organizations. Therefore, Kohli & Jaworski (1990) advanced the customer orientation concept with the hope that it will cause increased and better business performance. Narver & Slater (1990) delivered empirical evidence connecting customer orientation and performance in the organizations. Jaworski & Kohli (1993) acknowledged the relationship between customer orientation and firm performance.

Customer orientation is a strategy with a long-term orientation which may have understated results in the short-term (Pan, 2012). Its execution necessitates a significant degree of financial commitment (Verhoef & Lemon, 2013); whereas the supported results

have been predominant in the long term. Firms have to dedicate time and financial resources to improve on technology as a way of providing value to the client, this will allow the firm to focus on being customer focused. Abu-Jarad, 2010, firms' performance has been the most essential concern for every firm. It has been extremely important for managers to be acquainted with; which aspects influence the performance of firms' in order to take proper steps to initiate them.

Results of the empirical studies show there exists a link between client orientation and organization performance the size of the organization. Slater & Narver (1994). The idea of the existence a relationship amid a client orientation and firm performance lays on the premise that there exists a justifiable competitive advantage. According to (Narver & Slater 1990; Kohli & Jaworski 1990; Shapiro 1988) the more a firm is customer oriented in relation to its target markets, it is better placed to be competitive and improve on performance. The logic for expectation of a strong customer orientation- performance link is founded on the idea of a justifiable competitive advantage (Lado, Boyd, & Wright 1992). Pelham & Wilson (1996) contend that a customer oriented culture is a strong basis of competitive advantage. Nevertheless, they stress the need to understand the determinants of business performance.

2.5 Summary of Literature Review and Knowledge

Customer orientation is a central idea which was first hypothesized by Kohli & Jaworski (1990) from a firm's behavior perspective. Within the literature, customer orientation is identified as critical to any firm that is looking forward to achieving sustainable growth

(Cai, 2009; Mokhtar, 2013). Sustainable growth refers to the prospect that a firm reacts quickly and resourcefully when they encounter customer-related issues. (Ahire, 1996). This is crucial, given the ever changing nature of client expectations (Mukerjee, 2013). Consequently, in order to successfully implement client orientation the organization needs to focus on customer data which normally provides information that directs employees on ways to engage and address customer-related concerns. Academic literature proposes that the tactical advantage of client oriented firms' is generating value for the benefit of the client and, in so doing generating value for the firm. (Boulding.2005).

Investigation on influence of customer orientation on firm performance has formed mixed results. The role of customer orientation in influencing firm performance and consequently profitability is unclear. Jaworski & Kohli (1991) established insignificant relationship between customer orientation and firm performance. However, a study in 1993 stated a significant connection between customer orientation and a subjective measure of firm performance. Narver & Slater (1990) had mixed results, with a positive relationship between customer orientation and return on investment and a negative relationship for product. However, as shown by Pelham (1997), the explanation for the absence of a clear relationship between customer orientations is that there exists a more multifaceted relationship than verified in previous studies, Chakravarty (1986).

Pelham & Wilson (1995, 1996) provided an all-inclusive model of determinants of business performance. The study, showed that customer orientation has a positive influence on

product quality, product success, and profitability. Pelham (1997), also produced similar results and found the comparative importance of customer orientation, compared to the customer understanding and competitive orientation dimensions of customer orientation. Active competence is revealed in customer orientation within the firm and this signifies the capability to reintroduce capabilities in reaction to altering market conditions (Salavou, 2005). In distinction, it is detected that organizations do assimilate, build and reconfigure capabilities in a steady environments in order to satisfy the customer. Literature related to marketing concept presumed that application of client orientation would result to better firm performance. Client orientation is meaningfully significant as it allows organizations to comprehend the market and come up with suitable product and service strategies that satisfy client desires and wants (Cross 2007). Client orientation provides organizations with clear understanding of the atmosphere and clients, and eventually this leads to improved client fulfillment. An effective match of the customers most valued opportunities and the firms' competences is key for marketing activities.

Not meeting the expectations of customers can devastate an organization (Ortner, 2000). Today, not only do the organizations intend to satisfy and please their customers but they attempt to do this more efficiently and effectively than their competitors to attain their goals (Azzam, 2014). This study helps place these factors into perspective to enable the managers to purposely influence them, in order to influence customer satisfaction and in the long run the performance the organization. Customer orientation is a crucial component of a firm's success. Customer orientation is to be run through a proper set of firm procedures, Kohli & Jaworski (1990) and Slater & Narver (1994; 1994).Influence of

customer orientation is considerably boosted by high risk tolerance, pro-vigor, and receptiveness to innovation, enabling leadership, and an organic structure , Slater & Narver (1994).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the research methodology that was used in the collection and analysis of data on influence of customer orientation on performance of suppliers of roofing sheets in Nairobi. Specifically, it included a description of the study design, target population, the sample, data collection and data analysis.

3.2 Research Design

This research employed cross sectional survey that aimed at establishing influence of customer orientation on performance of suppliers of roofing sheets in Nairobi. The cross sectional survey is important because it allows the conducting of the research in real life settings. Moreover, it is appropriate since it allows the collection of data to make inferences about the target population at a specific time. In this way, this was helpful in coming up with the appropriate data for use in the determination of influence of customer orientation on performance of suppliers of steel roofing sheets in Nairobi.

Specifically, the researcher carried out a descriptive study to gather enough information on customer orientation and how it is administered by suppliers of roofing sheets. A descriptive study, can be helpful in learning the how, where, what, and who of a phenomenon, Cooper & Schindler (2003). Therefore, this was appropriate in this particular study. The use of this design allowed the researcher to study the population

appropriately hence be able to do the necessary analysis such as standard deviation, means, as well as percentages.

3.3 Population of Study.

Population of a study can be well-defined as the total number of units that the sample was carefully chosen from (Cooper & Schindler, 2003). This represents the people from which the researcher intends to gather information from to make the appropriate inferences (Sekaran & Bougie, 2010). Data was collected from a sample size of 50 respondents. The roofing industry in Nairobi is composed of many companies. This study focused on roofing sheets suppliers according to the Kenya Association of Suppliers database. These companies include Mabati Rolling Mills, Maisha Aluzinc Mabati Limited, Kaluworks Limited, Steel Structures Limited, Safal Mitek Ltd and Corrugated Sheets Limited and many more. For this study, the researcher intends on using all these companies to gather information.

3.4 Data Collection

The primary data collection method was through questionnaires. This is because the researcher intends to explore the feelings, insights and perceptions of respondents with regard to customer orientation and its influence on the performance of suppliers of roofing sheets. Specifically, the researcher utilized semi-structured questionnaires containing both open ended and closed ended questions. These was administered to different people in the companies including strategic managers, marketing managers as well as the business development managers.

The questionnaire was divided into two parts. The first was on providing information about the firm. The other part was on their views on the customer orientation and its influence on the company. This included a description of the strategies they believe can be adopted by the company on customer orientation and how they can be influential in ensuring that the firm performs better in the industry.

Again, the researcher also collected secondary data from journals, magazines, newspapers and other published sources. These were important in providing the researcher with ample information that otherwise would not have been given by the primary sources. With this information, it was possible to have a clear understanding of the research problem which provided a better basis for analysis.

3.6 Data Analysis

Generally, data analysis is the process of coding tabulating as well as drawing statistical inferences on the collected data. Immediately after collecting data, data analysis comes next and can be done through different ways. In this particular study, the data analysis utilized descriptive methods. Before the actual data analysis, the data was first checked for accuracy, completeness as well as uniformity. Specifically, the study involved a quantitative data content analysis. This method was basically vital in making inferences. In this case, the quantitative data analysis was appropriate because it allowed the determination of patterns from the data collected which helped in the development of certain theories on customer satisfaction and its influence on the performance of suppliers of roofing sheets. Again, this was also important in relating trends related to the research

problem. In particular, the analysis involved the use of percentages, means, standard deviation, tables, pie charts and graphs as the means for data analysis. The stepwise regression analysis was utilized to determine the relationship between customer orientation and firms' performance.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses data analysis, presentation and interpretation in line with the objective of the study that were set. The results of all the questionnaires that were used to collect primary data and returned duly filled by the respondents are analyzed. The findings are presented and analyzed according to the three sections of the questionnaire starting with the personal details, background of the organization, extent to which customer orientation affects organization performance and the last section is on performance of the organization upon implementation of the customer orientation strategy. 50 questionnaires were sent to the respondents out of which only 43 were returned fully filled. This gave a response rate of 86% which the study considers sufficient to make conclusions for the study as it acts as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2 Background Information

This section looks at the background information of the study that includes personal information of the respondents and organizational information of the companies on study.

4.2.1 Gender of the Respondents

The study sought to determine the gender of the respondent. Table 4.1 shows the findings.

Table 4.1: Gender

Gender	Frequency	Percent
Male	31	72.1
Female	12	27.9
Total	43	100.0

Table 4.1 shows majority 72.1% were male and 27.9% were female. These findings shows that both genders were involved in this study and thus the findings of the study did not suffer from gender biasness.

4.2.2 Age of Respondents

The respondents were asked to indicate their age. Table 4.2 shows the findings.

Table 4.2: Age of Respondents

Age	Frequency	Percent
18-25 Years	5	11.6
26-35 Years	10	23.3
36-45 Years	13	30.2
45-55 Years	8	18.6
Above 55 Years	7	16.3
Total	43	100.0

As indicated in table 4.2 the majority 30.2% of the respondents were aged 36-45 years. 23.3%% were aged 26-35 years, 18.6% were aged 45-55 years, above 55 year were

represented by 16.3% while 11.6% represented 18-25 years. This implies that majority of respondents were of considerable age and could understand the need for the study and therefore give rich information for the study.

4.2.3 Highest Level of education

The respondents were asked to indicate their highest level of education. Table 4.3 shows the study findings

Table 4.3: Level of Education

Level of Education	Frequency	Percent
Certificate	4	9.3
Diploma	12	27.9
undergraduate	19	44.2
Post Graduate	8	18.6
Total	43	100.0

From the table majority of the respondents 44.2% indicated they had attained education upto undergraduate level. This was followed by those who indicated they had a diploma 27.9%. a representative of 18.8% indicated they had attained education upto post graduate level while 9.3% of the respondents indicated they had attained education upto certificate level. The findings indicate that majority of the respondents had attained their undergraduate studies and therefore were in a good position to respond effectively and give rich information to our study.

4.2.4 Position in the Organization

The respondents were asked to indicate their position in the organisation. Table 4.3 shows the study findings.

Table 4.4: Position in the Organization

Position in the organization	Frequency	Percent
Director	5	11.6
Manager	8	18.6
Marketing staff	23	53.5
Operations staff	7	16.3
Total	43	100.0

The table shows that majority of the respondents were marketing staff as represented by 53.5%, this was followed by those in management represented by 18.6%. the staff in operations were represented by 16.3% while 11.6% represented the directors of the firms.

4.2.5 Number of the personnel working for the marketing department

The respondents were asked to indicate the number of the personnel working for the marketing department. Table 4.3 shows the study findings.

Table 4.5: Number of people in marketing department

Number of people in marketing department	Frequency	Percent
1-10 People	7	16.3
11-20 People	12	27.9
21-30 People	15	34.9
Over 30 people	9	20.9
Total	43	100.0

The findings indicate the majority 34.9% of the organizations had 21-30 people. It was found that 27.9% had 11-20 people in their marketing department, 20.9% indicated that their marketing department had over 30 people while 16.3% had 1-10 people.

4.2.6 Number of year the company has been in operation

The study requested the respondents to indicate the number of years in operation. Table 4.3 shows the findings.

Table 4.6: Number of year of Company Existence

Number of year of company existence	Frequency	Percent
Less than 2 years	5	11.6
2 to 5 years	12	27.9
6 to 10 years	17	39.5
Over 10 years	9	20.9
Total	43	100.0

As table 4. Indicates, 39.5% had been in operation for 6-10 years, 27.9% had been in operation for 2-5 years, 20.9% had been in operation for over 10 years while 11.6% had been in operation for less than 2 years

4.2.7 The current strategies are effectively informed

The study requested the respondents to indicate whether the current strategies adopted by the organization are effectively informed by the customers' needs and wants.

Table 4.7: The current strategies are effectively informed

Current strategies are effectively informed	Frequency	Percent
Yes	33	76.7
No	10	23.3
Total	43	100.0

The table shows that 76.7% indicated that the current strategies adopted by the organization are effectively informed by the customers' needs and wants.

4.2.8 Influence of Strategies Adopted

The study further requested them to indicate whether the strategies adopted had a positive or negative on the performance of the organization

Table 4.8: Influence of Strategies Adopted

Influence of Strategies Adopted	Frequency	Percent
Positive	36	83.7
Negative	7	16.3
Total	43	100.0

The table shows that majority 83.7% indicated that current strategies adopted by the organization had a positive influence on the performance of the organization.

4.2.9 Fully-fledged marketing department

The respondents were asked to indicate whether the firm has a fully-fledged marketing department.

Table 4.9: Fully-fledged marketing department

Fully-fledged marketing department	Frequency	Percent
Yes	28	65.1
No	15	34.9
Total	43	100.0

The table shows that 65.1% of the respondents indicated that their company had a fully-fledged marketing department while 34.9% indicated that their company did not have a fully-fledged marketing department.

4.3 Extent of customer orientation of the Organization

The study sought to know the extent to which your organization has demonstrated focus towards ensuring customer satisfaction by implementing customer orientation as a strategy.

Table 4.10: Extent of customer orientation of the Organization

Extent of customer orientation of the Organization	Mean	Std. Deviation
We understand the target market needs and wants	4.0010	.8005
We conduct marketing research to understand the needs of the customers	3.9087	.6739
We have segmented the market in terms of the different needs of the customers served by the organization	4.1342	.8252
We design creative products /services according to customers' needs	3.8765	.6686
We offer services /products to the expectations and satisfaction of the customers	3.8348	.9675
We develop new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis	4.9876	.8651
Customers care is exercised during service delivery	4.1532	.5845
We distribute services and products widely to all the customers in all counties in Nairobi	3.4069	.5536
Distribution of the services/products is limited to one county That is the services and products can only be accessed in one county probably the head office	3.3793	.5554
Distribution of the services /products is available only in a number of locations or counties in Nairobi.	3.4862	.5937
Distribution of the services /products are available from a single location for all the customers	4.1552	.5792
Services / products are advertised through mass media (the radio, newspapers, television) on monthly basis	3.5862	.6873
Services / products are advertised through mass media (the radio, newspapers, television) on quarterly basis	3.6379	.7112
We organize trade shows and exhibitions to market products and services to the public/customers	4.1379	.5728
We conduct customer satisfaction surveys annually	4.2724	.6204
We implement all the recommendations of customer satisfaction surveys with an intention of improving the service delivery	4.0621	.7823
Marketing budget allocation is substantial compared to other departments	4.2241	.5340
We conduct market planning with a view of satisfying the needs of the customers	4.2690	.5936

The tables show that respondents agreed the organization develops new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis as shown with a mean of 4.3876. it was agreed that customers care is exercised during service delivery with a mean of 4.1532. The respondents indicated that they understand the target market needs and wants with a mean of 4.0010 and the organizations conducting of marketing research to understand the needs of the customers was agreed with a mean of 3.9087. the respondents continued to agree that they design creative products /services according to customers' needs with a mean of 3.8765 and they offer services /products to the expectations and satisfaction of the customers was agreed with a mean of 3.8348.

On distribution of services it was agreed that distribution of the services /products are available from a single location for all the customers with a mean of 4.1552. The respondents moderately agreed that istribution of the services /products is available only in a number of locations or counties in Nairobi as shown with a mean of 3.4862 and distribution of services and products is widely to all the customers in all counties in Nairobi was moderately agreed with a mean of 3.4069. Finally it was moderately agreed that Distribution of the services/products is limited to one county .That is the services and products can only be accessed in one county probably the head office as shown with a mean of 3.3793.

On advertisement the findings show that the companies organize trade shows and exhibitions to market products and services to the public/customers as shown with a mean of 4.1379. the respondents also agreed that Services / products are advertised through mass media (the radio, newspapers, television) on quarterly basis and Services / products are advertised through mass media (the radio, newspapers, television) on monthly basis as shown with mean of 3.6379 and 3.5862 respectively.

The respondents agreed that customer satisfaction surveys are conducted annually as shown with a mean of 4.2724 and that the organizations conduct market planning with a view of satisfying the needs of the customers was shown with a mean of 4.2690. The organizations have marketing budget allocation which is substantial compared to other departments as shown with a mean of 4.2241 and all the recommendations of customer satisfaction surveys are implemented with an intention of improving the service delivery was shown with a mean of 4.0621.

4.4 Performance of the organization upon implementation of the customer orientation strategy

The study sought to find out the performance of the organization upon implementation of the customer orientation strategy. The findings are shown in the table

Table 4.11: Performance of the organization upon implementation of the customer orientation strategy

Description	Mean	Std. Deviation
Majority of the customers are those that return to purchase more products.	4.0632	.3452
The company's' return on investment is above industry average.	3.9076	.3210
There has been recorded positive attitude by the employees.	4.0231	0.5643
The organizations return on equity has been reported to be above average.	3.9456	.4675
The company has reported an increase in profit after implementation of customer orientation as strategy.	4.1098	.5276
The organization has recorded an increase in sales upon implementation of customer orientation strategy	4.2534	.9687

On performance of the organization after strategy implementation, the table indicated that respondents agreed that the organization has recorded an increase in sales upon implementation of customer orientation strategy as shown with a mean of 4.2534. The respondents agreed with a mean of 4.1098 was agreed that their company has reported an increase in profit after implementation of customer orientation as strategy. It was agreed with a mean of 4.0632 that majority of their customers are those that return to purchase more products and that there has been recorded positive attitude by the employees was

shown with a mean of 4.0231. The respondents agreed that the organizations return on equity has been reported to be above average as shown with a mean of 3.9456 and that the company's' return on investment is above industry average was moderately agreed with a mean of 3.9076.

4.5 Relationship between Customer Orientation on the Performance

The study sought to establish how customer orientation influence performance using linear regression analysis. The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Y is performance, β_0 is regression constant as indicated by y-intercept, β_1 is the regression coefficients and X_1 is customer orientation' index, while ε is the error term.

Table 4.12: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.862a	.743	.733	.18762

The findings shown that variations on the performance which is explained by the independent variable on customer orientation. The R square value is 0.743. This means that the independent variable explain 74.3% of the variations in dependent variable. The rest 25.7% are explained by other factors.

Table 4.13: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.769	1	19.769	28.106	.000 ^b
	Residual	28.135	40	.703		
	Total	47.905	41			

a. Predictors: (Constant), Performance

b. Dependent Variable: Customer orientation

The results in table above show that the independent variables is statistically significant in predicting the use of performance. The study established a significant value of $p=0.000$ showing a statistical significance relationship.

Table 4.14: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.895	.426		4.445	.000
	customer orientation	.587	.111	.642	5.302	.000

a. Predictors: (Constant), Performance

b. Dependent Variable: Customer orientation

The findings in Table above show the coefficients of the regression. According to the findings, customer orientation ($P=0.000$), is significant in predicting the use of strategic planning process since the p values is less than 0.05.

The resulting regression equation was:

$$Y=1.895+0.587X_1$$

The findings indicate that when all the factors are held constant the performance will increase by 1.895 units. When all the factors are held constant one unit of customer orientation increases the performance by 0.587 units.

4.6 Discussion of Findings

The study set to find out the influence of customer orientation on the performance suppliers of roofing sheets in Nairobi. The study found that there is a positive relationship customer orientation on the performance. The study found that customer orientation explains 65% of performance in organizations. To get by in the dynamic environment, organizational strategies need to center around their clients and managing developing ecological changes in its working condition. A client hence is center to an association and should be happy with the results of the association for it to prevail in a regularly evolving condition.

Choe (2013) noticed that the outside components, for example, rivalry, vulnerability and requirements are main impetuses for vital uses of market data. Accumulation and utilization of market data empowered by data frameworks is comprehensively viewed as an aggressive weapon to adapt to unverifiable and unstable situations. This is reliable with the discoveries of the investigation in that client introduction empowers the organization to guarantee that its clients are fulfilled, expanding client esteem,

understanding client needs, nearly checking and evaluating organization dimension of duty in serving client needs.

Any company's customers are important as they enable the firm to be competitive in the market. Thus the company has to adjust itself at times in order to serve the interests of customers and this was the in companies dealing with roofing sheets where it tailor made some products/programs or services to the customer's needs. Harris (2003) said that each time a customer interacts with an organization, the organization collects information. With this knowledge of the individual customer, an organization can proceed to customize its market offerings, its services, its programmes, its messages, and even choice of media.

Today, with more competitiveness of industries, markets, and working air in profitable and benefit associations what is essential for keeping up customers present, for pulling in new customers and thus expanding development of accomplishment in associations is having an appropriate connection with customers. The usage of customer orientation by the companies was found to have resulted in increased market share, increased profits, sales through better market segmentation, increased return on investment and reduced operational costs. Over and above these, it ensured longlasting customer-retention and loyalty. The results of the study were found to be consistent with Long, Khalanezhad, Ismail, and Rasid (2013) findings on CRM. The study by the trio found that Customer relationship management sustains relationships with customers and goes on to increase the market share that an organization has. This is by integrating the elements of

technology, procedures, and people. CRM serves the purpose of maintaining existing customers and increasing their satisfaction, ultimately boosting the organization's profit. The main element in a successful implementation of a CRM programme meant to retain customers is customer satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter represents a summary and discussion of the study findings as they relate to the research problem as well as the research objectives. The chapter thus outlines the summary of the findings, the conclusions drawn, the recommendations arrived at, the evident limitations of the study, and the suggestions made for further research.

5.2 Summary of Findings

The study found that the organization develops new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis. It was found that customers care is exercised during service delivery and the staff understand the target market needs and wants. The organizations conducts of marketing research to understand the needs of the customers and design creative products /services according to customers' needs. Also, the organizations offer services /products to the expectations and satisfaction of the customers

On distribution of services it was found that distribution of the services /products are available from a single location for all the customers. It was found that moderately, distribution of the services /products is available only in a number of locations or counties in Nairobi and distribution of services and products is widely to all the customers in all counties in Nairobi. It was moderately agreed that distribution of the

services/products is limited to one county and that the services and products can only be accessed in one county probably the head office

On advertisement the findings show that the companies organize trade shows and exhibitions to market products and services to the public/customers. it was found that services / products are advertised through mass media (the radio, newspapers, television) on quarterly basis and Services / products are advertised through mass media (the radio, newspapers, television) on monthly basis.

It was found that customer satisfaction surveys are conducted annually and the organizations conduct market planning with a view of satisfying the needs of the customers. The organizations have marketing budget allocation which is substantial compared to other departments and all the recommendations of customer satisfaction surveys are implemented with an intention of improving the service delivery.

5.3 Conclusion

These days, firms across various economic sectors need a proper understanding of current and potential clients. Provision of efficient services to customers will enable organizations to retain those customers. Greater knowledge of customers enables organizations to better respond to their needs and go beyond that to predict customers' future needs. Operators in all economic sectors need to implement customer orientation in company operations.

The study also concludes that most of the reasons that the greater part of the involvement in advertising range from the acknowledgment that the objective of promoting is to claim the market, not simply to offer the items; furthermore, that having a singular arrangements focus incorporates overseeing pre-create information about the customer and winning the customer at each arrangement encounter, a less beneficial and fruitful use of endeavor appeared differently in relation to one time anchoring and keeping up reasonable relationship with them.

In can also be concluded from the study that customer orientation is everything and everything is the customer and that relationship marketing is actually a marketing in present day times which isn't just a capacity; yet it is a method for working together. Client introduction must be all-unavoidable, an aspect of everybody's responsibilities portrayal with the end goal to coordinate the client into structure of the item and a procedure for association

5.4 Limitations of the Study

The understanding of the tapestry of relationships that exist between customer response or feedback, a company's information technology, its knowledge management application, the profit interaction, and the company's overall performance may give an indication on how media firms can adjust their processes of creating customer relationship to sustain their business performance. Media company managers can identify dimensions that are critical for the success of CRM. Because media companies may find

it difficult to manage the various customer relationship creation modes, they may require to institute robust strategies that require tradeoffs.

Another limitation is time. The researcher is in full time employment and therefore did not have adequate time for data collection. Equally, most respondents being marketers were busy in their business and most struggled to get time to fill in the questionnaire. It also took long collecting questionnaire because some of the respondents kept them and never bothered to answer.

5.5 Recommendations

The study recommends that the roofing sheet industry should focus basically around the requirements and inclinations of their clients, and serve clients effectively with the end goal to have a prevalent execution. A client introduction, which is portrayed by ace sensitivity, imaginativeness, and hazard taking, positively affects the performance of companies. Roofing sheet companies can proactively act to market uncertainty and take risks.

The organizations need to adopt innovative strategies, relevant programmes, useful tools, and technologies that are customer-centric to drive customer orientation management that is efficient and effective.

5.6 Suggestions for Further Research

This study was concentrated on customer orientation in roofing sheet companies, other studies can concentrate on other sectors such as hospitality, health and SMEs and a comparison of on the findings undertaken.

Another study can be undertaken. The same study can also be done in other counties since this study concentrated on Nairobi County. Future research can evaluate the effect of customer orientation in marketing performance and financial performance.

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Appendices

Appendix I: Data collection Letter


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Registration No..... D61182082/2015

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.


07 OCT 2018
PROF. JAMES M. NJIHIA
DEAN, SCHOOL OF BUSINESS

Appendix II: Questionnaire for Suppliers of Steel Roofing Sheets in Nairobi.

The questionnaire is designed to collect data on the influence of customer orientation on the performance of suppliers of steel roofing sheets in Nairobi. The data will be used for academic purposes only and will be treated with strict confidence. I will therefore be grateful if you take a few minutes of your busy time to respond to the questions/statements presented in the questionnaire to allow for the determination as to whether customer orientation has influence on the performance of the organization as a whole.

Section 1(a): Personal Details

(a) Gender

(a) Male (b) Female

(b) Age

(a) 18-25 Years (b) 26-35 Years (c) 36-45 Years
(d) 45-55 Years (e) above 55 Years

(c) Highest Level of education

(a) Secondary (b) Certificate (c) Diploma
(d) Degree (e) Postgraduate

(d) Please indicate your position in the organization

(e) Number of the personnel working for the marketing department

Section 1(b): Background information of your organization.

(a)The number of years that the institution has been in operation in Nairobi

(b)Do you think the current strategies adopted by the organization are effectively informed by the customers’ needs and wants.**NO or YES?**

(c)Do you believe the answer above has a positive or negative influence on the performance of the organization?

(d)Does the firm have a fully-fledged marketing department?

Section 2(a): Extent to Which Customer Orientation has been the main focus of the Organization

(a) Please indicate with a tick (√) the extent to which your organization has demonstrated focus towards ensuring customer satisfaction by implementing customer orientation as a strategy.

(Please assign a rating on a scale of from 1-5 where: strongly disagree-1, disagree-2, don’t know-2, Agree-4, strongly disagree-5).

	1	2	3	4	5
We understand the target market needs and wants					
We conduct marketing research to understand the needs of the customers					
We have segmented the market in terms of the different needs of the customers served by the organization					

We design creative products /services according to customers' needs					
We offer services /products to the expectations and satisfaction of the customers					
We develop new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis					
Customers care is exercised during service delivery					
We distribute services and products widely to all the customers in all counties in Nairobi					
Distribution of the services/products is limited to one county .That is the services and products can only be accessed in one county probably the head office					
Distribution of the services /products is available only in a number of locations or counties in Nairobi.					
Distribution of the services /products are available from a single location for all the customers					
Services / products are advertised through mass media (the radio, newspapers, television) on monthly basis					
Services / products are advertised through mass media (the radio, newspapers, television) on quarterly basis					
Services / products are advertised through mass media (the radio, newspapers, television) semi- annually					
Services / products are advertised through mass media (the radio, newspapers, television) on annual basis					

We organize trade shows and exhibitions to market products and services to the public/customers					
We conduct customer satisfaction surveys annually					
We implement all the recommendations of customer satisfaction surveys with an intention of improving the service delivery					
Marketing budget allocation is substantial compared to other departments					
We conduct market planning with a view of satisfying the needs of the customers					

B) Performance of the organization upon implementation of the customer orientation strategy.

	1	2	3	4	5
Majority of the customers are those that return to purchase more products.					
The company's' return on investment is above industry average.					
There has been recorded positive attitude by the employees.					
The organizations return on equity has been reported to be above average.					
The company has reported an increase in profit after implementation of customer orientation as strategy.					
The organization has recorded an increase in sales upon implementation of customer orientation strategy					

Thank you very much for the response

Appendix III: List of Steel Roofing Sheets Manufacturing Companies

STEEL ROOFING SHEETS SUPPLIERS	SPECIFIC LOCATION	INDUSTRY	COUNTY
Devki Steel Mills Ltd	Ruiru	Cold Rolling, Galvanizing and Colour Coating	Nairobi City,Nairobi
Prime Steel Limited	Industrial Area	Cold Rolling, Galvanizing and Colour Coating	Nairobi City,Nairobi
Sheffield Steel Systems Ltd	Industrial Area	Cold Rolling, Galvanizing and Colour Coating	Nairobi City,Nairobi
Top Steel Nairobi Limited	Industrial Area	Cold Rolling, Galvanizing and Colour Coating	Nairobi City,Nairobi
Vivek Investments Ltd	Industrial Area	Cold Rolling, Galvanizing and Colour Coating	Nairobi City,Nairobi
City Engineering Works Ltd	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Crystal Industries Ltd	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Mabati Rolling Mills Limited	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Hebatullah Brothers Ltd(Formerly General Aluminium Fabricators))	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Superfit Steelcon Ltd	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Towertech Africa Limited	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Varomotech Limited	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Zenith Steel Fabricators Ltd	Industrial Area	General Fabricators & Allied industries	Nairobi City,Nairobi
Maisha Aluzinc	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Royal Mabati Factory	Kitengela	Steel Roof Suppliers	Nairobi City,Nairobi
Tactile	Mombasa Road	Steel Roof Suppliers	Nairobi City,Nairobi
Rexe Roofing	Ngong	Steel Roof Suppliers	Nairobi City,Nairobi
Space and Style	Mombasa Road	Steel Roof Suppliers	Nairobi City,Nairobi
Rafiki Roofing	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Njenga Mabati	Ruiru	Steel Roof Suppliers	Nairobi

			City,Nairobi
Ecoline Building Supplies Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Ando Roofing Products	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Anchor Building Technologies Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
D S Roofing Systems	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Cecypo International Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Corrugated Sheets Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Vee Vee Patel Quarry Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Galaxy Heritage	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Imarisha Mabati Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Sai Raj Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Pekar Roofing Company Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Roofs Kenya Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Super Manufacturers Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Ciddah Roofing & Building Materials	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Chandaria Brothers LTD	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Tilcor Roofing Systems Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Classic Roofing Solutions & supplies Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Anchor Building Technologies Ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Metrotile Roofing Systems Kenya Ltd.	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Ngao roofing systems ltd	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Super Mabati	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Luther Kenya	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Deco Roofing	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Jenga Mabati	Ruiru	Steel Roof Suppliers	Nairobi City,Nairobi
Imarisha Mabati Limited	Industrial Area	Steel Roof Suppliers	Nairobi

			City,Nairobi
Steel structures Limited	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Apex steel	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Zenith	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Superfit	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Steel Tech	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi
Ropa Engineering	Industrial Area	Steel Roof Suppliers	Nairobi City,Nairobi