

**COMPETITIVE STRATEGIES ADOPTED BY ARCHITECTURAL
FIRMS IN KENYA**

BY

JENNIFER NDUKU MUSYIMI

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Administration, School of Business, University of Nairobi

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DECLARATION

This project is my original work and has never been presented for academic purposes in any other university.

Signed _____

Date _____

Jennifer Nduku Musyimi

D61/P/7292/05

This project has been submitted with my approval as the university supervisor

Signed _____

Date _____

Dr Martin Ogutu

Lecturer, Department of Business Administration

School Of Business

University of Nairobi

DEDICATION

I dedicate this work to my family for the sacrifice they made for me to complete this project. Their love, care, concern, support, encouragement and enthusiasm inspired me to achieve this goal.

ACKNOWLEDGEMENT

I would like to express my gratitude to my boyfriend George for his relentless emotional support and the coaching which he accorded me during this research.

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Finally, I also want to acknowledge the entire fraternity of the Architectural association for their time and co-operation during the project research.

ABSTRACT

Competitive strategies allows organizations to find their unique niche that would assure them success and profitability in their operations. This concept is universal and does not exclude professional practitioners. The aim of this study was thus was to identify and determine the competitive strategies adopted by professional practitioners in the construction industry. It also sought to establish the state of competition faced by the architectural firms in Kenya.

The study employed a descriptive survey design and the target population was formed by all architectural firms practicing in Kenya. The sample frame was randomly selected and data was collected using a structured questionnaire. The data was analyzed using descriptive statistics and inferences were drawn consistently with the results.

The findings were that competition for these firms was in an upward trend and the source depended on the structure for these firms. The study also established that the firms' competitiveness was mainly based on client loyalty. Further the study established that achieving competitiveness through price manipulation was considered professional misconduct. The study also ascertained that the competitive strategies that were adopted by the architectural firms were the differentiation, focus and diversification. This mostly was given rise by the stringent role of professional ethics and codes.

This study recommends that for architectural firms to maintain sustainable profitability in their operations they needed to embrace competitive strategies in full. Further, since the prime source of competitiveness was the ability to maintain client loyalty, these firms needed to master client relationship management. These strategies would then be the basis of assured referrals and repeat business.

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LIST OF ABBREVIATIONS

AAK.....Architectural Association of Kenya

BORAQS.....Board of Registration of Architects and Quantity Surveyors

CPD.....Continuos Professional Development

IQSK.....Institute of Quantity Surveyors of Kenya

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Competition is one of organization's most powerful forces of success. It is all-encompassing, and in business it mainly involves contesting markets. This is truer today than ever before, as competition has intensified dramatically over the last several decades in almost all domains. It has spread to all sectors of society, including fields like the arts, education, health care, and philanthropy, where there are growing needs but scarce resources so that nations must compete to maintain their existing prosperity, much less enhance it.

Every organization needs a strategy in order to deliver superior value to its customers. Competitive strategy on the other hand refers to how a company competes in a particular business. It is also concerned with how a company can gain a competitive advantage through a distinctive way of competing. Today organizations in all spheres must compete to deliver value. Value is the ability to meet or exceed the needs of customers, and do so efficiently.

Professionals in the construction industry in Kenya are prohibited by professional ethics and codes to partake in any deliberate promotions of their services. This includes and is not limited to advertisements of whatever form. The general reasons given here is that such acts of promotion are bound to compromise their professionalism. Competitions based on prices are thus deemed as professional misconduct and thus the stipulated fees should be adhered to at any time.

With the marketplace changing over the last decade, construction firms have had to deal with many new competitors. The number of players in the market has not only been increasing by the day, but so has the client enlightenment. Similarly, there is advancement in technological sophistication which poses a challenge to the traditional norm of practice. To compete for and win the most profitable work, professional service providers thus must rethink and reflect on the business strategies that they employ so as to win and address the issues that really matter to the client.

1.1.1 Competitive Strategy

According to Porter (1980), a company's strategy consists of the competitive moves and business approaches that are employed to grow the business and achieve the targeted levels of organizational performance. It is the creation of a unique and valuable position, involving a different set of activities. It also involves creating "fit" among a company's activities. This he adds is a winning strategy when it fits the enterprise's external and internal situation.

A competitive strategy on the other hand concerns the specifics of management's game plan for competing successfully and securing a competitive advantage over rivals. It's normally defined as the ability to earn returns on investments persistently and above average for the industry (Porter, 1980). The objective of competitive strategy thus is to knock the socks off the rival companies by doing a better job of satisfying buyer needs and preferences. Managers who fail to study competitors closely risk being caught napping when rivals make fresh and perhaps bold strategic moves.

Further, a company's ability to succeed in the market place hinges to a considerable extent on the competitive power of its resources, the set of competencies, capabilities and competitive assets at its command (Thompson, 2008). This brings forth the resource based perspective. He adds that, a firm's internal environment which includes the resources and capabilities is critical to the determination of strategic action as is the external environment. Moreover, as Porter (1985) describes, a company achieves a position to outperform rivals only if it can establish a difference that it can preserve.

1.1.2 Architectural Practice in Kenya

According to BORAQS, an architect is a person trained in the planning, design and oversight of the construction of buildings, and is licensed to practice architecture. To practice architecture means to offer or render services in connection with the design and construction of a building, or group of buildings and the space within the site surrounding the buildings, which have as their principal purpose human occupancy or use. They work in collaboration with other professionals in the

construction industry and more often than not are the lead consultants, that is, they are the main contact with the client.

There are many players in the construction industry ranging from the users, financiers, developers and the consultants. Users depend on financiers to develop their projects and they need the professional advice of the consultants to implement these elaborate undertakings. Developers on the other hand will perform under the supervision of these consultants. These consultants are comprised of engineers, architects and quantity surveyors and are what we are referring to as professionals in the construction industry. The role of these professionals is to oversee the implementation of the project from inception managing the concept development and all financials (Appelbaum, 1990).

In Kenya, the construction industry is regulated by professional bodies such as the Board of Registration of Architects and Quantity Surveyors (BORAQs), the Architectural Association of Kenya (AAK) and to a large extent the legislation too. These regulators manage and oversee professional practice, professional ethics, and professional bounds and also spell out what professional misconduct constitutes. One is likely to be deregistered by these regulating bodies for professional misconduct or face serious penalties.

Professional practice and successive business for these consultants depends on either repeat business or referral by a delighted customer. There are no promotions of any kind allowed and as the Cap 525 of the Laws of Kenya provides, it is deemed to be unprofessional misconduct if a professional advertises or publicly offers his services by means of circulars or otherwise or make paid announcements in the media in an ostentatious way or with lack of decorum. Fees too are regulated and according to the same regulation, no professional should gain an undue advantage by way of charging less than the stipulated fees.

1.2 Statement of Research Problem

According to Porter (1980), competitive strategies provide a unique niche to the organization that assures the success and hence profitability in its operations. This concept is universal and does not exclude professional practitioners. It is through

these strategies that a firm is able to focus scarce resources towards beneficial activities of the firm. Also, the same platform enables the mastering of the competitor in an effort to surpassing them.

The architectural firms have certain uniqueness and peculiarities that distinguish them from most organizations. Firstly, they are highly regulated by the legislation as far as marketing of their services is concerned. Moreover, the services offered are remunerated based on standard rates with very little room for negotiation. This therefore makes the customer a price taker with no idea whether or not they are getting value for their money.

There are several studies that have been carried out on the subject of competitive strategies. For example Mungai (2008) carried a study on choice of strategy in a competitive environment and found out this was highly depended on the environmental factors. Also, Oturi (2007) studied on the concept of competitive business strategy as applied by exhibition stalls in Nairobi's Central Business District. He found out that indeed this sector applied the competitive strategy and those who embraced the concept had measurable results. Finally, Mathu (2008) undertook a study on the challenges that face the construction industry and listed that lack of direction (strategy) was one of the main draw backs in the success of these businesses.

As can be observed from these studies, none of them has carried a research on the applicability of competitive strategies among the professionals in the construction industry. Needless to say, competitive strategies are important in the focus of any business. This raises the question to be answered in this research which would be whether competitive strategy is applicable among the professionals in construction industry.

1.3 Research Objectives

The objective of this study is to identify and determine the applicability of competitive strategies on professional practitioners in the construction industry in Kenya. Specifically, this research will be guided by the following specific research objectives.

- i) To establish the state of competition for architectural firms in Kenya
- ii) To determine the competitive strategies adopted by architectural firms in Kenya

1.4 Importance of the Study

This study is bound to benefit variously different kinds of people including and not limited to professional practitioners, investors, and academicians. For the professional practitioners, the study will give them a glimpse on how to build sustainable strategic positions in the market, enlightening them on how to improve their businesses. It will also provide act as an eye opener to these professionals by highlighting the peculiarities of their practices compared to other businesses.

The academicians on the other hand will use and reference this study in further knowledge development. They will for example choose to test the findings in a different kind of professionalism such as medicine, law and finance. Similarly, they will also have the option of using the findings to draw projections and map results for a different environment or to give trends in a different period of time.

Finally, the investors will use this study as a resource tool when making investment decision making and I gauging expected profitability. This study will also provide an understanding of the state of the industry in general. Consequently, in so doing, the investor will develop strategies on how the best ways to excel in such an industry.

CHAPTER TWO: LITERATURE REVIEW

2.1 Competition

According to Porter (1980), competition is a contest between individuals, groups, nations and so on for territory, a niche, or a location of resources. It arises whenever two or more parties strive for a goal which cannot be shared. This type of competition, he emphasizes is good for organizational performance. He also argues that competition eliminates slack and hence promotes static efficiency. On the contrary, Nickell (1996) says that competition is bad for organizational performance, pointing out that monopoly rents induce entrepreneurs to invest in R&D and thus promote dynamic efficiency. The mechanisms he alluded to are quite different and the overall effect of competition becomes an empirical issue.

Amit (1993) on the other hand defines perfect competition as a market condition wherein no buyer or seller has the power to alter the market price of a good or service. Other characteristics include a large number of buyers and sellers, a homogeneous good or service, an equal awareness of prices and volume, an absence of discrimination in buying and selling, total mobility of productive resources, and complete freedom of entry. Perfect competition however exists only as a theoretical ideal (Hoopes, 2003).

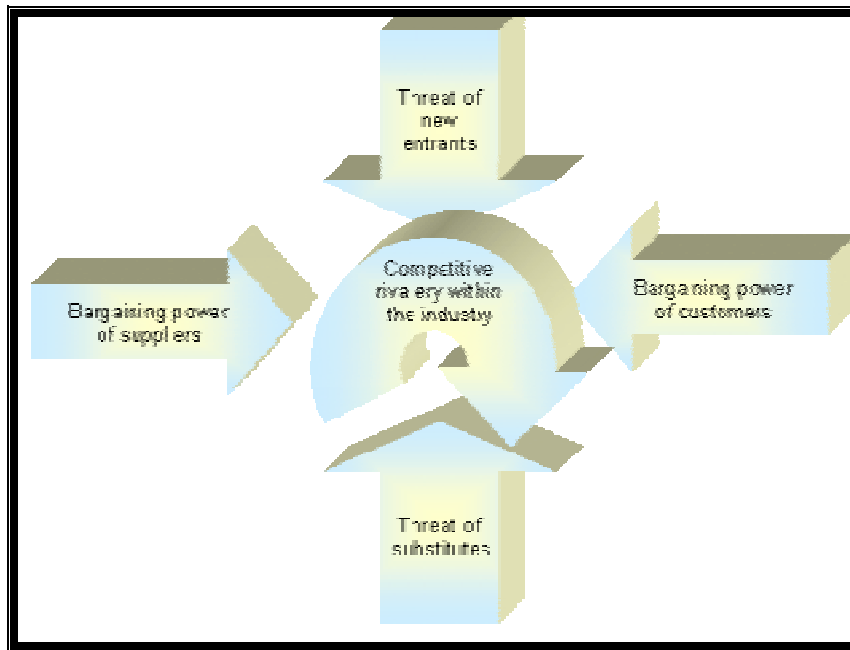
Evidently, competition is thus one of the most important concepts in management, yet when examined closely, it turns out to be one of the most elusive concepts to nail down in practice. As Rumelt (1991) puts it, a market in some particular good or service is said to be competitive if a substantial number of buyers and sellers trade in the good or service independently. Thus no single buyer or seller is so weighty in the marketplace as to significantly influence the going price of the good or service by his individual decisions. Rumelt (1991) insists that competitiveness in markets is a matter of degree. The observer's assessment of the degree of competitiveness, in concrete instances, he argues will be heavily influenced by the observer's initial assumptions about the geographic extent of the market area.

Categorization of competition can be done in to various levels. Hoopes (2003) proposed four levels of competition based on the degree of product substitution: brand competition, industry competition, form competition, and generic competition. He argues that if an industry is more competitive, the stakes of sweeping it by winning an innovation contest are greater, as the scope is wider. Further, as elaborated by Porter (1979), industry competition is highly influenced by five factors (forces) which also determine the degree and extent of competition in the industry.

2.1.1 Porters Five Force of Industry Competition

Porter (1979) describes the five forces as a framework for the industry analysis and business strategy development. This framework, he expounds, determines the competitive intensity and therefore attractiveness of a market (*see fig 2.1 below*). Attractiveness in Porter's five forces' context refers to the overall industry profitability whereby an unattractive industry is one where the combination of forces acts to drive down overall profitability. A very unattractive industry on the other hand would be one approaching "pure competition".

Fig 2.1: Porter's Five Forces Model



Source: Porter, Michael E., *How Competitive Forces Shape Strategy*. March – April 1979, pages 86-93, The Free Press. New York.

In no particular order, the five forces in question are; bargaining power of buyers, threat of substitutes, bargaining power of suppliers, rivalry among existing competitors and threat of new competitors. To a large degree, Porter (1980) maintains that these five market forces collectively determine the ability of a firm sector, whether large or small, to be successful. Obviously, all industries are not alike; therefore, each force has varying impact from one situation to the next.

In Porter's model, substitute products refer to products in other industries. In other words, a threat of substitutes exists when a product's demand is affected by the price change of a substitute product. This according to Porter (1980) increases the propensity of customers to switch to alternatives. He also adds that a close substitute product constrains the ability of firms in an industry to raise prices.

On the threat of new entrants, Porter (1980) argues that profitable markets that yield high returns will draw firms. This results in many new entrants, which eventually will decrease profitability. Thus, unless the entry of new firms can be blocked by incumbents, the profit rate will fall towards a competitive level (perfect competition).

While emphasizing on the ease of entry into the industry, Porter (1980) points out that the existence of barriers to entry such as patents, rights and so on renders some attract ability effect. The most attractive segment, he says, is one which entry barriers are high and exit barriers are low. This is because, few new firms can enter and non-performing firms can exit easily.

As far as the threat of established players is concerned, Porter (1980) notes that the intensity of competitive rivalry is the major determinant of competitiveness. Further, he points that competitive rivalry is likely to be based on dimensions such as price, quality, and innovation. Similarly, technological advances too play a niche in protect companies from competition and applies to both products and services.

Porter (1980) connotes that rival is likely to intensify when a rival acts in a way that elicits a counter-response by other firms. This intensity of rivalry commonly he says is referred to as being cutthroat, intense, moderate, or weak, based on the firms' aggressiveness in attempting to gain an advantage. Conclusively, he alludes that

companies that are successful with introducing new technology are able to charge higher prices and achieve higher profits, until competitors imitate them.

Porter (1980) elaborates that the bargaining power of customers forms the market of outputs and is the ability of customers to put the firm under pressure. He cautions however that when buyer power is strong, the relationship to the producing industry is near to what an economist terms a monopsony - a market in which there are many suppliers and one buyer. Under such market conditions, the buyer sets the price. On the bargaining power of suppliers which Porter (1980) also described as the market of inputs, he denotes that suppliers may also be a source of power over the firm. This is so when for instance suppliers of raw materials, components, labor, and services to the firm may refuse to work with the firm or even charge excessively high prices for unique resources

2.2 Competitive Strategies

Competitive strategy refers to how a company competes in a particular business and is concerned with how a company can gain a competitive advantage through a distinctive way of competing (Porter, 1980). Further as Sanchez (2004) puts it, competitive strategies are business strategies that endeavor to position a business entity against competition and gives the company the strongest possible strategic advantage. This position arguably should be better than competition giving the company a niche above others. The strategies, as Porter (1980) pointed out can be either at the corporate, business or function level. It is recommended that every organization should have a competitive strategy. Although on this note (Porter, 1980) says that many organizations' strategies are either implicit, having evolved over time, rather than explicitly formulated from thinking and planning process. Thus, implicit strategies may lack focus, produce inconsistent decisions, and unknowingly become obsolete. Without a well-defined strategy, organizations will be driven by current operational issues rather than by a planned future vision (Porter, 1980).

The key to strategy formulation in any industry lies in understanding and overcoming the system barriers that obstruct the attainment of organizational goals (Johnson and Scholes, 2002). An effective strategy recognizes these barriers and develops decisions and choices that circumvent them. Porter, (1980) further states that for any

industry to achieve success, the players have to identify growth segments within the overall market. And enhance quality as well as stress operating efficiencies. Conclusively, excellent competitive strategies in any given enterprise according to Porter (1980) should be in a position to possess these qualities: Firstly, they should be business oriented and able to address the core business of the organization in the present and future. Secondly, the intensity of competition in an industry determines its profit potential and competitive attractiveness. The strategy therefore should spell out how the organization responds to the competitive forces in these industries or markets (from suppliers, rivals, new entrants, substitute products, customers). The size of market the organization intends to achieve should also be addressed. Furthermore, the fundamental approach to attaining competitive advantage in terms of low price, differentiation, and niche should be included.

There are various models and tools which provide a business with available direction when trying to make a strategic choice. In this regards, Porter's generic strategies and the Ansoff growth matrix comes in handy here and demonstrates various strategies at the disposal of a business depending on their strengths as well as those of the environment. According to Porter (1980), a firm's strength ultimately falls into cost advantage and differentiation. On the other hand, Ansoff's matrix is one of the most well know frameworks for deciding upon strategies for growth.

2.3 Porter's Generic Strategies

A firm's relative position within its industry determines whether a firm's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage (Porter, 1979). There are two basic types of competitive advantage a firm can possess: low cost or differentiation. The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation, and focus.

The focus strategy has two variants, cost focus and differentiation focus. Generic strategies were used initially in the early 1980s, and seem to be even more popular today. They outline the three main strategic options open to organization that wish to

achieve a sustainable competitive advantage. Each of the three options is considered within the context of two aspects of the competitive environment and is as discussed below. (See table 2.1 for diagram representation).

Figure 2. 2: Porter’s Generic Strategies

		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Broad Target	1. Cost Leadership	2. Differentiation
	Narrow Target	3a. Cost Focus	3b. Differentiation Focus

Source: Porter, Michael E., *Competitive Advantage*. 1980, Ch. 1, pp 15. The Free Press. New York.

2.3.1 Cost Leadership

In cost leadership, a firm sets out to become the low cost producer in its industry. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials and other factors (Porter, 1980). The low cost leader in any market gains competitive advantage from being able to produce at the lowest cost.

There is thus an emphasis on cost reduction in every activity in the value chain (Porter, 1980). While embarking on this strategy, Porter (1980) cautions that that while a company may be a cost leader, it may not necessarily imply that the products would have a low price. It may also be worth noting that the risk in cost leadership is that a company may focus on reducing costs at the expense of other vital factors. Also, this company may lose vision and forget why they chose the strategy in the first place.

2.3.2 Differentiation

In a differentiation strategy a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers (Porter, 1980). It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet those needs. Key in this strategy as porter (1980) argues is that for a company employing this strategy, there would be extra costs which they may have to incur. Such extra costs include advertising, branding and any such promotional costs and are definitely passed to the customer.

Differentiated goods and services according to Porter (1980) satisfy the needs of customers through a sustainable competitive advantage. Some examples of differentiation aspects would be product performance, customer service and product attributes which would have to be better than the competition. This allows companies to desensitize prices and focus on value that generates a comparatively higher price and a better margin.

2.3.3 Focus Strategy

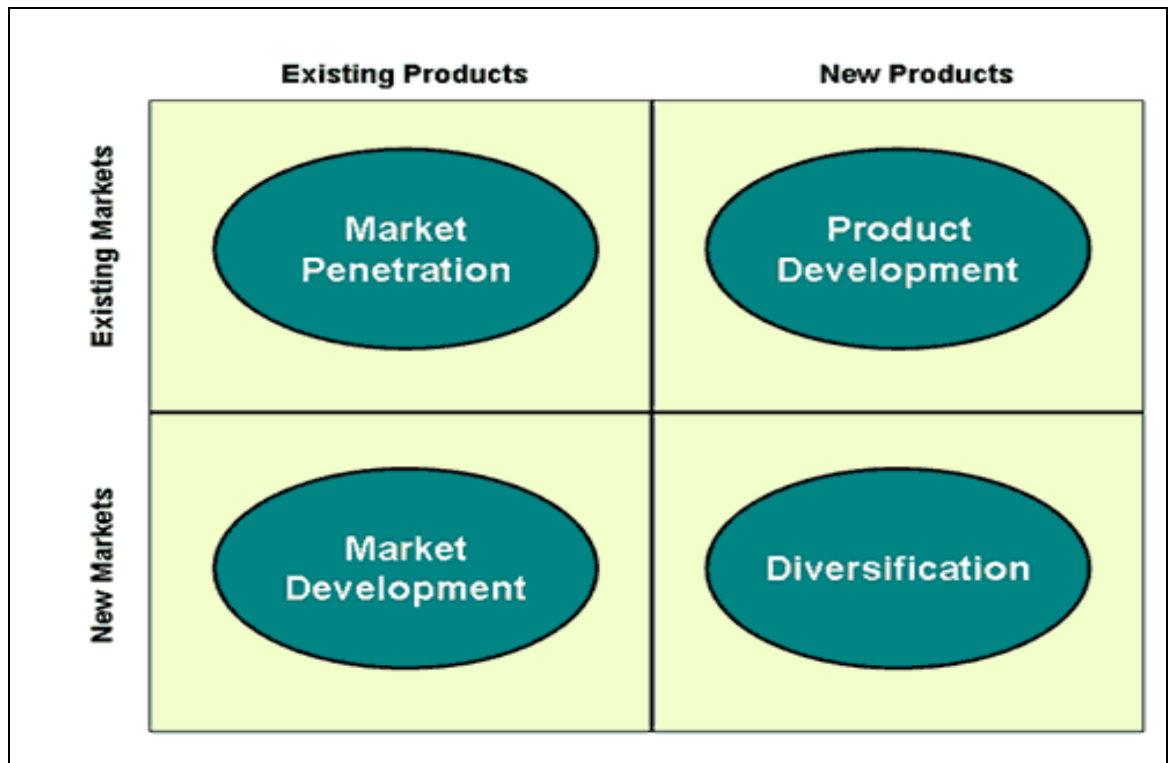
The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. It also has two variants; that of cost focus and differentiation focus. In this regards, the focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others (Porter, 1980). The target segments, as Porter (1980) elaborates must either have buyers with unusual needs or else the production and delivery system that best serves the target segment must differ from that of other industry segments.

The downside of the focus strategy, however, is that the niche characteristically is small and may not be significant or large enough to justify a company's attention (Porter 1980). Moreover, the focus on costs can be difficult in industries where economies of scale play an important role. Further, as Porter (1980) puts it, there is the evident danger that the niche may disappear over time, as the business environment and customer preferences change over time.

2.4 Ansoff's Growth matrix

The Ansoff Growth matrix is a tool that helps businesses decide their product and market growth strategy. In this tool, Ansoff (1957) suggests that a business' attempts to grow depend on whether it markets new or existing products in new or existing markets (*a graphical representation is seen in fig 2.2*). The output from the tool is a series of suggested growth strategies that set the direction for the business strategy.

Figure 2. 3: Ansoff's Growth Matrix



Source: Ansoff, I., Strategies for Diversification, *Harvard Business Review*, Vol. 35

Issue 5, Sep-Oct 1957, pp.113-124

2.4.1 Market Penetration Strategy

Ansoff (1957) describes market penetration is the name given to a growth strategy where the business focuses on selling existing products into existing markets. This is because the business is focusing on markets and products it knows well. He however adds that the business will more often than not likely to have good information on competitors and on customer needs. It is unlikely, therefore, that this strategy will

require much investment in new market research. This strategy according to Ansoff (1957) seeks to achieve several objectives: Firstly, to maintain or increase the market share of current products. This can be achieved by a combination of competitive pricing strategies, advertising, sales promotion and perhaps more resources dedicated to personal selling. Secondly, it secures dominance of growth markets. This happens through restructure of a mature market by driving out competitors. Finally, market penetration increases usage and consumption by existing customers.

2.4.2 Market Development Strategy

According to Ansoff (1957), market development occurs when the business seeks to sell its existing products into new markets. This he says means that the product remains the same, but it is marketed to a new audience. To emphasize on this, an established product in the marketplace can be tweaked or targeted to a different customer segment, as a strategy to earn more revenue for the firm. There are many possible ways of approaching this strategy, including seeking new geographical markets; for example exporting the product to a new country. Moreover, adopting new product dimensions or packaging coupled with new distribution channels will go hand in hand with this agenda. Also, the business can opt to choose different pricing policies to attract different customers or create new market segments (Ansoff, 1957).

2.4.3 Product Development Strategy

Ansoff, (1957) describes this strategy as a new product to be marketed to our existing customers. Resultantly, the existing products are replaced by developed and innovative new product offerings. Thus, the markets need not be new by its self but its novel to the firms' product, it's a new venture. More often than not, the sector in the market may be currently uncatered for.

This strategy may require the development of new competencies and requires the business to develop modified products which can appeal to existing markets (Ansoff, 1957). Also, as Ansoff (1980) puts it, this strategy may be appropriate if the firm's strengths are related to its specific customers rather to the specific products itself. Needless to say, the company adopts this strategy if they have untapped resources and competencies.

2.4.4 Diversification

This is where according to Ansoff (1957) we market completely new products to new customers. Often, this is aimed at reducing risks by venturing into new dimensions. Ansoff (1957) however cautions for a business to adopt a diversification strategy it must have a clear idea about what it expects to gain from the strategy and an honest assessment of the risks. Categorically, Ansoff (1957) puts this strategy in to related and unrelated diversification. He further he describes related diversification to mean that we remain in a market or industry with which we are familiar. Unrelated diversification on the other hand is where we have neither previous industry nor market experience.

2.5 Resource Based Competitive Strategies

According to Makadok (2001) for competitive strategies to result to advantages for an organization over their competitors, organizations need to employ resources at their disposal. He also adds that there exists a strong link between an organization's success and the resources at the organization's disposal. Resource-based view of competition strategies an economic tool used to determine the strategic resources available to a firm. The fundamental principle of the resource-based view is that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal (Barney, 2001). He says: "...firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc; controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness".

A subsequent distinction made by Amit (1993) is that the encompassing construct previously called resources can be split up into resources and capabilities. Resources are the inputs or the factors available to a company which helps to perform its operations or carry out its activities (Amit 1993). In this respect resources are tradable and non-specific to the firm, while capabilities are firm-specific and used to utilize the resources within the firm, such as implicit processes to transfer knowledge within the firm (Makadok, 2001).

Organizations can attain competitive advantage if the current strategy is value-creating, and not currently being implemented by present or possible future competitors (Nickel, 1996). Although a competitive advantage has the ability to become sustained, this is not necessarily the case. A competing firm can enter the market with a resource that has the ability to invalidate the prior firm's competitive advantage, which results in reduced (read: normal) rents (Barney, 2001). Sustainability in the context of a sustainable competitive advantage is independent with regards to the time-frame. Rather, a competitive advantage is sustainable when the efforts by competitors to render the competitive advantage redundant have ceased (Makadok, 2001).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The study employed a descriptive survey design. This is in tandem with Lewis, et al. (2003) who observed that this method would be the best suited for gathering descriptive and detailed information. This was important because the purpose of this research was to develop a definitive and descriptive resource and arguments for adoption of competitive strategies in the success of professional practice in this country.

3.2 Population

The target population of the study comprised of all the architectural firms located in Kenya. For the purposes of the study, the membership status was used to determine the kind of organizations to be studied. Firms were considered members only when they have paid and attended the CPD programmes according to BORAQS records

A directory of architectural firms compiled by BORAQS has a list of 260 firms classified as shown in table 3.1 below. The study restricted itself to categories A.

Table 3.1: Membership status of Architectural firms

Name of firm	Registered firm	CPD attendance	Subscriptions paid up
A	Yes	Yes	yes
B	yes	No	no
C	yes	no	no

Source; Board of Regulatory of Architects and Quantity Surveyors, BORAQS, 2010

3.3 Sample Design The study was based on a sample study because with sample statistics it would make it possible for inferences to be drawn about the corresponding population (Runyon, 1991). In selecting the sample, the researcher adopted simple random sampling which was thought to be more representative. Besides, according to Runyon (1991) these kinds of samples were recommended because they reduced the time of a study, cut on research costs as well as increased the level of accuracy.

The study took a sample size of fifty firms. This was based on experience from similar studies. Also to emphasize on this size, Lewis, et al. (2003) connoted that for big populations such as this one, a sample size of thirty or there about was considered appropriate for purposes of statistical analysis. Moreover, this size was important since it was adequate to take care of non responsiveness and was considered a rule of thumb.

3.4 Data Collection

The study employed primary data which was freshly collected to increase chances of reliability. On this note, the researcher held sessions directly with the architects and conducted oral interviews guided by a questionnaire (Appendix 1). On few occasions though mail questionnaire and telephone interviews were employed to bridge the gap in cases where there was absenteeism.

The questionnaire consisted of three sections. The first section was seeking general information on the firms and the respondents, while second section focused on state of competition experienced by the firms. The final section sought to distinguish the various competitive strategies adopted by these firms.

3.5 Data Analysis

Data analysis was conducted by employing descriptive statistics. This was done systematically by first cleaning the data for consistency then coding the variables and thereby tabulating the results. The data was presented in tables, frequency polygons, graphs and charts. Further, measures of central tendency which included the mean, median and the mode were employed to score the results. Logical inferences were therefore drawn accompanied by interpretations and relevant discussions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Response Rate

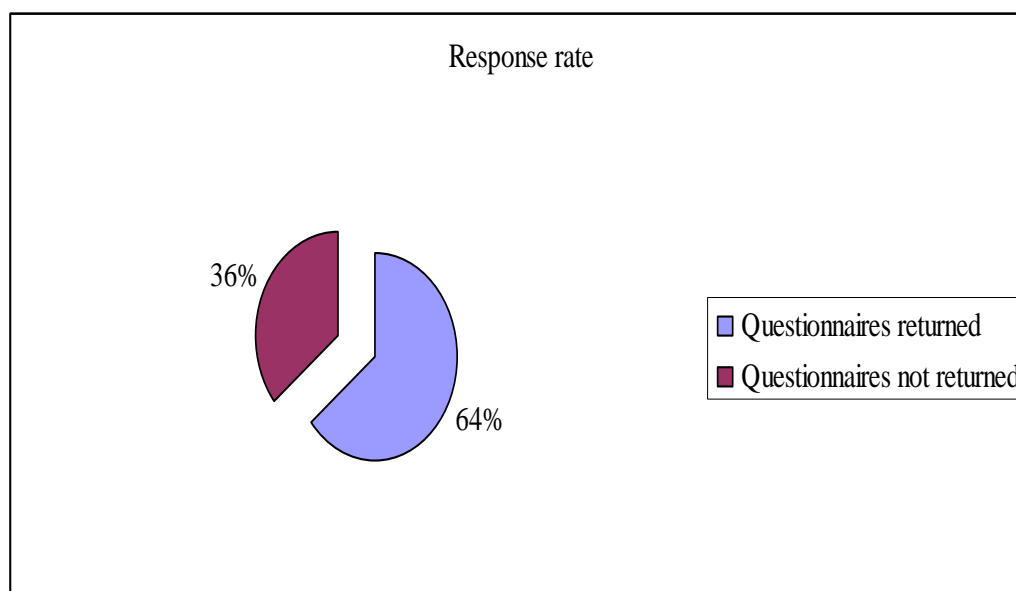
A total of 50 questionnaires were issued out to about 25% of the target population out of which only 32 were returned. This represented a 65% response rate (see table 4.1) which is scientifically representative. The completed questionnaires were edited for completeness and consistency. Thereafter, they were entered in the computer, coded and tabulated in readiness for analysis and interpretation.

Table 4.1: Response rate

Description	Number	Percentage
Questionnaires returned	32	64%
Questionnaires not returned	20	36%
Total	50	100%

Source: Research Data, 2010

Figure 4.1: Response Rate



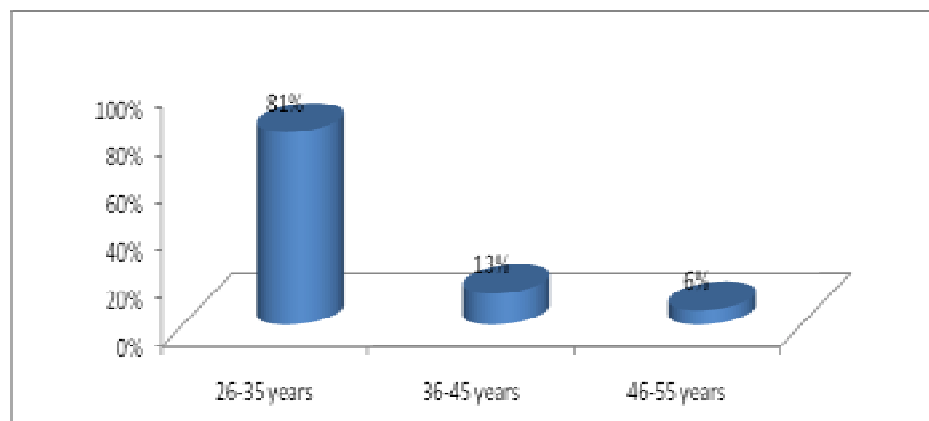
Source: Research Data, 2010

4.2 Respondents' Demographic Characteristics

The study in this section aimed at establishing the demographics of the respondents. The responses were analyzed using measures of central tendency and represented in frequency tables and pie charts. The results in figure 4.1 showed that the majority of the respondents were males comprising 75% while 25% were females. Further, the modal age bracket seemed to be that of 26-35 years as demonstrated in figure 2.1. The study also revealed that majority of the respondents held the first degree in architecture with only a few of them having postgraduate level of education.

From the above results it was deduced that the architectural industry was largely male dominated although a few ladies were venturing in. Also, the work force was comprised of mainly youth with the elder folks probably left to chase for business and manage the operations. Thus, the innovations, designs and implementation were most likely be done by these youngsters. Similarly, it could also be inferred that since architecture was a professional and technical course, most folks did not find improving their educational levels fashionable.

Figure 4.2: Age Bracket



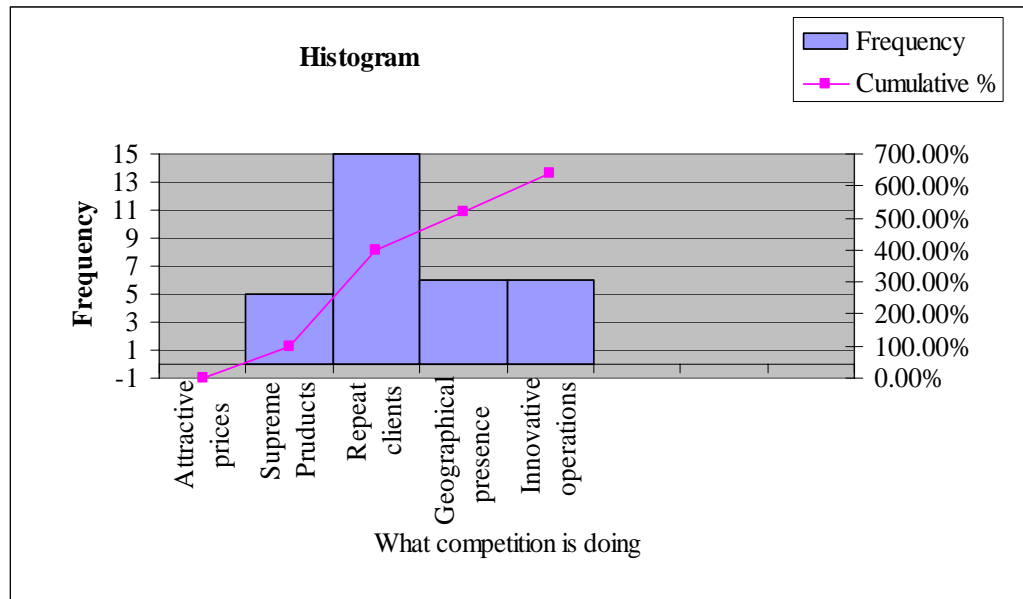
Source: Research Data, 2010

4.3 State of Competition Experienced by the Architectural Firms

The first objective of the study was to determine the state of competition affecting the architectural firms in Kenya. It sought to bring out an analysis of the situations, dimensions and source of the competition. This was represented by five point Likert

questions with the scale of 1 being ‘extremely disagree’ and that of 5 being ‘extremely agree’. The responses were coded, tabulated and scored using measures of central tendency. Consequently, the modal category was interpreted as the most prevalent result. These results were presented form of graphs, pie charts and histograms. See figure 4.3 below for an illustration.

Figure 4.3: Competition Analysis



Source: Research Data, 2010

The competition analysis revealed that offering attractive prices was not appealing at all to the clients. Further, as illustrated in figure 4.3, keeping a satisfied client who either gave repeat jobs or advocated for a firm’s service was most prevalent offer. The results also depicted that having supreme products or a wide geographical presence could not solely be a reliable niche for gaining competitiveness. Surprisingly, so was bidding and proposal writing.

The results also revealed that the presence of competition was undisputed and the source of competition depended largely on the structure of firm. Thus, although the existing firms posed a threat to almost all firms, the global and region based firms only affected most experienced firms who also had regional presence and competed for more complex projects. Technicians on the other hand appeared to be threat to newly founded firms whose clientele was mainly the individual as opposed to the

corporate clients. Moreover, limited companies and organized operations seemed to be better positioned to compete than individually owned firms.

Inferring from the above results, the architectural services were demonstrated as being very peculiar. Like most professional services, charging low prices for services was attributed to inferior delivery of services. Actually, as it turned out, it would be professional misconduct to create a niche in the market by charging lower than the recommended rates. Thus, the most competitive firm it would seem was the one that had a list of baited clients with insurmountable loyalty for their services. It would therefore not matter whether other firms offered better services or had innovative operations.

In affirming the above, Kotler (2002) suggested that the most important skill for professional service providers who were seeking to be most competitive was client relationship management. He noted that professionals needed to understand a client and learn ways of delighting them. This was because most clients valued exclusivity and commitment to a provider who seemed to understand their needs and execute them satisfactorily.

4.4 Competitive Strategies Adopted By Architectural Firms

The second objective for the study was to determine the competitive strategies adopted by the architectural firms. The questions were mostly in a comparative scale format that required a 'yes' or 'no' response. Thus the respondent's role was to indicate whether or not they adopted the strategies. The data was coded and entered in the computer. This data collected was collated in frequency tables and scored using measures of central tendency. The mode was adopted as the indicator of the consequent results. Thus the highest frequency result was used in drawing inferences. See table 4.3 below for an illustration.

According to the results depicted in table 4.3 below, the strategies of differentiation was most prevalent with a score of 31%. Closely following in the rank was the strategy of diversification and focus each with a score of 28%. On the other end, there was absolute rejection of the cost leadership strategy. There was also minute adoption of the market penetration strategy as well as the market development strategies.

Table 4.2: Competitive Strategies Employed

Strategy adopted	Frequency	Percentage
Market penetration	1	3%
Product development	2	6%
Market development	1	3%
Diversification	9	28%
Cost leadership	0	0%
Differentiation	10	31%
Focus	9	28%
Total	32	100%

Source: Research Data, 2010

The above results were also linked to other findings which established that only about 50% of the firms had a vision statement. In addition, only about 40% of these firms had aligned their strategy with the changing environment during their operations. Surprisingly though, most of the firms interviewed undertook competitor bench marking although they did this in an informal way. Further, almost all firms did deliberate efforts to remain competitive such as efficiency in their operations, delighting customers and keeping up with trends.

Enquiries as to whether the adoption of the strategy was beneficial to their operations showed that 91% of the respondents affirmed. They also added that having strategy in place helped them to focus and assess their unique strengths, identifying growth opportunities, collecting competitive intelligence, and responding to competitive threats. They retaliated that strategy was important because it effectively supported their top-line growth objectives by helping them develop a differentiated and sustainable competitive position.

Inferring from the above results, it seemed as if majority of the architectural firms did not embrace the concept of strategy in general. These firms however of the benefits strategy adoption would have in their business operations. This was probably because of lack of business training in the studies since their training was basically technical.

Embarking on this gap, Kotler (2002) suggested that there was need to equip these firms with effective business training. It would be important because running these firms was no longer a technical affair but a business that needed to prove its sustainability by being profitable.

Further, it could also be concluded that the strategies of market penetration and cost leadership was not at all an option for these firms. This could be attributed to the issue of the stringent ethics aligned toward fees chargeable. On the same note, the market development strategy which gave rise to customer segmentation was similarly not cherished. This is because it seemed as if there would be no compromise as far as professionalism was concerned. Kotler (2002) recognized this as danger to business sustenance and urged firms to adopt value based pricing as an opportunity to differentiate their services and attract new customers.

The strategies of diversification and differentiation as well as focus were the main strategies employed to stay competitive. This was perhaps due to the fact that these strategies centered on service delivery and outshining the competition without necessary belittling laid down professional codes. Notably these very commendable tactics were the key to branding especially where small firms focused on a limited number of issue areas and developed super expertise in those areas. As it turned out exceptional performance was a very effective way of bringing new customers although in few occasions it was accompanied by written articles and a well maintained network of referral sources from other professionals.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

In the study of competitive strategies adopted by architectural firms in Kenya, the findings were summarized as follows: First, it was deduced that the architectural firms were facing a very turbulent environment just like any other business and the need to counter this impact of competition was inevitable. This was however challenged by the fact that these firms' owners did not have evidence of any business training to complement their technical training. Obviously, the result of this was depicted by the low adoption and reshape of such strategies with the ever changing environment.

Moreover, the kind of tactics employed by these firms went along way to make their services unique. Most firms cited over reliance on referral business in sourcing their operations and rated deliberate actions such as bidding and proposal enticements very low. This went in tandem with the kind of strategies adopted which were those that did not involve cost manipulation of their services mainly due to the provisions laid down under the professional ethics and codes.

Finally, it was established that the most prevalent competitive strategies were those of market penetration, diversification, focus and differentiation. This was perhaps due to the fact that these strategies centered on service delivery and outshining the competition without necessary compromising professionalism. On the same note, the strategies of cost leadership, market development and market penetration were not embraced a great deal. This was perhaps as a result of the stringent role of professional codes and ethics on fees chargeable.

5.2 Conclusions

The study on competitive strategies adopted by architectural firms had the following conclusions. First, the type of competition was affected by client preference and loyalty to certain professionals. This discovery thus superseded the importance attached to differentiated services and attractive prices. It was thus a no wonder the

strong hold for their competitiveness was depended on good performance which assured them of referrals and repeat jobs.

On the same note, the competitive strategies adopted by the architectural firms were diversification, focus and differentiation. This was because these strategies where not in contradiction with the provisions of the professional ethics. On the contrary, the cost leadership, market development and market penetration strategies were irrelevant to these firms. This was because they belittled professionalism.

5.3 Limitations of the Study

To start with, the population was limited to registered architectural firms in Nairobi due to unavailability of time. In addition, there was in adequate amount of resources to cover a larger jurisdiction. The views of the architectural firms found in other towns were thus not included.

Similarly, this study limited itself to the firms that were registered or enlisted in the records of BORAQs. This is because these were considered to be authentic and apt practitioners. Consequently, any firm even though in practice that did not conform to this was not considered in this study.

Lastly, the study was limited by the availability of respondents. This was as a result of absenteeism and unwillingness to cooperate. The intended detail of collected data was not thus achieved. Also the quality of unsolicited and voluntary yet useful information was compromised.

5.4 Suggestions for Further Study

The researcher suggests that replication study be carried out to include other professionals in the construction industry such as Quantity Surveyors and Civil Engineers. On the same note, this study may be tested in any other country in Africa. Also the study may be carried out in a different time period and results compared.

Moreover, since the study confined itself to competitive strategies adopted by architectural firms, further research should therefore be done to investigate why

strategy is not so embraced among these professionals. Finally, the effect of regulation on the practice of these professionals is also examinable.

5.5 Recommendations for Policy and Practice

The study has made some recommendations for policy and practice. Firstly, in view of the study findings, it is recommended that architectural firms should adopt and embrace the concept of strategy in their operations. This is bound to provide direction and focus in succeeding in the ever turbulent environment.

Secondly, there seems to be a gap between what is considered professional misconduct and what is practiced as far as business communication and positioning are concerned. The research therefore recommends to the professional associations such as the AAK, BORAQS, IQSK and the like to educate their members on how to apply strategies that are within professional ethics.

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APPENDICES

Appendix 1: Questionnaire

PART A- RESPONDENTS'S DETAILS

1. What is the name of this Firm?

2. Gender, Male [] Female []
3. What's your age bracket?
 - a. Below 25 years []
 - b. 26 – 35 years []
 - c. 36 – 45 years []
 - d. 46 -55 years []
 - e. Over 55 years []
4. What is your level of education?
 - a. Diploma []
 - b. Undergraduate degree []
 - c. Postgraduate degree []
5. How many years has your firm been in practice?

6. Which of the following best describes the firm?
 - a] Partnership
 - b] Limited liability company
 - c] Individual owned firm
 - d] Regional based firm

Part B: State Of Competition for the Architectural Firms

7. Use the scale provided to indicate the extent to which you consider following categories of players as competition? (*1=strongly disagree; 2 = disagree; 3 = neither agree or disagree; 4 = Agree; 5 = strongly agree*)

Who is your competition?	1	2	3	4	5
A] Newly entrant firms					
B] Existing firms					
C] Technicians and draftsmen					
D] Global firms					
E] Regional based firms					
E] Individually owned firms					
F] Partnerships					

8. What is your competition offering in the market? (please tick any of the options below; (*1=strongly disagree; 2 = disagree; 3 = neither agree or disagree; 4 = Agree; 5 = strongly agree*))

Competition offers	1	2	3	4	5
A] Attractive prices					
B] Supreme products					
C] Loyal clients					
D] Wide Geographical presence					
E] Innovative operations					

Part C: Competitive Strategies Adopted by Architectural Firms

9. Do you have a vision or a mission statement?

Yes [] No []

10. Have you had to change it in the past due to changes in the environment which caused decreased sales?

Yes [] No []

11. Do you do any deliberate measures to stay competitive?

Yes [] No []

12. Which deliberate measures do you undertake to remain competitive?

13. Have you employed any of the following business communication methods?

Business communication methods	YES	NO
Joining professional bodies		
Signboards on going projects		
Sponsoring community projects		
Contributions on publications		
Proposal presentations to potential clients		
Business cards		
Websites		

14. Do you ever undertake competitor bench marking

Yes [] No []

15. If yes, is this a formal undertaking?

Yes [] No []

16. Do you use the following methods of sourcing business?

How you get new customers	YES	NO
Referrals from satisfied clients		
Personal relationship with other Consultants		
Unsolicited clients		
Bidding		
Innovative proposals		

17. Have you applied any of the following tactics or strategies in your operations?

Strategy employed	YES	NO
Market penetration		
Product development		
Market development		
Diversification		
Cost leadership		
Differentiation		
Focus		

THANK YOU

-----END-----

Appendix 2: List of Architectural Firms

REG No.	Name of firm	Address	Tel.
001A	S. K. Archplans	50725 - 00200 NRB	020-3874533/3874540
002A	Nyanja Associates Architects	52661-00200 NRB	0722-525459
003A	Githunguri & Partners	60437 - 00200 NRB	020-3874210/3871152
004A	Waweru & Associates	43642 - 00100 NRB	020-3740535
005A	Intershelter Sullivan Architects	51884 - 00200 NRB	020-2712090
006A	Raj Architects	48087 - 00100 NRB	020-3745691
007A	Crowder Associates		
008A	Design Consortium		
009A	Tectura-International	54634 - 00200 NRB	020-3752680/3751465
010A	T.S. Nandra & Associates	42130 00100 NRB	020-4449256
011A	P.S.G. Martins		
012A	Atelier International (Architects)	48486 - 00100 NRB	4444025/4440698
013A	Planning Systems Services Ltd.	188 - 00606 NRB	020-41806501/2
014A	Graham Jenkinson		
015A	H.S. Nandra, Consulting Architect	46186 - 00100 NRB	020-4446920/4445267
016A	Complan Consulting Architects	66314 - 00800 NRB	020-883139
017A	Associated Architects	14569 - 00800 NRB	020-4440455
018A	Arplad Architects	54777 NRB	020-2712514/2713871
019A	Ahuja and Associates		
020A	Artform		

021A	Planoconsult		
022A	Designtech Architects		
023A	Architerion Architects & Interior Designers	41408 - 00100 NRB	020-4441817/50
024A	Metroplan Systems Ltd.	57026 - 00200	020-3752112/3
025A	Wachoraji Associates	11677 - 00400 NRB	206752240
026A	T. K. Murage Associates		
027A	V. K. Patel Architects		020-4449088
028A	Matrix Squared		
029A	Dr. A. Haq Khandwalla		
030A	Hughes & Polkinghorne		
031A	Romani Architects	12144 NRB	020-2714868
032A	Archi-Consult Associates	66526 - 00800 NRB	020-4448118
033A	Designarch International		
034A	Edon Consult	19684 - 00202 NRB	020-3871925
035A	Sancas Architects Associates	50114 - 00200 NRB	020-4443355
036A	Arscon Architects		
037A	Govani Associates	14533 - 00800	020-3871188/90
038A	Jawkim Architects	60300 - 00200 NRB	020-3874994
039A	Triad Architects	30725 - 00100 NRB	203749655
040A	Contedesign	66669 -00800 NRB	0204441654/0512
041A	Gitutho Associates	82853 - 80100	041-2229280
042A	Boma Consultants Architects	72635 - 00200 NRB	722513617
043A	Ebrahim Consultants	34838 - 00100 NRB	020-3751239/0722513617
044A	Karago & Associates	2131 - 00200 NRB	020-310552
045A	J. Dave Associates		

046A	Mutiso Menezes International	44934 - 00100 NRB	0722-2061933742710/1/2
047A	Mruttu Salmann & Associates	494 Ngong Hills	020-2722507/2717879
048A	Symbion International	24002 - 00502 NRB	020883341/2/5
049A	Beglin Woods	22759 - 00400 NRB	020-444914648
050A	Zastruga (K) – Architects	57773 - 00200 NRB	020-3872566
051A	Planning & Design Associates		
052A	Dr. E. May & Partners		
053A	Mwacharo & Associates	28329 - 00100 NRB	020-2716536
054A	Chudha International Ltd.	19 - 00606 NRB	020-4446411
055A	A. Hamid Architects		
056A	Gitau Associates		
057A	Cornerstone		
058A	Plan Style	58151 - 00200 NRB	020-3541415
059A	Ngibuini & Associates	42779 - 00100 NRB	20222857
060A	Denis Lenferna Architects		
061A	Africa Planning and Design Consultants	40086 NRB	020-3870367
062A	Soli Shroff & Associates		
063A	Satish Shah	14468 - 00800 NRB	020-4180379
064A	Thara Consultants		020-553197/652453
065A	Heritage Arch – Studio Ltd.		
066A	Arqes Africa		
067A	In-House Architects (merged with Adventis)		
068A	Ngotho Architects	43751 - 00100 NRB	020-2719214

069A	Arprim Consultants	12969 - 00400 NRB	020-608906
070A	Lins Consult	1555 - 00100 NRB	020-2726541/83
071A	J. S. Kalsi & Associates	10766 - 00400 NRB	020-533489
072A	Rambaldo Associates	43947 - 00100 NRB	020-3740205
073A	Giovanni Aldo Sardelli	60289 - 00200 NRB	020-3870207
074A	Tecta Consultants	3347 - 00100 NRB	020-3873366
075A	Wambugu Mathews & Associates		
076A	Mode Architects		
077A	Baseline Architects	39928 - 00623 NRB	020-2711873
078A	Rimba Planning Systems	54590 - 00200 NRB	020-3875926
079A	Aaki Consultants	66091 NRB	020-4448126/0715167090
080A	Tej Architects	27644 - 00506	020-2719086
081A	Archscan Associates	10958 - 00100 NRB	020-2736391/0722376969
082A	Jami-Trident Associates	664 - 50300 MARGL	254-0722359963
083A	Space Form Studio		020-3873059
084A	Third Dimensions Concept		
085A	PYE Architects		
086A	Synthesis Architects	15266 NRB	020-892168
087A	Trzebinski, Gaal & Associates		
088A	Mwendwa & Associates	46274 - 00100 NRB	0204440205/7/4
089A	Siat Architects	66002 - 00800 NRB	020-248923
090A	P. V. Patel – Architects		
091A	Peter Thomas Architects		020-884900/01
092A	Dice Concept	28 - 00100 NRB	020-2210651
093A	Concise Architects	69721 - 00400 NRB	020-3747152

094A	Kenchuan Architects	19895 - 00202 NRB	020-3872137/36
095A	V.D. Chaniyara – Architect	95575 - 80106 NRB	020-476198
096A	Pankaj C. Pandya		
097A	Wesley Nyariki & Partners		
098A	Arch-One Consultancy	49805 - 00100 NRB	020-725527
099A	Space & Systems	54560 NRB	020-4347102
100A	Building Design Consortium Limited	959 - 00606	020-3747259
101A	Achera & Partners	101114 - 00400 NRB	0733-739498
102A	Ramani Consultants	48253 - 00100 NRB	254-0722528074
103A	Pyramid Consultants	2775 - 00100 NRB	020-2731672
104A	Zed-Arch (K)	53355 - 00200 NRB	020-444687
105A	Mucina Ezekiel & Associates		
106A	Habitech Consultants	66495 - 00800 NRB	020-4449692/0733774433
107A	T.S. Brar & Associates	20413 - 00100 NRB	020-2722487
108A	Design Factory		
109A	Lulu Associates	59970 - 00200 NRB	020-4343632
110A	Mburu J.M. Architects	6229 - 00100 NRB	020-2723298
111A	K & M Archplans Architects	76240 - 00508 NRB	020-2723298
112A	Archiaze Architects		
113A	Husseini Associates		
114A	Amgahia Associats Architects	59293 - 00200 NRB	020-650002
115A	Marco Emidio Sardelli	60289 - 00200 NRB	020-3876934
116A	Chani Lall Partnership		

Architects

117A	ARCAID Architects		
118A	Gilbert Kibe & Partners	14417 - 00800 NRB	020-202766
119A	A.D. Design Architects	88614 - 00100 NRB	041-2220500
120A	Clarion Architects	79047 - 00400 NRB	020-3755352
121A	Landplan Kenya	24640 - 00502 NRB	020-883229
122A	Shamla Fernandes Architect	46547 - 00100 NRB	020-3871481
123A	Axonometric Systems		
124A	Bowman Associates	63756 - 00619 NRB	020-4183118/4182108
125A	Space Creators Architects Planners		
126A	Maya Plan	807- 00606 NRB	020-4183404/4181709
127A	Linear Systems		
128A	Nature Architects	15646 - 00100 NRB	020-4452156/7
129A	Laap Associates	20690 - 00100 NRB	020-4180774
130A	Otieno – Adede Associates		
131A	Alonzi & Associates		
132A	Studio Infinity Architects	421 - 00606 NRB	020-4442295
133A	Busuru R.M. & Partners		
134A	E.D.G. & Atelier	51676 - 00200 NRB	020-3861452/3
135A	Planners De Moderne'	39204 NRB	254-0724882695
136A	Kisonyo Odwori & Associates	69710 - 00400 NRB	020-891546
137A	Archetype Architects and Designers	58412 - 00200 NRB	020-4451008
138A	Nyaundi Architects	10753 - 00100 NRB	020-2718575

139A	Two Designs Architects	89436 MSA	042-2220500/302168
140A	Boundless Architects & Interior Designers	9668 - 00100 NRB	020-2734735/0722230632
141A	Dagliesh Marshall Johnson	42878 - 00100 NRB	020-4454396/7;0722881235
142A	Architectural Resources (K)	75584 - 00200 NRB	722745918
143A	Promarc Consultancy	13493 - 00800 NRB	020-4443192
144A	Images Architects	33975 - 00600 NRB	020-243008
145A	Technarch Consultants	56295 - 00200 NRB	020-2728617
146A	Delta Space Architects		
147A	Octa Architects & Interior Designers	16270 - 00100 NRB	020-3753306
148A	ARCH Concepts	53276 - 00200 NRB	020-4452945
149A	RAY PLAN Architects	22994 - 00400 NRB	020-3877270
150A	Scenario Architects		
151A	AXIS Architects		020-570290
152A	Spatial Modular Consult	14723 NAKURU	051-2214573/0722763975
153A	Dreams Architects	21939 - 00400 NRB	0722-410824
154A	Adventis Ltd. (merged with Inhouse)		
155A	Plerce International	76069 - 00508 NRB	020-3862055
156A	U Design		
157A	Genesis Architects	3385 - 00100 NRB	020-2727492
158A	Arlplan Architects	52717 - 00200 NRB	
159A	Makro Consultancy APC	5461 – 00506, NRB	020-559103/0722708812
160A	Alliance Archforms	64317 - 00620 NRB	020-251557
161A	Archgrid Systems	52088 - 00100 NRB	020-4450848

162A	Inter Architects		
163A	Uto Creations Studio	66538 - 00800 NRB	254-0722822706
164A	Design Solutions	58209 - 00200 NRB	020-2738296
165A	Skair Associates	14050 - 00100 NRB	020-2738106
166A	Lexicons Designs	2772 - 00200 NRB	020-2730762
167A	Ichangai Gichuhi & Associates	54821 - 00200 NRB	020-6763820
168A	Michie & Associates	46786 - 00100 NRB	020-892016
169A	Studio Partners	46246 - 00100 NRB	020-240368/773
170A	Green Arch	253 - 00606 NRB	0720-831333
171A	Architronic	99350 - 80107 NRB	041-2230174
172A	Peter Thomas Architects		
173A	Trioscapes Planning Services	66652 - 00800 NRB	020-2730237/2738359
174A	Arch-Link Consultants		
175A	Morphosis Limited	2682 - 00202 NRB	724900939
176A	Maestro Architects Ltd.	6644 - 00100 NRB	020-604229
177A	Details 2 Detail Architects	15184 - 00100 NRB	0722-553806
178A	APT Building Associates	5753 - 00100 NRB	0722-883549
179A	ImageOn Consultants	5408 - 00100 NRB	0733-712368
180A	Heritage Associates	56293 - 00200 NRB	020-2717935
181A	U Design	74801 - 00200 NRB	020-4348697/3860041
182A	Simarch Kenya		
183A	Archten Architects	66358 NRB	020-3742841
184A	Metaphors Designs	4939 - 00200 NRB	020-4451831
185A	Delta Architects	56548 - 00200 NRB	0722-791814
186A	Adventis Inhouse Africa Ltd.	13310 - 00100 NRB	020-3870953/3870896

187A	Cadplan Architects Ltd.	4475 - 00506 NRB	020-2710130/2710113
188A	Wainda Consultants	16451 - 00100 NRB	020-251619 NRB
189A	Dimensions Architects & Interior Designs Ltd.	55459 NRB	020-2728491/4
190A	Spatial Systems Architects	52476 - 00200 NRB	0722-227277
191A	Pharos Architects	217 - 00502 NRB	020-883995/0720203030
192A	Mwathi Associates	25185 - 00603 NRB	020-3877893/0723800976
193A	Strasa Architects	56858 - 00200 NRB	020-2710146/0722771387
194A	Fairplan Architects	8621 - 00300 NRB	020-4441911/4448180
195A	Scope Design Systems	68890 - 00622 NRB	020-2734912/0720012418
196A	Inter-Arch Consultants	3639 NKR	051-2215860/0722261607
197A	APT Design Solutions	32190 - 00600 NRB	020-828246/0722678008
198 A	Designworth Architects	56940 - 00200 NRB	020-3744084/0722758987
199A	Shelter Consult	43167 - 00100	020-602058/9
200A	Comarch Consortium	2379 - 00100 NRB	020-2723510/0722531570
201A	Form Space Alliance Ltd.	59222 - 00200 NRB	020-892016/0721323947
202A	Datum Consultants	12217 - 00100 NRB	020-2017958/0733323402
203A	Alpad Architects	9320 - 00300 NRB	020-211691/0722799511
204A	Arch-Space Architects Consultancy	75688 - 00200 NRB	2716985
205A	Team 2 Architects	63348 - 00619 NRB	020-3742052
206A	Green Designs	6099 - 00100 NRB	352.6282822
207A	Align Architects	64348 - 00620	020-3873706/3868474
208A	Decipher Technical Consult	61392 - 00200 NRB	020-2101646/0724386241
209A	Radius Architects	61039 - 00200 NRB	020-3751830/1;0722821072

210A	Joel E.D. Nyaseme & Associates	21537 NRB	020-216685/7;0722580577
211A	Ikibbi Architects	51350 NRB	020-2724834/0734972504
212A	Charles & Associates	51451 - 00200 NRB	020-0722329038
213A	Abode Designs	14787 - 00100 NRB	020-4454139
214A	Design Solutions Ltd.	58209 - 00200 NRB	020-2738296
215A	Batiment Group Ltd	15186-00100 NRB	020-828303/04
216A	Icon Systems	12698-00400 NRB	020-651934/0727646999
217A	AKA Studio Partnership	47799 - 00100 NRB	020-2730767/2731959/2066684
218A	Tarakibu Miwa Designs Ltd. Architects	15462 - 00100 NRB	3862213
219A	Inbred Architects	58121 - 00200 NRB	020-216317
220A	Alcazar Architects	4622 - 00100 NRB	Cell: 0733330115
221A	Arcs Africa	13211 - 00100 NRB	020-2727517/8/0722779106
222A	Envobuild Systems	66533 - 00800 NRB	020-605178/0722700788/0734866699
223A	Tectonics International	38552 - 00623 NRB	020-825134/0734966805
224A	Archipoint Consulting Architects	12443 - 00100 NRB	020-3878150
225A	Chireah Associates	51577 - 00200 NRB	020-4764255/0726341956
226A	Motech Systems	2503 - 00100 NRB	020-3580220/248020
227A	Gem Archplans	12182 - 00100 NRB	020-3577634/2306717/0722798382
228A	Sparch Architects	4789 - 00100 NRB	020-2219374
229A	FNDA Architecture (K) Ltd.	66866 - 00800 NRB	020-3754025
230A	Archidraw Associates	60083 - 00200 NRB	202729586
231A	Aktasis Consultants	20701 - 00100 NRB	020-3565235
232A	Wamwangi and	667 - 00517 NRB	722723777

Associates

233A	Shelter Solutions Ltd.	17095 - 00100 NRB	020-2727974
234A	Otieno & Kungu Associates	72413 - 00200 NRB	020-2719688
235A	Kanja & Partners Architects	66050 - 00800 NRB	020-4450730
236A	Block Forty Five	31398 - 00600 NRB	254-0727797664
237A	Ultimate Design Ltd.	27090 - 00100 NRB	020-3572724
238A	Spectrum Architects	14869 - 00800 NRB	020-2073570
239A	Arch-Views Consultants	46910 - 00100 NRB	020-3564394/0722325235
240A	Otto Mruttu & Partners	76382 - 00508 NRB	020-3589334/2134392
241A	Design Artitude Limited	39859 - 00623	020-3741527
242A	Boshak Consultants	4907 - 00100 NRB	254-0722306151
243A	Symbion (Kenya) Ltd.	24002 - 00502 NRB	020-883341/2/3/5
244A	Linarch Consultants	57026 - 00200 NRB	020-2243042/0722804225
245A	Diaz Design Consult Co. Ltd.	4117 - 00200 NRB	020-3523852
246A	Nzambu Mwendwa & Ass. Architects	682 - 00606 NRB	020-4446204
247A	MetroSystems Architects	67834 - 00200 NRB	020-3752112
248A	Abbey Architects Ltd.	20917 - 00100 NRB	020-310853/0721963656
249A	Dama Services	96560 - 00100 NRB	020-2450736/0722299466
250A	Cosmoplan Consultants	74623 - 00200 NRB	020-2242623/Telefax 2245832
251A	Domus Architects	16459 - 00100 NRB	020-3577167
252A	Portal Consultancy	804 - 00618 NRB	254-0723915620/0722837428
253A	Amkan Consultants	1390 - 00618 NRB	020-2219374/0722640641
254A	Image Architects	5408 - 00100 NRB	020-2219476/0722583365
255A	Design Source Ltd	3282 - 00200 NRB	3579877/0722244518

256A	Ace Designs	60473 - 00200 NRB	020-2536810/0722675333
257A	Atticspace	6937 - 00100 NRB	8012393
258A	Space Link Architects	73509 - 00200 NRB	020-2719783/0722632053
259A	Kioto Consultants	69612 - 00400 NRB	020-2241081
260A	Capital Architects	32391 - 00600 NRB	3517.528134
261A	Brickhouse Consultants	16784 - 00620 NRB	254-0728188340/020-8562083
	Jofrok Building		
262A	Consultants	7233 - 00300 NRB	254-0724808488
263A	Archspirations Architects	18735 - 00100 NRB	020-4451048
264A	Blink Studio Ltd.	25269 - 00100	020-2070489/2211232