

**COMPETITIVE STRATEGIES ADOPTED BY THE RETAIL STALL
EXHIBITORS IN NAIROBI CENTRAL BUSINESS DISTRICT //**

BY

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**A Management Research Project Submitted in Partial Fulfilment of the
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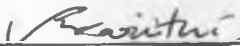
October, 2008

DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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

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The late Margaret Ombok
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DEDICATION

To my Husband George & Daughter Daniella.

ACKNOWLEDGEMENTS

First and foremost I wish to thank Almighty God. Special gratitude is to my supervisor, the late Mrs Margaret Ombok for her invaluable comments, guidance and patience. I would also like to thank Dr Martin Ogutu for his review and dedication.

I thank my family, my parents and siblings for their unstinting support during the course. I also wish to acknowledge the support that I received from my working colleagues and friends especially Angelica Kiboro, Margaret Roche, Esther Chibesa, Judith Namugenyi, Salome Ndung'u and Peter Mbaru.

ABSTRACT

This was a descriptive survey study designed to determine the competitive strategies adopted by the retail exhibition sector in the Nairobi Central Business District. Data was collected using self administered questionnaires which were given to sales people and owners at the stalls. The findings of the study reveal that cost leadership is the most commonly used strategy to attain competitive advantage. The main activities that the stalls engaged in to achieve cost leadership were by searching for low cost suppliers, optimal rent utilisation, ensuring location of stall is in an exhibition hall that has high population flow, hence the availability of many potential and repeat customers due to the convenient location. The selection of an exhibition location (hall) that is known to have high numbers of potential customers was the strategic activity that was highly applied, compared to any other cost leadership activity. Convenient locations include areas that have public transport in the neighboring area. This means that as pedestrians are coming from or going to the public means of transport, they are likely to stop at the stalls located nearby and make planned or impulse purchases.

The study has also proven statistically that the competitive strategies widely applied and which contribute to growth in sales volumes by the retail exhibition sector are the focus-differentiation strategies using location whereby the product is conveniently available to the customer and the next most extensively used strategy is differentiation using the ability to listen and to understand customer needs, tastes and preferences.

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ACRONYMS

GOK- Government of Kenya

CBD- Central Business District

NCBD- Nairobi Central business District

CHAPTER ONE: INTRODUCTION

1 Background

An organization does not operate in a vacuum but within an external environment. This environment consists of variables that form the context within which firms exist (Hunger and Wheelen, 1995). To be successful in this environment, a firm adopts an open system approach by taking an assortment of resources from the environment in form of inputs, processes them and finally delivers them back as output. The open system is made necessary by two factors: continued organizational survival on its ability to secure rewards from the environment which replenish the resources consumed in the conversion process, and continued maintenance by the organizational of its social legitimacy (Mkamunduli, 2005).

Ansoff and McDonnell (1990) define strategic issues as forthcoming developments, either inside or outside of the organization that are likely to have an important impact on the ability of the enterprise to meet its objectives. They are developments or trends that emerge from an organization's internal or external environment, perceived to have the potential to affect an organization's performance (Ansoff, 1980; King 1982). The issues require to be viewed from the context of strength, weakness, opportunity and threat of the enterprise (Ansoff and McDonnell 1990:369). In fact, issue management has become established as a distinct business discipline, with proven capacity to add strategic value to organizations (issue management council, 2005). Broadly speaking, issue management attempts to minimize surprises which accompany social and political change by serving as an early warning system for potential and environmental threats and attempts to promote more systematic and effective responses to particular issues by serving as a co-coordinating and integrating force within the corporation (Jacques, 2002).

Liberalization of the Kenyan economy has made firms in all sectors of the economy face competition (GOK, 1986). This has called for the need to devise strategies to combat competition strategically. In a bid to earn a living, as the Kenyan market has become a global village, Kenyans could now travel abroad and import products and other consumables that are required in high demand. As a result of this, textile manufacturing companies in the retail

textile stalls industry closed down. As quoted in the Nation (15 March 2001), "Liberalisation of the Market damages industry: the opening up of the economy damaged the Kenyan textile and shoe industries, and led to massive job losses and increased poverty. The retail exhibition sector is divided into small scale traders in non-permanent shops also known locally as 'exhibitors' or small scale clothing and accessories merchants. Kotler (1999) defines retailing as including all activities involved in the selling of goods or services. to the final consumer for personal or non – business use. A retailer or exhibitor is any business person whose enterprise sales volume comes primarily from retailing.

1.1.1 Competitive Strategies

According to Johnson and Scholes (1999 pg 10), "strategy is the direction and scope of an organisation over a long term period which achieves advantage for the organisation through its configuration of resources within a changing environment to meet the needs of the market and to fulfil stakeholders' expectations." Pearce and Robinson (1991) define strategy as large-scale future oriented plans for interacting with competitive environment to achieve company objectives. It is the company's 'game plan'. While it does not detail all future development of resources, it provides the framework for managerial decisions. A strategy reflects company's awareness of how, where and how it should compete and for what purpose.

Competitive strategy means the process of selecting and deliberately choosing a different set of objectives to deliver a unique mix of value. The essence of formulating a competitive strategy is relating a company to its environment (Porter, 1998). He argues that competitive advantage is the ability of the firm to outperform rivals on the primary performance goal. According to Newman et al (1989), strategy reflects the choice of the key services that the organization will perform and the primary basis for distinctiveness in creating and delivering such services.

Customer satisfaction leads to repeat business. Kotler (1999) says that satisfaction is a function of performance and expectations. If the performance falls short of expectations, the customer is dissatisfied. If performance matches the expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied or delighted. Value therefore reflects the growing customer concern of getting more for money, time, and effort invested. It becomes

paramount then for companies to maintain a closer touch with their customers and adjust their offerings to feature value.

Strategy provides an organization with a number of benefits which include better guidance to and crucial point of what is it the organisation is trying to do and achieve; makes managers more alert to the dynamic change, new opportunities and developments; provides managers with a rationale to evaluate competing budget requests for investing capital and new staff; helps unify numerous strategic related decisions by managers across the organisation and creates more proactive tendencies not reactive tendencies.

Competitive Advantage is attained through either cost leadership or differentiation according to Porter (1998). To gain competitive advantage over its rivals, a firm must either provide comparable value to the customer, but perform activities more efficiently than its competitors (lower cost), or perform activities in a unique way that creates greater buyer value and commands a premium price (Porter, 1996).

To achieve a competitive advantage, the firm must perform one or more value creating activities in a way that creates more overall value than do competitors. Superior value is created through lower costs (cost leadership) or superior benefits to the consumer (differentiation). There are two basic types of competitive advantage: cost leadership and differentiation and these two are called positional advantages since they describe a firm's position in the industry as a leader in either cost or differentiation.

Mintzenberg and Quinn (1996) define a strategy as the pattern or plan that integrates organizations major goals, policies and action sequence into a cohesive whole. Porter (1996), states that strategy is creating a fit among a company's activities. The success of a strategy depends on doing many things well- not just a few- and integrating them. If there is no fit among activities, there is no distinctive strategy and little sustainability.

Competitive strategy is part of a business strategy that deals with management's plan for competing successfully: how to build sustainable competitive advantage, how to outmanoeuvre rivals, how to defend against competitive pressure and how to strengthen the firm's market position (Thompson and Strickland, 1996). Porter (1990) identifies three fundamental

competitive strategies and lays out the required skills and resources, organizational elements and risks associated with each strategy. Porter suggests that firms compete on three generic strategies: overall cost leadership, differentiation and focus. When a firm sustains profits that exceed the average for its industry, it is said to have competitive advantage. The goal of competitive strategies is to attain sustainable competitive advantage.

Karemu (1993) revealed that competition amongst Kenyan firms has led to various strategic responses. At East African Breweries Limited (E.A.B.L.), competition led to changes in the company's philosophies, all aimed at serving the customer better and increased sales. Njau (2000) and Gathoga (2001) found that banks have adopted various competitive strategies that include delivery of quality service at competitive prices in appropriate locations.

1.1.2 Retail Trade

Kotler (1999) defines retailing as including all acts involved in selling goods and services to the final consumer for personal or non-business use. Retailing consists of the sale of goods or merchandise, from a fixed location such as a department store or kiosk, in small or individual lots for direct consumption by the purchaser. Retailing may include subordinated services, such as delivery. Purchasers may be individuals or businesses. In commerce, a retailer buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells smaller quantities to the end-user (Kotler,1999).

According to Njoroge (1998), retail trade in Kenya is a challenging area to invest into. The market is extremely price-sensitive and retailers require time to study and understand the consumer habits in the country. Generally consumer spending is mostly concentrated at the end of the month when most workers get their salaries. The peak consumer season begins in August to mid-January. Generally clothing and mobile phones, shoes, handbags, accessories, household goods and electronic goods do well in Kenya's retail market although competition is tough. Another key thing in retail trade is the location of the premises. The most successful ventures around Nairobi have good locations near bus termini where consumers can easily get transport.

Overall a retailer's strategy depends on the market that she or he wants to target. The high income earners shop in shopping malls that have sprung up in the cities. In Nairobi one will find the following shopping malls: Sarit Centre in Westlands, Village Market in Gigiri Nakumatt junction on Ngong Road, Nakumatt Cross Road in Karen and Panari Sky Centre. The middle class exhibits a lot of brand loyalty and will mostly shop in the retail supermarkets i.e. Uchumi Supermarkets, Nakumatt or Tuskys which are the major retail chains and competition among them is stiff. Retail trade among the middle class is also done at what are known as "exhibition malls". These are shopping areas which have been subdivided into tiny cubicles where small retailers sell merchandise sourced mainly from Dubai, Turkey, Bangkok and China. Although small, these stalls mainly dealing with clothing, shoes and electronic goods in particular cell phones are highly lucrative. The good returns from small investments have made these stalls extremely attractive for many people interested in entrepreneurship. The result is the proliferation of similar businesses and therefore being in a good location in the exhibition hall is important (Ngeera, 2003).

1.1.3 The Retail Exhibition Sector in Kenya

The retail stall exhibition sector is composed of numerous small scale traders whose main business is in the selling of imported products in an exhibition setting which is referred to as an exhibition hall. However, the exhibition is permanent in nature meaning that the trader will pay rent for the space for a specific period of time. This space is called a stall. In the past, this sector was mainly for second hand textile traders but over time, as the Kenyan tastes and preferences are dynamic and change, there are traders who import to sell locally. In Nairobi's Central Business District, the exhibition stalls are permanent in nature meaning that they are located in buildings with semi-permanent divisions (Ngeera, 2003).

The retail exhibition stall industry is made up of retail stalls which are involved in the selling of imported clothing, accessories which include belts, shoes and bags as well as mobile phones and other technological and office supplies. These are located in the Nairobi Central Business District (NCBD) and its environs where there is heavy population accessing those areas for instance, close to public transport terminals or other high streets where the possibility of many walk-in customers is high.

The challenges faced by the retail stall owners include stiff competition as several stalls are located under one roof. The large retail stores that existed beforehand have been partitioned into stalls. This is due to the fact that stalls offer more individual lots for direct consumption by the purchaser. In addition, they constantly keep ahead of the fashion trends by ensuring they know what is currently available and sourcing it promptly to meet changing customer tastes and preferences.

1.2 Statement of the Research Problem

Retailing plays a critical role in the Kenyan economy. The retail sector in Kenya has had a tremendous effect on the growth of the economy as it has made it possible for customers to access products and services which suit their changing tastes and preferences. They provide employment and generate revenue to the government.

The exhibition halls are key retailers of goods and services in the Nairobi Central business District (NCBD). The halls serve as the shopping hubs for most customers as they comprise of several stalls in one location offering a wide variety of goods. Most of the stalls in the NCBD trade in clothes, computer and computer accessories, mobile phones, shoes or a combination of these products. This range and variety of goods has created a wide spread popularity of exhibition halls leading to partitioning and conversion of previously large scale stores into stalls. Some of the effects caused by this growth are intense competition and reduction in market share due to the constantly growing number of stalls. Retailers in these exhibition stalls need to design ways which will enable their businesses survive and thrive. This calls for adoption of competitive strategies such as focus, differentiation and cost leadership. The traders have to adopt strategies to enable them thrive in the market and these strategies include distribution and cost reduction strategies among others.

Studies on competitive strategies by Mwaura (1997), Gathoga (2001), and Mukuria (2002) were mainly on business strategies of medium sized firms in Kenya, competitive strategies applied by commercial banks in Kenya, and competitive resources of small Kenyan pharmaceutical firms to changes in the environment respectively. The studies showed that commercial banks and pharmaceutical firms have adopted various competitive strategies that include delivery of quality service at competitive prices in appropriate locations. Mwaura's

study found that respondents suffered a serious deficiency in marketing and customer relations skills to handle competition at local and international levels. The findings cannot be generalised in this study as they involved larger companies. Retail Exhibition outlets and halls are unique in that they are small in scope and size, are sole proprietorships and have low barriers to entry and exit. While not ignoring the findings of the above studies, they can not be generalised to the stalls given the unique nature of exhibition stalls and the competitive strategies differ.

Given the critical role that the stalls play in Kenya, it is important that they grow in sales volumes and profits. The owners or managers of the stalls need to adopt strategies that will keep them competitive. It is however not known which competitive strategies they have adopted. The proposed study therefore seeks to fill this gap by establishing the competitive strategies adopted by the retail exhibitors in order to enhance their business performance and grow.

1.3 Objectives of the study

The objectives of the study were to determine:

- i. The competitive strategies adopted by the retail exhibitors in Nairobi's Central Business District.
- ii. The influence of these strategies on sales performance.

1.4 Importance of the Study

The results of this study will be of use to:

- i. Retailers: as they will have a ready source of information on competitive strategies being adopted by retail clothes exhibitions. Retail sectors of other industries will also benefit by gaining insight of competitive strategies being applied in the retail exhibitors sector. These firms will need to grow as many people rely on them and it is not known what strategies are used that can contribute to their success.
- ii. Government: As the results of this study will provide guidelines for the designing of policies aimed at enhancing retail trade and policy documents for the regulation and governance of the retail trade centres.

- iii. **Scholars:** The outcome of this project will fill the academic gap as no study has been undertaken on competitive strategies applied by retail exhibition stalls. Academically, this study will contribute to the existing knowledge in the field of strategic management in general and particularly on competitive strategy. It will also act as a stimulus for further research in the area of competitive strategies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The word strategy comes from the Greek word “strategos” which means the art of general or commander-in-chief. Strategy is a much used and abused word and means different things to different people and organizations. Ansoff (1965) warned that strategy is an elusive and somewhat abstract concept. This is expected when dealing with an area that is constantly changing. Pearce and Robinson (1991) define strategy as large-scale future oriented plans for interacting with competitive environment to achieve company objectives. It is the company’s ‘game plan’. While it does not detail all future development of resources, it provides the framework for managerial decisions. A strategy reflects company’s awareness of how, where and how it should compete and for what purpose.

Mintzenberg and Quinn (1996) define a strategy as the pattern or plan that integrates organizations major goals, policies and action sequence into a cohesive whole. Porter (1996), states that strategy is creating a fit among a company’s activities. The success of a strategy depends on doing many things well- not just a few- and integrating them. If there is no fit among activities, there is no distinctive strategy and little sustainability. Thompson and Strickland (1993) define strategy as the pattern of organizational moves and managerial approaches used to achieve organizational objectives and pursue organizational mission. Strategy is the match between an organization’s resources and skills, and the environmental opportunities it wishes to accomplish (Schendel and Hofer, 1979). It is important to provide guidance and direction for the activities of the organization.

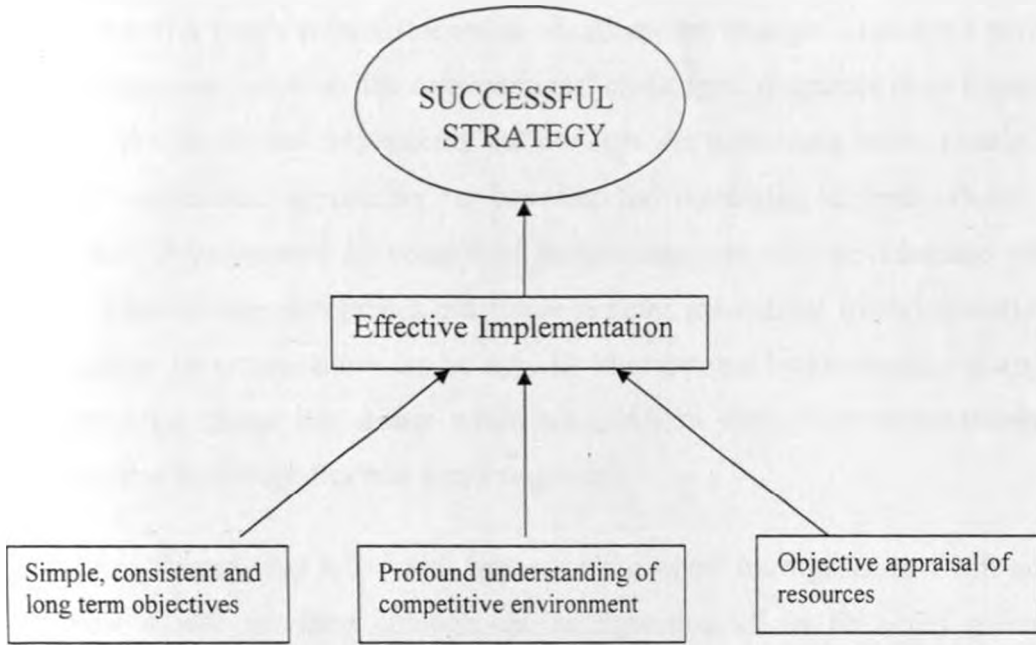
Strategy is the direction and scope of an organization over the long term, which achieves advantage for the organization through configuration of its resources within a changing environment, to fulfill stakeholder expectations (Johnson and Scholes 2002: Ansoff and McDonell, 1990). Hitt et al (1997) defines a strategy as an integrated and coordinated set of commitments and action, designed to exploit core competences and gain a competitive advantage. By strategy, therefore, managers mean their large-scale, future oriented plans for interacting with the competitive environment to optimize achievement of organization objectives (Pearce and Robinson 2002).

A competitive strategy consists of all the moves and approaches a firm has taken and is taking to attract buyers, with stand competitive pressures and improve its market position (Strickland et al 1993). Strategy sets out the mission of the company. A mission is a general expression of the overall purpose of the organization, which, ideally, is in line with the values and expectations of major stakeholders and concerned with the scope and boundaries of the organization. (Johnson and Scholes pg 13) According to Newman et al 1989), strategy reflects the choice of the key services that the organization will perform and the primary basis for distinctiveness in creating and delivering such services.

Strategy relates a firm to its environment. There are three levels of strategies: corporate, business market and operational. Strategy serves as a guide to the organisation on what it is the organisation is trying to do and to achieve. Consequently, different research has shown that in the face of competition, local firms have adopted various competitive strategies within their industrial sectors. This research project proposal is set out to establish such strategies applied in the retail sector of small-scale clothing and merchandise industry in Kenya.

This considers internal capabilities of a firm in relation to external opposition and threats. Whether at war or business, strategy is all about winning against the enemy (competition). The success or failure of a strategy will depend on skilful formulation and effective implementation. All successful strategies have some common elements. Grant (1998) summarises these in the following figure.

FIGURE 1: COMMON ELEMENTS IN A SUCCESSFUL STRATEGY



Source: Grant F. (1998). *Strategy in Action*. Graham publishers 1998. pg 10

2.2 Strategy and its relationship with the External Environment

The environment in which a firm operates is becoming increasingly turbulent and complex. Public opinion and individual norms and values have changed and society's expectations and the demands it makes to companies are now higher than before (Oomens and Bosch, 1999). Essence of formulating competitive strategy is to relate a company to its environment (Porter, 1990). Strategy is creating a fit between the external characteristics and internal conditions of an organization to solve a problem (Aosa 1998). The strategy problem is a mismatch between the internal characteristics of an organization and its external environment. The matching is achieved through development of an organization's core capabilities that correlate to the external environment enough to enable the exploitation of opportunities existing in the external environment and organizations internal capabilities.

All companies are environment dependant and receive inputs from the external environment. process (transform) inputs internally into various outputs (a process called throughput) the output products are sent back to external environment for consumption. The environment of a firm is never constant, competitors' tastes and preferences keep changing and new players keep entering a given industry. technology keeps evolving.

Ansoff and McDonnell (1990) say that the management system used by a firm is a determining component of a firm's responsiveness to environmental changes. Hence it determines the way that management perceives the environmental challenges, diagnoses their impact on the firm, decides what to do and implements the decision. As turbulence levels change, management develops systematic approaches to handling the increasing unpredictability, novelty and complexity. Management by control of performance can only be adequate when change is slow. When change accelerates but future remains predictable by extrapolation of the past, management by extrapolation can be applied. Management by anticipation is applicable where discontinuities appear but change while rapid, is slow enough to permit timely anticipation. Management is through flexible/ rapid response.

In essence, strategy has to do with understanding where an organization will go in the future and how it will get there through the configuration of its resources within a changing environment to meet the needs of the market and fulfill the stakeholder's expectations (Johnson and Scholes 2002; Ansoff and McDonnell 1990). As the environment is always changing, an organization must configure its resources to match the changes. The changes may be mild or turbulent but must be marched accordingly by appropriate strategy.

Most organizations owe their initial success to a unique strategy positioning that is usually acquired through clear trade offs and in the alignment of activities to its positioning. However, through passage of time and pressure of growth, compromises are made and incremental additions of services or products and imitation of rivals become the norm, it is at this point that an organization begins to lose its clear competitive position strategy. Strategic positioning is therefore continuous process that is often not obvious but requires insight and creativity on the part of managers (Porter, 1996). An organization must configure its resource and strategies to result in the most appropriate response to environmental changes which often tend to be turbulent and discontinuous. Johnson and Scholes (1999) identify three levels: corporate strategy, business unit strategy and operational strategy.

Corporate strategy's overall purpose is to identify the scope of the organisation, to meet expenditure of owners or major stakeholders and add value to different parts of the enterprise. This level involves top management, Chief Executive Office (CEO) and the Board of Directors

(BOD). Business unit strategy is about how to compete successfully in a particular market and involves a person in charge of a business unit. Operational strategy is concerned with how component parts of an organisation in terms of resources, processes, people and skills effectively deliver corporate and business level strategy and direction. It involves day to day operations for example production efficiency and effectiveness. Corporate and business strategy is concerned with the general direction to be taken by whole firm and business unit respectively. Operational strategy is concerned with the steps necessary to reach the destination as per direction taken.

According to Ansoff and McDonnell (1990), organizations are environment dependent and environment serving. Organizations are in a constant two-way interaction with the environment. They receive inputs from the environment, transform or add value to them, and return the outputs in form of goods and services back to the environment. They therefore affect and are affected by what happens in the external environment, which is beyond the organization's control. Environmental change creates pressure for change in the organization and this means that they have to respond to relevant external change to ensure that they survive.

Miller (1998) stipulates that organizations exist in a complex commercial, economic, political, technological, cultural and social environment. These environmental changes are more complex to some organizations than for others. For survival, an organization must maintain a strategic fit with the environment. The environment is important and an organization has to respond to its dynamism, heterogeneity, instability and uncertainty (Thompson, 2002).

In addition, the competitive environment has been and continues to be driven by technological innovations, globalization, competition, extreme emphasis on price, quality and customer satisfaction. As a result, organizations must continuously create and innovate in order to stay relevant and be successful. He further states that a sustainable competitive advantage is achieved when there is a strategic fit between the external and internal environment. An organization's external environment includes the economic forces, the social-cultural, demographic, political and technological factors, while its competitive environment includes; competitors, customers and suppliers. This external component should have a strategic fit with

the internal environment, which includes the organization's systems, policies, resource capability and its corporate culture (Pearce and Robinson, 1997).

Wooldridge and Floyd (1990) noted that the environment is a critical factor for any organization's survival and success. It should be seen as a biosphere in which individuals and organizations live over the long term and as a community project in which to be actively involved. It is a resource to be managed and to be shared, hence the need to effectively manage the value chain system and establish collaborations, partnerships and to get involved in social responsibility to enrich this resource and enhance the corporate image of the organization.

Many organizations are now more than ever being involved in social responsibility activities since a good corporate image can also be a source of competitive advantage. It is imperative that managers apply critical investigation into the realities of the changing environment of this millennium through enlightened diagnosis of the problems it poses. The political and economic environment for example, can influence the lifestyles and the health of the people. This same environment should also be seen as a system, which calls for profound understanding in order to improve decision-making and to recognize the links between the past, present, and the future and between local and global matters. This necessitates that strategic managers therefore, view the environment in all its context and perspective and understand the concept of strategic management.

2.3 Competitive Strategies

A competitive strategy consists of all the actions and approaches a firm has taken and is taking to attract buyers, with stand competitive pressures and improve its market position (Strickland et al 1993). The essence of formulating a competitive strategy is relating a company to its environment (Porter, 1998). Porter (1980) also argues that competitive advantage is the ability of the firm to outperform rivals on the primary performance goal. Notably, the essence of business is to create competitive advantage in a number of ways e.g. low-cost production or market differentiation.

According to Newman et al (1989), strategy reflects the choice of the key services that the organization will perform and the primary basis for distinctiveness in creating and delivering

such services. Competitive Advantage is attained through either cost leadership or differentiation. To gain competitive advantage over its rivals, a firm must either provide comparable value to the customer, but perform activities more efficiently than its competitors (lower cost), or perform activities in a unique way that creates greater buyer value and commands a premium price (differentiation)(Porter, 1996). The common function in either of the strategies therefore is “Value Creation”.

Customer satisfaction leads to repeat business. Kotler (1999) says that satisfaction is a function of performance and expectations. If the performance falls short of expectations, the customer is dissatisfied. If performance matches the expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied or delighted. Value therefore reflects the growing customer concern of getting more for money, time, and effort invested. It becomes paramount then for companies to maintain a closer touch with their customers and adjusting their offerings to feature value.

Thompson and Strickland (1996, p.19) quote an anonymous CEO of a successful company as saying, “In the main arena, our competitors are acquainted with the same fundamental concepts, techniques and approaches that we follow and they are free to pursue them as we are. Most often than not, the difference between their level of success and ours lies in the relative thoroughness and self discipline with which we and they decide and execute our strategy in the future.” Strategy provides an organization with a number of benefits which include better guidance to and crucial point of what is it we are trying to do and achieve: makes managers more alert to the winds of change, new opportunities and developments; provides managers with a rationale to evaluate competing budget requests for investing capital and new staff; helps unify numerous strategic related decisions by managers across the organisation and creates more proactive tendencies not reactive tendencies.

To achieve a competitive advantage, the firm must perform one or more value creating activities in a way that creates more overall value than do competitors. Superior value is created through lower costs or superior benefits to the consumer (differentiation). There are two basic types of competitive advantage: cost leadership and differentiation.

FIGURE II: COMPETITIVE 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. (1985), "Competitive Advantage". The Free Press New York. Ch. 1, pp 11-15

When formulating a strategy, a company must consider the external environment in relation to its internal capabilities. According to Coulter (2002), competitive strategies comprise both offensive and defensive actions. Kotler (1999) says that poor firms ignore their competitors, average firms copy their competitors while successful firms lead their competitors. There are a variety of competitive strategies that organizations can adopt. Some of these are, cost leadership strategy, differentiation strategy and special focus strategy (Porter, 1980).

Niche markets must have certain characteristics which distinguish them from the market in general. "the target segment must either have buyers with unusual needs or else the production and delivery system that best serves the segment must differ from that of the other industry segments" If the niche market grows, or it is incorporated into a larger market, then market dominance is unlikely to be retained. In such circumstances, the previously dominant organization will find itself having to compete for market share with others. In effect, the rules of the game change and a different strategy is required to either market, or adapt, thereby neutralizing the other competitors' cost advantage (Porter, 1985).

However, beneath the subtleties and superficial differences, there are impressive similarities between different competitive strategies when one considers a company's market target and type of competitive advantage the company is trying to achieve (Thompson and Strickland, 1998). Five categories of competitive strategy approaches stand out as follows (Porter, 1980). Porter named these strategies generic because they are not firm or industry specific. They can be applied to a firm in any industry.

2.3.1 Cost Leadership Strategy

The aim of a cost leadership strategy is to achieve an overall lower cost than one's competitors without reducing comparable product/service quality. To do this requires a high volume of sales in order for organizations to structure themselves in such a way that they can achieve economies of scale. This strategy, requires the "aggressive construction of efficient scale facilities, vigorous pursuit of cost reduction from experience, tight cost and overhead control, avoidance of marginal customer accounts and cost minimization in areas like Research & Development, services, sales force and so on" (Porter, 1980).

Harvey (1988) describes this as striving to be the overall low cost provider of a product or service that appeal to a broad range of customers. Cost leadership strategy is one in which a firm strives to have the lowest costs in the industry and offers its products and services to a broad market at the lowest prices. A cost leader's basis for competitive advantage is lower overall costs than competitors. Successful cost leaders are exceptionally good at finding ways to drive costs out of their business. According to Ansoff (1988) the aim of cost leadership strategy is to open up a sustainable cost advantage over competitors and then use the firm's lower cost edge as a basis for under-pricing competitors, gaining market share at their expense, or earning a higher profit margin selling at the going market price. Firms acquire cost advantages by improving process efficiencies, accessing lower cost materials, making optimal outsourcing, vertical integration decisions or avoiding some costs altogether.

According to Thompson and Strickland (1998) a cost leadership strategy has several advantages. Firms that practice this particular strategy have sufficient capital skills, experienced staff and efficient distribution channels. The cost advantage protects a firm from new entrants hence reducing competition. However, the risk of cost leadership is that

competitors may leap frog the technology and production capabilities, hence eliminating the competitive advantage acquired from cost reduction.

A low cost leader's basis for competitive advantage is lower overall costs than rivals. A cost advantage will generate superior profitability unless it is used up in aggressive price cutting to win sales from rivals. Firms that achieve low cost leadership generally make low cost relative to competitors the theme of their business strategy.

To achieve cost advantages, a firm's cumulative costs across its activity cost chain must be lower than that of its competitors. A cost leader's basis for competitive advantage is lower overall costs than competitors. Achieving this cost advantage entails, out managing rivals on efficiency and cost control, finding creative and innovative ways of cutting costs from the activity cost chain

Both approaches can be pursued simultaneously. Successful low cost producers achieve cost advantages by exhaustively pursuing cost savings throughout the activity cost chain. This requires a cost conscious organizational culture, intolerance of waste, intensive screening of budgets and broad employee participation in

2.3.2 Differentiation Strategy

Ansoff (1988) explains that a differentiation strategy is based on achieving an industry-wide recognition of different and superior products and services compared to those of other suppliers. This recognition can be accomplished through the design of special brand images, technology features, customer service or higher quality, all of which have implications for the structure and operation of companies.

Achieving differentiation is likely to result in insulation against competitive rivalry due to securing customer loyalty according to Harvey (1988). The resulting competitive advantage also leads to increased returns, sometimes through making customers less sensitive to high product price. Specialization by focus strategy is concerned with selecting (focusing upon) only certain markets, products or geographic areas in which to compete. Porter (1990) argues that by focusing in this way, it becomes feasible for a firm to dominate its chosen area(s). The

method of achieving domination could either be through cost advantage or product differentiation.

In a differentiation strategy a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions it to meet those needs. It is rewarded for its uniqueness with a premium price

Thompson and Strickland (1993) give this strategy as seeking to differentiate the company's product offerings from rivals in ways that will appeal to a broad range of buyers. The value of differentiation commands a premium price. In differentiation there is perceived quality and signals of value, whether real or not. The advantage of differentiation strategy is that the perceived quality insulates a company from threats from many of the five forces that determine the state of competition in an industry.

According to Ansoff (1988), strategy is giving customers more value for money by combining an emphasis on low cost with an emphasis on upscale differentiation. The target is to have the best (lowest) costs and prices relative to producers of products with comparable quality and features. Porter (1985) argues that a focus strategy involves targeting a particular market segment. This means serving the segment more efficiently and effectively than competitors. Therefore, focus strategy can be of cost leadership or differentiation aimed at a narrow segment of the market. This strategy concentrates on a narrow buyer segment and out competing rivals on the basis of lower cost. A focused or market niche strategy may however be based on differentiation. This strategy is based on offering niche members a product or service customized to their tastes and requirements.

Here, the basis for competitive advantage is a product whose attributes differ significantly from rivals' products. Successful differentiation is based on a study of buyers' needs and behaviour in order to learn what they consider important and valuable. The desired features are then incorporated into the product to encourage buyer preference for the product.

Competitive advantage results when enough buyers become strongly attached to these incorporated attributes. Successful differentiation allows a firm to command a premium price

for its product, realize more sales due to more buyers choosing the product, gain greater buyer loyalty to its brand as more buyers become attached to the differentiating features

Differentiation enhances profitability whenever the premium price outweighs the added costs of achieving differentiation. However, it can be unsuccessful where buyers do not value the additional features highly enough to purchase the product in profitable quantities, or when the premium price that buyers are willing to pay does not cover these additional costs.

Anything that a firm can do to create buyer value represents a potential basis for differentiation (Kotler, 2001). Once it finds a good source of buyer value, it must build the value, creating attributes into its products at an acceptable cost. These attributes may raise the product's performance or make it more economical to use. Differentiation possibilities can grow out of possibilities performed anywhere in the activity cost chain.

2.3.3. Focus

The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. The focus strategy has two variants. Under the cost focus a firm seeks a cost advantage in its target segment, while in differentiation focus a firm seeks differentiation in its target segment. Both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments 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.

Cost focus exploits differences in cost behaviour in some segments, while differentiation focus exploits the special needs of buyers in certain segments. Focusing begins by selecting a market niche where buyers have distinctive preferences. The niche is defined by geographical uniqueness, specialized requirements in using the product or by special attributes that appeal to members. The focuser's basis for competitive advantage is either lower costs than competitors serving that market segment or an ability to offer niche members something different from competitors. A focus strategy based on low cost depends on there being a buyer segment whose needs are less costly to satisfy than the rest of the market. On the other hand, a focus strategy

based on differentiation depends on there being a buyer segment that demands unique product attributes.

2.3.4 Positioning

Positioning is the technique by which marketers try to create an image or identity for a product, brand, or organization. It is the 'place' a product occupies in a given market as perceived by the target market. Positioning is something that is done in the minds of the target market. A product's position is how potential buyers see the product. Positioning is expressed relative to the position of competitors. Re-positioning involves changing the identity of a product, relative to the identity of competing products, in the collective minds of the target market.

The strategy summarizes the way an organization elects to relate to its environment. In what particular niche the organization wishes to fit and how it expects to excel in that niche by earning the society's support. Since the environment keeps changing, the adjustment to opportunity and threats is an ever-ending task. Thus the organization must also adjust the strategy to fit in that particular area. The organization does this by choice of technology, organization structure, type of employees and mobilization of resources. As most businesses operate in areas where the natural environment is unpredictable, the role of strategy is to provide the basic direction for them. No firm operates in a vacuum. All organizations depend on the environment for survival and growth. They have to scan the environment continuously in an effort to spot changing conditions and trends that could eventually affect them and their industry (Thompson and Strickland, 1993).

Mwaura (1997), in his study of business strategies adopted by medium sized firms in Kenya found that respondents suffered a serious deficiency in marketing and customer relations skills to handle competition at local and international levels. Some firms especially in the retail industry were forced by competitors to divest and invest in other product lines, where competition was less severe. Other firms had to resort to more ingenious and subtle forms of competition such as quality and flexible services. Quality and flexibility have a personal touch which is unique to each firm and cannot be replicated.

Karemu (1993), in his study about the state of strategic management in the retail sector found that there was intense competition among the supermarkets in Nairobi. The study found that the service, location and varieties of merchandise were most mentioned as creating competitive advantage. Ngatia (2000) in his study on service providers and customer perception of service quality in the retailing industry says that there is consensus that the retailing strategy that creates a competitive advantage is through delivery of high quality of service. In a study of competitive strategy applied by commercial banks, Gathoga (2001) concludes that banks have adopted various competitive strategies which include delivery of quality service at competitive prices and at appropriate locations. In a case study of one Kenyan retail pharmaceutical firm, Mukuria (2002) concludes that the key strategic response to competition centres on customer care.

2.4 Summary

All the studies indicate that Kenyan firms are increasingly faced with competition. Competition has led local firms to adopt various strategic responses. They have derived various competitive strategies to survive. Some of these strategies are common across industries; others are quite unique to each industry. Studies by Mwaura (1997), Karemu (1993), Ngatia (2000), Gathoga (2001) and Mukuria (2002) looked at large firms and not exhibition stalls. This study has established the strategies being applied in the retail exhibition sector.

The challenges raised in this chapter cover a broad range of issues from product development to product delivery systems all set in the context of understanding the competitive environment. A market-led approach, by definition, affects almost every aspect of the business, and thus the entrepreneur needs to be a master of networking, alliance building and collaborative working within the industry. Exhibition stalls will have to address these challenges. Delivering and communicating a variety of market-led products through appropriate and cost effective systems.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was modeled on a descriptive survey study design to determine the competitive strategies adopted by the retail exhibition sector in the Nairobi Central Business District. A descriptive survey study according to Cooper and Schneider (1999), is a study concerned with finding out the what, where, and how of a phenomenon. Thuku (2002) and Musyoka (2003) have used this design in related studies.

3.2 Population

The population of interest in the study included all retail exhibition stalls in the Nairobi Central Business District (NCBD). A list of all exhibition stalls in NCBD could not be obtained from any documented source. In order to get the total number of stalls, the researcher visited the stalls in August and September 2007 and did a physical count of each of these stalls. A total of 41 exhibition halls with 925 retail stalls were identified which formed the whole population of the study (see appendix ii).

3.3 Sampling

A sample size of 150 retail stalls was studied. This is considered representative of the population. Roscoe (1975) proposed a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches. Simple random sampling technique was used to select the sample.

3.4. Data Collection

Primary data was collected using a semi-structured questionnaire. The respondents were owner and managers of the stalls. The questionnaire was personally administered to the respondents. This enabled the researcher to clarify issues or respond to questions from the respondents. The questionnaire was divided into three sections with part A containing general information about the exhibition stall, part B contains competitive strategies adopted while part C contains the impact of these strategies on sales performance.

3.5 Operationalising competitive strategies

In order to measure the competitive strategies adopted by exhibition stalls in the Nairobi Central Business District, the following dimensions as given by Porter were used: Differentiation, Cost leadership and Focus.

These were operationalised in Table 1 below. A Likert scale was used to measure the extent to which these variables have been applied by owners/managers of the exhibition stalls. These variables were further used to determine if they have an influence on sales performance.

Dimension	Expanded Definition	Relevant issues	Relevant Question
Differentiation	Unique Brand images	<ul style="list-style-type: none"> • Popular Labels or Brand logos e.g Marks and Spencer. 'Phat' labels • Unique source of the product 	5(i) 5(ii)
	Personnel	<ul style="list-style-type: none"> • Uniformed staff • Well groomed staff • Trained staff • Ability to speak in different languages e.g. Kiswahili and English 	5(iii) 5(iv) 5(v) 5(vi)
	Customer service	<ul style="list-style-type: none"> • Ability to listen • Ability to handle customer complaints • Welcoming style and greeting • Serving of refreshments • Ability to know customer needs • Ability to follow up on customer enquiries and notify the potential customer that required product is available 	5(vii) 5(viii) 5(ix) 5(x) 5(xi) 5(xii)

		<ul style="list-style-type: none"> • Ability to satisfy the customer and have repeat customers 	5(xiii)
	Operating environment	<ul style="list-style-type: none"> • Location within the hall • Window displays 	5(ix) 5(x)
	After Sales services	<ul style="list-style-type: none"> • Adjustments to clothes • Repairs • Advice on accessories such as of mobile phones • Sending messages on new products to repeat customers 	5(xi) 5(xii) 5(xiii) 5(xiv)
	Advertising	<ul style="list-style-type: none"> • Advertising on radio and newspaper • Music welcoming potential customers • Use of fliers notifying potential customers about the stall and products available • Use of notices showing that there is a Sale ongoing • Sending messages using mobile phones to potential and past 	5(xv) 5(xvi) 5 (xvii) 5(xviii)

		customers notifying them of new products being available	5(xix)
Cost Leadership	Optimal supply chain management by use of low cost suppliers	<ul style="list-style-type: none"> • Searching for low cost suppliers • Travel abroad to select products when air fares are low (low season) or when the airlines have discounted offers on flights) • Using import buyers who are professional buyers based in the source country e.g. China who purchase on behalf of importers (retail stall owners) at a fee. This enables the stall owners avoid expensive trips and reduce the cost of products. • Purchasing during off season or from end –of- season –sales 	6(i) 6 (ii) 6(iii) 6(iv)
	Overhead control	<ul style="list-style-type: none"> • Reduce cost of power: switch off the lights when not in use • Remuneration is divided into a salary portion and a commission portion that is based on predetermined sales targets. 	6 (v) 6(vi)

	Efficient space utilization	<ul style="list-style-type: none"> • Rent utilization- ensure the stall is well organized to enable maximum number of products to be displayed and accessible to buyers 	6(vii)
	Location of the exhibition hall	<ul style="list-style-type: none"> • Select an exhibition hall that is known to have high numbers of potential customers 	6(viii)
	Price	<ul style="list-style-type: none"> • Cash Discounts to customers • Quantity discounts for bulk purchases by customers 	6(ix) 6(x)
	Credit facilities	<ul style="list-style-type: none"> • Knowing the personal details of good repeat customers for instance their name, contact details, where they work or live. • Vetting of repeat customers to ensure they are credit worthy • Credit facilities to repeat customers 	6(xi) 6(xii) 6(xiii)
Focus: Cost Focus	Target Marketing	<ul style="list-style-type: none"> • Target bulk customers • Target price conscious customers 	7(i) 7(ii)

	Price	<ul style="list-style-type: none"> • Attract customers with high discounts • Offer quantity discounts 	7(iii) 7(iv)
Focus: Differentiation focus	Target marketing	<ul style="list-style-type: none"> • Understand the needs of the customer • Ensure that the product is conveniently available to the customer • Deliver the product to the customers location such as the out of town office locations - Upper Hill and United Nations Gigiri 	8(i) 8(ii) 8(iii)
	Focused communication	<ul style="list-style-type: none"> • Communicate to the potential customer that the new products are available using mobile phone messages, emails and telephone calls. 	8(iv)
	Unique product offering	<ul style="list-style-type: none"> • Providing unique products e.g. ensuring imports are made of few items that are similar to ensure the customer feels special and purchases a product that they will not easily see with others. 	8(v)
	Specific supply sources	<ul style="list-style-type: none"> • Import products from suppliers or countries that are not frequented by other retail stall owners e.g. South Africa, Britain 	8(vi)
	Price	<ul style="list-style-type: none"> • Demonstrate that premium price 	8(vii)

		has value added benefits	
	Location	<ul style="list-style-type: none"> • Location has amenities and offers comfortable environment to discuss the customers requirements 	8(viii)
	Customer service	<ul style="list-style-type: none"> • Refreshments offered to customer • After sales services 	8(ix) 8 (x)

Table 1: Operational definitions of Competitive strategies

3.6 Data Analysis

This being a descriptive study, descriptive statistics was used to analyze the data. Measures of central tendency were used to describe the central characteristics for a set of data. The three most common measures of central tendency are the mean, median, and mode. Measures of variability were also used in this study to provide a summary on how spread out the data scores are. These calculations provide more detail about score distributions than measures of central tendency. In this study, standard deviation has also been used.

Section A and C was analyzed using frequencies and percentages. Section B was analyzed using mean scores, frequencies and standard deviation. The analyzed data is presented in frequency distribution tables with percentages.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains summaries of data finding together with their possible interpretations. The chapter will be divided into two sections. Section one will contain general information on the respondents while section two will focus on the competitive strategies applied by the respondents. One hundred and fifty (150) questionnaires were personally administered to the respondents and out of these, the best one hundred and ten (110) were selected from the sample size from the respondents.

4.2 General profile of respondents

The 110 respondents were mainly owners and sales attendants.

4.2.1 Hall in which stall is located

Hall	Frequency	Percent
Arkland	7	6.36
Accra Plaza	3	2.73
Accucell	2	1.82
B. Exhibition	2	1.82
Boutique Elegant	2	1.82
City Stalls	1	0.91
Divine	2	1.82
Eight to Eight	3	2.73
Elegant Exhibition	1	0.91
Fashion Stall	4	3.64
Forrester Exhibition	6	5.45
GameX Expo centre	1	0.91
Giant Mark	5	4.55
Gilat Market Centre	2	1.82
H.N. Expo	4	3.64
Jamia	4	3.64
Jantek Expo	1	0.91
Joanakim	1	0.91
Limoda Market Centre	4	3.64
Kingsway house	3	2.73
Maduka Stalls	2	1.82
Magomano Exhibition	4	3.64
Mecca Centre	3	2.73
Mega Centre	5	4.55
Mobizone	1	0.91
Nairobi Stalls	1	0.91
Noor Exhibition	4	3.64

Oakwood	1	0.91
Red Shopping Mall	4	3.64
Shelly Exhibitions	7	6.36
Shopper's Pride	1	0.91
Star Ex	3	2.73
Summat	1	0.91
Toro Bones	3	2.73
Tedino Trade	4	3.64
Ushindi	3	2.73
World Business Centre	2	1.82
Wewei	3	2.73
Total	110	100.0

Table 2: Stall Hall

Interviewed stalls were well spread within the various stalls. Findings are summarized and presented in table 4.2.1 above.

4.2.2 Interviewee Title

Title	Frequency	Percent
Administrator	1	0.91
Manager	28	25.45
Manager/Owner	6	5.45
Owner	15	13.64
Partner	2	1.82
Sales	58	52.73
Total	110	100

Table 3: Interviewee title

Out of the respondents interviewed, a majority (52.7%) turned out to be sales persons as they are heavily responsible for the sales of the stalls, 25.4% of the respondents were managers, but not owners of the stall, while only 19.1% fell under the categories of manager/owner.

4.2.3 Street

Street	Frequency	Percent
Cabral Street	7	6.60
Harambee Avenue	6	6.66
Koinange Street	7	6.60
Moi Avenue	36	33.96
Muindi Mbingu	7	6.60
Tom Mboya	43	40.57
Total	106	100

Table 4: Street on which stall is located

Analysis revealed that most exhibition halls were situated on Moi Avenue (34%) and Tom Mboya streets (40.6%) which is attributed to the high human (pedestrian) traffic flow on these two streets.

4.2.4 Year of Establishment

Year	Frequency	Percent
1980	1	1.14
1996	1	1.14
1997	3	3.41
1998	2	2.27
1999	1	1.14
2000	5	5.68
2002	4	4.55
2003	7	7.95
2004	10	11.36
2005	17	19.32
2006	13	14.77
2007	18	20.45
2008	6	6.82
Total	88	100

Table 5: Year of establishment

Statistics from the study show that from the sales people who responded to this question, 64% of the stalls were established in the years 2004 to 2007, with the majority being established in 2007 (20%). This can be attributed to the discovery of profit potential of stalls, increased availability of credit to obtain financing and dynamism of the tastes and preferences of customers. An observation was made that 80% of the respondents were aware of when their respective stalls were established.

4.2.5 Ownership

Type of Ownership	Frequency	Percent
Group Ownership	23	25.84
Individual	72	80.90
Other (Family)	2	2.25
Total	89	100

Table 6: Stall ownership

81% of the respondents were aware of the ownership arrangements of the stalls they worked at. 80.9% of the stalls were owned by individuals while 25.8% of the stalls were owned by groups.

A minority (2.2%) were family owned. An observation made was that family owned shops were among the earliest to be established.

4.2.6 Affiliate Branches

Number of Affiliate Branches	Frequency	Percent
None	94	85.45
Yes – 1 Branch	12	10.91
Yes – 2 Branches	3	2.73
Yes – 3 Branches	1	0.91
Total	110	100

Table 7(a): Other branch

84.4% of the stalls did not have other branches. 10.9% had one other branch located elsewhere, 2.7% had two other branches, while only 1% had a total of three other branches

Location of Affiliate Branch	Frequency	Percent
Ambassadeur	1	4.76
Duboi's Road	1	4.76
Kenyatta Avenue	2	9.52
Limoda Market	1	4.76
Luthuli Avenue	2	9.52
Mecca	3	14.29
Moi Avenue	4	19.05
Muindi Mbingu	1	4.76
Nairobi Stalls	3	14.29
Westlands	1	4.76
Tom Mboya – Bilal	3	14.29
Tom Mboya – Noor	1	4.76
Total	21	100

Table 7(b): Affiliate Branch Location

Most (19.1%) of the affiliate stalls were located in Moi Avenue, another 14.3% were located in Mecca Street, Tom Mboya and Nairobi Stalls respectively. This is attributed to the high population flow in these areas.

4.2.7 Products

Product Type	Number	Percent
Imported textile products	32	29.09
Handbags and leather accessories	23	20.91
Shoes	29	26.36
Mobile phones and accessories	29	26.36
Office supplies e.g. photocopy paper	12	10.91
Second hand textile products	13	11.82
*****Other products	42	38.21

Table 8 (a): Products Dealt with

Analysis revealed that 29.1% of the entire population dealt with imported textile products, 26% of the respondents dealt with shoes while a similar percentage dealt with mobile phones and accessories. Office supplies appeared to be the least preferred product by the stall owners, followed by second hand textile products as only 10.9% and 11.8% of the population respectively, dealt with those two categories of products.

Other products dealt with

Product	Number	Percent
Jewelry	3	2.73
Photocopy, lamination & binding	7	6.36
Cosmetics	3	2.73
Video rentals (Cds, Dvds, Video cassettes and Video games)	4	3.64
Typesetting	4	3.64
Stationery	2	1.82
Computers, parts & accessories	4	3.64
Promotional Items	1	0.91
Electronics	2	1.82
Herbal Medicine	1	0.91
Photography	1	0.91
Computer repairs	1	0.91
Sanitary towels, deodorants	1	0.91
Soft drinks	3	2.73
Airtime	5	4.55

Table 8 (b) Other products dealt with

Other products dealt with were airtime, video rentals, soft drinks, typesetting, computer parts, accessories, with more stalls dealing with photocopy, lamination and binding.

4.3 Competitive Strategies

This section deals with an analysis of the different competitive strategies applied by each of the retail stalls that were interviewed.

4.3.1 Differentiation

Differentiation Strategies applied by Retail stalls	Mean	SD	CoV
Popular labels or brand images	3.75	0.99	26.40
Unique source of the product	3.88	1.02	26.29
Uniformed Staff	1.81	1.47	81.22
Well groomed staff	4.29	1.09	25.41
Trained Staff	3.9	1.18	30.26
Ability to speak in different languages e.g. Kiswahili and English	4.71	0.63	13.38
Ability to listen	4.73	0.64	13.53
Ability to handle customer complaints	4.58	0.83	18.12

Welcoming style and greeting	4.4	1.11	25.23
Serving of refreshments	2.19	1.49	68.04
Ability to know customer needs	4.6	0.75	16.30
Ability to follow up on customer enquiries and notify the potential customer that required product is available	4.39	1.02	23.23
Ability to satisfy the customer and have repeat customers	4.53	0.91	20.09
Location within the hall	3.97	1.35	34.01
Window displays	3.57	1.63	45.66
Adjustments to the products	3.51	1.48	42.17
Repairs of products as part of after sales service	2.77	0.68	24.55
Advice on accessories such as mobile phones	2.82	1.7	60.28
Sending messages on new products to repeat customers	3.09	1.63	52.75
Advertising on radio and newspapers	2.19	1.43	65.30
Using attractive music to welcome potential customers	2.58	1.5	58.14
Use of fliers notifying potential customers about the stall and products available	2.97	1.63	54.88
Use of notices showing that there is an ongoing sale	3.14	1.64	52.23
Sending messages using mobile phones to potential and past customers notifying them of new products being available	3.15	1.54	48.89
Overall Mean, Standard Deviation (SD) and Co efficient of Variation (CoV)	3.56	1.22	38.60

Table 9: Differentiation

Of the stalls interviewed, the differentiation strategies that were used by the majority and had the highest mean (mean range: 4.53- 4.71) were that stall managers and owners had an ability to listen, to speak in different languages such as Kiswahili and English, to handle customer complaints and as a result had a focus to satisfy the customers and have repeat customers. The stalls interviewed scored an average of 3.56 on the strategic activities aimed at differentiation of their stalls to attain competitive advantage.

4.3.2 Cost Leadership

Table 10: Cost Leadership

Cost Leadership strategies applied by Retail Stalls	Mean	SD	CoV
Searching for low cost suppliers	4.4	1.2	27.27
Traveling abroad to select products when air fares are low (low season) or when the airlines have discounted offers on flights	3.22	1.68	52.17
Using import buyers who are professional buyers based in the source country eg China who purchase on behalf of importers (retail stall owners) at a fee. This enables the stall owners avoid expensive trips and reduce the cost of products.	3.23	1.64	50.77
Purchasing during off season or from end-of -season sales	2.97	1.66	55.89
Reduce costs eg switching off the lights when not in use to reduce power cost	2.88	1.8	62.50
Remuneration is divided into a salary portion and a commission portion that is based on predetermined sales targets	3.58	1.5	41.90
Rent utilization- ensure the stall is well organized to enable maximum number of products to be displayed and accessible to buyers	4.43	1.06	23.93
Select an exhibition hall that is known to have high numbers of potential customers	4.43	0.89	20.09
Cash Discounts to customers	3.58	1.41	39.39
Quantity discounts for bulk purchases by customers	3.85	1.31	34.03
Knowing the personal details of good repeat customers for instance their name, contact details, where they work or live	3.88	1.37	35.31
Vetting of repeat customers to ensure they are credit worthy	3.32	1.51	45.48
Credit facilities to repeat customers	2.92	1.51	51.71
Overall Mean, Standard Deviation (SD) and Co efficient of Variation (CoV)	3.59	1.43	41.57

The strategic activities aimed at attaining Cost leadership scored the highest mean of 3.59 compared to the other competitive strategies. This statistically proves that cost leadership is the most commonly used strategy to attain competitive advantage. The main activities that the stalls engaged in to achieve cost leadership were searching for low cost suppliers (mean: 4.4), optimal rent utilisation (4.4), ensuring location of stall is in an exhibition hall that high population flow, hence the availability of many potential and repeat customers due to the convenient location. The selection of an exhibition location (hall) that is known to have high numbers of potential customers was the strategic activity that was highly applied, this is demonstrated by the lowest standard deviation (0.89) and lowest covariant of variation (20.09) compared to any other cost leadership activity. Convenient locations include areas that have public transport in the neighbouring area. This means that as pedestrians are coming from or going to the public means of transport, they are likely to stop at the stalls located nearby and make planned or impulse purchases.

4.3.3 Focus Leadership

This section seeks to analyse the two competitive strategies that contribute to focus leadership strategy. These strategies are focus - cost leadership which seeks to identify and serve a market niche using cost leadership. The other strategy is focus- differentiation which seeks to identify and serve a market niche using differentiation strategies.

4.3.4 Focus- Cost leadership

Focus strategies based on Cost Leadership applied by Retail stalls	Mean	SD	CoV
Target bulk customers	3.45	1.13	32.75
Target price conscious customers	3.5	0.94	26.86
Attract customers with high discounts	2.78	0.82	29.50
Offer quantity discounts	3.58	1.45	40.50
Overall Mean, Standard Deviation (SD) and Co efficient of Variation (CoV)	3.33	1.09	32.40

Table 11: Focus-Cost leadership

The strategies applied most by the respondents were offering quantity discounts (mean: 3.58), targeting price conscious customers (mean: 3.50) and targeting bulk customers (mean: 3.45).

4.3.5 Focus differentiation

Focus strategies based on Differentiation applied by Retail stalls	Mean	SD	CoV
Understand the needs to the customer	4.9	0.36	7.35
Ensure that the product is conveniently available to the customer	4.66	0.69	14.81
Deliver the product to the customers location such as the out of town office locations-Upper Hill and United Nations Gigiri	3.34	1.5	44.91
Communicate to the potential customer that the new products are available using mobile phone messages, emails and telephone calls	3.48	1.57	45.11
Providing unique products e.g. ensuring imports are made of few items that are similar to ensure the customer feels special and purchase a product that they will not easily see with others	3.57	1.49	41.74
Import products from suppliers or countries that are not frequented by other retail stall owners e.g. South Africa ,Britain	2.64	1.46	55.30
Demonstrate that premium price has value added benefits	3.64	1.52	41.76
Location has amenities and offers comfortable environment to discuss the customer requirements	3.66	1.35	36.89
Refreshments offered to customer	1.98	1.36	68.69
After sales services	2.57	1.66	64.59
Overall Mean, Standard Deviation (SD) and Co efficient of Variation (CoV)	3.44	1.30	42.11

Table 12(a): Focus Differentiation

The most popular strategy applied is the understanding of the customer needs which scored a mean of 4.9 and had the lowest standard deviation (0.36). This was followed the location ensuring that the product was conveniently available to the customers (mean: 4.66) and the location having amenities and offering a comfortable environment to discuss the customer requirements (mean: 3.66). The covariance of variation (CoV: 7.35) has also proven that understanding customer needs was the most critical and widely used strategy.

Extent of Exclusive Customer Dependence	Frequency	Percent
No	78	70.91
Yes	32	29.09
Total	110	100

Table 12 (b): Exclusive customer dependence

To assess the effectiveness of customer focus the respondents were asked to comment on if they focused on an exclusive group of customers, 32% focused on an exclusive group of customers while the majority relied on a widespread distribution of customers.

Strategies applied to enhance customer loyalty	Frequency	Percent
Offering competitive prices	8	25.00
Discounts	12	37.50
Quality service	15	46.88
Unique and quality products	10	31.25
Warranties	5	15.63
Gaining customer trust	1	3.13
Regular communication (on new products or simply keeping in touch)	12	37.50
Gifts and free samples	2	6.25
Delivering products to customers (promptly)	4	12.50
Flexible payment systems	2	6.25
Buying customers lunch	1	3.13
Operating during hours clients consider flexible	1	3.13
Seeking client feedback	1	3.13

Table 12 (c): Retaining customer Loyalty

In terms of retaining customer loyalty as repeat customers are the true indicator of business growth and effectiveness of the competitive strategies, 46.9% offered quality service, 37.5% relied on regular communication (on new products or simply keeping in touch), 37.5% relied on discounts while 31.3% used unique and quality products to gain customer loyalty.

Methods of Acquiring Customers	Frequency	Percent
Advertising	5	15.63
Documentation of products' prices	1	3.13
Regular communication	3	9.38
Dress code	2	6.25
Quality Service (Including advice, welcoming, e.t.c)	13	40.63
Attractive music/Warm welcoming	3	9.38
Networking	5	15.63
Offering premium services	2	6.25
Focus on the interior i.e. furniture	1	3.13
Seeking client feedback	4	12.50
Flexible payment systems	2	6.25
Discounts	7	21.88
Quality products	7	21.88
Marketing via sales people	3	9.38

Table 12 (d): Methods of acquiring category of customers

Various methods of acquiring customers of specific categories were implemented with quality service being the most popular with 40.6% of the stalls, discounts and quality products were used by 21.9% of the respondents. Advertising and networking were used by 15.6% of the respondents.

4.4 Competitive strategies used to grow sales volumes

Competitive strategies applied by retail stalls to grow Sales volumes	Mean	SD	CoV
Popular labels or brand images	3.88	1.07	27.58
Unique source of the product	4.15	1.4	33.73
Uniformed Staff	2.02	1.53	75.74
Well groomed staff	4.25	1.27	29.88
Trained Staff	3.71	1.27	34.23
Ability to speak in different languages e.g. Kiswahili and English	4.56	0.91	19.96

Ability to listen	4.61	0.87	18.87
Ability to handle customer complaints	4.49	0.97	21.60
Welcoming style and greeting	4.36	1.15	26.38
Serving of refreshments	2.39	1.59	66.53
Ability to know customer needs	4.38	1.23	28.08
Ability to follow up on customer enquiries and notify the potential customer that required product is available	4.02	1.41	35.07
Ability to satisfy the customer and have repeat customers	4.57	0.84	18.38
Location within the hall	3.86	1.48	38.34
Window displays	3.56	1.58	44.38
Adjustments to the products	3.18	0.97	30.50
Repairs to products	3.12	1.17	37.50
Advice on accessories such as mobile phones	2.72	0.65	23.90
Sending messages on new products to repeat customers	3.26	0.69	21.17
Advertising on radio and newspaper	2.48	0.61	24.60
Using music to attract and welcome potential customers	3.12	0.71	22.76
Use of notices showing that there is an ongoing Sale	3.37	1.65	48.96
Sending messages using mobile phones to potential and past customers notifying them of new products being available	3.16	1.6	50.63
Searching for low cost suppliers	3.32	1.65	49.70
Travel abroad to select products when air fares are low (low season) or when the airlines have discounted offers on flights)	4.22	1.24	29.38
Using import buyers who are professional buyers based in the source country e.g. China who purchase on behalf of importers (retail stall owners) at a fee. This enables the stall owners avoid expensive trips and reduce the cost of products.	2.77	1.59	57.40
Purchasing during off season or from end-of – season sales	3.16	0.63	19.94
Reduce cost of power: switch off the lights when not in use	2.95	0.74	25.08
Remuneration is divided into a salary portion and a commission portion that is based on predetermined sales targets	2.79	0.78	27.96
Rent utilization- ensure the stall is well organized to enable maximum number of products to be displayed and accessible to buyers	3.49	1.57	44.99
Select an exhibition hall that is known to have high numbers of potential customers	4.38	1.24	28.31
Cash Discounts to customers	4.22	1.17	27.73
Quantity discounts for bulk purchases by customers	3.55	1.34	37.75
Knowing the personal details of good repeat customers for instance their name, contact details, where they work or live	3.86	1.26	32.64
Vetting of repeat customers to ensure they are credit worthy	3.93	1.18	30.03
Credit facilities to repeat customers	3.44	1.54	44.77
Target bulk customers	3.22	1.5	46.58
Target price conscious customers	3.67	1.46	39.78
Attract customers with high discounts	3.56	1.51	42.42
Offer quantity discounts	3.18	1.53	48.11
Understand the needs to the customer	3.77	0.99	26.26
Ensure that the product is conveniently available to the customer	4.62	0.85	18.40
Deliver the product to the customers location such as the out of town office locations- Upper Hill and United Nations Gigiri	4.45	1.08	24.27
Communicate to the potential customer that the new products are available using mobile phone messages, emails and telephone calls	3.29	0.74	22.49
Providing unique products e.g. ensuring imports are made of few items that are similar to ensure the customer feels special and purchase a product that they will not easily see with others	3.52	0.98	27.84
Import products from suppliers or countries that rate not frequented by other retail stall owners e.g. South Africa ,Britain	3.45	1.15	33.33
Demonstrate that premium price has value added benefits	2.81	1.14	40.57
Location has amenities and offers comfortable environment to discuss the customer requirements	3.46	1.08	31.21
Refreshments offered to customer	3.36	1.5	44.64
After sales services	2.03	0.81	39.90
Overall Mean, Standard Deviation (SD) and Co efficient of Variation (CoV)	3.53	1.17	34.17

Table 13: Competitive strategies used to grow sales volumes

The competitive strategy used most extensively to grow sales volumes is the focus-differentiation using location whereby the product is conveniently available to the customer (mean: 4.62), the next most extensively used strategy is differentiation using the ability to listen (mean: 4.61), ability to satisfy the customer and have repeat customers (mean: 4.57), ability to speak in different languages e.g. Kiswahili and English (mean: 4.56) and finally focus-cost leadership using delivering the product to customer's location such as out of town office locations (mean: 4.45). The overall mean of all the strategies was 3.53, thus the above strategies were ranked highly with over 1 point above the mean.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

In this section, we discuss the main findings, draw conclusions, and make recommendations emanating from the research findings covered in the previous chapter, the objective is to determine the competitive strategies adopted by the retail exhibition sector in the Nairobi Central Business District. In this respect, the study showed that the strategic activities aimed at attaining Cost leadership scored the highest mean of 3.59 compared to the other competitive strategies which averaged 3.33. This statistically proves that cost leadership is the most commonly used strategy to attain competitive advantage. The main activities that the stalls engaged in to achieve cost leadership were searching for low cost suppliers (mean: 4.4), optimal rent utilisation (4.4), ensuring location of stall is in an exhibition hall that high population flow, hence the availability of many potential and repeat customers due to the convenient location. The selection of an exhibition location (hall) that is known to have high numbers of potential customers was the strategic activity that was highly applied, this is demonstrated by the lowest standard deviation (0.89) and lowest covariant of variation (20.09) compared to any other cost leadership activity. Convenient locations include areas that have public transport in the neighboring area. This means that as pedestrians are coming from or going to the public means of transport, they are likely to stop at the stalls located nearby and make planned or impulse purchases.

The study has also proven statistically that the competitive strategies widely applied and which contribute to growth in sales volumes by the retail exhibition sector are the focus-differentiation strategies using location whereby the product is conveniently available to the customer and the next most extensively used strategy is differentiation using the ability to listen to understand customer needs, tastes and preferences. The study also established that 32% of the respondents sell imported textile products which are prone to dynamic changes and require a full understanding of the customer needs to succeed.

5.2 Conclusions

The study determines that cost leadership is the competitive strategy that is widely used with the use of customer focus initiatives such as understanding customer needs and breaking language barriers.

5.3 Recommendations

There is a need to develop and implement training courses particularly on customer preferences and customer satisfaction to ensure that the retail exhibition sector continues to develop as many Kenyans rely on it for their livelihood and in turn the Government of Kenya relies on the revenues.

5.4 Recommendation for further research

There is need to carry out further research on specific strategies applied by exhibition stalls which retail different products and services.

5.5 Limitations of the study

The non response of 27% may have an impact on the findings and thus may lead to inability of the study to generalise on the competitive strategies used by the retail exhibition sector in the Nairobi's Central Business District (NCBD). Some of the respondents declined to respond due to fear that the researcher was a tax agent.

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APPENDICES

Appendix I: Questionnaire

SECTION A: GENERAL DATA

1. Name of your stall:
2. Please indicate your Job Title:.....
3. Year of establishment:

Ownership of your stall:

- a) Group ownership ()
- b) Individual ()
- c) Others (Please specify).....

No of branches in Nairobi.....

4. Indicate the products you sell in your stall (*Please tick*)

- Imported Textile products _____
- Handbags and leather accessories _____
- Shoes _____
- Mobile phones and mobile accessories _____
- Office supplies eg photocopy paper _____
- Second hand textile products _____
- Other items (please list them here:) _____

SECTION B: COMPETITIVE STRATEGIES

5. Indicate the extent to which you use the following in order to enhance your business on a scale of 1 to 5 where:

- 5: To a very large extent
- 4: To a large extent
- 3: To a moderate extent
- 2: To a low extent
- 1: To no extent

Differentiation:

		5	4	3	2	1
5(i)	Popular labels or brand images					

5(ii)	Unique source of the product					
5(iii)	Uniformed Staff					
5(iv)	Well groomed staff					
5(v)	Trained Staff					
5(vi)	Ability to speak in different languages e.g. Kiswahili and English					
5(vii)	Ability to listen					
5(viii)	Ability to handle customer complaints					
5(ix)	Welcoming style and greeting					
5(xi)	Serving of refreshments					
5(xii)	Ability to know customer needs					
5(xiii)	Ability to follow up on customer enquiries and notify the potential customer that required product is available					
5(xiv)	Ability to satisfy the customer and have repeat customers					
5(xv)	Location within the hall					
5(xvi)	Window displays					
5(xvii)	Adjustments to the products					
5(xviii)	Repairs of products as part of after sales service					

5(xix)	Advice on accessories such as mobile phones					
5(xx)	Sending messages on new products to repeat customers					
5(xxi)	Advertising on radio and newspapers					
5(xxii)	Using attractive music to welcome potential customers					
5(xxiii)	Use of fliers notifying potential customers about the stall and products available					
5(xxiv)	Use of notices showing that there is an ongoing sale					
5(xxvi)	Sending messages using mobile phones to potential and past customers notifying them of new products being available					

6. Indicate the extent to which you use the following in order to enhance your business on a scale of 1 to 5 where:

5: To a very large extent

4: To a large extent

3: To a moderate extent

2: To a low extent

1: To no extent

Cost Leadership:

		5	4	3	2	1
6(i)	Searching for low cost suppliers					
6(ii)	Travelling abroad to select products when air fares are low (low season) or when the airlines have discounted offers on flights					
6(iii)	Using import buyers who are professional buyers based in the source country eg China who purchase on behalf of importers (retail stall owners) at a fee. This enables the stall owners avoid expensive trips and reduce the cost of products.					
6(iv)	Purchasing during off season or from end-of-season sales					
6(v)	Reduce costs eg switching off the lights when not in use to reduce power cost					
6(vi)	Remuneration is divided into a salary portion and a commission portion that is based on predetermined sales targets					
6(vii)	Rent utilization- ensure the stall is well organized to enable maximum number of products to be displayed and accessible to buyers					

6(viii)	Select an exhibition hall that is known to have high numbers of potential customers					
6(ix)	Cash Discounts to customers					
6(xi)	Quantity discounts for bulk purchases by customers					
6(xii)	Knowing the personal details of good repeat customers for instance their name, contact details, where they work or live					
6(xiii)	Vetting of repeat customers to ensure they are credit worthy					
6(xiv)	Credit facilities to repeat customers					

7. Indicate the extent to which you use the following in order to enhance your business on a scale of 1 to 5 where:

5: To a very large extent

4: To a large extent

3: To a moderate extent

2: To a low extent

1: To no extent

Focus: Cost Focus

		5	4	3	2	1
7(i)	Target bulk customers					
7(ii)	Target price conscious customers					
7(iii)	Attract customers with high					

	discounts					
7(iv)	Offer quantity discounts					

8. Indicate the extent to which you use the following in order to enhance your business on a scale of 1 to 5 where:

5: To a very large extent

4: To a large extent

3: To a moderate extent

2: To a low extent

1: To no extent

		5	4	3	2	1
8(i)	Understand the needs to the customer					
8(ii)	Ensure that the product is conveniently available to the customer					
8(iii)	Deliver the product to the customers location such as the out of town office locations-Upper Hill and United Nations Gigiri					
8(iv)	Communicate to the potential customer that the new products are available using mobile phone messages, emails and telephone calls					

8(v)	Providing unique products e.g. ensuring imports are made of few items that are similar to ensure the customer feels special and purchase a product that they will not easily see with others					
8(vi)	Import products from suppliers or countries that are not frequented by other retail stall owners e.g. South Africa ,Britain					
8(vii)	Demonstrate that premium price has value added benefits					
8(viii)	Location has amenities and offers comfortable environment to discuss the customer requirements					
8(ix)	Refreshments offered to customer					
8(x)	After sales services					

9. Is there any category of customers who rely on their need for clothing and accessories almost exclusively on you? .

Yes () No ()

If Yes, how do you ensure that you retain their loyalty. Kindly list them down:

.....

What are the ways in which you go about acquiring a category of customers? Kindly list them down:

.....

SECTION C: SALES PERFORMANCE

9. Indicate the extent to which you use the following in order to increase your sales volume in your business on a scale of 1 to 5 where:

- 5: To a very large extent
- 4: To a large extent
- 3: To a moderate extent
- 2: To a low extent
- 1: To no extent

		5	4	3	2	1
9(i)	Popular labels or brand images					
9(ii)	Unique source of the product					
9(iii)	Uniformed Staff					
9(iv)	Well groomed staff					
9(v)	Trained Staff					
9(vi)	Ability to speak in different languages e.g. Kiswahili and English					
9(vii)	Ability to listen					

9(viii)	Ability to handle customer complaints					
9(ix)	Welcoming style and greeting					
9(x)	Serving of refreshments					
9(xi)	Ability to know customer needs					
9(xii)	Ability to follow up on customer enquiries and notify the potential customer that required product is available					
9(xiii)	Ability to satisfy the customer and have repeat customers					
9(xiv)	Location within the hall					
9(xv)	Window displays					
9(xvi)	Adjustments to the products					
9(xvii)	Repairs to products					
9(xviii)	Advice on accessories such as mobile phones					
9(xix)	Sending messages on new products to repeat customers					
9(xx)	Advertising on radio and newspaper					

9(xxix)	Using music to attract and welcome potential customers					
9(xxx)	Use of fliers notifying potential customers about the stall and products available					
9(xxxi)	Use of notices showing that there is an ongoing Sale					
9(xxxii)	Sending messages using mobile phones to potential and past customers notifying them of new products being available					
9(xxxiii)	Searching for low cost suppliers					
9(xxxiv)	Travel abroad to select products when air fares are low (low season) or when the airlines have discounted offers on flights)					
9(xxxv)	Using import buyers who are professional buyers based in the source country e.g. China who purchase on behalf of importers (retail stall owners) at a fee. This enables the stall owners avoid expensive trips and reduce the cost of products.					
9(xxxvi)	Purchasing during off season or from end-of – season sales					
9(xxxvii)	Reduce cost of power: switch off					

	the lights when not in use					
9(xxxi)	Remuneration is divided into a salary portion and a commission portion that is based on predetermined sales targets					
9(xxxii)	Rent utilization- ensure the stall is well organized to enable maximum number of products to be displayed and accessible to buyers					
9(xxxiii)	Select an exhibition hall that is known to have high numbers of potential customers					
9(xxxiv)	Cash Discounts to customers					
9(xxxv)	Quantity discounts for bulk purchases by customers					
9(xxxvi)	Knowing the personal details of good repeat customers for instance their name, contact details, where they work or live					
9(xxxvii)	Vetting of repeat customers to ensure they are credit worthy					
9(xxxviii)	Credit facilities to repeat customers					
9(xxxix)	Target bulk customers					
9(xxxx)	Target price conscious customers					
9(xxxxi)	Attract customers with high					

	discounts					
9(xxxxii)	Offer quantity discounts					
9(xxxxiii)	Understand the needs to the customer					
9(xxxxiv)	Ensure that the product is conveniently available to the customer					
9(xxxxv)	Deliver the product to the customers location such as the out of town office locations- Upper Hill and United Nations Gigiri					
9(xxxxvi)	Communicate to the potential customer that the new products are available using mobile phone messages, emails and telephone calls					
9(xxxxvii)	Providing unique products e.g. ensuring imports are made of few items that are similar to ensure the customer feels special and purchase a product that they will not easily see with others					
9(xxxxviii)	Import products from suppliers or countries that rate not frequented by other retail stall owners e.g. South Africa ,Britain					
9(xxxxix)	Demonstrate that premium price has value added benefits					

9(xxxxx)	Location has amenities and offers comfortable environment to discuss the customer requirements					
9(xxxxxi)	Refreshments offered to customer					
9(xxxxxii)	After sales services					

Appendix II: List of Retail Exhibition Stalls

Exhibition name	No. of Stalls	Gender of Stall owner/customer service person	Average age of stall manager	Age of exhibition	Payment mode	Building name	Street	Products sold
Shelly	35	Female	25	6 yrs	Monthly	Posta Sacco	Monrovia/ University way	Clothes male
Ushindi	80	Female	28	5 yrs	Monthly	Ushindi	Muindi Mbingu	Clothes
Jerry	18	Female	23	10 yrs	Monthly	Jerry House	Biashara street	African clothes
Shopping place	9	Mixed	25-50	2 yrs	Monthly	Jamia shopping mall	Kijabe St. and Tubman Road	Shoes
Bidai stall	30	Female	25	7 yrs	Monthly	Lahani	Moi Avenue	Clothes
African house exhibition	30	Female	26	3 yrs	Monthly	Africa House	Moi Avenue	Clothes
Nebo	27	Female	18-25	1 yrs	Monthly	Bandru house	Moi Avenue	Clothes
The one	17	Female	20-30	6 yrs	Monthly	Mbogo House	Moi Avenue	Clothes
8 to 8	40	Female	20-25	2 yrs	Monthly	Royalty house	Moi Avenue	Shoes

Exhibition name	No. of Stalls	Gender of Stall owner/customer service person	Average age of stall manager	Age of exhibition	Payment mode	Building name	Street	Products sold
Nairobi stall	25	Female	19-30	10 yrs	Monthly	Nairobi stall	Kenyatta Avenue	Clothes and shoes
Forester exhibition	24	Female	20-30	1 yrs	Monthly	Prince	Moi Avenue	Clothes
Shoppers pride	37	Female	22-25	8-9 months	Monthly	Africa Academic	Moi Avenue	Clothes
Gant Mark	35	Female	15-27	5 yrs	Monthly	Graham	Moi Avenue	Computer
Elegant exhibition	28	Male	22-30	3 yrs	Monthly	Trust building	Moi Avenue	Clothes/shoes
Family shopping mall	22	Male	25-30	1 yr	Monthly	Trust building	Moi Avenue	Dilemma

Exhibition name	No. of Stalls	Gender of Stall owner/customer service person	Average age of stall manager	Age of exhibition	Payment mode	Building name	Street	Products sold
Red shopping mall	22	Female	25-30	Feb- Nov	Monthly	Old Nation	Tom Mboya	Photocopy, shoes, computer
Limoda market	13	Female	20-29	11 yrs	Monthly	Imenti House	Tom Mboya	Shoes
Giratt Market		Female	19-45	10 yrs	Daily	Lengotho	Tom Mboya	Clothes
Magumono Expo	25	Female	25-40	3 yrs	Monthly	Magumono House	Tom Mboya	Ladies clothes
Noor exhibition	1	Male	25-40	3 yrs	Monthly	Magumu House	Tom Mboya	Ladies clothes
Hamztoe	1	Male	25-35	7 yrs	Monthly	Magumu House	Tom Mboya	Ladies clothes
Misha Exhibition	8	Female	20-28	2 yrs	Monthly	Bilmas	Tom Mboya	Phones
Biltec	4	Female	20-30	2 yrs	Monthly	Bilmas	Tom Mboya	Phone accuracy
Freemark	6	Male	20-40	7 yrs	Monthly	Freemark	Tom Mboya	Electronics
City free mark	64	Male/Female	25-40	5 yrs	Monthly	Freemark	Tom Mboya	Computer accessory
Down town shopping	36	Male	20-40	1 month	Monthly	Sheikh	Tom Mboya	Clothes /shoes

	Exhibition name	No. of Stalls	Gender of Stall owner/customer service person	Average age of stall manager	Age of exhibition	Payment mode	Building name	Street	Products sold
27	Dominion hall		Male / Female	20-40	4 yrs	Monthly	Victoria Hse	Tom Mboya	Phone computer
28	Maduka stall		Female	20-30	8 yrs	Monthly	Victoria Hse	Tom Mboya	Phone bureau
29	Fashion stall		Female	25-30	4 yrs	Monthly	Victoria Hse	Tom Mboya	Phone bureau
30	Gamex Expo centre		Female	25-35	2 yrs	Monthly	Victoria Hse	Tom Mboya	Phone photocopies
31	City stalls		Female	20-40	5 yrs	Monthly	Victoria Hse	Tom Mboya	Phones/computers
32	Star ex	17	Female	7 yrs	20-35	Monthly	Victoria Hse	Tom Mboya	Phones & repair, photocopy
33	Toro Bones	12	Female	5 months	20-40	Monthly	Cannon House	Tom Mboya	Clothes election
34	Tedino trade	80	Female	6 yrs	20-30	Monthly	Embassy	Harambee Avenue	Clothes
35	Weiwei expo	50	Male	4 yrs	25-30	Monthly	Agnetts	Moi Avenue	Ladies clothes
36	HN expo	11	Male/ Female	5 yrs	20-30	Monthly	Brick House	Moi Avenue	Electronic phone photo
37	City center stalls	36	Female	1 yr	18-42	Monthly	Capital house	Moi Avenue	Clothes

	Exhibition name	No. of Stalls	Gender of Stall owner/customer service person	Average age of stall manager	Age of exhibition	Payment mode	Building name	Street	Products sold
38	Eureka expo	20	Female	1 yr	20-25	Monthly	Eureka house	Moi Avenue	Clothes
39	Arkland expo	28	Female	3 yrs	22-40	Monthly	Contrast bulding	Moi Avenue	Clothes
40	Cyber city	14	Female	3 yrs	20-35	Monthly	Caxton building	Moi Avenue	Electronics computer
41	Arcade 680	20	Male/Female	2 yrs	20-35	Monthly	Caxton building	Moi Avenue	Ladies Clothes
	Total	925							