

**CHANGE IN STRATEGIC MANAGEMENT ORIENTATIONS  
AND PERFORMANCE OF MASTERMIND TOBACCO LIMITED  
IN KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD  
OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF  
NAIROBI**

**DECEMBER 2018**

## **DECLARATION**

This research project is my original work and has not been presented to any other university for the award of a master's degree.

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**D61/72861/2014**

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

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## **ACKNOWLEDGEMENT**

I thank God for granting me the knowledge, wisdom and good health which enable me to complete this study successfully. I wish to acknowledge the fundamental role my supervisor, Dr. Kennedy Ogollah, played in providing guidelines and direction to enable me finish the project successfully. I also seize this occasion to appreciate University of Nairobi for their huge involvement in the provision of resources and manpower to help me study Master Degree in Business Administration. I also appreciate all my lecturers for their contribution to my coursework and the development of this study.

## **DEDICATION**

I dedicate this research study to my family due to their continued sacrifice and support all through to the end this research study. Your encouragement and support saw me through to the successful completion of my studies. I thank you. God bless you abundantly.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BAT</b>	British American Tobacco Limited
<b>MCC</b>	Mass Customization Capability
<b>NACOSTI</b>	National Commission for Science and Technological Institute
<b>SME</b>	Small and Medium Sized Enterprise
<b>SPSS</b>	Statistical Package for Social Science

## **ABSTRACT**

In the current business environment, rivalry and competition has increased, reaching unprecedented heights thus attaining and sustaining a competitive edge has become a key strategy for business survival by most of the firms. Strategic orientation gives direction to an organization and mainly comprises of technology, market, entrepreneurial, and learning orientations. It also guides a firm's activities, which in turn improves its performance. Despite the increasing regulation and taxation of tobacco products in Kenya, increasing competition from BAT and the need to achieve a competitive advantage and higher performance, there is no research conducted on change in strategic management orientations and performance of Mastermind Tobacco Limited. To cover this gap, this research sought to answer the question: how does change in strategic management orientation affect the organizational performance of Mastermind Tobacco Limited in Kenya. The objective of the research was to examine the effect of change in strategic management orientations and performance of Mastermind Tobacco limited in Kenya. The study found that change in entrepreneurial orientation has a significant and positive effect on performance of Mastermind Tobacco limited. The results also revealed that learning orientation has a positive and significant effect on performance of Mastermind Tobacco limited. The study also established that market orientation has an affirmative and considerable impact on performance of Mastermind Tobacco limited in Kenya. Further, the study established that technological orientation has a significant and positive effect on performance of Mastermind Tobacco limited. The study concludes that change in entrepreneurial orientation, learning orientation, market orientation and technological orientation all have a positive and significant effect on performance of Mastermind Tobacco Limited. The study recommends that firms should adopt policies which enable them to change their entrepreneurial strategies so as to cope up with dynamic changes in business environments. The study also recommends that Mastermind Tobacco limited should enhance their learning orientation of their staffs through creation of knowledge by offering free training tutorial programs as well as funding education programmes of staffs. Moreover, the study recommends that Mastermind Tobacco limited should consider customers views by designing of products which meet the needs of its customers. Finally, the study recommends that Mastermind Tobacco Limited should adopt new policies which enhance adoption of modern technology so as to improve on its performance.

## **CHAPTER ONE: INTRODUCTION**

This chapter presents an introduction to the study. It covers background of the study, concept of strategic change and strategic management orientation. It also has discussions on organizational performance, overview of Mastermind Tobacco Limited, research problem, research objective and value of the research.

### **1.1 Background of the Study**

Businesses across the planet are exposed to both internal and external environmental factors that necessitate change to improve performance. The current turbulent business environment is characterized by increased demand from customers, globalization, rapid change in technology and increasing number of new entrants in various sectors that necessitate change in an organizations internal environment as a way of adapting to the changes in the external environmental changes (Nduati & Kavale, 2015). In order to survive and remain spirited in the business place, organizations must come up with strategies related to strategic management orientation to counter challenges resulting from the changing business environment so as to improve performance.

Strategic orientation gives direction to an organization and mainly comprises of technology, market, entrepreneurial, and learning orientations. In addition, Cheng and Sheu (2017) indicate that strategic orientation guides a firm's activities, which in turn improves its performance. This research study was anchored on two strategic management theories which are the Chamberlain's Theory of Strategy and Resource Based View Theory. The theory of Resource - Based view indicates that the essential resources act as drivers in competitive advantage of the firm and that

performance that is superior is always related with attributes of their capabilities and resources which their imitation is variable and costly (Ruivo, Oliveira & Neto, 2015). Resource and capability in an organization is key in the strategic management orientation. The Chamberlain's theory of strategy looks at a strategy as a collection of four factors: what is strategy, processes that form a strategy, forces that shape a strategy and mechanisms through which a strategy takes effect (Chamberlain, 2010).

In the recent past, Mastermind Tobacco Limited has been facing a fierce competition from its rival, British American Tobacco (BAT) Limited. While Mastermind Tobacco Limited controls only 30 percent of the market share in the tobacco industry in Kenya, BAT controls 70 percent (Kamau, 2015). Besides competition, the tobacco industry is facing regulatory challenges, which include amplified taxes on the tobacco products, introduction of regulations on cataloging of packets, and introduction of Tobacco Control Law to curb consumption of tobacco products. In addition, the two companies have in the recent past been engaging each other in price wars in an effort to improve performance and competitiveness (Mwiti, 2016). For Mastermind Tobacco Limited to survive in this industry, improve its performance and increase market share it needs to change its strategic management orientation.

### **1.1.1 Concept of Strategic Change**

It can be argued that there is a fine line between strategic change and management or leadership. Every new manager or leader tends to come along with changes and indeed they are often a change themselves. Cheng and Sheu (2017) define change as a shift from one state to another with a goal of being dissimilar. They further

observe that change management is an approach that is structured movement of groups, individuals and entities from a current situation to a future preferred condition. It is a process in the organization that aims at empowering employees so as to appreciate change and embrace it in their present business environment. Some changes are reactions to external threats whereas others are proactive to seize opportunities.

Strategic change is the basic re-thinking of the beliefs, values, decisions actions and approaches by which organizations carries on its business to realize its strategic intent (Laukkanen et al. 2013). They further observe that, in the fast changing business environment, the capacity to introduce strategies and practices that are new in an organization is a necessity if the organization is to achieve a performance that is superior enduringly. Strategic change management is also defined as actions, processes and decisions that are executed by organizations to realize their strategic intentions (Kamau, 2015). It can also be seen as ways to create conditions that make proactive change as natural as a way of life.

Nduati and Kavale (2015) note that there is no ‘right formula’ to manage change and that successful change is dependent on the wider context in which it is occurring. He further proposes that various styles of change management are likely to be necessary according to the different contexts and in relation to involvement and interests of different groups. Currently, most of the change efforts have assisted some organizations in significantly adapting to shifting conditions. They have also assisted in improving competitive standing as well as positioning themselves for a future that is better. There have been disappointments however in the improvements and also there have been appalling carnage with wastage of resources and burn out, scared or frustrated employees (Obeidat, 2016).

### **1.1.2 Strategic Management Orientation**

A strategy is defined as an organization's overall plan or design chosen in order to react towards objectives set by the organization and it uses its resources to do so. Wiersema and Bowen (2008) state that strategy is long term scope and direction taken by an organization and it gets advantage in an environment that is changing by configuring its resources thus fulfilling stakeholder's expectations. Strategy is therefore an important concept in strategic management. Orientation strategy can also be described as strategic predisposition, choice strategy, thrust strategy and fit strategy. Strategic orientation represents an access to business, and is categorized into several dimensions which include technology, learning, entrepreneurial, and market orientation. Strategic orientation acts as a sense of business direction and set up of activities (Wang et al., 2015). The strategic directions are implemented by a firm in guiding activities for performance that is superior. Strategic orientation is made up by components which organizations plan for future and do evaluation of the plans, resulting to analysis of the strategy for future growth compared to actual procedures execution. Strategic orientation and inter functional level of a firm influences the firm's success in new product (Cheng & Sheu, 2017).

Strategic management orientations are groups of ideologies that generate behaviors, influence and direct the activities of an organization to ensure performance and the viability of the organization (Hakala, 2011). Many organizations have different strategic orientations that vary deeply with regard to internal and external situations that they face. They include, market, learning, resource and entrepreneurial orientations. Orientation on market places a role in creation of profitability and customer value maintenance. It raises the need for an enterprise to acquire, spread and respond to intelligence on the market from the current and potential competitors.

An organization with technology orientation is capable and willing to acquire an essential technological background and utilize it in the new products development. An organization that has strong commitment to research and development and technology orientation, builds new technical solutions and offer new products to target customer needs (Laukkanen et al. 2013). The entrepreneurial orientation in organizations helps in adjusting operations to dynamic competitive environments. It changes and shapes the environment of organization and organizes resources to use opportunities that are uncertain through creating new ideas that result to market changes (Obeidat, 2016).

Organizations with entrepreneurial orientation are able and ready to take action anticipatory to available opportunities, are aggressive to competitors, take on risky situations and better make use inadequate resources. Learning orientation is an important component of organization innovation through obtaining and sharing information about wants of the customers, monitoring changes in the environment and actions of the competitor. Learning orientation is related to new idea development, products, and knowledge of an organization (Ngetich, 2015).

### **1.1.3 Organizational Performance**

The main goal of a firm is to do better than competitors and to deliver returns that are superior and sustained consistently to the shareholders and at the same time ensure that there is satisfaction by the consumer. Performance of a firms and its control of performance indicators is directly done by an organization. Organizational performance differs with outcomes since outcomes are broader (K'Obonyo, Busienei & Ogutu, 2013).



Organizational performance, which is a recurrent theme in management research, continues to be a contentious subject in terms of definition and measurement among researchers. Javier (2002) suggested that the performance of a particular activity can be equal to effectiveness, economy and efficiency. Nduati and Kavale (2015) stated that organizational performance is the capability of the organization to accomplish its aims by efficiently and efficiently using its resources. These definitions and suggestions evaluate performance of an organization as organizations' ability to maximize their strength, overcome their weaknesses and to neutralize their threats in order to take advantages of opportunities (Ruivo, Oliveira & Neto, 2015).

The components of organizational performance are the outputs that are actual organizational results as measured against the outputs that are intended. Ochieng' (2013) stated that there are three areas that encompass organizational performance. These include; shareholders return as measured using total return on shareholders and value added economically; performance in the product market as measured by market share and sales; and financial performance measured by asset return, investment return and profits (Nduati & Kavale, 2015).

Performance or achievement of an organization is based on conceptualization that is multidimensional and is predominantly related to circumstances in the market that are heterogeneous. It's also based on shareholders and time. Mbaki (2014) suggests various points of view on management of performance. These are the non –financial performance index that is selected in terms of growth, public and market relationship are used, and the financial index which is selected in provisions of profits and investment return (Ngetich, 2015).

#### **1.1.4 Mastermind Tobacco Limited**

Mastermind Tobacco Ltd is the only indigenous company in Kenya. It was started in 1987 and has its headquarters in Nairobi. It is involved in tobacco growing, cigarette manufacturing and marketing. The company has various branches in the central, east and southern Africa namely Kenya, Uganda, Democratic Republic of Congo, Tanzania, Malawi, South Sudan, Somalia and Zambia. The vision of this company is to be the leading provider of quality tobacco and tobacco products in the region with the quality policy being to grow, process and consistently supply high quality tobacco and tobacco products at all times which meet customer and consumer expectations in order to achieve and maintain market leadership (Mastermind, 2017).

The main activities of Mastermind Tobacco Limited include leaf growing, leaf processing, leaf exports, cigarette manufacturing, cigarette marketing and central engineering. The company has also invested in ultra-modern leaf processing which is located in Nairobi. The capacity of the plant is fifty million kilograms of tobacco every year. Super Match King is one of the brands that have been the flagship over the region. This has helped the company to be competitive in the market and has hit the market niche in Kenya and beyond due to their quality, superior taste and competitive pricing. Although the company is making great progress, there are regulations that govern it. The key regulation is that tobacco should not be consumed by individuals of a minimum age of eighteen years (Mastermind, 2017).

The organization provides a safe working environment to their employees, suppliers, contractors, visitors and the community. This is done through continuously working towards achieving accidents free operations and environment through effective controls in engineering technology, administration schedules and use of personal protective gear. The company has a key responsibility to the environment by promoting agroforestry, bee keeping, waste management and energy management. Since the company has been having good relations, and has observed all the regulations and also offered their commodities at a good price, it has remained competitive in the market (Mastermind, 2017).

## **1.2 Research Problem**

In the current business surroundings, rivalry and competition has increased reaching unprecedented heights thus attaining and sustaining competitiveness is becoming a major tactic for continued existence by majority of the companies (Cheng & Sheu, 2017). Strategic management orientations are the key success essentials for most enterprises in the creation of right behaviors so as to attain performance that is superior, since strategic orientation looks at the manner in which a company interacts while adapting with the external environmental situation. Strategic orientation is associated to behavior creation that is proper so as to achieve performance that is superior and it looks at the way in which an entity interacts and aligns with its external environments (Nakola et al., 2015). In order to have a strategic orientation that is effective, an internal alignment must be created by companies. This alignment is between features in an organization (values, goals, capabilities, resources, structure and systems) thus creating an alignment amid the external and internal environment. Alignment or fit is dependent on the company's strategic orientation.

Tobacco industry players in Kenya are currently facing harsh times after the Government in the year 2015 increased cigarettes levies and after laws were introduced on packet labeling. In addition, the country introduced the Tobacco Control Law to curb consumption of its products (Kamau, 2015). There are only two major companies in this industry, Mastermind Tobacco Limited and British American Tobacco (BAT). The two companies have been in a great war between themselves as one desires to out-muscle the other out of the market that is lucrative (Kamau, 2015). The rivalry has led to them incurring millions of legal fees and bribes that are alleged to the authorities in order to lobby against the other (Mwiti, 2016). To improve their performance and remain competitive in the market Mastermind must change its strategic management orientation.

Several researchers have conducted studies on strategic management orientation and organizational performance, both globally and locally. In China, Wang, Wang and Zhao (2015) conducted a study on the influence strategic orientations on mass customization capability and found that strategic orientations (customer, competitor and innovation) had a significant influence on mass customization (MC) capability. In Hungary and Finland Laukkanen, Nagy et al. (2013) examined the association between strategic orientations and small and medium enterprises' performance.

They established that entrepreneurial orientation, brand, market and learning orientations had a significant influence small and medium enterprises growth. In Jordan, Obeidat, (2016) examined the impact of strategic orientation on the organization's performance. It was established by the researcher that strategic orientation had no considerable impact on the organization's performance.

In Nigeria, Ogunkoya and Shodiya (2013) researched on to what extent was performance influenced by strategic orientation on African textile industries and revealed that strategic orientation has a major impact on organizational performance. In Kenya, Nakola et al. (2015) examined on to what extent was performance of SMEs affected by Strategic Orientation and established that orientation on customer and orientation on technology had significant and affirmative effect on SME performance. In addition, Ngetich (2015) also did a research study on the association between large retail stores' performance in Nairobi County and strategic orientation and established that strategic orientation has led to market share increase, better customer relationships, efficiency in customer service, larger sales volume, customer satisfaction and more profits.

Nduati and Kavale (2015) conducted a study on how strategic orientations affect organizational competitiveness and found that product orientation, orientation of customer, orientation of competitor and technology orientation influence organizational competitiveness. K'Obonyo, Busienei and Ogutu (2013) conducted a research on the impact of strategic orientation in regard to human resource on large private manufacturing firms' performance in Kenya and established that the use of strategic orientation in human resource had a major impact on the organizational performance of private manufacturing enterprises in Kenya.

However, the studies were conducted in different institutions and sectors and hence their findings are not generalizable. There has been increasing regulations on tobacco products in Kenya. Also there has been increasing competition from BAT and the need to achieve a competitive advantage and higher performance.

However there is no research conducted at Mastermind Tobacco Limited on strategic management orientation changes and their effect on its performance. To cover this gap, this research will seek to respond to the following question. How does change in strategic management orientation affect the organizational performance of Mastermind Tobacco Limited?

### **1.3 Research Objective**

The major objective of the research was to examine the change in strategic management orientations and performance at Mastermind Tobacco Limited in Kenya

### **1.4 Value of the study**

Research outcomes of this research have policy, practice and scholarly value. The tobacco industry, including Mastermind Tobacco Limited, contributes a lot role in the state's economic situation hence its level of performance is very crucial to the government. Therefore, the research study will ensure uniform operations in the industry by informing the formulation of policies by concerned stakeholders. The government therefore needs to formulate policies that will be used to ensure that the environment in which the company operates is favorable for it to have a sustainable performance.

To the management of Mastermind Tobacco, the research provided information of the effectiveness of the strategic management orientations and required achievement or output of the company. Resultant output therefore enabled the organization develop the strategies to improve management operations enhancing performance. In addition, the study provided information on best strategic orientation that was used to improve performance at Mastermind Tobacco Limited.

To the academicians and other researchers, the study helped fill the gap on effect of change in strategic management orientation on performance of Mastermind Tobacco limited. Consequently, the study highlighted the effectiveness of strategic management orientations and assessed how it influences organizational structure and employee size. This therefore contributed significantly to the already existing body of knowledge and theory building. It therefore acted as a reference position for potential studies in the strategic management area on the concept of performance.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This part presents an assess of the literature on change in strategic management orientations and organizational performance. It encompasses of organizational performance, change in strategic management orientation and theoretical review. It also has conceptual framework as well as review of the literature and gaps of knowledge.

### **2.2 Theoretical Review**

This research used strategic management theories to explain impact of change in strategic management orientations and performance of an organizational. Most strategic management theories cover the process of specifying objectives in an organization, development of policies and plans to attain the set objectives and goals, and resource allocation during plans and policies implementation. More particularly, strategic management theories explain the processes of strategy formulation and implementation and factors that affect them. This study will major on two theories, namely; Chamberlain's Theory of Strategy and Resource Based View Theory.

#### **2.2.1 Chamberlain's Theory of Strategy**

This theory was developed by Geoffrey Chamberlain and published in the year 2010. The theory brings together the work of other theorists like Henry Mintzberg, Alfred Chandler and Kenneth Andrews (Chamberlain, 2010). However, this theory is more specific and covers the main areas not addressed in the other theories of strategy.



Chamberlain looks at a strategy as a collection of four factors: what is strategy, processes that form a strategy, forces that shape a strategy and mechanisms through which a strategy takes effect (Layne, 2008). In relation to the first factor ‘what is a strategy?’, the theory provides a coherent and specific interpretation of a strategy by use of several propositions: a strategy normally operates in a domain that is bound separate from tactical, operational and policy domains; a strategy comprises of a sole rational center of attention; a strategy comprises of a broad path and fundamental course; a strategy may be split into various essentials; every individual component of the broad path of a strategy is a sole rational idea that straightforwardly addresses basic direction delivery (Chamberlain, 2010). In relation to the second factor, forces shaping a strategy, Chamberlain’s theory indicates that the strategy of an entity is as a result of an interaction among various forces in and around it, with the cognitive bias of the strategist.

The third factor focuses on the processes that form a strategy. The fourth factor looks at the mechanisms through which a strategy can take effect (Walker, 2011). Chamberlain’s theory of strategy describes what a strategy is, processes that form a strategy, forces that shape a strategy and mechanisms through which a strategy takes effect, all which are important in the development and implementation of strategic management orientation (Chamberlain, 2010). One of the assumptions of this theory is that independent actions by competitors are normally inconsistent. In the tobacco industry, managers must understand different strategic orientations, how do develop them, analyze them and then implement them. Without knowledge on the strategies and their expected outcome it is impossible to implement them.

### **2.2.2 Resource Based View Theory**

Birger Wernerfelt developed the Resource Based View Theory in 1984. According to Wernerfelt (1984), the theory mainly lies on the package of intangible resources or valuable tangible which are at a firm's disposal (Rashidirad, Soltani & Salimian, 2015). Ruivo, Oliveira and Neto (2015) indicated that a capability is a resource which is special and is specifically organizationally fixed, it is not transferable. It should purpose to improve firm resources. Resource on the other hand is a stock of available factors controlled and owned by the company. An organization's ability to organize the resources available in the organization is therefore capability. Resources are input that require processing. They can be classified as tangible and intangible resources. Machinery, equipment, land and buildings are tangible resources and are physical in nature.

In resource based view model, resources play a major role in helping companies to achieve a competitive advantage and improve performance. Resource based view is based on two main assumptions: resource immobility and resource diversity. In regard to resource diversity, the theory assumes that if an organization own resources that are or can be owned by its competitors, it cannot use these resources to achieve a competitive advantage (Ngetich, 2015). On the other hand, resource immobility concerns resources that are difficult to attain or copy because the cost of development is too high or because the cost of utilizing these resources is too high. Formulating and implementing strategies regarding strategic orientation requires utilization of resources. Therefore, for successful implementation, which includes dealing with resistance to change, organizations must allocate resources and capabilities if they are to acquire competitive advantage and to do better than competitors.

### **2.3 Change in Strategic Management Orientation and Organizational Performance**

In China, Wang, Wang and Zhao (2015) did a research on the impact strategic orientations on mass customization capability. The study adopted survey research design. The results indicated that three strategic orientations (customer, competitor and innovation) had a significant influence on mass customization (MC) capability. In Taiwan, Cheng and Sheu (2017) conducted a study to scrutinize the relative influence of strategic orientations (service, interaction, learning, and market) on joint service innovation performance. Results from survey information from 362 paired B2B firms show that interaction orientation supports best those entities with operational services, while service and market orientations are of more use for professional services. Contrary to this, learning orientation is the most effective for essential installed base services and maintenance services and has the highest effect on collaborative service innovation performance.

In Hungary and Finland Laukkanen, Nagy et al. (2013) examined the association between strategic orientations and medium and small entities' performance. Comparative research design was adopted in the research. The results indicate that entrepreneurial orientation, brand, market and learning orientations had significant influence small and medium enterprises growth in both Finland and Hungary through performance of brand and market. Using a descriptive research design, Obeidat (2016) researched on strategic orientation and performance of an organization and found that strategic orientations had no significant influence on performance. In Jordan, Obeidat, (2016) studied the impact of strategic orientation on Obeidat, (2016) studied the impact of strategic guidance on the organization's performance and looked at the mediating role of innovation.

Data was collected from three companies that dwelt with telecommunication in Jordan. Structural Equation Modeling was used in analysis of information. The results indicated that strategic orientation had no significant impact on performance of the organization but had significant influence on innovation. Further the study established that innovation has a considerable impact on performance of the organization

Ogunkoya and Shodiya (2013) researched on performance of African textile industries in Nigeria and strategic orientation. The research used descriptive statistics in analyzing data used. From the results, strategic orientation had a considerable influence on the entitys' performance. Research study also showed that the performance varied according to the measurement used. Using descriptive statistics to analyze data, Kwararafa and Kida (2016) examined the performance of medium and small enterprises and the role of strategic orientation. Results of this study clearly shows SMEs are likely to benefit from strategic orientation, especially in the pursuit of entrepreneurship, which demonstrates the relevance of entrepreneurship orientation in research.

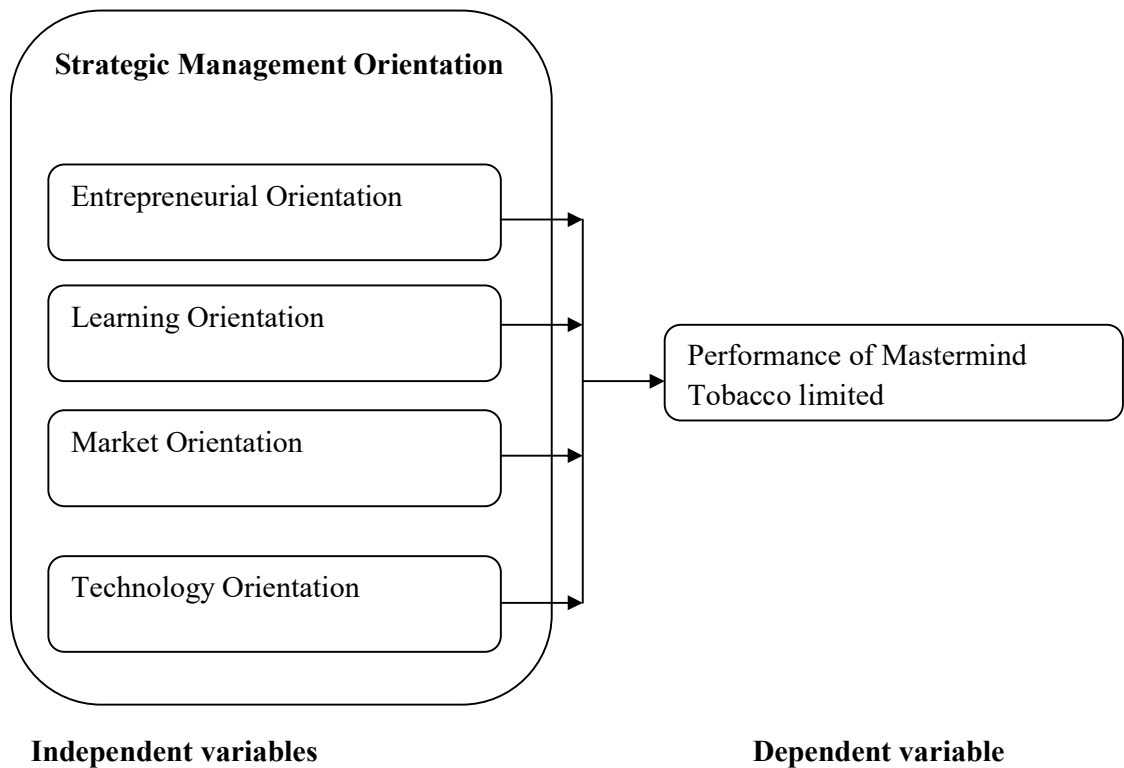
In Kenya, K'Obonyo, Busienei and Ogutu (2013) did a research on the impact of strategic orientation in regard to human resource on large private manufacturing firms' performance in Kenya. This research used descriptive research design. From the study results, the use of strategic orientation in human resource had a considerable effect on the entitys performance of private manufacturing entities in Kenya.

Nakola et al. (2015) evaluated the impact of strategic orientation on SME's performance. The study adopted an explanatory research design and established technology and customer orientation had significant and positive influence on SME performance. Ngetich (2015) also researched on role of strategic orientation in large retail stores' performance in Nairobi County using a descriptive research design. The study established that strategic orientation have led to market share increase, better customer relationships, efficiency in customer service, increased sales volume, customer satisfaction and profits. Nduati and Kavale (2015) conducted a study on how strategic orientations affect organizational competitiveness and found that product orientation, customer orientation, competitor orientation, and technology orientation influence organizational competitiveness.

Further, Kimaiyo (2016) researched on strategic market orientation and performance of tour firms in Nairobi. Kimaiyo used descriptive statistics to analyze data. From the study findings, customer orientation enabled the tour firms to have strong commitment to their customers. To be better off in the market the firm worked a bit harder to evaluate the customer needs and ensure customer satisfaction in order to create value for customers. The tour firms were found to be using competitor orientation to collect data on their competitors in order to enable the firms to come up with strategies that would counter competitors' actions in order to achieve competitive advantage over competitors. Inter-functional coordination was being used by tour firms throughout the departments in order to increase customer value and build business plans to meet the needs of prospective and current customers.

## 2.4 Conceptual Framework

As depicted in Figure 2.1, conceptual framework indicates the hypothesized association between the independent variables and the dependent variable. This study seeks to examine on the effect of change in strategic management orientations on Mastermind Tobacco limited's performance. The independent variables will be market entrepreneurial, technology, and learning orientations. The dependent variable will be the performance of Mastermind Tobacco Limited in Kenya.



**Figure 2. 1: Conceptual Framework**

## **2.5 Summary of Literature and Research Gaps**

This research was based on two strategic management theories: Chamberlain's Theory of Strategy and Resource Based View Theory. Chamberlain's theory looks at strategy as a collection of four factors: what is strategy, processes that form a strategy, forces that shape a strategy and mechanisms through which a strategy takes effect. Resource base view theory is about identifying resources that are unique in an entity and decision making on where to invest the resources in relation to strategic management orientation to give the entity the highest proceeds. The literature above showed varied outcomes on performance and the effect of the utilization of strategic orientations. While Nduati and Kavale (2015) and Ngetich (2015) found that strategic orientation influences performance of an organization positively, Obeidat (2016) found that strategic orientation had no significant influence on performance.

Even though, various studies have been conducted on strategic orientation and organizational performance, these studies are limited to specific countries and institutions, which hinder the generalization of the findings to other institutions and more specifically to Mastermind Tobacco Limited. For instance, Wang, Wang and Zhao (2015) did a research on the impact strategic orientations on mass customization capability in China and Cheng and Sheu (2017) conducted a study to observe the comparative influence of strategic orientations (service, learning, interaction, and market) on the shared service innovation performance in Taiwan. However, since different countries are characterized by different macroeconomic environments and legal frameworks, the study findings cannot be said to be similar to Kenya.

In Kenya, Nakola et al. (2015) evaluated the impact of Strategic Orientation on SME'S Performance. Ngetich (2015) researched on influence of Ngetich (2015) investigated the impact of strategic orientation on the performance of Nairobi's major retail stores County. However, having been conducted in medium and small entities and retail stores in Kenya, the findings of these studies cannot be generalized to Mastermind Tobacco Limited.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Research methodology is procedure, technique and technique used at description, explanation and prediction of a specific phenomenon. Research methodology outlines the procedure used in the identification of target population, selection of a sample size, collection of data and analysis of data. Specifically, this section encompasses sample size, research design, sampling technique, data presentation, data analysis, data collection and population target.

### **3.2 Research Design**

Descriptive research design was the most appropriate research design for this research. According to Bryman and Cramer (2012), a descriptive survey design is fit for evaluation of opinions and tendencies and the use of a survey is an efficient and effective way to collect data that can help a researcher tackle research issues. According to Greener (2008), a descriptive survey design involves posing questions to participants, summarizing the responses using frequencies and percentages and making conclusions about a population from the samples' responses.

Descriptive research design is used so as to provide an opportunity to gather data that is qualitative as well as quantitative. This will assist in finding data and the population characteristics under study. The study will use the views and opinions of the staff working in the 7 departments in the headquarters of Mastermind Tobacco Limited located in Mombasa road, Nairobi County and hence descriptive research design was the most appropriate research method.

### 3.3 Population of the Study

Population, according to Schindler and Cooper (2006), is the whole set of all the study members of valid or imaginary group of persons, objects or events where the examiner uses to take a broad view the results. Mugenda and Mugenda (2003) assert that target population is part of the whole set of population universe. The 149 staff working in the 7 departments in the headquarters Mastermind Tobacco Limited located in Mombasa road, Nairobi County, was the target population of this study. These departments include finance, engineering, marketing, human resource, information technology, sales and distribution and transport.

**Table 3. 1: Target Population**

<b>Department</b>	<b>Target population</b>
Finance	21
Engineering	34
Marketing	23
Human Resource	12
Information technology	14
Sales and Distribution	22
Transport	23
<b>Total</b>	<b>149</b>

**Source: Mastermind (2017)**

### **3.4 Sampling Design**

Grouping of the assessable population into smaller groups assists in forming a sample. A sample therefore is a group that will help the researcher acquire information about the population being studied. It is a representative group that enables the researcher to acquire population data. Greener (2008) shows that where a population size is between 100 and 500 ( $100 < N < 500$ ), 50% of the sample should be used. 50% of the target population will be selected using stratified random sampling. Smaller sub-groups of a population classified in a stratified random sample are known as strata. The strata are established from the members of the population with shared attributes or characteristics (Bryman, 2003).

Therefore, the sample size of this study was 75 employees employed at Mastermind Tobacco Limited. Sample size was chosen using stratified random sampling method. This sampling technique involves classification of the population into a variety clusters with each of the groups comprising of people with the sample characteristics. The strata in this study were the different departments in the company. This method was selected, as the sample size was representative of the population.

**Table 3. 2: Sample Size**

<b>Department</b>	<b>Target population</b>	<b>Sample Size</b>
Finance	21	11
Engineering	34	17
Marketing	23	11
Human Resource	12	6
Information technology	14	7
Sales and Distribution	22	11
Transport	23	12
<b>Total</b>	<b>149</b>	<b>75</b>

**Source: Field Data 2018**

### **3.5 Data Collection**

Primary information was used, and was gathered by utilizing of a prepared questionnaire. Questionnaire gave the researcher an inclusive data on a wide range of factors. In addition, a structured questionnaire generated quantitative data, which was in form of categorical data (nominal and ordinal data) (Kothari, 2004). In addition, the closed ended questions provided precise information that minimized information bias and facilitated data analysis. A pilot test was carried out before data was collected to verify the validity and reliability of the questionnaire. Distribution of questionnaires to the staff of Mastermind Tobacco Limited was done using a drop and pick up method as it increased the rate of response.

The researcher obtained a memo from University of Nairobi proving that the researcher was a valid student at the University of Nairobi doing Master of Business Administration (MBA). The letter was used for data collection. The researcher took about three weeks to collect data from the respondents. The Interviewees were asked to fill in the questionnaire as honestly and fully as possible.

### **3.6 Presentation and Data Analysis**

The data analysis practice refers to putting information in an orderly way, wrapping of collected information and structuring the core essentials in a manner that the data collected results can be ably and simply communicated (Creswell, 2006). SPSS version 22 and descriptive statistics were used to analyze data that was quantitative in nature. The descriptive information in the research involved standard deviation, percentages, mean and frequency distribution. The outcomes of the research were brought out using figures and tabulations. Furthermore, regression analysis was adopted in establishing the relationship between independent (entrepreneurial, learning, marketing and technology orientation) and dependent variables (performance of Mastermind Tobacco Limited).

The regression model took the following form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y= Performance of Mastermind Tobacco,  $\beta_0$  = Constant,  $\beta_1 - \beta_3$  = Beta coefficients ,  $X_1$ = Entrepreneurial orientation,  $X_2$ = Learning orientation,  $X_3$ = Market orientation,  $X_4$ = Technology orientation and e = Error term.

## **CHAPTER FOUR: DATA ANALYSIS, DISCUSSION AND RESULTS**

### **4.1 Introduction**

The section involves bringing out findings of research, their interpretations as well as discussion with regard to the aims of the research. To examine the change in strategic management orientations and the performance of Mastermind Tobacco Limited in Kenya was the major rationale of this research. Specifically study aims to determine the change in entrepreneurial, market, learning and technology orientations and performance of Mastermind Tobacco Limited in Kenya. The chapter begins with presentation of descriptive statistics, followed by testing of the significance of the study, analysis of outputs and summary as well as interpretations of the outputs.

### **4.2 Response Rate**

This papers' sample size was 75 and it comprised of human resources in the seven functions in at Mastermind Tobacco Limited located in Mombasa road, Nairobi County. The researcher distributed 75 questionnaires during data collection process. Out of 75 questionnaires which were distributed, 73 participants successfully managed to completely fill and returned the questionnaires to the researcher. This provided a response rate of 97.33%.

### **4.3 Background Information**

Background information outlines the distinctiveness of the participants in the research. The background information of this study consisted of the respondents' highest level of education, age bracket, gender as well as their duration in the organization. The results were in tables.

### 4.3.1 Distribution of Gender and Age Bracket of the Participants

Gender and age of employees in an organization affects change in strategic management orientations and hence can influence the performance of the organization. The study participants are required to specify his/her age and gender. Outcomes are as tabulated in table 4.1.

**Table 4.1: Distribution of Gender and Age Bracket of the Participants**

<b>Gender</b>	<b>Percent</b>
Male	67.1
Female	32.9
Total	100.0
<b>Age Bracket</b>	
19 to 25 yrs.	28.8
26 to 35 yrs.	43.8
36 to 45 yrs.	17.8
46 to 65 yrs.	4.1
Above 65 yrs.	5.5
<b>Total</b>	<b>100.0</b>

**Source: Field Data (2018)**

Outputs in Table 4.1 indicate that, 67.1% of the staff working in the 7 departments in the headquarters Mastermind Tobacco Limited located in Mombasa road, Nairobi County, specified that they are male. 32.9% of the staff stated that they are female. This implied that majority of the staffs employees in Mastermind Tobacco Limited were male.

With regard to age bracket of the participants, 43.8% of the staffs pointed out that they are in the aged amid 26 to 35, 28.8% stated that there years from birth ranged between 19 to 25 years, 17.8% indicated that their ages are ranging amid 36 to 45 year old, 5.5% of the staff indicated that their ages were above 65 and 4.1% indicated that they are ages of 45 and 65. This implicated that a big population of the staffs working in Mastermind Tobacco Limited are aged 26 to 35 years old.

#### **4.3.2 Participants' Highest Level of Schooling**

The highest stage of schooling of staff in an organization considerably influences change adoption in relation to be strategic management orientations, and hence can also influence performance. The participants were requested to show their maximum level of schooling. As shown in table 4.2, the results were as follows.

**Table 4.2: Participants' Highest Level of Schooling**

<b>Participants' Highest Level of Education</b>	<b>Percent</b>
Primary education	4.1
Secondary education	19.2
College education	23.3
Undergraduate degree	39.7
Master degree	12.3
PhD	1.4
<b>Total</b>	<b>100.0</b>

**Source: Field Data (2018)**



According to the results in Table 4.2, 39.7% of the staff working at Mastermind Tobacco Limited specified that they were undergraduates, 23.3% pointed out that they had college education, 19.2% indicated that they had secondary education. 12.3% of the staff specified that they had master degrees, 4.1% specified that they had primary education and 1.4% indicated that they have PhDs. This implicated that the biggest percentage of the employees employed within Mastermind Tobacco Limited in Kenya were undergraduates.

#### **4.3.3 Duration of staff in the Organization**

The duration time of a staff in an organization determines their knowledge on change in strategic management orientations and organizational performance. The respondents were required to put a tick on duration of time they have been employed in their organizations. Table 4.3 depicts the results obtained.

**Table 4.3: Duration of staff in the Organization**

<b>Duration of staff in the Organization</b>	<b>Percent</b>
Less than 2 years	20.5
3 to5 yrs	35.6
6 to 8 yrs.	24.7
9 to11 yrs.	12.3
12 to 14 yrs.	2.7
15 and above yrs.	4.1
<b>Total</b>	<b>100</b>

**Source: Field Data (2018)**

Based on the results, as shown in tabulation 4.3, 35.6% of the respondents specified that they had worked in the entity for a duration of 3 to 5 years, 24.7% indicated for a period of 6 to 8 years, 20.5% specified for less than 2 years, 12.3% pointed out that they worked for 9 and 11 years in the entity, 4.1% of the staff specified that they had been employed at the organization for 15 years and above while 2.7% indicated for a period of 12 to 14 years. This implied that most of the staffs had worked in Mastermind Tobacco Limited in Kenya for a period of 3 to 5 years.

#### **4.4 Entrepreneurial Orientation**

The research wanted to ascertain the influence of change in entrepreneurial orientation of on performance of Mastermind Tobacco Limited in Kenya. Respondents were requested indicate their agreement level on various aspects of change in entrepreneurial orientation in their organization. A likert scale of 1 to 5 was used during the study where SA signified strongly agreed, A signified agreed, N signified neutral, D signified disagreed and SD signified strongly disagreed. The outcomes were then presented in table 4.4.

**Table 4.4: Entrepreneurial Orientation**

	1	2	3	4	5	Mean	Std. Dev
Our firm is involved in product innovation	9.6	5.5	12.3	46.6	26.0	3.739	1.190
Our firm invests in the available opportunities in the market	8.2	9.6	21.9	47.9	12.3	3.465	1.093
Our firm often takes some risky ventures	8.3	15.3	40.3	27.8	8.3	3.125	1.047
Our organization often pioneer the implementation of new products and ideas	12.3	20.5	16.4	38.4	12.3	3.178	1.251
Our firm has the ability to meet the market demands	16.4	8.2	27.4	39.7	8.2	3.150	1.209

**Source: Field Data (2018)**

Table 4.4 results show that with a mean 3.739 (std.dv =1.190), the staff working in the in the 7 departments in the headquarters of Mastermind Tobacco Limited located in Mombasa road, Nairobi County agreed that their firm was involved in product innovation. However, the staffs moderately agreed that their firm invested in the available opportunities in the market as shown by a mean of 3.465 (std.dv= 1.093). In addition, they moderately agreed that their organization often pioneered the implementation of new products and ideas as shown by a mean of 3.178 (std.dv= 1.251). Moreover, they moderately agreed that their firm has the ability to meet the market demands as shown by a mean of 3.150 (std.dv= 1.209). Furthermore, the staff moderately agreed that their firm often took some risky ventures as shown by a mean of 3.125 (std.dv= 1.047).

#### 4.5. Learning Orientation

The research was intended to determine the impact of learning orientation on Mastermind Tobacco Limited's performance. The study participants were asked to point out agreement level on statements relating to change in learning orientation in their organization. A likert scale of 1 to 5 was used during data collection process, where SA signified strongly agreed, A signified agreed, N signified neutral, D signified disagreed and SD signified strongly disagreed. Brought out in table 4.5 were the outcomes.

**Table 4.5: Learning Orientation**

	1	2	3	4	5	Mean	Std. Dev.
Our firm is actively involved in the creation of knowledge in the tobacco industry	6.8	11.0	24.7	30.1	27.4	3.602	1.198
Our organization uses knowledge in the production process and in business activities	5.5	6.8	30.1	42.5	15.1	3.547	1.014
Our organization encourages creation of knowledge	6.8	21.9	19.2	35.6	16.4	3.328	1.190
Our firm encourages employees to question organizational norms and guide action	16.4	17.8	24.7	27.4	13.7	3.041	1.295
Our firm encourages internal knowledge sharing	12.3	13.7	16.4	38.4	19.2	3.383	1.287
There is a shared vision in our organization	13.7	8.2	24.7	38.4	15.1	3.328	1.236

**Source: Field Data (2018)**

The results as shown in Table 4.5, the staff working in the 7 departments in the headquarters of Mastermind Tobacco Limited located in Mombasa road, Nairobi County agreed that their firm was actively involved in the creation of knowledge in the tobacco industry as shown by a mean of 3.602 (std.dv=1.198). They also agreed that their organization used knowledge in the production process and in business activities as shown by a mean of 3.547 (std.dv=1.014). With a mean of 3.383 (std.dv= 1.287), they moderately agreed that their firm encouraged internal knowledge sharing.

In addition, they moderately agreed that their organization encouraged creation of knowledge as shown by a mean of 3.328 (std.dv= 1.190). Moreover, they moderately agreed that there was a shared vision in their organization as shown by a mean of 3.328 (std.dv= 1.236). Further, they moderately agreed that their firm encouraged employees to question organizational norms and guide action as shown by a mean of 3.041 (std.dv= 1.295).

#### **4.6 Market Orientation**

The research was meant to evaluate the impact of market orientation on Mastermind Tobacco Limited's performance. Study participants were also requested to specify their agreement level on statements relating to change in market orientation in their organization. A likert scale of 1 to 5 was also used during data collection process, where SA signified strongly agreed, A signified agreed, N signified neutral, D signified disagreed and SD signified strongly disagreed. Table 4.6 presents the outcomes.

**Table 4.6: Market Orientation**

	1	2	3	4	5	Mean	Std. Deviation
Our firm normally acquires information about the market	2.7	8.2	9.6	39.7	39.7	4.054	1.039
Our firm often conducts customer satisfaction surveys	5.5	1.4	24.7	45.2	23.3	3.794	.999
Our firms considers customers views and opinions	4.1	5.5	43.1	31.9	15.3	3.486	.964
Our organization has a dedicated customer service department	4.1	20.5	26.0	32.9	16.4	3.369	1.111
Our firm often conducts industry analysis to assess the capabilities and weaknesses of the competitors	12.5	8.3	27.8	34.7	16.7	3.347	1.223
Our firm often conducts market research	4.1	5.5	27.4	49.3	13.7	3.630	.935
Our organization ensures intra-functional coordination	5.5	20.5	27.4	34.2	12.3	3.274	1.096

**Source: Field Data (2018)**

Results having mean of 4.054 and standard deviation of 1.039, as demonstrated in Table above, the staff working at the 7 departments in the headquarters of Mastermind Tobacco Limited located in Mombasa road, Nairobi County agreed that their firm normally acquired information about the market. The staff also agreed that their firm often conducted satisfaction surveys on clients as depicted by a mean of 3.794 (std.dv = 0.999). In addition, they agreed that their firm often conducted market research as shown by a mean of 3.630 (std.dv= 0.935). With a mean of 3.486 (std.dv= 0.964), the staff moderately agreed that their firm considered customers views and opinions. With a mean of 3.369 (std.dv= 1.111), they moderately agreed that their organization has a dedicated customer service department. Moreover, they moderately agreed that their firm often conducted industry analysis to assess the weaknesses and capabilities of the competitor as indicated by a mean of 3.347 (std.dv= 1.223). Furthermore, the employees moderately agreed that their organization ensured intra-functional coordination as shown by a mean of 3.274 (std.dv= 1.096).

#### **4.7. Technology Orientation**

The research was intended to evaluate the impact of technology orientation on performance of Mastermind Tobacco Limited in Kenya. Study participants were asked to specify agreement level on statements relating to change in technology orientation in their organization. A likert scale of 1 to 5 was also used during data collection process, where SA signified strongly agreed, A signified agreed, N signified neutral, D signified disagreed and SD signified strongly disagreed. The outcomes are as depicted in tabulation below.

**Table 4.7: Technology Orientation**

	1	2	3	4	5	Mean	Std. Dev.
Our organization has a policy guiding the adoption of technologies	12.3	8.2	20.5	41.1	17.8	3.438	1.235
Our organization makes use of technology to position itself ahead to the competitor	5.5	13.7	26.0	35.6	19.2	3.493	1.119
In the tobacco industry, our organizations is always the first to adopt new technologies	8.2	13.7	39.7	24.7	13.7	3.219	1.108
Our organizations improves efficiency in production through the use of technology	8.2	11.0	20.5	35.6	24.7	3.575	1.212
The management allocates enough resources for the adoption of new technologies	9.6	13.7	19.2	42.5	15.1	3.397	1.187

**Source: Field Data (2018)**

The results as shown in Table 4.7, indicated a mean 3.575 (std.dv= 1.212). Hence the staff working in the 7 departments in the headquarters of Mastermind Tobacco Limited located in Mombasa road, Nairobi County agreed that their organizations improved efficiency in production through the use of technology. However, they moderately agreed that their organization made use of technology to position itself ahead to the competitor as shown by a mean of 3.493 (std.dv= 1.119).



In addition, they moderately agreed that their organization has a policy guiding the adoption of technologies as shown by a mean of 3.438 (std.dv=1.235). With a mean of 3.397 (std.dv= 1.187), the staffs agreed that the management allocated enough resources for the adoption of new technologies. Furthermore, they moderately agreed that in the tobacco industry, their organization was always the first to adopt new technologies as shown by a mean of 3.219 (std.dv= of 1.108).

#### **4.8 Performance of Mastermind Tobacco Limited in Kenya**

The dependent variable of this study was performance of Mastermind Tobacco Limited in Kenya. The participants were also asked to show their agreement level on issues relating to the performance of their organization in the last five years. A likert scale of 1 to 5 was also used during data collection process, where SA signified strongly agreed, A signified agreed, N signified neutral, D signified disagreed and SD signified strongly disagreed. Table 4.8 depicted the results.

**Table 4.8: Performance of Mastermind Tobacco Limited in Kenya**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std. Dev.</b>
Sales in our organization have been increasing over the years	6.8	5.5	28.8	35.6	23.3	3.630	1.111
The profitability of the organization has been increasing	11.0	9.6	30.1	35.6	13.7	3.315	1.165
The market share of our organization has been increasing	8.2	5.5	37.0	34.2	15.1	3.424	1.079
Revenue in our organization has been increasing	12.3	13.7	21.9	38.4	13.7	3.274	1.227
Total assets in our organization have been increasing	17.8	6.8	26.0	28.8	20.5	3.274	1.356

**Source: Field Data (2018)**

The outcomes as shown in Table 4.8 indicated with a mean of 3.630 (std.dv= 1.111) that, the staff working at Mastermind Tobacco limited in Kenya agreed that sales in their organization have been increasing over the years. However, they moderately agreed that the market share of their organization has been increasing as shown by a mean of 3.424 (std.dv= 1.079). In addition, they moderately agreed that the profitability of the organization has been increasing as indicated with standard deviation of 1.165 and mean of 3.315. The employees moderately agreed that revenue in their organization has been increasing as depicted by a mean of 3.274 (std.dv= 1.227). Further, they moderately agreed that total assets in their organization have been increasing as shown by a mean 3.274 (std.dv= 1.356).

#### 4.9 Inferential statistics

The association connecting independent variables and dependent ones was resolved by the use of multiple regression analysis. The dependent variable being performance of Mastermind Tobacco Limited. The independent variables were learning, orientation, technology entrepreneurial and market orientations. Presented below are the results.

**Table 4.9: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.831 <sup>a</sup>	.692	.674	.248

a. Predictors: (Constant) Entrepreneurial, Learning, Market, and Technology Orientations

b. Dependent Variable: Performance

The R square is used during this study for indication of the deviation in dependent variable (performance of Mastermind Tobacco Limited) that could be described by the independent variables (learning, market and entrepreneurial as well as technology orientation). As shown in Table 4.9, the R square value was (0.692). This implied that the independent variables could only explain 69.2% of the dependent variables.

**Table 4.10: Analysis of Variance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	
1	Regression	13.387	4	3.347	6.257	.000 <sup>b</sup>
	Residual	36.407	68	.535		
	Total	49.795	72			

**Source: Field Data (2018)**

The ANOVA was used in assessing if the model was a fine fit for analyzing data. Results as shown in Table 4.10, the values of F calculated (6.257) was much greater than F critical value (2.5252) and the p value (0.000) was less than 0.05 (significant level). This implied that the model was fit for analysis of data.

**Table 4.11: Coefficients**

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.894	0.152		5.882	0.090
Change in entrepreneurial orientation	0.671	0.175	0.596	3.834	0.000
Learning orientation	0.660	0.197	0.648	3.350	0.000
Market orientation	0.597	0.212	0.583	2.816	0.001
Technological orientation	0.569	0.219	0.535	2.598	0.003

**Source: Field Data (2018)**

The final model of regression was the following;

$$\text{Performance} = 0.894 + 0.671 \text{Entrepreneurial Orientation} + 0.660 \text{Learning Orientation} + 0.597 \text{Market Orientation} + 0.569 \text{Technology Orientation}$$

As shown in table 4.11, change in entrepreneurial has an affirmative and considerable effect on Mastermind Tobacco Limited's performance of as shown by a regression coefficient (0.671) and a p value of 0.000. In addition, learning orientation has an affirmative and considerable effect on performance at Mastermind Tobacco Limited as shown by a regression coefficient (0.660) and a p value of 0.000. Moreover, market orientation has an affirmative and considerable effect on performance at Mastermind Tobacco Limited as shown by a regression coefficient (0.597), p value of 0.001. Further, technological orientation has an affirmative and considerable effect performance at Mastermind Tobacco limited as shown by a regression coefficient (0.569) and a p value of 0.003.

#### **4.10 Discussion of the Findings**

The research established change in entrepreneurial orientation has an affirmative and considerable effect on performance of Mastermind Tobacco Limited. The findings are in line with the finding of Wang, Wang and Zhao (2015) that change in entrepreneurial tend to have an affirmative influence on organizational performance. It established that Mastermind Tobacco limited was involved in product innovation.

The findings agree with the establishments of Cheng and Sheu (2017) that firms are involved in product innovation so as to improve on their performances. The results revealed that Mastermind Tobacco invested in the available opportunities in the market. The findings are aligned to the findings of Laukkanen, Nagy et al. (2013) that organization need to invest in available market opportunities so as to perform better in the spirited business world. The study found that the firm often took some risky ventures. The findings are in line with the statement of Ogunkoya and Shodiya (2013) that organizational success is straightforwardly interrelated to the amount of risk of the entity.

Further, the study found out that the organization often pioneered the implementation of new products and ideas. Furthermore, the results revealed that Mastermind Tobacco has the ability to meet the market demands. The findings are in line with the finding of Kwararafa and Kida (2016) that most firms pioneered the implementation of new products as well as ideas so as to meet market demands. The research established that orientation on learning has a considerable and affirmative impact on performance of Mastermind Tobacco Limited. The findings agree with the establishments of Ogunkoya and Shodiya (2013) that performance of an organization depends on its learning orientation.

The study also found out that the entity was actively concerned in the formation of knowledge in the tobacco industry. The study also established that Mastermind Tobacco Limited used knowledge in the production process and in business activities. The findings are aligned to the establishments of K'Obonyo, Busienei and Ogutu (2013) that learning orientation such as creation of knowledge is practiced by most firms so as to enhance their productivity. In addition, the results revealed that the organization encouraged creation of knowledge. Moreover, the study found that the organization encouraged staffs to question its norms and guide action. The study also established that the firm encouraged internal knowledge sharing. Further, the study found that there was a shared vision in the organization. The results agree with those of Nakola et al. (2015) that organization encourages its staffs to question its norms and guide action so as to improve on its performance.

In relation to market orientation, the study found that there was an affirmative and considerable association amid market orientation with performance of Mastermind Tobacco Limited in Kenya. These outcomes are in agreement to the findings of Nduati and Kavale (2015) the key determinant of organizational performance is market orientation. Research found out that Mastermind Tobacco Limited normally acquired information about the market. Moreover, the results revealed that the firm often conducted customer satisfaction surveys. The findings are in line with the finding of Kimaiyo (2016) that firms normally acquired information about the market by conducting customer satisfaction surveys. In addition, the study established that the organization considered customers views and opinions. The study found that Mastermind Tobacco Limited is dedicated to customer service. The results also revealed that the firm often conducted industry analysis to evaluate the capabilities and weaknesses of the competitors.

The research found that the firm often conducted market research. The findings are in line with those of Ngetich (2015) that most firms have established customer service departments so as to consider customers' views and opinions. Finally, the results revealed that the organization ensured intra-functional coordination. The findings corresponds to the establishments of Ogunkoya and Shodiya (2013) that effective intra-functional coordination lead to improvement on performance in African textile industries.

On technological orientation, the research established that technological orientation had a considerable and positive influence on performance at Mastermind Tobacco Limited. The findings are in line with Nduati and Kavale (2015) findings that performance of organization depends on its level of technological orientation. The study also found that the organization has a policy guiding the adoption of technologies. The results revealed that the firm made use of technology to position itself ahead to the competitor. The findings are aligned to those of K'Obonyo, Busienei and Ogutu (2013) that policy guides and adoption of modern technologies enhance production efficiency as well as service delivery within an organization. Moreover, the study found that in the tobacco industry, the organization was always the first to adopt new technologies. The results also revealed that the organization improved efficiency in production through the use of technology. The outcomes corresponds to the findings of Nagy et al. (2013) that firms which have integrated information technology in their production tend to improve on their performances. Furthermore, the study found that the management allocated enough resources for the adoption of new technologies. The findings are aligned with those of Obeidat (2016) that availability of adequate resources enable an organization to successfully adopt modern technology.

With regard to performance of Mastermind Tobacco Limited, the study found out that sales in the organization have been increasing over the years. The findings are in aligned with those of Ngetich (2015) that the sales in tobacco industries in Kenya have been increasing over the years due to increase in market demands and favorable business environment. The research also identified that the profitability of the entity has been increasing. In addition, the study found out that the market share of the organization has been increasing. Further, the study found that revenue in the organization has been increasing. The findings are aligned with the those of Kimaiyo (2016) that the profitability of an entity is calculated in provisions of increase in market share and revenue obtained.



## **CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION**

### **5.1 Introduction**

This part entailed presentation of preview of the findings of the research. It also contains conclusion which were made as well as recommendation which were made with regards to aims on this study. Recommendations for further academic studies are also discussed in this section.

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

The general intention of this research was to evaluate the change in strategic management orientations and the performance at Mastermind Tobacco Limited in Kenya. In detail, the study wanted to examine the influence of change in learning and change in entrepreneurial orientation on the performance at Mastermind Tobacco Ltd. The research study also wanted to determine effect of change in market orientation as well as change in technological orientation on performance at Mastermind Tobacco Limited in Kenya.

The investigations established that change in entrepreneurial has an affirmative and considerable effect on performance of Mastermind Tobacco Limited. The study also established that Mastermind Tobacco Limited was involved in product innovation. In addition, the results revealed that Mastermind Tobacco Limited invested in the available opportunities in the market. Moreover, the study found that the firm often took some risky ventures. Further, the study found out that the organization often pioneered the implementation of new products and ideas. Furthermore, the results revealed that Mastermind Tobacco Limited has the ability to meet the market demands.

The study also found out that learning orientation has an affirmative and considerable effect on performance of Mastermind Tobacco Limited. The research also found out that the firm was actively concerned in the creation of knowledge in the tobacco industry. The study also established that Mastermind Tobacco Limited used knowledge in the production process and in business activities. In addition, the results revealed that the organization encouraged creation of knowledge. Moreover, the study found that the organization encouraged staffs to question its norms and guide action. The study also established that the firm encouraged internal knowledge sharing. Further, the study found that there was a shared vision in the organization.

Moreover, the study found that market orientation has an affirmative and considerable influence on performance of Mastermind Tobacco Limited in Kenya. Research also found out Mastermind Tobacco Limited normally acquired information about the market. Moreover, the results revealed that the firm often conducted customer satisfaction surveys. In addition, the study established that the organization considered customers views and opinions. The study found that Mastermind Tobacco Limited is dedicated to customer service. The results also revealed that the firm often conducted industry analysis to judge the capabilities and weaknesses of the competitors. The research found that the firm often conducted market research. Finally, the results revealed that the organization ensured intra-functional coordination.

The study found technological orientation has an affirmative and considerable effect on performance of Mastermind Tobacco. The research found that the organization has a policy guiding the adoption of technologies. The results revealed that the firm made use of technology to position itself ahead to the competitor.

Moreover, the study found that in the tobacco industry, the organization was always the first to adopt new technologies. The results also revealed that the organization improved efficiency in production by the using of technology. Furthermore, the research found that the management allocated enough resources for the uptake of new technologies.

### **5.3 Conclusion**

The research conclude that change in entrepreneurial orientation had an affirmative and considerable effect on performance at Mastermind Tobacco Limited ( $p = 0.000$ ). The study also established that Mastermind Tobacco Limited was involved in product innovation, invested in the available opportunities in the market, often took some risky ventures and pioneered the implementation of new products and ideas. Furthermore, the results revealed that Mastermind Tobacco Limited has the ability to meet the market demands.

The study also concludes that learning orientation has an affirmative and considerable effect on performance at Mastermind Tobacco Limited ( $p=0.000$ ). The study also found out that the firm was actively drawn in in the creation of knowledge in the tobacco industry, used knowledge in the production process and in business activities, encouraged creation of knowledge, encouraged staff to question its norms and guide action as well as internal knowledge sharing. Further, the study found that there was a shared vision in the entity. The study concludes that market orientation has an affirmative and considerable impact on performance of Mastermind Tobacco ( $p=0.001$ ).

The study found out that the firm normally acquired information about the market, often conducted customer satisfaction surveys, considered customers views and opinions, has a dedicated to customer service, often conducted industry analysis to assess the capabilities and weaknesses of the competitors, often conducted market research and ensured intra-functional coordination. Furthermore, the research conclude technological orientation has an affirmative and considerable influence on performance at Mastermind Tobacco Limited ( $p=0.003$ ). The study also found that Mastermind Tobacco Limited has a policy guiding the adoption of technologies, made use of technology to position itself ahead to the competitor, improved efficiency in production by the using technology. Furthermore, the research found that the management allocated enough resources for the adoption of new technologies.

#### **5.4 Recommendations of the Study**

The study found that Mastermind Tobacco Limited was involved in product innovation, invested in the available opportunities in the market, often took some risky ventures and pioneered the implementation of new products and ideas. Therefore, the study recommends that firms should adopt policies which enable them to change their entrepreneurial strategies so as to cope up with dynamic changes in business environments. The study found that Mastermind Tobacco Limited was actively involved in the creation of knowledge, used knowledge in the production process and in business activities, encouraged creation of knowledge.

The study recommends that Mastermind Tobacco limited should enhance their learning orientation of their staffs through creation of knowledge by offering free training tutorial programs as well as funding education programmes of staffs. Moreover, the study also found out that Mastermind Tobacco Limited normally acquired information about the market. It also found that the firm often conducted customer satisfaction surveys, considered customers views and opinions, and is dedicated to excellent customer service.

The study recommends that the organization should further enhance customer satisfaction surveys through the use of the fastest media of communication such as radio, television and mobile messaging. The study also recommends that the firm should further consider customers views by designing of products which meet the needs of its customers. Further, the study found that Mastermind Tobacco Limited has a policy guiding the adoption of technologies, made use of technology to position itself ahead to the competitor and improved efficiency in production through the use of technology. The research therefore recommends that the firm ought to adopt new policies which enhance adoption of modern technology so as to improve on its performance.

### **5.5 Limitations of the study**

Research study was undertaken successfully; however there were a small number of restrictions that were noted. The study only focused on Mastermind Tobacco Limited living out the other tobacco industry players. The duration covered to finish the research and the utilities needed for the study were restricted to some extent. Research concentrated only on four strategic management orientations; which are the entrepreneurial, learning, market and technology orientations.

There are other strategic management orientations that were not studied. Some participants were reluctant to participate in the study for fear of being watched. The respondents had very busy schedules and had little time to participate in the research.

### **5.6 Suggestions for Further Studies**

This research suggests that additional studies ought to be done on the change in strategic management orientation and performance of other enterprises in the country. This is because study was restricted to the type of company. Hence, Research study found that 69.2% of independent variables could explain the performance of Mastermind Tobacco Limited. The research therefore, suggests that additional studies ought to be carried out to determine other changes in strategic management orientations and organizational performance.

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# APPENDICES

## Appendix I: Data Collection Letter



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE: 14/08/18

**TO WHOM IT MAY CONCERN**

The bearer of this letter Shadrack Kendeiywo

Registration No. D61/72861/14

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

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

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

Thank you.

  
**PROF. JAMES M. NJIHIA**  
**DEAN, SCHOOL OF BUSINESS**



## Appendix II: Questionnaire

This research seeks to assess the impact of change in strategic management orientation on the performance at Mastermind Tobacco limited in Kenya. Kindly answer all the questions truthfully and precise as you can. All the data stated will be held with anonymity and strict privacy. Kindly put a mark in the blanks given depending on the type of question.

### SECTION A: Background Information

1. Gender

Male            [   ]            Female            [   ]

2. Kindly indicate your age bracket.

19-25Years            [   ]            26-35 Years            [   ]

36-45 Years            [   ]            46-65 Year            [   ]

Above 65 Years            [   ]

3. Kindly indicate the highest schooling level acquired?

Primary education            [   ]            Secondary education            [   ]

College diploma            [   ]            Undergraduate degree            [   ]

Master's Degree            [   ]            PhD            [   ]

4. What duration have you worked in your organization?

Less than 2 years            [   ]            3 to 5 years            [   ]

6 to 8 years            [   ]            9 to 11 years            [   ]

12 to 14 years            [   ]            15 and above years            [   ]

**SECTION B: EFFECT OF CHANGE IN STRATEGIC MANAGEMENT  
ORIENTATION ON THE PERFORMANCE**

**Change in Entrepreneurial Orientation**

5. To what degree do you concur with the subsequent accounts on change in entrepreneurial orientation in your company? Where N signifies neutral, SA signifies strongly agree, SD signifies strongly disagree, D signifies disagree and A signifies agree.

	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Our firm is involved product innovation					
Our firm invests in the available opportunities in the market					
Our firm often takes some risky ventures					
Our organization often pioneers the implementation of new products and ideas					
Our firm has the ability to meet the market demands					

**Learning Orientation**

6. To what degree do you concur with the subsequent accounts on change in learning orientation in your organization? Where N signifies neutral, SA signifies strongly agree, SD signifies strongly disagree, D signifies disagree and A signifies agree.

	SA	A	N	D	SD
Our firm is actively involved in the creation of knowledge in the tobacco industry					
Our organization uses knowledge in the production process and in business activities					
Our organization encourages creation of knowledge					
Our firm encourages employees to question organizational norms and guide actions					
Our firm encourages internal knowledge sharing					
There is a shared vision in our organization					

### Market Orientation

7. To what degree do you concur with the subsequent accounts on change in market orientation in your organization? Where N signifies neutral, SA signifies strongly agree, SD signifies strongly disagree, D signifies disagree and A signifies agree.

	SA	A	N	D	SD
Our firm normally acquires information about the market					
Our firm often conducts customer satisfaction surveys					
Our firms considers customers views and opinions					
Our organization has a dedicated customer service department					
Our firm often conducts industry analysis to assess the capabilities and weaknesses of the competitors					
Our firm often conducts market research					
Our organization ensures intra-functional coordination					

### Technology Orientation

8. To what degree do you concur with the subsequent accounts on change in technology orientation in your organization? Where N signifies neutral, SA signifies strongly agree, SD signifies strongly disagree, D signifies disagree and A signifies agree.

	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Our organization has a policy guiding the adoption of technologies					
Our organization makes use of technology to position itself ahead to the competitor					
In the tobacco industry, our organizations is always the first to adopt new technologies					
Our organizations improves efficiency in production through the use of technology					
The management allocates enough resources for the adoption of new technologies					



**Performance of Mastermind Tobacco Limited in Kenya**

9. To what degree do you concur with the subsequent accounts on the performance your organization in the last five years? Where N signifies neutral, SA signifies strongly agree, SD signifies strongly disagree, D signifies disagree and A signifies agree.

	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Sales in our organization have been increasing over the years					
The profitability of the organization has been increasing					
The market share of our organization has been increasing					
Revenue in our organization has been increasing					
The total assets in our organization have been increasing					