

**STRATEGY TYPOLOGY, ORGANIZATIONAL FACTORS,
EXTERNAL ENVIRONMENT AND PERFORMANCE OF FREIGHT
FORWARDING COMPANIES IN KENYA**

KARINGITHI, MARTIN GAKERE

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF
PHILOSOPHY IN BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI**

2020

DECLARATION

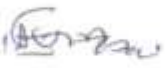
I declare that this thesis draft is my original work and has not been presented for a degree in any other university or college for examination or academic purposes.

Signature: 

Date: 06/08/2020

Martin Gakere Karingithi
D80 /60230/2013

This thesis project has been submitted for examination with our approval as the appointed University supervisors.

Signature: 

Date: 06/8/2020

Prof. Evans Aosa, PhD
Department of Business Administration
School of Business,
University of Nairobi

Signature: 

Date: 06/08/2020

Dr. Kennedy Ogollah, PhD
Department of Business Administration
School of Business,
University of Nairobi

Signature: 

Date: 6/8/2020

Prof. James Njihia, PhD
Department of Management Science
School of Business,
University of Nairobi

DEDICATION

To my beloved wife Beatrice, to my sons Jack and Julius, including Julius senior and the entire family team, thank you so much for your continuous support and encouragement during the entire doctoral studies.

ACKNOWLEDGEMENT

Glory be to God for the care, protection, love and guidance in my life and especially throughout the doctoral studies. A prayer always goes along way to remain guided appropriately. May the Almighty be glorified for ever and ever.

The journey in this doctoral research has been made successful through the direction, guidance, dedication and encouragement of particular professionals. My felicitations and gratitude firstly go to my competent supervisors Professor Evans Aosa, Doctor Kennedy Ogollah and Professor James Njihia. Their intellect, advice and guidance at each phase of this research have been helpful towards the completion of this study.

I thank Doctor Vincent Machuki, Professor G. Pokhariyal, Professor Zachary Awino, Professor Martin Ogutu, Doctor J. T. Kariuki, Doctor Cyrus Iraya, Doctor Raymond Musyoka and Doctor Mirie Mwangi who chaired the various doctoral presentations for their insight, valuable comments and support. Also, I acknowledge the support from all the lecturers in the doctoral studies for their guidance and dedication. In addition, I would like to thank the entire University of Nairobi support team starting with Lydia, Jane Muturi and Nancy, Martin and Macharia of the Jomo Kenyatta Library, and the secretarial team lead by Eunice among others for their help.

Many thanks go to the managers of the respondent freight forwarding companies for their kindness in completing the questionnaires. Also to my friends and colleagues, and the data analyst who made immense contribution to make this study a reality.

My family members supported me with endless inspiration, strength and support. Of particular mention is my wife Beatrice together with our children Jack and Julius for their unreserved understanding and support during the doctoral research process. My parents, brothers and sisters offered me the formidable support system that I needed.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES	ix
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS.....	v
ABSTRACT.....	xiii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Strategy Typology	5
1.1.2 Organizational Factors	15
1.1.3 External Environment.....	21
1.1.4 Firm Performance.....	26
1.1.5 Freight Forwarding Companies in Kenya	30
1.2 Research Problem	34
1.3 Research Objectives.....	39
1.4 Value of the Study	40
1.5 Structure of the Thesis	41
1.6 Chapter Summary	42
CHAPTER TWO: LITERATURE REVIEW.....	43
2.1 Introduction.....	43
2.2 Theoretical Foundation	43
2.2.1 Industrial Organizational Economic Theory.....	45
2.2.2 Resource-Based Theory	48
2.2.3 Contingency Theory.....	50
2.3 Strategy Typology and Performance	52
2.4 Strategy Typology, Organizational Factors and Performance	55
2.5 Strategy Typology, External Environment and Performance	58

2.6 Strategy Typology, Organizational Factors, External Environment and Performance	61
2.7 Summary of Knowledge Gaps	65
2.8 Conceptual Framework	69
2.9 Research Hypotheses	70
2.10 Chapter Summary	71
CHAPTER THREE: RESEARCH METHODOLOGY	72
3.1 Introduction	72
3.2 Research Philosophy	72
3.3 Research Design	74
3.4 Population of the Study	75
3.5 Sampling Design	76
3.6 Data Collection	78
3.7 Reliability Test	79
3.8 Validity Test	80
3.9 Operationalization of the Study Variables	81
3.10 Data Analysis	83
3.11 Chapter Summary	88
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....	89
4.1 Introduction	89
4.2 Response Rate	90
4.3 Test of Reliability	91
4.4 Factor Analysis for Validity Test	93
4.5 Statistical Assumptions	95
4.5.1 Tests of Normality	96
4.5.2 Test of Multicollinearity	103
4.5.3 Test of Homoscedasticity	104
4.5.4 Test of Linearity	105
4.6 Respondents' Demographic Profiles and Organizational Information	108
4.6.1 Respondent's Length of Service	108
4.6.2 Type of Ownership	109

4.6.3 Operational Scope	110
4.6.4 Freight Forwarding Service	111
4.6.5 Number of Employees in the Organization	112
4.7 Descriptive Statistics.....	114
4.8 Measures of Organizational Factors	118
4.9 Measures of External Environment	120
4.9.1 Environmental Munificence.....	121
4.9.2 Environmental Dynamism	122
4.9.3 Environmental Complexity.....	124
4.10 Measures of Firm Performance.....	126
4.11 Test of Hypotheses.....	131
4.11.1 Strategy Typology and Performance of freight forwarding companies in Kenya.....	132
4.11.1.1 Defenders and Performance of freight forwarding companies in Kenya.....	132
4.11.1.2 Prospectors and Performance of freight forwarding companies in Kenya.....	134
4.11.1.3 Analyzers and Performance of freight forwarding companies in Kenya.....	135
4.11.1.4 Reactors and Performance of freight forwarding companies in Kenya.....	137
4.11.1.5 Overall influence of Strategy Typology on Performance of freight forwarding companies in Kenya.....	138
4.11.2 Strategy Typology, Organizational Factors and Performance of Freight forwarding companies in Kenya	139
4.11.3 Strategy Typology, External Environment and Firm Performance.....	145
4.11.4 The Joint Effect of Strategy Typology, External Environment, Organizational factors and Performance.....	147
4.11.5 Summary of the Hypotheses Test.....	150
4.12 Chapter Summary	151

CHAPTER FIVE: DISCUSSION OF FINDINGS.....	152
5.1 Introduction.....	152
5.2 Strategy Typology and Performance of Freight Forwarding Companies.....	153
5.3 Strategy typology, organizational factors and performance	158
5.4 Strategy typology, External environment and performance	161
5.5 Strategy typology, external environment, organizational factors and performance ..	164
5.6 The Modified Empirical Model	166
5.7 Chapter Summary	167
CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATIONS....	169
6.1 Introduction.....	169
6.2 Summary of Findings.....	169
6.2.1 First Objective	170
6.2.2 Second Objective.....	171
6.2.3 Third Objective.....	172
6.2.4 Fourth Objective	173
6.3 Conclusion	174
6.4 Implications of the Study	176
6.4.1 Theoretical Implications	177
6.4.2 Implications on Policy	179
6.4.3 Implication on Practice	180
6.5 Limitations of the Study.....	182
6.6 Suggestions for Further Research.....	184
6.7 Chapter Summary	185
REFERENCES.....	186
APPENDICES.....	186
Appendix I: Letter of Introduction.....	219
Appendix II: NACOSTI Research Authorization Letter	220
Appendix III: Research Permit	221
Appendix IV: Questionnaire	222
Appendix V: List of the Licensed Customs Clearing Agents for the Year 2018	228
Appendix VI: Factor Analysis	245

LIST OF TABLES

Table 2.1: Summary of Previous Studies and Knowledge Gaps	66
Table 3.1: Sample Size.....	78
Table 3.2: Summary of Operationalization of Variables	82
Table 3.3: Summary of Analytical Models and Interpretation	86
Table 4.1: Survey Response Rate	90
Table 4.2: Summary of Cronbach’s Alpha Reliability Coefficients	92
Table 4.3: Summary of KMO and Bartlett’s Test.....	94
Table 4.4: Shapiro-Wilk Test of Normality	97
Table 4.5: Test of Multicollinearity	104
Table 4.6: Test of Homogeneity of Variances	105
Table 4.7: Respondent’s Length of Service	109
Table 4.8: Type of Ownership	110
Table 4.9: Operational Scope.....	111
Table 4.10: Freight Forwarding Services.....	112
Table 4.11: Number of Employees in the Organization	113
Table 4.12: Measures of Strategy Typology	115
Table 4.13: Organizational Factors	118
Table 4.14: Measures of Munificence External Environment	121
Table 4.15: Measures of Dynamism of External Environment	123
Table 4.16: Measures of Complexity of External Environment	125
Table 4.17: Measures of Firm Performance.....	127
Table 4.18: Influence of Defenders on Firm Performance	133
Table 4.19: Influence of Prospectors on Firm Performance	134
Table 4.20: Influence of Analyzers on Firm Performance.....	136
Table 4.21: Influence of Reactors on Firm Performance	137
Table 4.22: Effect of Strategy Typology on Firm Performance	138
Table 4.23(a): Regression Results from the Test of the Effect of Strategy typology on Performance	141
Table 4.23(b): Regression Results from the Test of the Effect of Strategy typology on Organizational factors.....	142

Table 4.23(c): Regression Results from the Test of the Effect of Organizational Factors on Firm Performance.....	143
Table 4.23(d): Regression Results Depicting Intervening Effect of Organizational factors on Strategy typology and Firm Performance.	144
Table 4.24: The Moderation Results of external environment on strategy typology and firm performance.....	146
Table 4.25: Regression Results of the Individual Effects and the Joint Effect of Strategy Typology, Organizational Factors and External Environment on Overall Performance.	148
Table 4.26: Summary of Test of Hypotheses.....	150

LIST OF FIGURES

Figure 1.1: The McKinsey 7s model	16
Figure 1.2: The Outline of the Freight Forwarding Interfaces	32
Figure 2.1: Conceptual Model	70
Figure 4.1(a): Normal Q-Q Plot of Strategy Typology	98
Figure 4.1(b): Normal Histogram Plot of Data on Strategy Typology.....	98
Figure 4.2(a): Normal Q-Q Plot of Organizational Factors.....	99
Figure 4.2(b): Normal Histogram Plot of Data on Organizational Factors	100
Figure 4.3(a): Normal Q-Q Plot of External Environment.....	100
Figure 4.3(b): Normal Histogram Plot of External Environment.....	101
Figure 4.4(a): Normal Q-Q Plot of Performance.....	102
Figure 4.4(b): Normal Histogram Plot of Data on Firm Performance	102
Figure 4.5(a): Scatterplots for Strategy Typology and Firm Performance.	106
Figure 4.5(b): Scatterplots for Organizational factors and Firm Performance.....	107
Figure 4.5(c): Scatterplots for External environment and Firm Performance	107
Figure 5.1: Modified Conceptual Model	167

ABBREVIATIONS AND ACRONYMS

CT	Contingency Theory
GDP	Gross Domestic Product
IOET	Industrial Organization Economic Theory
KRA	Kenya Revenue Authority
LPI	Logistics Performance Index
RBT	Resource -Based Theory
ROA	Return on Assets
SCP	Structure, Conduct and Performance

ABSTRACT

Strategic management scholars have argued that firms in the same industry and companies that practice strategic management have varying performance outcome. There are claims that appropriate choice of strategy influences superior firm performance. For many years' freight forwarding companies have been facing challenges mainly due to heavy competition, poor infrastructure and slow reforms in the customs regulations with some of these companies having performed well and others exhibiting low performance. This could be attributed to some companies having a better understanding of the various critical determinants of performance while other companies could be lacking knowledge that competition is the basis of success or failure of their businesses. The purpose of this study was to establish the effect of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya. This research was based on the industrial organization economic theory, resource-based theory and contingency theory. A review of extant conceptual and empirical literature was carried out and the hypothesis was derived from the objectives. Positivism research and descriptive cross-sectional survey were used in this study. Stratified random sampling was applied. The study sample comprised of 120 freight forwarding firms. Primary data was collected using semi-structured questionnaires. Data was analyzed using descriptive statistics of mean scores, inferential statistics and regression analysis. The results of this study showed that there is a significant influence of strategy typology on organizational performance ($\beta=.303$, $t=2.233$, $p<0.05$). Also, the study found that organizational factors have no significant intervening influence on the relationship between strategy typology and organizational performance ($\beta=.095$, $t=.698$, $p=.487>0.05$). Further, the results provided evidence to support that external environment moderates the relationship between strategy typology and organizational performance ($\beta=-.256$, $t=-2.064$, $p=.042<0.05$). Finally, the joint effect of strategy typology, organizational factors and external environmental on performance was found to be greater than individual influence of predictor variables ($\beta=.573$, $t=3.907$, $p=.000<0.05$). This study supported the arguments of industrial organization economic theory, resource base theory and contingency theory in the context of freight forwarding companies in Kenya. The performance of the freight forwarding company was held with utmost importance. Hence, the results of this study would be of value to policy makers in their strategy adaptation and decision making. More so, results could steer the organization to superior performance through adapting to strategies like defenders, prospectors or analyzers to compete in the ever changing environment. Freight forwarding companies in Kenya are vital contributors towards the economic development of the country. Hence, the findings of this study should enable the management in decision making that enhances performance, thus supporting the national economic development. The study applied a descriptive cross sectional survey because the information gathered represented what happened once, which hardly provided for the contributory effects on the experiential relationships. Therefore, researchers could consider using other approaches like longitudinal studies that would highlight avenues that could be explored to enhance performance of freight forwarding companies. The study can be replicated in other sectors and other countries to enhance the contribution of the relationship between strategy typology and organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management is an organisational practice that concentrates on long term plans intended to direct daily operations towards the realization of desired future goals or position. Several researchers observed that strategic management uses contingency approach that posit that successful organizations are those that are adaptive to their environments in a bid to gain superior performance (Walker, Boyne, Meier, O'Toole Jr., & Richard, 2010; Donaldson, 2001). Strategic management studies identified the strategic orientation of companies in various industries by creating their typology (DeSarbo, Benedetto, Song & Sinha, 2005; Boyne & Walker, 2004; Porter, 1985). Tracey and Blood (2012) observed that to enhance effectiveness an organization can adopt internal factors that will influence responses to the external factors. The organizational internal factors which comprise of shared values, skills and systems enable companies to adapt the correct strategy and direct the conduct of their business to achieve superior performance (Johnson, Scholes & Whittington, 2008).

Pearce and Robinson (2007) argued that firms need to consider their external environmental factors if they are to thrive beyond the rising market demands and changing industry practices. Tan and Liu (2014) observed that the external environment is dynamic and consists of forces that were beyond the control of the firm level management. Thus, the external environment can create both opportunities and threats for firms.

The Contingency Theory states that an organization develops structures and conduct to align its internal factors to fit with the external environment (Husted, 2000). The theories that inform these relationships are the Industrial Organization Economic Theory (Mason, 1939; Bains, 1968; Grimm, 2008; Barthwal, 2010), the Resource based theory (Penrose, 1959; Wernerfelt, 1984; Barney, 1997) and the Contingency Theory (Donaldson, 2001). The main anchoring theory of this study was Industrial Organization Economic Theory (IOET). The concept of strategy typology was based on IOET.

The Industrial Organization Economic Theory (IOET) was originated by Mason (1939) and later expanded by Bains (1968). Both of them hypothesized a possible relationship between the level of concentration in an industry and the prevailing barriers to entry and subsequent profits. IOET postulates that the strategic actions by firms and their interaction determine the structure of markets that entails how a market is functioning (Grimm, 2008). IOET stresses that firms should adapt to influences in their industry to excel in performance. IOET puts more emphasis on the ways in which prevailing industry structure influences an organization (Barthwal, 2010). The essence of this archetype is that industry structure controls the conduct of firms, and the overall behaviour then governs the joint performance outcomes registered by firms in a given market (Edwards, Allen & Shaik, 2006). Industry structure provides the context in which competition occurs. Conduct which is the firms' choice represents firms' strategy, while performance is the goals of the firm (Raible, 2013). This study chose strategy based on the typology of Miles and Snow (2003) which observes that business level strategies are arranged in the strategic configurations as prospectors, defenders, analyzers and reactors.

Organizational factors are underpinned by the resource based theory (RBT) (Barney, 2002). The key supposition of RBT is that sustainable competitive advantage is developed basically from capabilities that are both intangible and tangible. Thus, the bundle of resources within the control of a firm are primary predictors of higher performance (Peteraf & Barney, 2003). The RBT views resources as a key source of competitive advantage as other firms may not easily gain access to such resources.

The RBT stresses on creating dynamic capabilities and firm specific capabilities (Teece, 2018). These two can be used to harness external and internal firm specific competencies for the purposes of outperforming competition in an environment characterised by rapid changes (Herrman, 2005). Barney (1991) observed that in order to provide a basis for competitiveness, resources have to be valuable, rare, too expensive to imitate and arranged in a way that can help capture their full value (VRIO) in a firm. Thus, organizational factors should be distinctively unique to enable the company's competitiveness and superior performance (Wang & Ahmed, 2007).

The external environmental factors are supported by Contingency theory. The contingency theory originated with the contributions of (Woodward, 1965). Lawrence and Lorsch (1967) thereafter contributed to the theory. They observed that firms that are successful in different sectors with diverse technologies possessed organizational structures that were distinct. The contingency theory views organizations as adapting to their changing environments thus, evolving from one fit to another gradually (Sims, Fineman & Gabriel, 2005). The main proposition is that organizations are environment dependent and environment serving. The contingency theory portrays firm performance as the combined result of forces of environment and the strategic actions of an organization.

Thus, the organizations that develop best fit between their strategy and their external environment are likely to have superior results (Husted, 2000). Strategic fit occurs when organizational performance is aligned with the key organizational and environmental contingencies. Therefore, the organization should align itself to the external environment to achieve improved organizational performance (Donaldson, 2001).

The freight forwarding companies in Kenya have been facing major challenges caused by lack of competences, poor understanding of strategy types and the dynamic environment surrounding their operations which arises mainly due to heavy competition and slow regulatory reforms (Kenya International Freight and Warehousing Association, 2016). This therefore leads to difficulties in sustaining their performance. Despite their low performance they are key in facilitating the movement of imports and exports cargo which contributes to the national income. Also, they have an impact on the economy of Kenya by influencing the achievement of vision 2030 (KRA, 2016; World Bank, 2015).

Ojala and Dilay (2015) argued that the performance of freight forwarding companies vary with some of them reporting good performance while, others exhibiting low performance. These disparities have been attributed to the strategies that they adapt where those with poor performance attributed to having limited knowledge of the variety of the strategies applicable across the companies. Also, some of the companies experiences challenges with diverse factors within the organization as well as environmental influence (Baum & Wally, 2003). This is because previous studies in strategic management indicate that strategy typology has some influence on the performance realized by the organizations (Walker et al. 2010).

Further observation showed that organizational performance could be a function of other aspects ranging from organizational factors to those occasioned by the external environment (Johnson et al. 2008). Arising from the the conceptual arguments therefore, this study sought to establish the influence of organizational factors and the external environment on the relationship between strategy typology and organizational performance in the context of freight forwarding companies in Kenya.

1.1.1 Strategy Typology

The concept of strategy is ancient and has different meanings and definitions from various authors. Despite the several definitions, the debate on strategy is inconclusive due to the different views of the scholars. Drucker (1954) underscored the importance of strategy in helping an organization realize its desired future position in an environment that is predictable. Ansoff (1965) observed that strategy acts as a guideline directing the process of making decisions using information available on an organization's product market path in the environment outside its operations. Porter (1980) highlighted that the generic strategies comprised of focus strategies, cost strategies and differentiation strategies to avert the result of low performance. On the contrary, Miles and Snow (1978) developed different form of strategy types as a way of connecting an organization to its environment. Johnson, Scholes and Whittington (2008) defined strategy as the alignment of objectives and risk tolerance strategic alternatives through organizing resources and competences towards satisfying stakeholders expectations.

Several dissimilarities have been observed by previous studies such as the conceptualization of intended and realised strategy (Mintzberg, 2003), the transient characteristics of strategy (Miles, Snow, Meyer & Coleman, 1978) and the relationship between strategy and internal organization factors (Zahra, 1987). Chaffee (1984) identified and described three models of strategy as linear, interpretive and adaptive. In linear strategy, managers plan how to deal with competitors to achieve the goals of the firm. Interpretive strategy articulates the values of an organization which is dependent on internal and external relationships. Hofer (1973) argued that the adaptive model is focused on continuously carrying out assessment so as to align opportunities and risks presented by external environment and the organisations capabilities and resources for exploiting these opportunities. Accordingly, an organization using adaptive strategic management scans the internal and external environments for threats and opportunities to create strategies that adapt to an ever-changing environment (Anwar, Said & Saf, 2016).

Numerous studies have been undertaken by scholars who have paid attention to the interaction between strategy and performance. As a result, the development and application of various strategy typologies have emerged in strategic management (Anwar et al., 2016). Such strategy typologies include, Miles and Snow's (1978) strategic categories of reactors, prospectors, defenders and analyzers; Porter's (1980) generic strategies of cost leadership, differentiation and focus; Miller's (1990) high performance strategies; Rao (2015) observed that strategies that organization adapt are arranged in four distinct levels, namely; corporate, business, functional and product level. Macmillan and Tampoe (2000) discussed business strategies of product development, market penetration, diversification and market development among others.

The leading strategy typologies are Miles and Snow's (1978) strategic categories and Porter (1980) generic strategies. Their contribution offered practical bases for recognizing strategy types and for measuring their impact on various evaluation of performance (Luoma, 2015). Parnell et al., (2015) quoting Segev (1989) emphasized that Porter's (1980) typology however, underscored the large companies that have high market share and was instrumental for an existing industry, but had minimal guidance for industries in high end industrious and innovative backgrounds that were at the initial stage of their business life cycle.

Despite numerous strategy typologies research (Bagire & Namada, 2013; Hitt, Beamish, Jackson & Mathieu, 2007) the relationship between strategy and performance have been operationalized and linked in different ways with no convergence (Miles & Snow, 1978). The Miles and Snow (1978) strategy typology has empirically applied strategic classification that incorporates integrated contingency concept and consistency in the application (Schwarz, Sharma & Freeman, 2013; Peng, Tan & Tong, 2004; Murray, O'Driscoll & Torres, 2002).

In addition, Miles and Snow (1978) strategy typology has a reliable precision in the fomulation of the strategic behaviour of organizations which enhances its strength (Vladimir, 2014). Consequently, this study adopted the strategy typology by Miles and Snows (1978). This is because it is the most enduring, studied and useful model used in forecasting organizational performance and has thorough classification of each strategic type (Kabanoff & Brown, 2008; Hambrick, 2003).

Miles et al. (2003) observed that business level strategies are classified as, prospectors, defenders, analyzers and reactors. It is observed that these strategic categories may run concurrently in industries. The feasible strategies of prospectors, analysts and defenders when properly implemented have the potential of being effective in the market. The reactor strategy is perceived to be reactive and a non-viable one (Walker, 2013). Vladimir (2014) noted that strategy types outline how companies align with their environment and help provide answers to the three main adaptive cycle challenges and resolutions, the entrepreneurial, that explain the behaviour exhibited by an organization in the market place; the engineering or technical that focuses on the technology and processes used for production and services, and the administration challenge which considers how the organization coordinates and implements its strategies.

The prospector companies are pioneers in the market and control large market share (Isoherranen & Kess, 2014). The prospectors more often pursue opportunities related to the market and the products besides focusing on environmental changes (Vladimir, 2014). The prospectors repeatedly pioneer the growth of new products through new ideas that bring about changes, making it difficult for competition to predict the market trends (Allen & Helms, 2006). The prospector companies surpass their competitors by taking charge of the markets with their innovative new products as they embrace modern technologies (Cunningham, 2002). However, given their emphasis on developing new products and extension on the existing markets, in most cases (not always) they lose organizational efficiency (Andrew, Boyne, Law & Walker, 2012).

The prospector organizations face the entrepreneurial challenge of product and market development (Morgan, Strong & McGuinness, 2003). The prospector features comprise of diverse product line, technologies, product market based on local structure, skills in developing new products and creation of new markets (Isoherranen & Kess, 2014). A prospector organization permits decentralization of its functions to encourage flexible and innovative conduct (Morgan et al., 2003). The prospectors' administrative system deploys and coordinates resources among decentralized functions rather than planning and controlling the operations of the entire organization from a central position (Walker, 2013).

Organizations in the prospector category consistently take the lead in innovation and development. The prospector companies' main capability comprises of taking part in research that leads to new products and enhanced market opportunities (Miles, Snow, Meyer & Coleman, 1978). The prospectors initiate change in their respective industries and in return use change as a tool to gain an edge over competition (Desarbo, Di Benedetto, Song & Sinha, 2005). These types of companies register huge success as well as major shortfalls in their innovation pursuit.

However, the aim of the prospector is to have successes which outweigh the shortfalls. This enables the prospector company to invest in experts with capabilities to scan the environment for prospective opportunities over a long period of time. Hence, the prospectors overall engineering problem is to stay focused to wider technology process. As such, they prefer creating multiple technologies which can force the competition to constantly play catch up (Walker & Brewer, 2009).

The defenders are companies that have steady markets for their products and services and compete mainly based on price, high quality products and customer service. Defender companies encounter the entrepreneurial challenge of maintaining stability in their market, and thus, perform well in non-volatile environments (Blackmore & Nesbitt, 2013). The companies uphold internal focus by concentrating on an identified region within a prospective market with diminishing ability to align to changes in the environment. Owing to the narrow market segment, the defenders' endeavours to place barriers to prevent competitors from entering its market domain.

As such the defenders may use competitive pricing or variety of products offering to deter competition. More often the defenders ignore environmental scanning of changes and trends outside of their market domain, but concentrate to grow their business through market penetration and with minimal investment on new innovative products. Eventually, the defenders establish a niche market earlier than their competitors making it difficult for competitors to infiltrate (Desarbo et al., 2005). The defenders choose narrow and relatively stable product-market domains in the limited area of operation, where their senior managers have acquired adequate skills and competencies (Ghosal, 2003). More often, the defender companies hardly make key changes on their skills, structure or methods of operations. Instead, they put more emphasis on increasing the level of efficiency of existing operations (Desarbo et al., 2005). Since the defenders aim to maximise the efficiency of internal procedures, Miles and Snow (1978) claimed that they addressed administrative anomalies. Thus, providing management with centralised control of all organizational operations. The defenders sometimes face the risk of ineffectiveness by being unable to respond to changes happening in their market environment (Blackmore & Nesbitt, 2013).

It is notable that a company may not maintain any one of these strategy categories in its entire life cycle (Ketchen, 2003). Firms normally shift from one strategy to the other as the markets develop. For instance, companies that consider continual innovation may gradually become defenders as innovation may not be practical in their market (Walker, 2013). A clear understanding of when and how to shift from one strategy to another is critical if the company performance and its market share are to be maintained (Hambrick, 2003).

The analyzers are companies that have the attributes of the prospector and defender types. They pursue harmony between stable and changing domains (Boyne & Walker, 2004). The analyzers face entrepreneurial challenge and are limited in terms of increasing and maintaining the market share for their product offerings (Miles et al.,1978). Once the market's reaction is examined, analyzers pursue the opportunity after having identified the critical success factors. Thus, analyzers pursue new market opportunities like the prospectors, and they generate most of their revenue from stable portfolio of products like the defenders (Narano – Gil, 2009).

Analyzers pursue two distinct products and market realms, where one market is stable while the other is highly dynamic. Those operating in stable markets function routinely and efficiency is emphasized by using a formal structure and processes. In dynamic domains, the analyser organization picks the innovative concepts that are promising (Walker, 2013). More often, the analyzers tend to have a limited product market opportunities that are cost efficient. Also, the analyser organization lean towards a mixed structure and are skilled in production efficiency, process engineering and marketing functions (Evans & Green, 2000).

Usually, the companies that are true analyzers may not be the first to innovate, but they might instead improve upon the creation of another organization (Walker, 2013). The analyser searches for prospects in the market and pursues to serve the demand. The main unique feature of the analyzers administrative frameworks is the distinct companies' structural formation and internal processes. They both enable harmony in the markets that are stable and those that are volatile (Meier, Boyne, O'Toole, Walker & Andrew, 2010).

The analyzers strategy has twin attributes of strength and adaptability which limit the companys' ability to move entirely in either way because there are cost implications (Narano – Gil, 2009). Subsequently, the analyzers fundamental threats are characterised by both incompetence and ineptness especially where the alignment between strategy and structure is not observed (Miles et al.,1978). While the strategies of defenders, prospectors and analyzers are all viewed as proactive to their surroundings, the procedures sought after by reactors are portrayed as irregular and reactionary to environmental dynamism (Andrew et al., 2012).

The reactors do not have a distinct strategy, they respond to environmental forces. Hence, the reactor orientation is not viewed as worthwhile. Firms seeking after such an orientation would either take one of the other three categories of strategy orientation or be phased out of the market (Peng et al., 2004). The reactors are companies that do not have a reliable strategy orientation, structure and shared values relationship. Their reactions to the external challenges comprise of disjointed plans that are usually not effective in most cases (Meier et al., 2007).

Top managers in reactor organizations face immense environmental ambiguity. However, they lack reliable plans to address the environmental vulnerabilities (Isoherranen & Kess, 2011). Miles and Snow (1978) depicted reactors as firms that hesitate to plan until they are compelled to do so by the environmental circumstances. In contrast to defenders or prospectors, reactors suffer from limited coherency in company structural arrangement thus, some are unified and others are decentralised. They lack elaborate strategy that would enable them to attend to their dynamic environment continuously. The hesitancy towards unified or decentralized leadership could be predominant in public sector since they are susceptible to myriad pressing external demands than private firms (Poister, Pitts & Edward, 2010).

Reactor strategy is portrayed by lack of proper strategic positioning, alongside conflicting structural configuration and procedures. The failure to address entrepreneurial and engineering challenges prompts the misalignment of managerial challenge and action plan, which results in lackluster performance (Walker, 2013). Although in Miles & Snow (1978) it has been claimed that strategy is long term, Meier et al. (2007) observed that prospecting and reacting can be of help to students, while Andrew et al., (2012) noted that reacting was applicable in medical institutions. The strategies for defending, prospecting and analysing produces preferable outcome over reactive orientation. Reacting, lacks strategic substance in light of the fact that it originates from reacting to directions from the competition and requirements of external dynamism (Poister et al., 2010). Hunger and Wheelen (2003) argued that a reactor strategy orientation might be helpful in the civil service which is characterised by requirements and requests from the general public.

The Miles and Snow (1978) typology is widely applied in the strategy and performance alignment of organizations from various businesses having diverse organization size (Walker et al., 2010). The finding from the various scholars have a foreign setting. Also, there is scarcity of local studies on strategy typology and performance in various local sectors. This study attempted to establish the influence of external environment and organizational factors on the relationship between strategy typologies and company performance in varied contexts and in various sectors such as freight forwarding companies in Kenya.

Strategy making has changed from the contributions made by expert practitioners to that made by first line managers and advisors (Jarzabkowski, 2004). Also, in an administrative view emphasis is on the skills that strategists require and the methods for getting them. This is because strategizing requires strategic thinking and strategic planning (Whittington, 2004; Mintzberg, 1978). More often, an organization can engage in strategy and not be effective. Knowing and understanding the strategy types can help an organization become more effective. However, most organizations fail to engage in substantive change because the focus of the strategy is not aligned with the organizational needs and environmental indicators (Hunger & Wheelen, 2003).

1.1.2 Organizational Factors

The organizational factors focus on the internal environment of the company (Cole, 2004). They comprise of organizations managerial variables such as shared values, skills and systems that are influenced by the internal environment, thus affecting the effectiveness of organization (Garbrah & Binfor, 2013). Systems are made up of processes within an organization which guide overall organizational events (Grant, Lambert, Stock & Ellam, 2006). Skills and capabilities form the abilities that firms' employees perform well (Basadur, 2000). Style represents the approach of management of the company's leaders and shared values are the norms and standards that guide organizational behaviour (Ravanfar, 2015). The organizational factors present a forum where decisions are arrived at and implemented (Singh, 2013). An organization develops competitive strategies to compete in its domain and uses various strategy to link the organization to the environment. This in turn impacts on the performance of the organization (Vladimir, 2014).

The choice of strategies adopted by the organization is influenced by diverse factors that are internal and external to the organization. Firms that are organized to operate within reliable and steady markets may not thrive in a complex and dynamic setting (Donaldson, 2001). Consequently, reasonable knowledge of firms competitiveness is an important factor that can enhance better company performance. Such knowledge is fundamental for companies that operate in a competitive environment where the dynamic forces are volatile and uncertain (Tracey & Blood, 2012).

One of the principal layouts that has been generally used to evaluate a company's competitiveness is the McKinsey 7s structure which was developed in 1978 at a convergence of scholars namely, Tom Peters, Robert Waterman, Julien Philips, Richard Pascale and Anthony Athos. The McKinsey 7s framework incorporates the contributions of Chandler (1962); Ansoff (1965); Andrew (1971) and Wernerfelt (1984) by focusing on how a firm achieves the suitable balance between the firm's chosen strategy and the vital resources required to implement that strategy.

The initial framework was investigating the success of the Japanese industry (Chimera, 1999). Within the same period Peters and Waterman explored the attributes responsible for company excellence, thus publishing their book in search for excellence. Hence, the McKinsey developed the layout as an essential instrument for universal administration, known as McKinsey 7s layout (Malan, 2003) as presented in Figure 1.1.

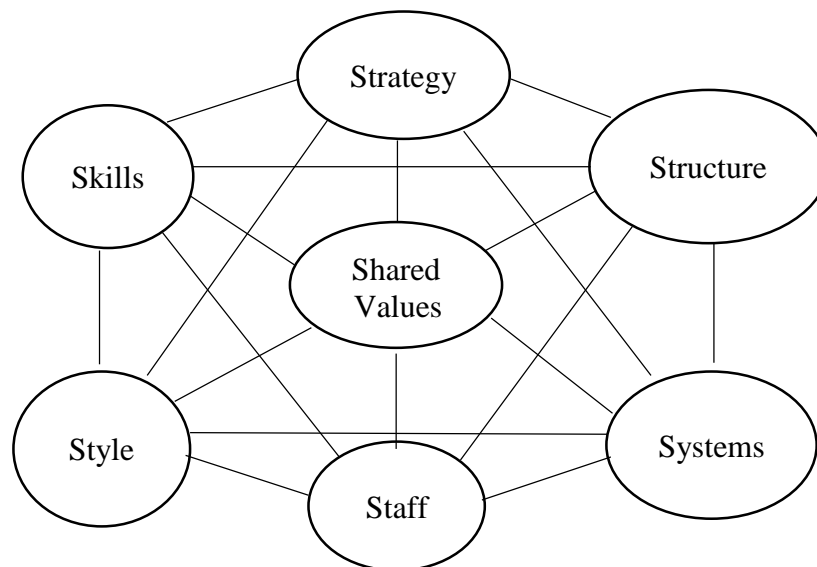


Figure 1.1 The McKinsey 7s model

Source: Tracey and Blood, (2012)

The McKinsey 7s model offers a method for examining how interrelated components fit together during strategy implementation. The model illustrated the difference between the functions a firm excels in and the way new strategy is prepared to determine the extent of challenge during implementation (Hanafizadeh & Ravasan, 2011). Enock (2001) posit that the model was used to find the relationship that existed between each of the 'S' factors and how it could be utilized to recognize the strength and weakness of the organization. Garbrah & Binfor (2013) posit that no 'S' factor on its own is a strength or a weakness. As such the 'S' factor that is in harmony with other 'Ss' is considered a strength.

The McKinsey 7s framework emphasizes solely on the organizational component and human components of firm resources (Mitchell, Frendendall & Cantrell, 2015). While there are various organizational models developed, such as 8s model by Higgins (2005), McKinsey 7s model is the most popular framework (DeKluyver, 2000). Thus, this study chose the Mckinsey 7s model that was developed by Peters and Waterman (1982). The model has been widely used as a tool that analyses how to increase firm performance and establish the best way of implementing the strategies proposed (Singh, 2013).

The variables of the McKinsey 7s framework concur with the resource-based theory approach, with notable exception of strategy. The style and staff variables can be clustered into the category of human capital resources. The skills, systems, shared values variables are grouped as organizational capital resources (Mitchell et al., 2015). This study therefore, focused on three of the McKinsey 7s framework, namely, shared values, skills and systems as the organizational capital resources and top of the mind organizational design, to evaluate if when effectively aligned they can improve company performance (Garbrah and Binfor, 2013).

This was based on previous research arguments. For instance, Kamasak (2014) noted that while tangible resources can be reassigned within the organization, intangible resource such as, shared values, skills and systems are not easily transferable. Ismail (2017) noted that they are the foundation of the organization. Teece (2009) observed that intangible resources relate to firms' distinctive features and implicit organizational practises that are more difficult to transfer across similar organization. Amit and Schoemaker (2016) posit that strategic capability perspective holds that the strategy of a firm is an element of capabilities anchored on intangible and tangible resources.

Mitchell et al. (2015) tested the proposition that operational performance of service firms can be empirically measured by using partial representative of the McKinsey 7s model. They developed measurements of three of the 7s of the McKinsey's model (strategy, staff and skills) and tested the hypotheses on the effect of strategic implementation on company performance and found them to be an effective tool in examining firm performance. Also, Tracey and Blood (2012) in their study of brewing firms observed that alignment among four of the 7s (shared values, skills, staff and strategy) are key priorities for the organizations even though the other 7s factors are of key importance. However, there are claims that business success depends on the coherent cooperation of the strategy and alignment between the internal and external environment (Ismail, Kartak & Komurcu, 2017).

Shared values are a collection of administrative standards that are developed by organizations to guide the everyday operations (Zamani, 2014). Shared values are entrenched on the company's vision, mission and value statements all of which provide motivation to employees for positive coexistence. The shared values engage the employees to work towards a common goal as a comprehensible team (Singh, 2013). Companies that have weak organizational values may exhibit dissatisfied employees who may not participate in organizational teamwork resulting in conflicting work relations (Peters & Waterman, 1982).

Alshaher (2013) observed that shared values enhance seamless processes within an organization on the benefits of the strategy implementation and how it will enable the firm to achieve superior performance levels. Also, Zamani (2014) noted that if employees have a mutual ownership of why a strategy is being executed, it may encourage trust and collaboration among the employees and increase the chances of successful implementation. Therefore, it is imperative for managers to familiarise themselves with strategy planning while taking into account employees differing opinions (Singh, 2013).

Ban, Fuller and Towers (2003) argued that shared values assist the top management to develop and constantly re-inforce organizational cohesiveness. Hence, shaping people's behaviour in the organization. Peters et al. (1980) posit that shared values depict what the organization stands for and enhances team learning. Hawawini et al., (2003) acknowledged the importance of shared values in organizational success as they guide interactions within an organization. Thanapan et al., (2014) noted that during the time of crisis, shared values often act as the organization's conscience in providing guidance.

Hitt et al. (2001) pointed out that organizational skills are the learning and aptitudes of the firms' total workforce. They noted that skills may be the only organizations' resource that is valuable, rare, inimitable and non substitutable (Dauda & Ismaila, 2013). Ban et al., (2003) observed that skills are the distinctive capabilities of the organization that are applied by its human resource to carry out the organizations strategy. Peniwati (2002) reiterated that skills enhance key human resources crucial capabilities and competences, hence the skilled human resource facilitates companies' superior performance.

Kurtulus (2014) noted that human resource skills enable the organization to overcome challenges in their operating environment and rejuvenate their capabilities in pursuit of organizational survival. Echdar and Si (2013) added that survival of the organization required alignment of the organizational skills to attend to the demands of the environment. According to Shrivastava (1994) most of the carefully planned strategies failed to work due to the failure of execution (implementation), which could have been as a result of limited knowledge on appropriate "S" in the McKinsey 7s framework.

Systems mean the formal and non formal plan of actions that help the strategy and structure of the firm, facilitates daily business and how choices are made (Lynch, 2005). Organizational systems incorporate administration control frameworks, performance estimations, reward schemes and management information systems (Waterman et al., 1980). Most organizations have internal systems and procedures that support the implementation of the strategy hence, the running of the organization. The systems and procedures are implemented across the entire organization and are intended to accomplish effectiveness to the organization (Pearce & Robinson, 1997).

Bateman and Snell (2014) argued that organizations contain intertwined functionalities that facilitate plan of action. Shiri, Anvari and Soltani (2014) highlighted that the action planning systems within administrative setting, may vary from executive decision to high end control systems. Malan (2003) summed up that it is through systems that human resources and management are instructed and guided in performing their duties. Their study added that individuals use the organizational systems only if they perceive that such usage would help them achieve the desired performance.

Peniwati (2002) posit that systems as depicted in the McKinsey 7s model are key factors. Success of the other organizational elements depends on how well systems are planned and implemented. Lack of proper planning and execution of systems could derail the organizations short term and long term objectives. Pearce & Robinson (2007) emphasized the importance of systems. Lynch (2005) argued that systems are used to guide, help improve performance and achieve results. In addition, strategic systems endeavor to guide the firm in the long run. In summary, Kaplan and Norton (2006) opined that systems should be planned to ensure faster and cost efficient accomplishment of duties, while making best use of organizational capabilities to fast track effectiveness, hence improved firm performance.

1.1.3 External Environment

Pearce and Robinson (2007) posit that the external environment includes influences outside the firm that encroach on its operations. The external environment comprises of interconnected perspectives that determine the opportunities, threats and constraints that have effect on company performance. Such perspective comprises of the micro environment and the macro environment.

The immediate organizational environment comprises of the specific entities and firms in general that interrelate with the firm and can influence the achievement of objectives, for example, supplier, competitors and markets (Chang, Hughes & Hotho, 2011). The macro environment consists of social, technological, economic, ecological, legal factors, political and global dynamics that can influence an organization (Alexander & Briton, 2000).

Industry environment includes bargaining strength of the suppliers and buyers, risk imposed by upcoming firms, the competition among firms and the challenges of alternative products or services (Porter, 1991). However, each firm has a specific environment that is distinct to the firms' industry and directly impacts on its daily business (Dreyer & Gronhaug, 2004). The external environment is dynamic and erratic and comprises of influences that are outside the control of the firms management.

Thus, the external environment can present both opportunities and threat for firms (Tan & Liu, 2014; Machuki & Aosa, 2011). Firms are purposely established to accomplish certain objectives (Obasan, 2001; Echdar & Si, 2013). The operations in these companies are influenced by both the circumstances inside the firms and from the external environment in which an organization operates (Otokiti & Awodun, 2003).

Machuki and Aosa (2014) deliberated on the external environment issues outside a firm that are factored in by management in making decisions. These factors are mainly the complexity, dynamism (turbulence) and munificence of the environment (Goll & Rasheed, 2004). Environmental complexity focuses on the interaction between inter firm relationships, dependency and environmental risks. It is deemed a crucial aspect in the operating environment of a firm.

Miller, Ogilvie and Glick (2006) defined firm complexity as the degree of diversity inherent in various components that make up the organization. Firm complexity on its part responds to the intricate situations that affect the external environment of the organization (Schneider, 2016). Porter (2008) submitted that macro environmental forces close to a company, such as markets and competition influence the capability to serve ones customers in a bid to make a profit.

Organizations are complex because the human resources, the impact on strategy of the external environment and resources and competencies constituting organizations are complex (Vasconcelos, 2011). Schneider et al., (2007) noted that a portion of the characteristics that are related to complexity of the environment include turbulence, hostility and technical advancement. Contingency theory stresses that organizations creates structures and conduct to align its internal factors to fit with the external environment. Thus, complexity in organizations is a reaction to environmental complication (Miller et al., 2006).

Boyne and Meier (2009) observed low environmental complexity allows organizations to prosper in their daily routines. When organizations are faced by high environmental complexity, they experience new challenges while at the same time solving the existing problems. Murgor (2014) noted that organizations that learn how to manage and exploit institutional complexity can enhance their performance and gain competitive advantage. Miller, Ogilvie and Glick (2006) argued that complexity can also increase corporate resilience by enhancing the ability to adapt to change.

Dynamism is brought about by high turbulence in external environment thus causing uncertainty that influences the actions taken by an organization together with the environment in which it operates (Dreyer & Gronhaug, 2004). Alexander and Briton (2000) argued that unpredictable business environment has made the external environment to influence organizational performance significantly. Miller et al. (2006) studied firm level behavior and found that dynamic environments encouraged entrepreneurial behaviour.

Pulendran et al. (2000) observed that the external environment where firms do business is continually changing and rivalry is a fundamental aspect of the external environment of a business. Kacperczyk (2009) noted that for an organization to succeed it must build up an unmatched knowledge base of the patterns in the external environment and evaluate the influence on the competition against the firm. Koseoglu et al., (2013) noted that the external environmental ambiguity affects the firm performance irrespective of the adapted strategy and the operating context.

Azhar (2008) argued that organizations that acknowledge intense competition in their external environment should do customer evaluation, then use such information to their advantage and survival. This is because the evaluation enables the firm to make a choice on the best strategies that suit the emerging tendencies in the external environment (De Jong, Phan & Van Ees, 2011). Porter (2004) five forces are usually applied to help establish the competitiveness and lucrativeness of a market and facilitates in identifying where competitive advantage can be found in the business environment.

Castrogiovanni (1991) observed that environmental munificence or benevolence describes the extent that forces outside the control of an organization has plenty or insufficient of the vital resources that influence its performance. Munificence depicts the degree to which the environment outside the control of an organization can support its sustained performance outcomes (Hodge, Anthony & Gales, 2003). Elbanna (2009) argued that environmental munificence is amongst the integral characteristics for explaining organizational behaviours and outcomes.

Despite a few empirical studies on how environmental munificence impacts on strategy and performance outcomes of organizations, several scholars have depicted its importance (Wan & Hoskisson, 2003; Goll & Rasheed, 2004). Elbanna and Child (2007) concurred that dimension of environmental benevolence made up a huge indicator of observed connection between strategy and firm outcomes. Baum and Wally (2003) cited that high environmental benevolence has been responsible for growth of business hence superior performance.

Tan and Liu (2014) demonstrated that munificence estimates the amount of wealth available in a given market for a firm to exploit. This may incorporate the demand of products offered by an organization together with the size of the market for further exploits. Wan and Hoskisson (2003) indicated that environment benevolence is a fundamental factor in describing the dimension of accessible resources to the firm and thus the enabling environment within which a firm can operate (Njuguna et al., 2014). Hodge et

al., (2003) submitted that munificence empowers the environment and ultimately reinforces organizational growth.

Wan and Hoskisson (2003) further noted that environmental munificence provides critical factors to the organization such as resources, physical infrastructure and fiscal policy in the domestic environment. Tan and Liu (2014) concurred that organizations in high munificence environments have better choice in decision making as compared to those in hostile environments. They concluded that organizations' effort to analyze and enhance performance necessitates the acquisition of knowhow of the competitive influences in the external environment that can promote or inhibit performance.

1.1.4 Firm Performance

Defining firm is a complex task and there is no ultimate decision with respect to what firm or industry aspects control or influence firm performance (Richard, Devinney & Johnson, 2009). Organizational performance is a multidimensional perspective that caters for the budgetary and operational related performance areas (Kaplan & Norton, 1996; Venkatraman & Ramanujam, 1986). Anwar et al., (2016) concurred that a firm's measurement of how well the resources have been utilized within a specified period is important in strategic management

Neely et al. (2005) posit that measurement of performance of the firm is a method of evaluating the productivity and success of business activity. Kotha and Nair (2007) concur that measurement of performance is a management tool that empowers the planning and control cycle, monitors performance statistics, facilitates organizational change, stimulates conduct at work and guides strategy implementation. However, there is no agreement in

terms of how performance is measured and what hinders progress in its research to enhance the knowledge of the concept.

Carneiro et al. (2007) opined that the role of firm outcomes in strategic management studies calls for a scrutiny regarding the conceptualization and measuring of business performance. Determining a common measure of firm performance has proved difficult for many scholars (Simerly and Mingfang, 2000). Various standards are used to measure organizational performance such as, productivity, new product development and quality. However, each has certain weaknesses that hamper their use (Neely et al. 2005).

Guerard, Seidl and Langley (2013) observed that evaluation of firm performance can be measured in three-fold. The firm performance measures frequently used by scholars include organizational productivity, organizational effectiveness and organizational ranking (Luoma, 2015). Carneiro et al. (2007) observed that performance has a time frame and it's a reference point. Performance enables the possibility to distinguish between the past and expected performance at present, even though historical best performance does not mean that superior performance will be maintained in the future (Ambler, 2003).

Past literature on firm performance has not yet conclusively arrived at a complete resolution regarding what firm or industry elements decide or influence firm performance during various periods of the economy (Claver, Molina & Tari, 2002). Studies have related performance contrasts to either industry influences or to firm specific elements, with various outcomes (Simerly & Li, 2000; Ittner & Larcker, 2003). Hawawini, Subramanian

and Verdin (2003) argued that an objective way of ascertaining performance should exhibit a broader measurement of firm performance.

Measures of performance enable firms to designate action plan and make decisions, such as setting key performance indicators and reward based on targets (Kaplan & Norton, 2001). The balanced score card facilitates the scope of management information that links firm performance to business strategy (Kennerly & Neely, 2002). The sustainability balanced scorecard has the most appropriate outline that enables the study and evaluation of firm performance from different industries (Figge, Hahn, Schaltegger & Wagner, 2002).

Norreklit (2003) pointed out that the balanced scorecard is applied as a tool that enables measurement of outcome results from diverse perspectives for the purposes of strategic management. Figge et al., (2002) posit that studies on the sustainable balanced score card assumes that proficient use of capital investment is not the only factor that influence competitive advantage. Various scholars emphasized on the importance of intellectual capital, knowledge creation and improved customer orientation as performance measurements (Kaplan & Norton, 2001; Sturm, 2000).

Other studies have observed that lately organizations are operating in a turbulent environment which requires effective strategy implementation that can empower firms to achieve high performance (Jakobsen & Lueg, 2014; Norreklit & Mitchell, 2014). Thus,

effective performance system should measure the elements of firm performance (Pike & Roos, 2007).

Summers and Hyman (2005) observed that some firms established a profitable position in the market and secured it. This is because they had adapted a combination of appropriate strategies and organizational factors that enabled them to gain an advantage over their competitors (O'Regan & Ghobadian, 2006). Typically, the firms that have the best fit between resources, capabilities, strategy and suitable market position tend to have superior performance. These researchers hold the opinion that the shared values, skills and systems and strategy are responsible for superior performance. This is because they are difficult to identify and imitate (Garbrah & Binfor, 2013; Barney, 1986). Superior performance accrues when a firm gains advantage from its position in the market, and is sustained when various barriers safeguard it from rivals that would otherwise erode this potential advantage.

Superior financial performance serves to fulfill investors needs and can be expressed in form of ratios such as market proportion controlled by the firm, returns and growth (Cho & Pucik, 2005). These three viewpoints supplement one another where profitability signifies a company's ability to produce returns (Glick, Washburn & Miller, 2013). Growth reveals a company's capability to expand its size (Cho & Pucik, 2005). Greve (2003) observed that an expansion in firm size can bring economies of scale and market control, prompting improved future earnings. Market value means the evaluation and anticipation of firms future performance. Ambler (2003) noted that management regularly define objectives and

measure performance from a balanced scorecard viewpoint using, financial, customer, internal business process, and learning and growth metrics depending on the company's strategy (Kaplan & Norton, 1996).

Glick, Washburn and Miller (2013) acknowledged that impact of industry level factors influences firm performance. Simons (2000) argued that firm internal factors are major determinants of the firm performance. Ojala and Dilay (2015) studied logistics development strategies and performance measurement and argued that high quality of services offered was a determinant of performance. Figge et al., (2002) noted that sustainability balanced scorecard (SBSC) measures firm performance with six yardsticks, namely, financials, customer, business process within a firm, learning and growth, environmental and social aspects. The firm performance in this study was measured using Sustainability Balanced Scorecard. Balanced scorecard has been used in studies of similar firms that offer services globally (Forslund, 2007; Kennerley & Neeely, 2003). The study posits that organization performance is influenced by various variables among them strategy typology, but this influence can be affected by the external environment and the organizational factors.

1.1.5 Freight Forwarding Companies in Kenya

Freight forwarding service is also known as logistics service or clearing and forwarding services. These terminologies mean the same and cover services of any kind relating to the carriage, storage, packing or distribution, declaring and documenting of the goods to the customs and other regulatory authorities and collecting of payment relating to the goods

(FIATA, 2004). There is still a difference, however, between freight forwarding and logistics service providers in terms of scope (Fabbe – Costes, Jahre & Roussat, 2009).

The freight forwarders are involved in the carriage of imports or exports cargo from the overseas seller (shipper) using airlines or shipping lines, through customs authorities to the consignee. The logistics service covers the entire supply chain aspect (Fabbe-Costes, Jahre & Roussat, 2009). The objective of logistics service provider is to combine and arrange for all services dealing with obtaining, consolidating and transporting goods from raw inputs to processed goods to the consignee (client) so as to realise customer service satisfaction at low cost (Grant, Lambert, Stock & Ellam, 2006). The scope of this study will focus on freight forwarding companies in Kenya.

Companies operating in the clearing and forwarding industry include those operating within the country and those with presence across the world (Lieb & Bentz, 2005). Demand for freight forwarding services is driven by industrial input, production and international commercial exchange. This means that success of freight forwarders is pegged on resourceful operations, cordial relationships in shipper, carrier networks, industry expertise and company's competence and capabilities (Coyle, Bardi & Langley, 2003).

To thrive in the competitive market, the freight forwarding companies need to develop an environment where the firm generates competitive advantage and distinguishes itself from its rivals as a way of retaining customer loyalty (Bhatnagar & Viswanathan, 2000). By drawing on the resource base theory, industrial organizational economic theory and

contingency theory approaches, the study intends to depict how organizational attributes influences the good performance of the freight forwarding companies.

Recent studies have depicted the numerous freight forwarding interlinks and illustrated how the interlinks relate as, shipper, freight forwarders, carriers, customs authorities and the consignee all playing their roles collectively to realise effective freight forwarding management (Stefansson & Russell, 2008). Figure 1.1 demonstrates the main interlinks participating in the freight forwarding.

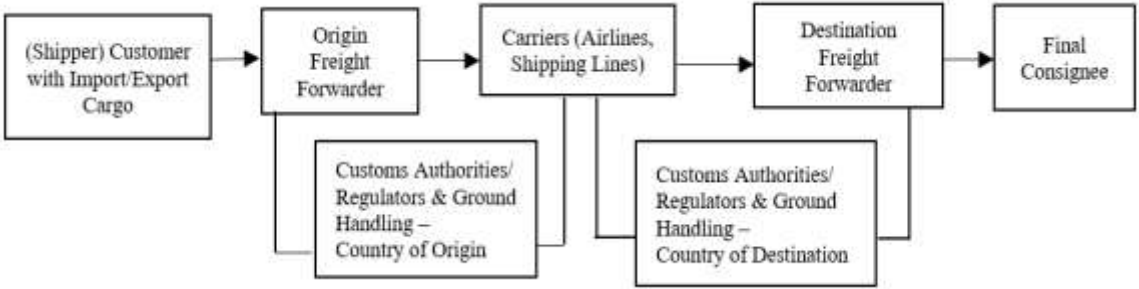


Figure 1.2: The Outline of the Freight Forwarding Interfaces

Source: Sandra, Burr and Johnsen, (2002).

Competition has increased among the freight forwarding firms in Kenya in the recent decade. There are eight hundred and twenty four licenced freight forwarders in the Kenyan market with the proportion of freight forwarding firms operating in more than one continent increasing (KIFWA, 2016). Not only are the freight forwarders fraternity similar in characteristics but they also offer similar services (Shang & Lu, 2012). The freight forwarding companies in Kenya work together with other companies in road transport, railways, airfreight, airports, seaports, shipping lines, Kenya customs and other regulatory authorities (KRA, 2016).

The freight forwarders are licensed by the customs department of Kenya Revenue Authority to facilitate in customs clearance of imports, after payment of taxes and duty by importers and similarly enable customs forwarding of exports cargo (KRA, 2016). The companies perform five freight-forwarding tasks, namely, freight arrangements (air and ocean), customs clearance brokerage, transportation and warehousing, freight of perishable cargo and contract logistics.

While a few forwarders are performing well, there have been general concerns that freight-forwarding companies in Kenya are facing heavy constraints in capturing market due to heavy competition among the forwarders and failure to manage their business in a professional way (Supee & Geal, 2009). Also, a number of freight forwarding companies have not been operating their businesses within the required standard of corporate governance framework that would be expected of them (KRA, 2016).

According to World Bank (2005) many freight-forwarding companies have been trapped in the traditional internal factors that are marked by inefficiency, low competitiveness, low profitability and incompetent human resource. Externally, freight forwarding companies are facing heavy competition from large multinational companies and also stiff compliance requirements from regulators and the customs authorities. This is in addition to the directive issued by Kenya Ports Authority (KPA) that cargo that is destined for up country location should be transported on rail (KPA, 2017).

1.2 Research Problem

In the face of intense market demands and rapidly changing competition companies will require a strategy if they are to survive and maintain superior performance (Johnson, Scholes & Whittington, 2008). Strategic management scholars however argue that strategy alone may not explain the variation in company performance (Machuki & Aosa, 2011). This suggests that there are other factors to strategy that may enhance firm performance. Such factors include organizational factors chosen by the firm (Tracey & Blood, 2012), strategy typologies embraced by the company (Miles & Snow, 1978) and the effects of the external environment (Koseoglu, Topaloglu, Parnel & Lester, 2000). This study contributes to this discussion to establish the influence of organizational factors and external environment on the relationship between strategy typology and company performance.

Previous scholars have argued the study concepts with varying arguments. For instance, Anwar et al. (2016) examined strategic types and their relationship with performance using seven years' financial data from joint stock manufacturing companies in Pakistan and documented evidence that appropriate choice of strategy influences superior performance. This is because organizations use strategy to deal with changing environments. Vladimir (2014) studied the dynamics of Miles and Snow strategic typology on medium and large food manufacturing companies in Croatia applying the survey method. He confirmed the presence of all four types of strategic orientations, namely, the prospectors, defenders, analyzers and reactors. Claver-Cortes, Molina and Pereira, (2005) and Gimanez (2000) studied the relationship between strategy typology and performance. They argued that there were difficulties in distinguishing the analyzer from the defender. Aragon and

Sanchez (2005) noted that depending on the industry, the archetypes may share characteristics in their pattern of adaptation.

Majority of these studies have emphasised the relevance of Miles and Snow's (1978) strategy typology with an argument that the strategy typology is built on the view that management formulate strategies which align the firm to the external environment (Kerbouche and Bouhelal, 2016; Vladmir, 2014; Walker, 2013; Murray et al., 2002). The argument is in line with the organizations pursuit to achieve fit with strategy, internal factors and the external environment in search of superior performance.

In Turkey, Zamani, Parnell, Labbaf & O'Regan (2013) noted that defenders performed negatively in terms of growth and overall performance. Garrigos, Marques and Narangajavana (2005) applied the Miles and Snow (1978) typology in the Spanish hospitality industry and demonstrated differences across selected performance measures such as total performance, profitability and growth. These studies noted that the performance of viable strategies varies with the variation in performance measures, the organizational environment and industry.

On the effect of organizational factors, Tracey and Blood (2012) studied brewing firms and posit that alignment of four out of seven 'S' (shared values, skills, staff and strategy) are key priorities for the company although the other 7s factors are of importance. They observed that changes that are desired by an organization effectively take place if the human resource is involved as partners of the organization. Kurtulus (2014) studied manufacturing firms in Turkey and argued that intangible human resources such as skills, systems and shared values enabled organizational survival. Ismail (2017) noted that although the soft areas of McKinsey 7s framework are harder to manage they are that the

foundation of the organization and have high chances to create the sustained competitive advantage.

Mitchell, Frienddall and Cantrell (2015) tested the proposition that operational performance of service firms in the United States can be empirically measured by using partial representative (that is, strategy, staff and skills) of the McKinsey 7s model. Thus, the seven “S” internal factors in the McKinsey framework should be streamlined so that a firm can deal with the competition and its influence on performance (Garbrah and Binfor, 2013).

Desarbo et al. (2005) argued that the external environment is a determinant of firm performance. External environment uncertainty requires a firm to respond swiftly to changes to survive and excel in performance (Machuki & Aosa, 2011). Koseoglu et al. (2013) indicated however, that external environmental ambiguity affect firm performance inspite of the strategies applied and operational context. Miles et al. (1978) observed that effective organizations resolve their administrative, entrepreneurial and engineering problems when they successfully achieve alignment of strategy, structure, process and environment. Walker (2013) noted however, that no empirical evidence is provided for alignment across strategy, structure, process and the environment.

Performance of freight forwarding companies in Kenya plays a fundamental role in Kenya’s economy because the companies handle imports and exports cargo which contributes to the national income. In year 2017, for example, freight forwarding companies contributed 7.1% of the GDP. In the last two decades’ freight forwarding

companies have been facing challenges mainly due to heavy competition, poor infrastructure and slow reforms in the customs regulations (KIFWA, 2000).

While some of these companies have performed well, others have exhibited low organizational performance (Ojala & Dilay, 2015). This could be because some companies have a better understanding of the various critical determinants of performance.

On the flip side, other companies could be lacking knowledge that competition is the basis of success or failure of their businesses. Thus, there is need to re-align the organizations to survive and prosper in a competitive market (World Bank, 2005). Johnson et al. (2008) noted that the central purpose of the strength, weakness, opportunity and threat (SWOT) analysis is to identify strategies that align, fit or match a company's resources and capabilities to the demands of the environment in which it operates.

There are studies on Kenyan freight forwarding companies carried out by various scholars in different countries with varying outcomes. The World Bank (2005) studied freight forwarding in Kenya and Eastern Africa. It observed that heavy competition and slow reforms in the customs regulations affected companies' performance (KIFWA, 2000). Supee and Geal (2009) found that high cost of transportation of goods, competition and failure to manage their business in a professional way affected performance in Eastern Africa countries. Lieb and Bentz (2005) found that quality of services offered was a determinant to performance in North America and Western European countries. The findings in majority of these studies were in the context of developed countries. The current study attempts to establish the influence of the external environment and

organizational factors on the relationship between strategy typologies and company performance in varied contexts and in a different sector such as freight forwarding companies in Kenya.

In methodological undertaking, different measures of research designs such as a census survey and review of literature and different analytical techniques like structural equation modelling have been applied in previous studies to assist come up with conclusions (Anwar et al., 2016; Vladimir, 2014). This study deviates from those studies reviewed either by adopting a descriptive survey design, purely quantitative data and a regression analysis to test the significance levels along the stated hypotheses. The study also used an integrative model to examine the joint effect of the study variables.

It is evident that the above studies in strategy typology (Miles et al. 1978; Vladimir, 2014), organizational factors (Garbrah and Binfor, 2013) and external environment (Pearce and Robinson, 2007) have been carried out both locally and internationally on the relationship between strategy typology and performance. Despite many studies done on organizational performance, researchers have not been able to explain what contributes to sustainable firm performance. This could be due to the fact that many studies have focused on few variables that influence performance, even though companies are still struggling with performance challenges. Empirical studies have attempted to explain the relationship, but the debate is inconclusive due to the divergent views of the scholars. Contextually previous studies have been done outside Kenya and even those done in Kenya did not use freight forwarding companies in Kenya. Conceptually none of the studies have used strategy typology, organizational factors, external environment, and performance as study

variables. Methodologically the studies identified have tested direct relationship but did not test moderation, intervening and joint effect at the same time.

This study thus incorporates organizational factors as an intervening variable to clarify the nature of the relationship between strategy typology and performance and external environment as the moderating variable on the relationship between strategy typology and performance of freight forwarding companies in Kenya. It attempts to answer the question,

What is the influence of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya?

1.3 Research Objectives

The objective of this study was to determine the influence of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya.

The specific objectives were to:

- i. Establish the influence of strategy typology on performance of freight forwarding companies in Kenya.
- ii. Determine the effect of organizational factors on the relationship between strategy typology and performance of freight forwarding companies in Kenya.
- iii. Determine the influence of the external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya.
- iv. Establish the joint effect of strategy typology, organizational factors, and external environmental on performance.

1.4 Value of the Study

The objective of this current study was to establish the effect of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya. This study draws from three theories namely; Industrial Organization Economic Theory, Resource Base Theory and Contingency Theory.

These theories have not received thorough interview in strategic management literature. It is anticipated that the findings of this study will contribute to the existing body of knowledge in the field of strategic management by providing a reflection of the effect between strategy typology, organizational factors and external environment on company performance. These interrelationships have not been explored in depth in literature especially in the freight forwarding firms in Kenya.

On policy development, the study provided awareness to the regulators of the freight forwarding firms and government as policy makers, to the extent to which laws and policies affect the strategic position of the freight forwarding firms. The importers and exporters preferred proficient freight forwarders that provided timely delivery of shipments. The study highlighted new strategies that would assist policy makers develop policies that enabled valuable and rare service delivery among the competing firms.

The study provided the business organizations with useful environmental information on practicality of the typologies developed by Miles and Snow (1978). Thus, business organizations shall better appreciate the fact that firms should adapt to influences in its industry to excel in performance. In addition, the study observed that organizational survival is not only dependent on annual profit but also sustainable competitive advantage. Lastly, the study is of importance to scholars and learners in strategic management and performance and how the moderating variable influence this relationship as well as pave way for other similar replicated studies.

1.5 Structure of the Thesis

This thesis report was organised into six chapters. Chapter one presented the background of the study. It is in this chapter where the study variables namely, strategy typology, organizational factors, external environment and firm performance were briefly discussed. The chapter also discussed the context of the study which is the freight forwarding companies in Kenya. The chapter also highlighted the research problem, outlined the research objectives, the value of the study and structure of the thesis.

Chapter two introduced the theoretical foundation, conceptual framework and empirical review. The literature review presented the underpinning theories of the study, discussed empirical literature on the relationship of the study's variables, strategy typology, organizational factors, external environment on organizational performance and identified knowledge gaps. Thereafter, the study presented the conceptual model and hypotheses of the study. Chapter three presented the research methodology. This involved the research

philosophy, research design, data collection methods, reliability test and validity test, operationalization of variables and data analysis techniques.

Chapter four presented the results of the study. The results were presented in three sections. Section one provided the initial analysis of the study. Section two offered the descriptive statistics of the respondents surveyed. The third section showed the results of test hypotheses. Chapter five presented the discussion of the findings. Chapter six offered a summary of the findings, conclusion and recommendations. The contributions and implications of the study were also highlighted. The chapter culminated with limitations of the study and recommendations for further study, followed by the references and the appendices.

1.6 Chapter Summary

This chapter discussed the background of the study, briefly defined the variables of the study and the context of the study. The chapter gave an overview of the thesis that anchor the variables of the study. The chapter further presented the research problem, objectives of the study, value of the study and structure of the thesis. The next chapter presented the literature review, conceptual framework and hypotheses of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter concentrated on the theoretical foundation of the study and the literature related to the study variables. The chapter provides a theoretical and empirical review of literature on the interaction between strategy typology, organizational factors, external environment and how these relationships influence organizational performance. The chapter concludes with a summary of literature review of related studies and the conceptual framework that addresses the knowledge gaps in the study.

2.2 Theoretical Foundation

Strategic management literature strives to explain the frameworks through which managers plan to ensure better performance of organization (David, 2005). This study is supported by integration of concepts from industrial organization economic theory (Edwards, Allen and Shaik, 2006), Resource based theory (RBT) (Barney, 2001) and Contingency Theory (Donaldson, 2001). According to Barthwal (2010) industrial organization economic theory was originated by Mason, (1939) and then Bains, (1968) underlined the impact of the business condition upon the firm. The basic guideline of industrial organization economic theory is of the view that a firm should adjust to influence in its industry to succeed. This means that, firms' performance is principally determined by the success of the industry where the firm competes. Commercial setups with superior structures have higher chances for superior performance. Hence, it is imperative for a firm to select the right industry where it can excel in performance right from the onset, than reacting to the competitive forces within a given industry.

Donaldson (2001) observed that Contingency Theory, focuses on the internal firm characteristics that influence firm performance. Contingency theory originated from the class of behavioral theory (Woodward, 1965) that claim there is no best way to organize an organization and the organizational structure (Palmer & Dunford, 2002). More so, an organization that is effective in some circumstances may not be successful in another environment (Sims, Sims & Gabriel, 2005). Thus, a strategy has a higher probability of success when it is consistent with the internal and external circumstances of the company.

Organizations operate in diverse environments and it is imperative to assess how the various environments influence their structures (Pertusa - Ortega, Molina & Clavers, 2010; Lawrence & Lorsch, 1967). Vladimir (2014) observed that organizations develop their adaptive strategies in view of the prevailing environment in which they operate. These adaptive strategies enable the organizations to be more adaptive to their environment. The contingency theory emphasizes that for a firm to record superior performance, it must develop a fit with its environment. However, critics of contingency theory argue that it is not practical for organizations to develop into fit with their contingencies (Donaldson, 2001; Burton, Lauridsen & Obel, 2002).

The resource based theory (Barney, 2001) posits that resources are heterogeneously spread between firms, where resource heterogeneity prompts performance variation between firms. RBT observes that the resources of firms' superior capability (competitive advantage) are entrenched in their organizational resources and not necessarily on their positioning in the external environment. Hence, firms' superior capability are contingent to inimitable resources and competences that a firm possess (Winter, 2003).

Resource based theory postulate that specific categories of resources that are controlled by the firm have the ability to create firm's superior capability that results in superior firm performance (Ainuddin, Beamish, Hulland & Rouse, 2007). As indicated by Eisenhardt and Martin (2000) firm resources consist of assets, capabilities, competences and definitive techniques among other organizational factors that enable the firm to formulate and implement strategies that are aimed at enhancing organizational performance.

2.2.1 Industrial Organizational Economic Theory

Industrial Organization Economic Theory studies the strategic behaviour of firms that entails how a market is functioning. It encapsulates the study of the entire industry rather than an individual organization (Grimm, 2008). Industrial Organization Economic Theory provided the Structure, Conduct and Performance Paradigm (SCP), which postulates that strategy influences conduct and thereby influence the organizations performance (Barthwal, 2010). Thus, Miles and Snow (2003) argues that conduct represents strategy typologies whereas performance is the goal of the company.

Industrial organization economic theory is of the view that a company should adapt to the influences in the industry for continuity. Helfat and Peteraf (2003) observed that success in the industry where a firm operates influences the firms financial performance. According to Barthwal (2010) superior performance of the firm is secured when the structures of the industry are favourable. The industrial organization economic theory is of the view that the organizations external market positioning plays a major role towards the attaining and sustaining of competitive advantage.

The industrial organization economic theory emphasises that a firm must find itself a favourable position in an industry. Then, defend itself against competitive forces, by applying strategic actions such as dissuading entry or raising barriers to entrance (Porter, 1980; Wang & Ahmed, 2007). However, a series of empirical surveys have questioned the link between industrial structure and firm performance (Helfat & Peteraf, 2003).

Scholars are of the view that industry factors play an integral role in the performance of most firms, except for those that excel in the niche markets or the low performers (Pleshko & Nickerson, 2008). Industrial organization economic theory postulate that successful performance and continuity of the organization relies upon its capability to align with industry norm where it has minimal influence. Thus, strategy planners should familiarise themselves with their type of industry and adapt strategies that feed off the industry's characteristics. This is because Industrial Organization Economic Theory (IOET) emphasize on industry forces, and to a greater extent strategies and resources of the firm have similarities across the competitors within a given industry.

This implies that if one firm progresses from the industry standard and invents better successful strategy, then competing firms will rapidly imitate the successful firm by procuring the resources, capabilities and core competences that have made the market leader profitable (Fu, 2013). Thus, despite the fact that IOET underscores that firms are influenced by the competitive forces in industry, there is possibility of firms innovating beyond the strategy of the competition to an extent of transforming the structure of the industry (Walker, 2013).

Porter (2008) brought in the concept of industrial organizational theory to build an outline of generic strategies and industry analysis. This method is rooted on the structure, conduct, performance (SCP) paradigm of industrial organizational economic theory (Mason, 1939; Bain, 1968) and underscores the defense a firm can make against business rivalry. Desarbo et al., (2005) noted that indepth studies potrayed strategic approach of firms as adaptive to the dynamic external influences until Porter (1995) developed the five forces outline.

Porter (2008) model postulates that firm performance is influenced by industry successes, which are contingent to the five forces, namely, risk of new entrants, strong competitors (rivalry), alternative products, ability to purchase in volume and pay less and ability to sell in bulk for prompt payment. Although, the most suitable strategy focuses on the abilities of the firm, Porter (1985) generated three broad strategies that enhance superior returns, namely, overall cost leadership, differentiation and focus. However, critics (Herrmann, 2005; Grant, 1991) argue that Porters model lacked rigor because selection of industry standards is based on social and organizational dynamics instead of procedural logic. It was also critiqued for ignoring the effect of the external environment. The debate rages on.

The critique of Industrial Organization Economic Theory has been highlighted by several studies Chang, Yu and Chen (2010) which arises from the occurrence of the four underlying assumptions of the theory. First, the external environment is assumed to determine the strategic options of firms. Second, resources are assumed to be similar to all firms. Third, firms are in possession of similar strategic capabilities that lead to similar strategic actions (Fu, 2003). Fourth, decision makers are rational and are likely to choose similar strategic action based on similar resources (Ramsey, 2001).

2.2.2 Resource-Based Theory

Penrose (1959) injected preliminary intuitions into the resource of the firm perspective. Subsequently, the resource based theory (RBT) was mooted by Wernerfelt (1984), thereafter, Barney (1991) made immense contribution. The RBT emphasizes competence and capabilities as the precursor of competitive advantage. The RBT underscores the importance of firm-specific capabilities and the creation of dynamic capabilities to enable exploit internal and external firm-specific competencies to compete in changing environments (Herrman, 2005).

Barney (2001); Eisenhardt and Martin (2000); Winter (2003) observed that resources are diversely distributed across competing firms and are constantly evolving, thus making the diverse distribution of resources persistent. Essentially, it is the valuable, rare, inimitable and non-substitutable (VRIN) resources of the firm that determine the competitiveness of the firm and the levels of returns it may expect (Wang & Ahmed, 2007).

Resource based theory (RBT) depicts performance as an indicator of a firm's capability to utilize its resources. The resources encompass core competences and capabilities that are controlled by a firm and enables it to formulate and implement strategies that enhance organizational efficiency and effectiveness. An organization's resources are directly related to its capabilities and are capable of creating better profitability for the firm (Barney, 2002). Even though RBT supports inner strength and capabilities approach, a firms' response is not primarily a function of opportunities and threats in the industry but the resources the firm possess (Teece 2018).

The main postulation of the resource based theory (RBT) is that certain types of resources possessed by firms have the potential to generate competitive advantage and eventually superior firm performance. Resources controlled by a firm may contribute to lasting ability of the firm to outperform its competitors when demonstrating VRIN qualities. In a dynamic market environment, however, VRIN resources are out competed and therefore cannot provide lasting ability of the firm to outperform its competitors. Hence, the RBT proponents query the influence of market dynamism and firm evolution over time (Peteraf & Barney, 2003).

More so, contrary to RBT, Priem and Butler (2001) observed that it is difficult to find resources that are not imitable and non-substitutable. The validity of the RBT as the framework has been interrogated in numerous key aspects (Eisenhardt & Martin, 2000) mainly on the definitions, the linkages to market dynamism and the modalities of transforming firm resource advantage into competitive advantage. Barney (1991) argued that a firm achieves competitive advantage when implementing a value creating strategy not simultaneously being implemented by competition.

The critique of Resource Based Theory (RBT) however, observed that it has been remarkably silent in responding to fundamental conceptual and theoretical criticism (Connor, 2002). Some of the critique argued that RBT lacks substantial managerial implications (Priem and Butler, 2001). The other notable critique is implied in Miller (2003) sustainability – attainability discussion that suggest that the resources that a firm needs to generate sustainable competitive advantage are precisely those resources that are hard to acquire.

Foss et al., (2008) argued that firms that have capacity which they can put in practice best, can be surpassed by a competing firm that can develop that capability better than a firm who is best in practice. Hence, RBT needs to reexamine the influence of market dynamism and firm evolution overtime. It is imperative to note that for those interested in advancing the RBT, the critiques are particularly valuable for they highlight where improvements might be made (Kraaijenbrink et al., 2009). Various scholars however, concur that the critiques do not really threaten the RBT status. This is because the critiques are inappropriate and may apply only when RBT is taken to its impractical extreme (Barney, 2007).

2.2.3 Contingency Theory

Contingency Theory (CT) carries the view that firms that develop the best fit with their environment remain profitable. CT claims that there is no single best method to organize a company, and that company performance is contingent to internal and external situation and the company's strategic actions (Slater, Olson & Tomas, 2006). This means that firms should come up with appropriate managerial strategies based on the circumstances they are experiencing. Thus, firms are advantaged to operate in environments where strengths and weaknesses outweigh threats and opportunities. If the industry environment changes unfavorably to the firm, the top management should contemplate exiting that sector and relocate to more lucrative sectors.

Contingency Theory posits that for each strategic orientation there exists a configuration of organization factors that fits the strategy to yield superior performance (Slater et al. 2006). Strategic fit exists when organizational performance is positively affected by the alignment of key organizational and environmental contingencies (Donaldson, 2001).

When a misfit occurs, either internally or externally, organizational performance is negatively affected. Internal strategic fit refers to the alignment of organizational strategy, structure and process, while external strategic fit refers to the alignment of the organization with its environment (Miles & Snow, 1984). Therefore, the best way of organizing the company is contingent upon the internal and external situation of the company. However, there are arguments that contingency theory needs to reexamine its impact on organizational change and adaptation (Burton, Lauridsen & Obel, 2002; Donaldson, 2001; Zajac, Kraatz & Bresser, 2000).

An organization that achieves strategic fit enjoys higher performance which generates surplus resources and leads to expansion (Hamilton & Shergill, 1992) either in growth, in size, global expansion, innovation or diversification. The expansion increases the level of the contingency variables, such as size, leading to a strategic misfit with the existing organizational set up. The strategic misfit depresses performance eventually leading to a performance crisis and adaptive organizational set up changes into fit (Burton et al. 2002). Thus, organizations evolve from one strategic fit to another gradually.

The critique of the contingency theory is that it is not prudent for organizations to move into fit with their contingencies, because while the organization is adapting itself to strategic fit, the contingencies themselves change, so that the adaptation does not produce strategic fit (Donaldson, 2001). Further the contingency theory, although it has several strengths, it generally falls short in explaining why certain organizational factors such as skills, systems and shared values are effective in some situations, but no in others (Mitchell, 2017).

2.3 Strategy Typology and Performance

The organization uses strategy to deal with changing environments and because change brings different combinations of circumstances to the organizations, the substance of strategy remains unstructured, unprogrammed, nonroutine and nonrepetitive (Lin, Tsai & Wu, 2014). Miles, Snow, Meyer and Coleman (1978) strategy classifications are a summary of the ways in which organizations co-align with their environment. Thus, effective organizations resolve the entrepreneurial, engineering and administrative problems and achieve successful alignment of strategy, structure, process and environment.

Strategy typology by Miles et al. (1978) proposed a strategy classification of four distinct types of prospectors, defenders, analyzers or reactors. The first three strategies can be successful in the market with superior performance than reacting strategies. Anwar et al. (2016) examined strategic types and their relationship with performance using seven years' financial data from joint stock manufacturing companies in Pakistan and evidenced variations in the performance of strategic types.

Walker (2013) studied Miles and Snow's strategic orientation on performance of public agencies, using survey method of data collection and a structured questionnaire. He highlighted the importance of employing a mix of strategies in public organizations. The study focussed mainly on associated costs and how inefficiencies arises, but did not single out factors such as external environment and organizational factors which have an impact on performance. This study addressed the role of organizational factors, external environment and strategy typology on performance of freight forwarding companies in Kenya.

Vladmir (2014) studied medium and large food manufacturing companies in Croatia and confirmed the presence of all four types of strategic orientation. Parnell, Long and Lester (2015) found out that prospectors performed negatively in China and analyzers performed negatively in the USA. In Turkey, Zamani, Parnell, Labbaf and O'Regan (2013) noted that defenders performed negatively in terms of growth and overall performance. These studies noted that the performance of viable strategies varies with the variation in performance measures, the organizational environment and industry.

Schwarz, Sharma and Freeman (2013) studied the relationship between strategic approaches and firm performance in small and medium enterprises. They used survey method of data collection, a structured questionnaire and regression for data analysis. The results showed that the strategic directions identified by the focus group were analyser and reactors. The study focused on Australian seafood market and considered mainly on how strategy can be applied to achieve performance but, failed to recognize the role of external environment and organizational factors. This created both contextual and conceptual gaps to be further interrogated whereas, this study examined moderating effect of external environment on strategic typology and firm performance.

Various scholars have studied the relationship between strategy typology and performance (Claver-Cortes, Molina & Pereira, 2005). Gimanez (2000) argued that there were difficulties in distinguishing the analyzer from the defender. Aragon and Sanchez (2005) observed that depending on the industry, the archetypes may share characteristics in their pattern of adaptation. Garrigos, Marques and Narangajavana (2005) applied the Miles and Snow (1978) typology in the Spanish hospitality industry. They demonstrated differences across selected performance measures such as total performance, profitability and growth. They noted that reactors consistently underperformed compared to other businesses.

Murray, O'Driscoll and Torres (2002) studied diversity in strategic management, marketing and organizational theory using Miles and Snow's typology. The study applied cross sectional survey method of selected information, communication technology firms and unstructured questionnaire and personal interviews. The results showed that company marketing practice evolves due to organisational change, population and community evolution. The study focussed on SMEs in general but not on freight forwarding firms. Also, did not consider the influence of external environment and organizational factors. The current study addressed the role of strategy typology, organisation factors and external environment and performance of freight forwarding companies in Kenya.

Reactors strategy is considered a failure (Isoherranen, 2011). This is because it is a reaction to the opportunities and threats that exists in the external environment and results in poor performance. Boyne & Walker (2004) argue that reacting strategy might be of benefit in the public sector based on the circumstances of the stakeholders. Lei and Slocum (2005) posit that it is imperative for an organization to choose the business level strategy appropriately to achieve a sustained competitive advantage and hence superior performance.

Numerous determinants of firms' performance such as the Balance Score Card (Kaplan & Norton, 1992) and Performance Prism (Neely, Gregory & Platts, 2005) among others have been identified in several industries, but the factors seem to vary across different countries and businesses (Amoako & Acquah, 2008). The variances in performance of strategy typologies are due to the varying nature of performance measures and environments (Luoma, 2015).

2.4 Strategy Typology, Organizational Factors and Performance

Miles, Snow, Meyer and Coleman (1978) framework proposed that every organization has a key feature which determines responses undertaken by the decision-makers. Desarbo et al. (2005) reiterated that the strategic choice perspective posits that organizational behavior is partly predetermined by environmental conditions. This is because the choices which executive managers make are the determining factor of organizational structure and process.

Miles and Snow (1978) emphasized that organizations that develop resources in the pursuit of several viable strategies are more capable of changing their strategy to suit the environment. Rainey (2010) noted the importance of pursuing a range of strategies especially in the multipurpose and complex organizations in the public sector. Meier et al., (2010) posit that organizations should focus on a combination of consistent and viable strategies that are selected based on organization's desired action plan. Andrews, Boyne, Law and Walker (2012) observed that adopting a mix of strategies allows organizations as well as managers a balance between differing performance demands.

Ismail, Kartak and Komurcu (2017) claimed that organizations succeed if the cooperation between strategies adapted and organizational factors is coherent. Kaplan (2005) asserted that identifying organizational values is of importance in defining the organizations role within the stakeholder's community in which it operates. Tracey and Blood (2012) while studying brewing firms observed that changes that are desired by an organization effectively takes place if the human resource is involved as partners of the organization.

Tracey and Blood (2012) studied the application of the McKinsey 7s framework in a manufacturing set up. The study applied a survey methods using semi-structured questionnaire and personal interview. The found out that the McKinsey 7s framework provided an excellent starting point for analysing the requirements for company's success and growth. The study focussed mainly on associated costs and how inefficiencies arises, but did not single out factors such as external environment and organizational factors which have an impact on performance. The current study examined the intervening effect of the organizational factors.

Desarbo, Di Benedetto, Song and Sinha (2005) re-examined the scope of the Miles and Snows model on strategic firm capabilities, environmental uncertainty and performance. They applied survey method of 709 firms in China, Japan and United States. The results showed that strategy is a set of decisions through which strategic business units coordinate their managerial processes with the environment. The study failed to interrogate organizational factors that might have an influence on performance. This study introduced organizational factors as intervening variable.

Adan, Abdullah and Ahmad (2011) studied Malaysian firms and revealed that human resources management practices affected the enterprises performance. Kurtulus (2014) studied manufacturing firms in Turkey argued that intangible human resource such as skills, systems and shared values enables the organization to overcome challenges in their operating environment as they mitigate from old to new capabilities in pursuit of organizational survival. Malan (2003) noted that both effectiveness and organizational change stems from the relationship between organizational factors and strategic goals.

To ensure business survival, firms continually observe various organizational activities that determine their continuity (Singh, 2013). The organizational factors anchor a platform where decision is formulated and implemented (Perez & Castillejo, 2008). Managers are responsible for the formulation and implementation of the appropriate strategies adopted that produces performance outcomes that are favorable to the firm's economic success (Allens & Helms, 2006; Amoako & Acquaaah, 2008). Ravanfar (2015) noted that McKinsey 7s model depicts human resources as an integral part of superior firm performance.

Ravi, Maheshkumar and Joshi (2007) claimed that strategy implementation has a higher chance of success when the organizations' elements are in alignment. They argued that successful managers need to attain a strategic fit between organizational strategy and the internal factors to achieve organizational strategic goals. Garbrah and Binfor (2013) noted that there are numerous vital internal subsystems of the organization that must be harmonized to successfully implement a new strategy. Papke and Malhotra (2002) contend that McKinsey 7s framework is mainly used to facilitate organizational change, to implement new strategy and to identify how each function may change in the future. Lei and Slocum (2005) claimed that firms should adapt strategies that are appropriate and adaptive to their present business environment to optimize resource utilization and attainment of set goals.

Adeoye (2012) argued that various challenges that face the firms include, inadequate skills, systems, competitive market and profitability and environmental changes among others. As the environment changes, the need arise not only to manage the organizational environment but, also develop managerial skills and capabilities to enable organizational response (Kottler, 2005; Ghazali, Shafie & Sanusi, 2010; Echdar & Si, 2013).

Johnson et al. (2008) reckons that the central purpose of the strength, weakness, opportunity and threat (SWOT) analysis is to identify strategies that align, fit or match a company's resources and capabilities to the demands of the environment in which it operates. They support the argument that tremendous firm performance is assured when the responsiveness of an organization's strategy matches the turbulence in the environment but also the organization's capabilities matches the aggressiveness of its strategy.

Plenert (2012) posit that successful organizations develop systems and processes that allow them to adapt to constraints, threats, and opportunities. Continuous systems and process improvement means that people should be constantly analyzing how they think, communicate and add value to their organization. Organizations with adaptive cultures perform better because adaptive culture translates into organizational success (Denison, Lief & Ward, 2004). This study postulates that firms that align their strategies with its organizational factors and the environmental uncertainty will achieve improved performance.

2.5 Strategy Typology, External Environment and Performance

Strategic management in both private and public organizations influences effective levels of performance (Walker, 2013). Conceptually, the relationship between strategic type and firm performance moderated by the external environment has been tested, but no consensus yet (DeSarbo et al., 2005). Machuki and Aosa (2011) noted that managing external environment uncertainty may require a firm to consider the complexity, dynamism and munificence of the environment to enhance performance. However, Koseoglu, Topaloglu, Parnel and Lester (2013) indicated that the external environmental uncertainty influences organizational performance regardless of chosen strategy and the context of operation.

Koseoglu, Topaloglu, Parnel and Lester (2013) studied linkages among business strategy, uncertainty and performance in the hospitality firms in an emerging economy. They used survey method of 200 hotel managers in 3,4,5-star hotels, and applied regression and anova for data analysis. The results indicated partial support was found for direct linkages between environmental uncertainty and firm performance. The study focussed on SMEs in general but, not on freight forwarding firms. Also, did not consider the influence of external environment and organizational factors. This study focuses on defender, prospector, analyser strategy types as key determinant of firm performance.

Various studies on the Miles and Snow (1978) typology have noted that different environmental circumstances may be conducive to certain strategic types (Anwar et al., 2016; Hambrick, 2003). Factors of environmental uncertainty that are likely to be perceived important by managers include such issues as the degree of predictability of firm performance, actions of competitors, government regulation and intervention. Other factors are the actions of suppliers and emergent conditions facing the organization (Snow & Hrebiniak, 1980). Adeoye (2012) opined that for business to cope with the rapidly changing business environment, there is a need to develop and implement appropriate strategies that would safeguard their operations and yield the desired results.

Organizations use strategy to deal with changing environments. The common approach to strategy development posits that firms should adapt to their environments (Adeoye, 2012). According to this view, good management is associated with determining which strategy will best fit environmental and human forces and then working to carry out that strategy.

Strategy selection should align the performance of the business with the environment in which it operates (Porter, 2004; Vladimir (2014). Hrebiniak and Snow (1980) and Porter (1985) argued that in conditions of market uncertainty, governmental regulations and the action of five forces that shape the industry, the organization must be able to adapt to the environmental changes to survive and excel in performance over competitive rivals (Desarbo et al., 2005).

Richard, Devinney and Johnson (2009) posit that organizational performance encompasses financial performance, product market performance and shareholders return. Schwarz, Sharma and Freeman (2013) noted that cash at hand at close of business determines profitability. Supee and Geal (2009) reiterated that high cost of transportation of goods affect performance in Eastern Africa countries. Ojala and Dilay (2015) in the study of freight forwarding and logistics outsourcing in manufacturing companies in North America and Western European countries. They applied a survey method of 53 countries in Europe, Asia and USA. The results showed that high quality of services offered was a determinant to performance, but did not single out factors such as external environment and organizational factors which have an impact on performance. This study addressed the role of organizational factors, external environment and strategy typology on performance of freight forwarding companies in Kenya.

2.6 Strategy Typology, Organizational Factors, External Environment and Performance

Various scholars have underscored the usefulness of Miles, Snow, Meyer and Coleman (1978) strategic typology which is necessitated by the requirements of the increasing dynamism, complexity and unpredictability of the environment facing the organization (Andrew et al., 2012). Miles and Snow (1978) held that organizations can be classified according to their pattern of decisions. Prospecting, defending and analyzing strategies were associated with better company performance than reacting strategies. Walker (2013) observed that in public sector, however, reacting strategy might be beneficial based on the requirements and demands of citizens.

Tracey and Blood (2012) studied brewing firms and posit that alignment of shared values, skills, staff and strategy are key priorities for the company although the other 7s factors are of importance. Mitchell, Frendendall and Cantrell (2015) tested the proposition that operational performance of service firms in the United States can be empirically measured by using partial representative (strategy, staff and skills) of the McKinsey 7s model. Ismail (2017) noted that although the soft areas of Mckinsey 7s framework are harder to manage, they are that the foundation of the organization. He stressed that the soft areas have high chances to create the sustained competitive advantage.

Mitchell et al. (2015) observed that organizations continually developed internal consistency such as enabling systems, skills enhancement and shared values to enable them perpetuate their strategies. Kermally (2002) noted that human resource empowerment is about releasing human energy and trusting an individual to make decisions to gain the commitment and involvement.

Florida and Goodnight (2005) posit that successful companies tapped the creativity of their workers from a wide range of disciplines to become more innovative and efficient. Potter (2001) contend that people who feel involved in the organizational change process tend to react more positively.

The influence of the internal environment on human capital development was examined by Echdar and Si (2013). Their study found that skills of employees can be improved through training to match with advancement in technology. Garbrah and Binfor (2013) noted that it is the people in the organization who ultimately determine how well the company operates. Murphy and Poist (2007) added that employees' skills and abilities, training programmes, guiding processes and shared values were vital to the structuring or restructuring of the organization.

Amit and Schoemaker (2016) posit that strategic capability perspective views firm's strategy as a function of competencies based on tangible and intangible resources. Kamasak (2014) noted that while tangible resources are relatively easy to transfer across organizational boundaries, intangible resource, such as skills, shared values, and systems are not easily transferable. Barney (2007) observed that intangible resources relate to firms' distinctive features and implicit organizational practices that are more difficult to transfer across similar organization.

Ravanfar (2015) observed that the search for organizational alignment between the internal resources in the McKinsey 7s model and the external environment is the function of strategic assessment. The strategic assessment enables organizational alignment and understanding of the critical factors in an organizational strategy, hence performance improvement (Ravi, 2007). Papke and Malhotra (2002) concurred that the closer the alignment amongst the variables the higher the chances that strategy will produce the desired results.

Vladimir (2014) observed that the most successful organizations have the most efficient interaction with their environment. Thus, the strategy acts as a kind of an adaptive mechanism. Strategy scholars have focused on various ways in which a company adapts to its environments. The strategy literature posits that strategy selection is dependent on how well a business is aligned with its environment (Porter, 2004; Desarbo et al., 2005). Fynes, Burca and Marshall (2004) argued that in conditions of high uncertainty in technology, customer or competitive environments, the firm must be able to adapt to the environmental changes. Environmental uncertainty may require a firm to be able to respond more quickly to unforeseen changes to survive and excel in performance in its industry.

Ogundele and Opiefa (2004) argued that the organizations internal and external environment enables the organization to evaluate and analyse its endurance and growth, thus, determining the future of an organization. Adaptation to the environmental changes requires firm to achieve a strategic fit (Lei & Slocum, 2005). A strategic fit is a situation in which all internal and external elements relevant for a company are in line with each other and with the corporate strategy.

Tracey and Blood (2012) argued that the elements of strategy, structure, systems, style, staff, skills and shared values must be in the same direction to enhance organizational effectiveness. Murray et al., (2002) studied diversity in strategic management, marketing and organizational theory using Miles and Snow's typology. They posit that marketing practice evolved due to organisational change, population and community evolution.

Alexandrova (2004) studied Bulgarian micro enterprises and noted that dynamic business environment requires organizations to continuously adapt to the environmental changes that affect the organization. Alkali (2012) posit that business environment uncertainty arises from the organizations inability to predict factors that typifies its environment. Desarbo et al., (2005) observed that environmental uncertainty may require a firm to be able to respond to unforeseen changes to survive and excel performance in its industry. Adeoye (2012) concurred that for an organization to align itself with the rapidly changing external environment, it is imperative for the organization to formulate and implement appropriate strategies that would enhance organizational effectiveness, hence improved organizational performance.

Machuki and K'Obonyo (2011) noted that firm performance is a fundamental component in strategic management research. The importance of organizational performance is highlighted in three viewpoints. Academically, the effectiveness of strategy(s) is evaluated by the level of performance outcome. Empirically, it is because there are multiple constructs that have been used to capture performance. Lastly, managerially, performance is viewed as a measure of quality of decisions made by managers (Venkatraman & Ramanujam, 1986). The performance outcome gives an indication of the effectiveness of an organization.

Jusoh and Parnell (2008) studied competitive strategy and performance measurement within Malaysian firms and supported the validity of the Miles and Snow (1978) typology. They however, viewed competitive strategies differently due to challenges experienced when western measurements scales were employed in non-western emerging nations.

The variations in performance are consistent with many studies where it was found that difference in performance measures, environments, market efficiencies and deficiencies, level of competition, and innovativeness are the reasons of these variations. Also, the variation in performance is found in cross-country analysis under same studies (Blackmore & Nesbitt, 2013; Hambrick, 2003; Snow & Hrebiniak, 1980; Zahra et al., 2006). Koseoglu, et al., (2012) and Parnell et al., (2015) noted that most of the research on strategy-performance relationship using Miles and Snow typology has been carried out in developed countries leaving room for a rigorous empirical research in developing countries to test the assumption of the presence of strategic types and performance.

2.7 Summary of Knowledge Gaps

From the literature reviewed several knowledge gaps were identified as shown in Table 2.1. The studies reviewed present diverse findings regarding the relationship between the study variables on performance. The disparity could be attributed to methodologies used, definition of variables or contextual factors. More so, the studies were carried out in different countries and different environments. The studies have not tested the causal linkages of all the variables and consequently their joint impact on organisational performance.

Table 2.1: Summary of Previous Studies and Knowledge Gaps

Researcher(s)	Focus of the Study	Methodology	Findings	Knowledge Gaps	Focus of the Current Study
Tracey and Blood (2012)	The application of the McKinsey 7 -S framework in a manufacturing set up	Survey methods using semi-structured questionnaire and personal interview.	The 7-S framework provides an excellent starting point for analysing the requirements for company's success and growth.	The study focussed mainly on associated costs and how inefficiencies arises, but did not single out factors such as external environment and organizational factors which have an impact on performance	Study examined the intervening effect of the organizational factors.
Murray, O'Driscoll and Torres (2002)	Diversity in strategic management, marketing and organizational theory using Miles and Snow's typology.	Cross sectional survey method of selected information, communication technology firms. Used unstructured questionnaire and personal interviews.	Marketing practice evolves due to organisational change, population and community evolution.	The study focussed on SMEs in general but not freight forwarding firms. Also, did not consider the influence of external environment and organizational factors	Study addressed the role of strategy typology, organisation factors and external environment and performance of freight forwarding companies in Kenya.
Ojala and Dilay (2015)	Logistics development strategies and performance measurement.	Survey method of 53 countries in Europe, Asia and U.S. Regression analysis.	High quality of services offered was a determinant to performance.	The study looked at the framework which does not consider factors such as strategy typology, external environment and organizational factors which creates room for conceptual discussion	Study introduced strategy typology and organizational factors. Context is the freight forwarding companies in Kenya.
Desarbo, Di Benedetto, Song and Sinha (2005)	Re-examined the scope of the Miles and Snows model on strategic firm capabilities, environmental uncertainty and performance.	Survey method of 709 firms in China, Japan and United States.	Strategy is a set of decisions through which strategic business units coordinate their managerial processes with the environment.	The study failed to interrogate organizational factors that might have an influence on performance	Study introduced organizational factors as intervening variable.

Researcher(s)	Focus of the Study	Methodology	Findings	Knowledge Gaps	Focus of the Current Study
Supee and Geal (2009)	Freight forwarding in Kenya and Eastern and Southern Africa	Survey method of 60 freight companies in seven countries. Regression analysis.	Freight forwarding firms are marked by inefficiency and high cost of transaction.	The study focused more on strategy but failed to consider other factors like external forces and the factors possessed in the organization which leaves room for conceptual discussion	Study focused on interaction among the variables.
Schwarz, Sharma and Freeman (2013)	The relationship between strategic approaches and firm performance in small and medium enterprises.	Survey method of data collection using a structured questionnaire. Used descriptive and inferential methods and regression for data analysis.	The strategic directions identified by the focus group participants were analyser and reactors	The study focused in stock mining company considering only how strategy can be applied to achieve performance but failed to recognize the role of external environment and organizational factors creating both contextual and conceptual gaps to be further interrogated	Study examined moderating effect of external environment on strategic typology and firm performance.
Walker, (2013)	Miles and Snow's strategic management framework to performance of public agencies.	Survey method of data collection using a structured questionnaire. Used descriptive and inferential methods and regression for data analysis.	Highlights the importance of employing a mix of strategies in public organizations contrary to Miles and Snow evidence.	The study focused mainly on associated costs and how inefficiencies arises, but did not single out factors such as external environment and organizational factors which have an impact on performance	The study addressed the role of organizational factors, external environment and strategy typology on performance of freight forwarding companies in Kenya.
Koseoglu, Topaloglu, Parnel and Lester (2013)	Linkages among business strategy, uncertainty and performance in the hospitality firms in an emerging economy.	Survey method of 200 hotel managers in 3,4,5-star hotels. Regression and Anova for data analysis.	Partial support was found for direct linkages between environmental uncertainty and firm performance.	The study focussed on SMEs in general but not freight forwarding firms. Also, did not consider the influence of external environment and organizational factors	Study focused on defender, prospector, analyser strategy types as key determinant of firm performance.

Researcher(s)	Focus of the Study	Methodology	Findings	Knowledge Gaps	Focus of the Current Study
Vladmir, (2014)	Medium and large manufacturing companies and the presence of strategic types by Miles and Snow's.	Survey method of 106 senior managers from medium and large Croatian manufacturing firms. Regression and correlation analysis.	There is presence of all different types of strategic orientation.	The study looked at the framework which does not consider factors such as strategy typology, external environment and organizational factors which creates room for conceptual discussion	Study examined moderating effect of external environment on strategic typology and firm performance.
Anwar, Said and Saf (2016)	To provide an updated summary of strategy and performance measures and relationships of joint stock mining company.	Survey method of 21 firms in Pakistan stock exchange. Used a structured questionnaire. Regression and Anova for data analysis.	Firms adapting both flexible and consistent strategies performed better results outperforming reactors.	The study failed to interrogate organizational factors that might have an influence on performance	The current study proposed the external environment and organizational factors also affect performance.

2.8 Conceptual Framework

The knowledge gaps in the literature review in Table 2.1 enabled the development of the conceptual framework. Conceptual framework illustrates the interrelations among strategy typology, organizational factors, external environment and organizational performance. According to Baron and Kenny (1986) the mediator variable (organizational factors) explains the relationship between strategy typology and organization performance. The moderator variable (external environment) influences the strength of the relationship between strategy typology and organization performance. As shown in Figure 2.1 strategy typology is the main variable which comprise of defenders, prospectors, analysers and reactors. The operational indicators of organisational factors include shared values, skills and systems and external environment comprises of complexity, dynamism and munificence. Organizational performance represents dependent variable and comprises of financial perspective, customer perspective, internal business process, learning and growth, environmental and corporate social responsibility.

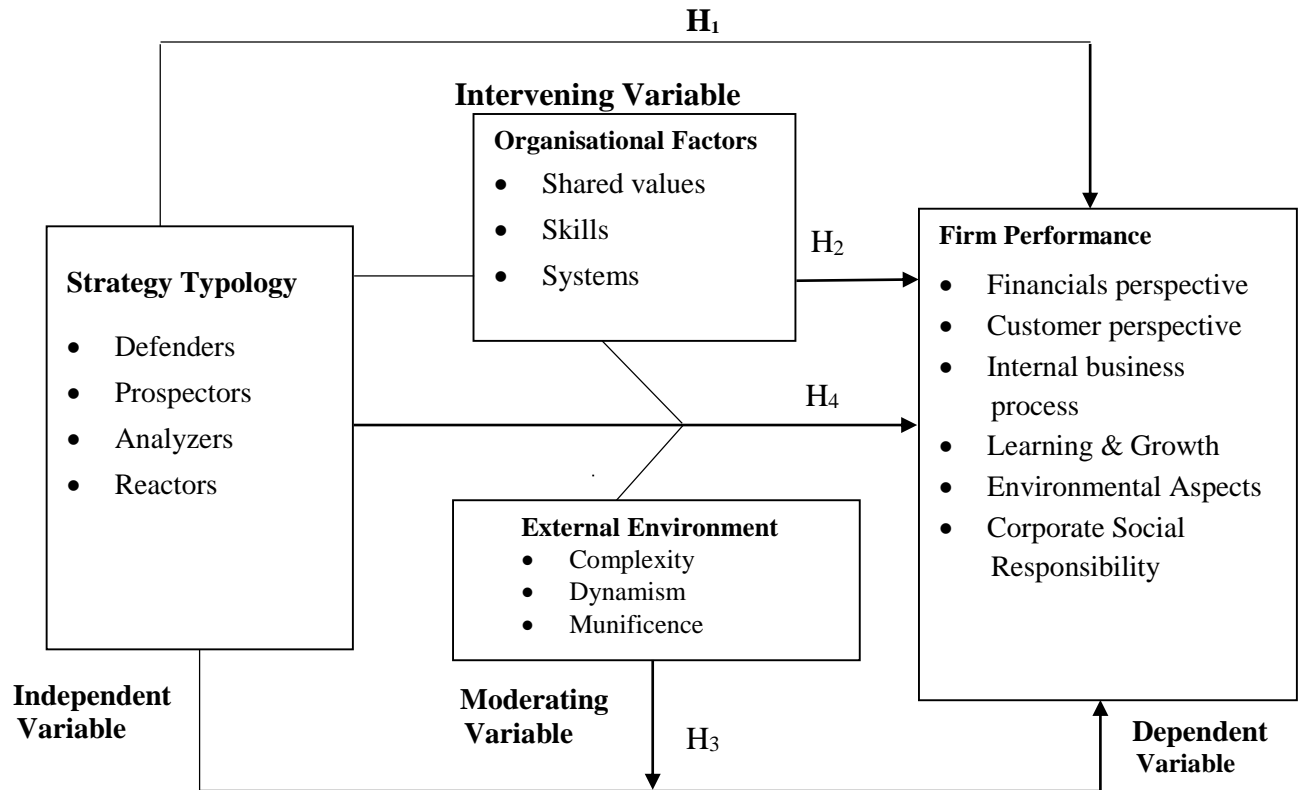


Figure 2.1: Conceptual Model

Source: Researcher, (2018)

2.9 Research Hypotheses

The study is based on the following conceptual hypotheses which are derived from the conceptual model.

The hypotheses are outlined as below;

H₀₁: There is no significant influence of strategy typology on organizational performance of freight forwarding companies in Kenya.

H₀₂: The organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya.

H₀₃: The external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya.

H₀₄: The joint effect of organizational factors, external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight and forwarding companies in Kenya.

2.10 Chapter Summary

Chapter two discussed the theoretical underpinnings of the study by reviewing the Industrial Economic Organization Theory, Resource Based Theory and Contingency Theory which formed the theoretical perspective of the study. The chapter also presented the theoretical and empirical literature review of the previous studies and a summary of the knowledge gaps. The study offered a conceptual framework indicating the relationship among the study variables. The corresponding hypotheses were also presented. The next chapter discusses the research methodology used for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains a presentation as well as an argumentation for the choice of research methodology that was used for this study. It includes the research philosophy, research design, population of the study, data collection instruments and assessments of validity and reliability of research measurements. This chapter also expounds on operationalization of study variables and data analysis techniques.

3.2 Research Philosophy

Research philosophy is an over-arching term relating to the development of knowledge and the nature of that knowledge. It explains assumptions that people make about the nature of reality (McCusker & Gunaydin, 2015). This study was focused on the understanding of the present with a view to enable the prediction of the future. The question about what constitutes reality informs a researcher's approach of the study (Hesse & Leavy, 2011). Reality can be viewed as objective or subjective. Objective reality is the collection of things that exist independently of the researchers. Subjective reality is what is perceived (Queirós, Faria & Almeida, 2017). The aspect the researcher seeks to discover is called ontology and is essentially the reality. The link between the reality and the research or the way of learning or knowing is the epistemology. Methodology is the technique used by the researcher to find out the reality (Johnson & Duberly, 2003). There are two main research philosophies in social sciences, that is, phenomenology and positivism. There are however, other research philosophies such as realism and pragmatism.

Realism adopts the objective view of reality, existing independently of human thoughts, but interpreted through social conditioning (Saunders et al., 2009). Pragmatism approach takes an integrative perspective, viewing knowledge as either objective or subjective phenomena as long as the output is acceptable in specific areas of interest (Bryman, 2012).

The phenomenology approach is an ontology that assumes that individuals do not have a direct access to the real world and that their knowledge about the perceived world is meaningful in its own terms (Ravitch & Riggan, 2016). The phenomenological approach is qualitative in nature and relies on immediate experience (Maxwell, 2013). As a technique of inquiry, phenomenology define effects in their current state. Proponents of this approach posit that phenomenology is comprehensive and is based on ordinary experience (Giorgi, 2012). Phenomenology holds that knowledge is based on individual experience, thus phenomenology outcome can be subjective as it lacks rigour and precise measurement. According to Bryman and Bell (2011) critics of phenomenology argue that the researcher may construct the overall meaning of the event, or experience and arrive at a more profound understanding of the phenomenon which may not necessarily give rise to facts.

Positivism belongs to epistemology which can be specified as philosophy of knowing (Gill & Johnson, 2002). Epistemology under the positivism ontology assumes or believe that the researcher is independent and value – free. Positivism is based on objective reality and positivists believe that only phenomena which are observable and measurable are trustworthy and thus, can be validly regarded as knowledgeable (Easterby-Smith et al., 2002). Wilson (2010) observed that studies with positivist paradigm are based purely on facts and consider the world to be external and objective.

Bryman (2012) noted that positivist paradigm relates to business studies when compared to other disciplines. This is because business relationships are reasonably perceived as aggregation of relationships between individuals within and between forms. Also, positivism is one of the most suitable approaches to study the nature of relationships (Bryman & Bell, 2011). This study adopted positivism research philosophy as the study intended to investigate pre-existing theories through the testing of hypothesis and relies on quantitative data and statistical analysis. Also, in positivism paradigm the role of the researcher is limited to data collection and interpretation through objective approach and the research findings are usually observable and quantifiable (Babbie, 2011). In addition, in positivism studies the researcher is independent from the study and there are no provisions for human interests within the study (Collins, 2010).

3.3 Research Design

The research design is a plan, procedure and technique which is used to identify and obtain respondents, and how to collect data from them in order to answer a research question (Asiamah, Mensah & Oteng, 2017). A cross-sectional descriptive survey was used in conducting this study as it sought to describe and establish relationships among main study variables. The choice of the design for this study was guided by the purpose of the study, the period over which the data was to be collected and the type of analysis. Babbie (2010) noted that in this type of research design, either the entire population or a sample is selected and from these individuals, data is collected to help answer the research questions of interest.

Zikmund, Babin, Carr and Griffin (2010) clarified that cross-sectional descriptive survey gathers information to make inferences about the subjects of interest at one point in time.

The cross-section descriptive research design is selected to enhance comparison across the freight forwarding companies in Kenya. The cross-sectional descriptive survey research design was considered appropriate for this study because it enhanced uniform collection of data and comparison across many respondents at one point in time. Survey research involves use of questionnaires to collect a large amount of data from a sample representative of the population in an effective way.

Further, the descriptive cross-sectional research design offered the researcher an opportunity to evaluate the intervening and moderating variables on the relation between strategy typology and performance of freight forwarding companies in Kenya. Studies done by Gill and Johnson (2002) and locally by Machuki and Aosa (2011) adopted descriptive cross section research design to test hypotheses and drew favourable conclusions.

3.4 Population of the Study

The Population of the study was the freight forwarding companies in Kenya. The Customs departments of the Kenya Revenue Authority stated that as at June 2017, there were 824 licensed freight forwarding companies in Kenya (KRA, 2017). These freight forwarding companies formed the desired population of the study. The unit of analysis is the freight forwarding company. The study proposed the freight forwarding as more appropriate because the population in this sector offers distinctive services that are influenced by the organizational factors but are affected by external environment hence, affecting company performance.

The study of freight forwarding companies is considered appropriate because the freight forwarding companies in Kenya are an integral part of the economy. This is because the companies handle imports and exports cargo which contributes to the national income. The freight forwarding companies comprise of numerous operators that range from local companies to multinational corporations. Early researchers predicted failure in freight forwarding companies was due to competition. Recent research shows that freight forwarders are in a growth position relying on areas of expertise which are enabling the freight forwarding companies to succeed (Supee & Gael, 2009).

3.5 Sampling Design

The study adopted stratified random sampling technique to ensure that each stratum is mutually exclusive and collectively exhaustive. The five functional categories, namely, freight, customs clearance brokerage, transportation and warehousing, freight of perishables and freight and contract logistics of freight forwarding companies in Kenya, as categorized by customs department of Kenya Revenue Authority (KRA), were treated as strata. Then, simple random sampling was administered proportionate to the number of companies in each stratum. A simple random sample is a subset of entities (a sample) chosen from a larger set (a population). Each entity is chosen randomly and entirely by chance, such that each entity has the same probability of being chosen at any stage during the sampling process, and each subset of k entities has the same probability of being chosen for the sample as any other subset of k entities. This method confirms that subjects drawn from each stratum are proportional to the number of elements in the strata (Sekaran, 2006).

The sample size was calculated using the formula suggested by Sekaran (2006) and Mugenda and Mugenda (2003) among others. As per the formula, the appropriate sample size was determined as follows; $n = (z^2 pq) / e^2$. Where: n is the minimum sample size required; z is the standard normal deviation, that is, 1.96 for 0.5 margin of error; p is the proportion in the target population estimated to bear the characteristics, recommended to be 50% if there was no estimate available of the proportion in the target population assumed to have the characteristic of interest; q is the proportion not having the characteristic (1-p); e is the margin of error required (set at 5% in the current proposal).

$$n = \frac{1.96^2 \times 0.1 (1 - 0.1)}{(0.05)^2} = 138$$

Saunders et al. (2007) recommended that where the population is less than 10,000 as it is the case in this study, then minimum sample size can be used without affecting the accuracy of the study. Thus, for population less than 10,000 the following adjustment was made as follows; $n_f = n / (1 + (n/N))$ where, n_f = the final sample size, when population is less than 10,000; n = the sample size of population of 10,000 or more; N = the size of the total population from which the sample is drawn. $n_f = 138 / (1 + 138/824) = 118$. The sample of 118 organizations was rounded off to 120 organizations and was sampled proportionately as per sample size of companies in each of the five categories of freight forwarding organizations in Kenya as per Table 3.1. These sample size was selected at random within the strata.

Table 3.1: Sample Size

Services	Population	Percentage	Sample Size
Freight	83	10	12
Customs Clearance Brokerage	577	70	84
Transportation and Warehousing	82	10	12
Freight of Perishables	41	5	6
Freight forwarding and Contract Logistics	41	5	6
Total	824	100	120

Source: Field Data (2018)

3.6 Data Collection

The study collected primary data. It was collected using questionnaires that were circulated to the respondents for filing. The questionnaires contained open ended and structured questions and were divided into five sections. Section one sought demographic data relating to the respondents and organization outline. Section two focused on strategy typology. Section three addressed organizational factors, while section four focused on external environment.

Section five entailed the firm performance respectively. The questionnaire comprised of structured and open ended questions so as to enable the instrument collect qualitative and quantitative data. The quantitative and qualitative data was collected using a five-point likert scale questionnaire ranging from 1 to 5. Collecting qualitative and quantitative data helps improve the evaluation by ensuring that the limitations of one type of data are balanced by the strengths of the other, thus enhancing validity of research findings (Bryman & Bell, 2011).

The target respondents were the senior managers involved in strategic planning and execution at the corporate level, for example, chief executive officer or strategy manager. This is because senior managers could offer the required information. In most cases, the senior managers were busy, thus following up with the finance managers who were next best placed to provide the required information. Only one respondent per company was targeted to answer the research questions. The questionnaire were administered using the help of research assistants. To enhance the support from the target organizations, the researcher presented a letter of introduction assuring the respondents of confidentiality along with a summary of the study intent stipulating the objectives of the study.

3.7 Reliability Test

Reliability is the extent to which an assessment tool produces stable and consistent results (Zikmund, Babin, Carr, & Griffin, 2010). Bonett (2003) defines reliability as the level to which results are consistent over time and are a precise illustration of the total population under study. When the results of a study are reproduced under a similar methodology, then the research instrument is reliable.

The consistency of results across items is measured using Cronbach's alpha coefficient, which ranges from 0 to 1. Cronbach's alpha coefficient determines the internal consistency or the average correlation of items within the test. It was utilised after the collection of data to test the results. Nunnally and Berstein (1994) and Babbie and Mouton, (2009) argued that an alpha coefficient of 0.7 or above is an acceptable measure for use in a study, but a lower threshold of 0.5 to 0.8 can be accepted (Sekaran, 2006). Values above 0.7 guaranteed that the indicator is good, and showed that the item was appropriate for the scale that determined its validity.

3.8 Validity Test

The traditional criteria for validity finds their roots in a positivist tradition. According to Hair, Black, Babin and Anderson (2010) validity is the extent to which data collection methods accurately measure what they are intended to measure and the extent to which research findings are accurate. If the instrument comprises a representative sample of the universe subject matter, then the validity is acceptable. There are different measures of validity that include; content validity (face validity, sample validity factorial validity) and construct validity (Bryman & Bell, 2011). The study sought to measure content validity and construct validity.

Content validity is the extent to which the instruments provides the comprehensiveness and representativeness of the investigative questions guiding the study. The study adopted the research instruments from various studies carried out in strategy management, organizational dynamics and organizational behavioural theory (Rubio, Berg-Weger, Tebb, Lee & Rauch, 2003). The study achieved content validity by ensuring that the initial questionnaire was pre-tested randomly on a few selected firms prior to data collection to evaluate their ease of response. Each section contained specific variable and this was also achieved through expert judgments to confirm if the theoretical dimensions emerge as conceptualized for the study.

Construct validity measures the degree to which effective description of variables replicates the theoretical meaning of concept (Bryman, 2012). To test construct validity, factor analysis was conducted. The purpose of factor analysis is to reduce voluminous data into concise factors provided the variables are correlated (homogenous).

This was necessitated by the sizeable number of items involved, and as such, separate sets of factor analyses were conducted for the items in the research constructs. Factor analysis is used to check the extent to which each item on the scales contributes to the respective factor (Ruscio & Roche, 2012).

The research instrument was subjected to an examination by pre-selected senior manager in each organization. The questionnaire was pilot tested outside the sample with the senior managers in ten freight forwarding companies randomly selected prior to data collection to establish if the respondents were be able to answer the questions without difficulties (Wilkinson & Bhandarkar, 2003). The senior managers were asked to review the instrument but, they were not to be involved in the final study. The instrument were also subjected to an examination by the supervisor and the doctoral programme resource faculty. Pretesting helped the researcher to enhance clarity of the questions asked before proceeding with the actual data collection.

3.9 Operationalization of the Study Variables

The study variables were operationalized based on the research objectives. Strategy typology is the independent variable and was operationalized using prospectors, defenders, analysers and reactors (Miles, Snow, Meyer & Coleman, 1978). These variables were measured using a five-point likert – type scale. Organization factors which constitute the intervening variable were operationalized using shared values, skills and systems. It was measured on a five-point likert – type scale (Garbrah & Binfor, 2013; McKinsey 7s framework). External environment is the moderating variable and was operationalized using dynamism, complexity and munificence (Pearce & Robinson, 2007; Dreyer & Gronhaug, 2004).

The dependent variable of the study is firm performance and was measured using the Sustainability Balanced Scorecard (Figge, Hahn, Schaltegger & Wagner, 2002). The firm performance measures were operationalized using financials perspective, customer perspective, internal business process, learning & growth perspective, environmental aspects and corporate social responsibility. They were measured on a five-point likert – type scale. A summary of operationalization is presented in Table 3.2.

Table 3.2: Summary of Operationalization of Variables

Variable	Operational Indicators		Supporting Literature	Questionnaire Item
Strategy Typology	Prospector	-The organizations are established in the market. They encounter entrepreneurial challenge of expanding products and markets.	Miles, Snow, Meyer and Coleman (1978); Schwarz, Sharma and Freeman (2013).	5-point likert-type scale Section 2: 1-5
	Defenders	- Have steady products or services and compete based on price, quality and service and encounter the entrepreneurial challenge.	Anwar, Said and Saf (2016); Desarbo, (2014)	5-point likert-type scale Section 2: 6-10
	Analysers	- Seek a balance between stable and changing domains and face the entrepreneurial problem.	Vladmir, (2014); Isoherranen and Kess, (2011)	5-point likert-type scale Section 2:11-13
	Reactor	-Wait for instructions from the environment, and thus have no consistent strategy or alignment.	Boyne & Walker, (2004); Lin, Tsai and Wu (2014)	5-point likert-type scale Section 2:14-15
Organisational Factors	Systems	- The processes of the company which guide overall organizational activities.	Cole, (2004); Tracey and Blood, (2012);	5-point likert-type scale Section 3:1- 6
	Skills	- Competences and the abilities that firms' employees perform well.	Ravanfar, (2015); Garbrah and Binfor, (2013);	5-point likert-type scale Section 3:7-12
	Shared Values	- The norms and standards that guide overall organizational behaviour.	Malan (2003)	5-point likert-type scale Section 3:13 -19
External Environment	Complexity	-The interaction between environmental risks,	Murgor, 2014;	5-point likert-type scale Section 4:1-12

Variable	Operational Indicators		Supporting Literature	Questionnaire Item
		dependency and inter firm relationships.	Koseoglu, Topaloglu, Parnel and Lester (2013)	
	Dynamism	- The ever-changing nature of the external environment which may transform the purpose of the firm and the environment in which it operates.	Dreyer and Gronhaug, (2004);	5-point likert-type scale Section 4:1-12
	Munificence	-The degree to which an organizations external environment has an abundance or scarcity of critical organizational resources	Castrogiovanni, (1991) Machuki and Aosa, (2011)	5-point likert-type scale Section 4:1-12
Firm Performance	Financial perspective:	- Increase on firm's return on asset. - Increase in firm's net income. - Increase in firm's investment in assets and growth. - Increase in firm's assets value has improved due to appreciation.	Figge, Hahn, Schaltegger and Wagner, (2002); Kaplan and Norton, (2001); Richard, Devinney and Johnson (2009).	5-point likert – type scale Section 5: 1 - 4.
	Customer Perspective	- Ability to retain customer, repeat business, customer referrals, exhibiting expertise in business solutions, market share.		5-point likert –type scale Section 5: 5-7
	Internal Business Process	-Ability to engage in innovation, operations and post-sale service processes.		5-point likert –type scale Section 5: 8-10
	Learning and Growth	-Ability to retain employees, employee productivity and satisfaction.		5-point likert – type scale Section 5:11-13
	Environmental aspect	Participation in environmental activities such as emission, waste recycling among others.		5-point likert – type scale Section 5:14-15
	Corporate Social Responsibility	Social exposure of a business unit includes direct and indirect stakeholders.		5-point likert – type scale Section 5:16-17

3.10 Data Analysis

Diagnostic test for normality, linearity, multicollinearity and homoscedasticity were carried out. Normality test was performed by use of histograms and probability-probability (p-p plots). This was catered for by visual inspection of data plots, skew and kurtosis. A plot of standardized residuals against standardized estimates of dependent variable showed a random pattern when non-linearity is absent. Data is assumed to be normal when the histogram appear symmetrical, bell-shaped curved, with greatest frequency of scores in the middle and smaller frequencies to the extremes (Hair, Anderson, Babin & Black, 2010).

Multicollinearity describes a high degree of association between independent variables. If the values of Pearson's correlation exhibit the relationship between independent variables, this serves as a method for diagnosing multicollinearity (William, 2009). Therefore, to avoid multicollinearity problem, the VIF values should not exceed 10 and the tolerance values should not be less than 0.10. Heteroscedacity was tested by variance of residuals as indicated by the width of the scatter plotting of the residuals as explanatory variable increases. If the width of the p-p plots of the residuals increases or decreases as explanatory variable increases, then the assumption of constant is not met.

To test the hypotheses, regression analyses was computed to determine the expected relationships between strategy typology, organizational factors, external environment and company's performance. The value of the coefficient of determination R^2 indicated the degree of variation in the dependent variable(s) attributed to the predictor variable(s). The Beta values showed the amount of change in the dependent variable attributable to the amount of change in the predictor variable.

After diagnostic tests, data was subjected to further statistical analysis. Descriptive statistics of mean scores to analyse likert – type of questions, frequency distribution, and percentages was used to analyse multiple selections and open questions. Also, inferential statistics (Resnik & Shamo, 2003) mainly regression analysis was used to evaluate the nature of relationship between the study variables, namely, strategy typology, organizational factors and external environment as discussed in the study.

Simple linear regression analysis, Baron and Kenny Regression Model, Stepwise regression and Simple regression and multiple regression were used to establish the nature and magnitude of the relationship between variables and to test hypothesized relationships.

The p-values and t – test were used to determine individual significance of the study variables, while the F test were used to determine the overall significance of the model.

Composite indices were computed to support in regression analysis.

Table 3.3: Summary of Analytical Models and Interpretation

Objectives	Hypothesis	Analytical model	Test statistics	Interpretation
Objective 1 Establish the influence of strategy typology on performance of freight forwarding companies in Kenya.	H ₁ : There is no significant influence of strategy typology on organization performance of freight forwarding companies in Kenya.	Simple Linear Regression Analysis: $P_1 = f(\text{strategy typology})$ $P_1 = \beta_{01} + \beta_{11}X + \epsilon_1$ Where P = Performance, β_0, β_{11} coefficients X = strategy typology ϵ_1 = error term.	<ul style="list-style-type: none"> • $R(-1 < R < 1)$ = the higher the R more significance • $R^2(0 < R < 1)$ = the higher the R^2 better fit e.g. $R=0.9$ i.e. 90% of change in Y are explained by X. • F-Statistic or Significant F= the higher, more significance in the model. • β_0= Check coefficient sign (+ -). • T statistic= the higher the more significance • P-value < 0.05 	<ul style="list-style-type: none"> • The closer R approaches ± 1, then a relationship is significant. • If (R^2) value is significant, then the overall model is significant • If t-statistic is greater than critical value then the variables are individually significant • If p-value < α, then variables are individually significant
Objective 2 Determine the influence of organizational factors on the relationship between strategy topology and performance of freight forwarding companies in Kenya.	H ₂ : The organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya.	Baron and Kenny Regression Model $P \neq (ST + OF)$ Regression models Step 1: $P = \alpha + \beta_1 ST + \epsilon$ Step 2: $OF = \alpha + \beta_2 ST + \epsilon$ Step 3: $P = \alpha + \beta_3 OF + \epsilon$ Step 4: $P = \alpha + \beta_4 ST + \beta_5 OF + \epsilon$ Where P= Performance, ST= strategy topology, OF= organizational factors	<ul style="list-style-type: none"> • F test to assess the overall significance of the model • Beta (β) to determine the contribution of each predictor variable to the significance of the model • t to determine the significance of individual variables • P value < 0.05 to check on statistical significance 	For intervening effect to be considered positive, four conditions should be fulfilled: 1. The independent variable is significantly related to the dependent variable in the absence of the mediating variable (F statistic, R^2 , p-value < 0.05). 2. The independent variable is significantly related to the intervening variable (F statistic, R^2 , p-value < 0.05). 3. The intervening variable is significantly related to the dependent variable (F statistic, R^2 , p-value < 0.05). 4. When controlling for the effect of the intervening variable on the dependent variable, the effect of the independent variable on the dependent variable is insignificant in the presence of the intervening variable. F statistic, R^2 , p-value > 0.05

Objectives	Hypothesis	Analytical model	Test statistics	Interpretation
Table 3.3 Cont'd...				R ² to assess how much of dependent variable variation is due to influence of independent variable
Objective 3 Determine the influence of external environment on the relationship between strategy topology and performance of freight forwarding companies in Kenya.	H ₃ : The external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya.	Stepwise regression $P = \alpha + \beta_1ST + \varepsilon$ step 1 $P = \alpha + \beta_1ST + \beta_2EE + \varepsilon$ step 2 $P = \alpha + \beta_1ST + \beta_2EE + \beta_3(ST*EE) + \varepsilon$ step 3 Where P= Performance, ST= strategy topology, EE= External Environment	<ul style="list-style-type: none"> • R² to assess how much of dependent variable variation is due to influence of independent variable • F test to assess the overall significance of the model • Beta (β) to determine the contribution of each predictor variable to the significance of the model • t to determine the significance of individual variables • P value < 0.05 to check on statistical significance 	Moderating effect occurs if the interacting term is significant (F statistic, R ² , p<0.05).
Objective 4 Establish the joint effect of organizational factors and external environment on the relationship between strategy topology practices and performance of freight forwarding companies in Kenya	H ₄ : The joint effect of organizational factors, external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight and forwarding companies in Kenya.	Simple and Multiple Regression Model $P = \alpha + \beta_1OF + \beta_2EE + \beta_3ST + \varepsilon$ Where P= Performance, OF = Organizational factors, ST= Strategy topology, EF= External Environment, ε = Error term	<ul style="list-style-type: none"> • R² to assess how much of dependent variable variation is due to influence of independent variable • F test to assess the overall significance of the model • Beta (β) to determine the contribution of each predictor variable to the significance of the model • t to determine the significance of individual variables • P value < 0.05 to check on statistical significance 	<ul style="list-style-type: none"> • If (R²) value is significant, then the overall model is significant • If f-statistic is greater than critical value then the variables are jointly significant • If p-value < α, then variables are jointly significant

3.11 Chapter Summary

This chapter presented an overview of the methodology used in the study. The chapter has discussed the research philosophy, research design, population of the study, sampling design, data collection instruments and test of reliability and validity and assumptions of regression analysis were discussed. The chapter also discussed the operationalization of the study variables and data analysis techniques. Finally, the chapter discussed the descriptive techniques for summarizing research data and inferential techniques for testing hypotheses. The next chapters presents data analysis, findings and test of hypotheses.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the analysis of data and findings of the study variables. The objective of the study was to determine the influence of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya. To achieve the objective of the study, primary data was collected using questionnaire. The data was analyzed using descriptive statistics and regression analysis and further presented results of various tests including reliability and validity tests, test of normality, multicollinearity tests and test of homogeneity of variance.

Respondents were asked to rate each of the aspects of the variables under consideration; strategy typology, organizational factors, external environment and firm performance on a five point likert scale. The test generated the mean scores, standard deviation and coefficient of variation. The mean can be useful to represent the entire data set with a single value that describes the middle or average value of the entire set. Standard deviation is a measure of dispersion and shows how data is spread out around the mean. In addition, the Coefficient of Variation (CV) refers to a statistical measure of the distribution of data points in a data series around the mean. It represents the ratio of the standard deviation to the mean. The coefficient of variation is a helpful statistic in comparing the degree of variation from one data series to the other.

4.2 Response Rate

The study was a descriptive cross-sectional survey of freight forwarding companies in Kenya. The questionnaire was administered by trained research assistants to the respective firms. The study sampled one hundred and twenty (120) freight forwarding companies of which ninety four (94) questionnaires were filled and returned. Further scrutiny established that 6 questionnaires were poorly filled and hence excluded from analysis. The effective response rate dropped to 88 respondents forming 73.33% response rate, which was considered adequate for analysis.

The discussion among scholars on the satisfactory response rate has been going on without a conclusion with most scholars suggesting that response rate ranging between 30 to 80 percent is adequate (Bryman, 2012; Fan & Yan, 2010). Saunder et al. (2009) posit that response rate for delivered and collected questionnaire as was the case with this study could range between 30 percent to 50 percent. Thus, the response rate of 73.3% is considered an acceptable response rate.

Table 4.1: Survey Response Rate

Response Rate	Frequency	Percentage
Total responses received	94	78.33
Responses correctly filled	88	73.33
Questionnaires poorly filled	6	5.00
Non response	26	21.67

Source: Field Data (2018)

4.3 Test of Reliability

Reliability refers to a measure of degree to which results from an instrument are consistent on repeated measurements. Its goal is the estimation of measurement errors which are normally random. It is a measure of an instrument's internal consistency. The measurement instrument should be reliable for it to measure consistently (Mugenda & Mugenda, 2003; Cooper & Schindler, 2014). The test items internal consistency or average correlation was assessed using cronbach's alpha. The alpha coefficient value ranging from 0 to 1 were used.

This study adopted the alpha coefficients ranges to describe reliability factors extracted from formatted questionnaires on likert-type scale (rating from scale 1 to 5).

The study used a cut off Cronbach alpha coefficient of 0.7. Different authors recommend different cut off points for reliability. Nunally (1978) and Gliem and Gliem (2003) indicate that Cronbach value of 0.7 and above is considered reliable. Cooper and Schindler (2014) suggest a range of 0.7 to 0.9 Cronbach's alpha coefficient to be good for reliability test, while Asikhia (2009) recommends a reliability cut off point of 0.6 (Hair, Babin, Anderson & Tatham, 2010). Bagozzi and Yi (2012) instead recommend a value of 0.5 to be the reliability cut off point necessary for further analysis.

This study adopted a cut off Cronbach value of 0.7 which is considered a strong measure of reliability consistency as suggested by Gliem and Gliem (2003) and Cooper and Schindler (2006). Reliability of the survey instrument was thus established by carrying out a pilot study on organizations who were required to respond to the questionnaire and report any ambiguous questions, identify any defects in the questions or lack of clarity in the instructions as well as suggest any changes.

Hair, Anderson, Babin and Black (2010) suggests that a pretest of 5 to 10 respondents selected from the targeted population is sufficient enough to allow validation of a questionnaire. These organizations were excluded from participating in the main survey. After the pilot study, the necessary modifications were made to the questionnaire. The results of the reliability tests are summarized in Table 4.2.

Table 4.2: Summary of Cronbach’s Alpha Reliability Coefficients

Variable	Components of Variables	Cronbach’s Alpha	Number of items	Decision
Strategy Typology	<ul style="list-style-type: none"> • Defenders • Prospectors • Analyzers • Reactors 	.766	16	Reliable
Organisational Factors	<ul style="list-style-type: none"> • Shared values • Skills • Systems 	.921	19	Reliable
External Environment	<ul style="list-style-type: none"> • Complexity • Dynamism • Munificence 	.866	36	Reliable
Organizational Performance	<ul style="list-style-type: none"> • Customer perspective • Internal business process • Learning & Growth • Environmental Aspects • Corporate Social Responsibility • Financial perspective 	.861	13	Reliable

Source: Field Data (2018)

As shown in Table 4.2, the alpha coefficients for all the variables are above the 0.7 threshold. This was confirmation of reliability of the data used to draw conclusions from theoretical concepts. Cronbach's alpha coefficient ranged from alpha (α) of 0.766 (strategy typology); 0.861 (organizational performance); 0.866 (external environment) to alpha (α) of 0.921 (organizational factors) revealing a high degree of reliability of the instrument. The results indicate that all constructs had high scores of reliability coefficients. All other variables were above the 0.7 cut-off point for reliability test (Nunnally, 1978; Gliem & Gliem, 2003). This implies that all the variables had a reliable index measure indicating that the instrument was reliable in collecting data.

4.4 Factor Analysis for Validity Test

Factor Analysis (FA) was employed to test for validity. The purpose of factor analysis was to reduce voluminous data into fewer and meaningful factors provided the variables are correlated (homogenous). This was necessitated by the sizeable number of items involved, and as such, separate sets of factor analyses were conducted for the items in the research constructs. Factor analysis was used to check the extent to which each item on the scales contributed to the respective factor (Ruscio & Roche, 2012). Exploratory Factor Analysis (EFA) for items in strategy typology, organizational factors, external environment and performance scale was conducted. EFA is a technique within factor analysis whose main goal is to find the fundamental relationship between measured variables. The study used Principal Component Analysis extraction method and Varimax Rotation Method with Kaiser Normalization to extract those factors that clearly measure the variables under investigations. Validity was assessed by examining the factor loadings to see if the items in the scale rated highly on the construct.

This study adopted the Kaiser Meyer – Olkin (KMO) test and Bartlett’s test of sphericity to assess data for suitability for factor analysis. Kaiser Meyer – Olkin measure varies from 0 to 1. The more the values are closer to 1 the better. A value of 0.5 is a proposed minimum to proceed with factor analysis. Bartlett’s test of sphericity is another method used to determine the appropriateness of factor analysis. Bartlett’s test is a statistical test for the presence of correlations among the variables (Larsen & Warne, 2010). The Bartlett’s Test of Sphericity must be less than 0.05. A statistically significant Bartlett’s test of sphericity indicates that sufficient correlations exist among the variables to proceed with factor analysis. The study results are presented in Table 4.3.

Table 4.3: Summary of KMO and Bartlett’s Test

Variable	Kaiser –Meyer- Olkin (KMO)	Bartlett’s Test of Sphericity		
		Chi-square (χ)	df	Sig. Level
Strategy typology	.536	434.784	120	.000
Organizational factors	.824	1127.501	171	.000
External environment	.538	265.772	66	.000
Firm performance	.733	556.634	78	.000

Source: Field Data (2018)

The results indicate that the sampling adequacy for all the variables under study showed adequacy in the respective samples. Strategy typology (KMO=.536 > 0.5 and < 0.9, Chi-square (χ)= 434.784 > 2, df=120 and sig. level=0.000 < 0.05); Organizational factors (KMO=.824>0.5and<0.9,Chi-square (χ)= 1127.501>2, df=171 and sig. level=0.000<0.05), external environment (KMO=.538>0.5 and<0.9, Chi-square (χ)= 265.772>2, df=66 and sig. level=0.000<0.05) and firm performance (KMO=.733>0.5 and<0.9, Chi-square (χ)= 556.634>2, df=78 and sig. level=0.000<0.05).

All the variables showed varied factor loadings therefore implying that they closely measure the dependent variable. Using principal component analysis (PCA) the variable for strategy typology were reduced into six factors accounting for 71.672 percent of the cumulative variance. The factors of organizational factors were reduced to four factors accounting for 70.387 percent of the cumulative variance. Further the factors of external environment were reduced to five accounting to 72.317 percent of the cumulative variance and finally factors of firm performance were reduced to three accounting to 67.345 percent. Detailed results of the factor analysis are in Appendix III.

4.5 Statistical Assumptions

There are different assumptions for statistical tests that the study variables should meet. This ensures the use of correct statistical models. It is beneficial to test assumptions to ensure that the data meets important assumptions (Nimon, Zientek & Henson, 2012). The study performed the test of regression assumptions. For regression result of the study in classical linear regression model to be robust and valid, it was deemed fit to satisfy basic assumption of classical linear regression model.

Prior to performing the descriptive and inferential analyses, statistical assumptions were tested to establish whether the data met the normality, linearity, independence, homogeneity and collinearity assumptions. It was on the basis of these results, that the measures of central tendency, dispersion, tests of significance, tests of associations and prediction were performed.

Bolker, Brooks, Clark, Poulsen, Steve and White (2009) indicated that all data is considered to have been included in the model if the basic assumptions are met. Otherwise, information will have been left on violation of these assumptions. Data multicollinearity, homogeneity and normality were tested after which the model was applied to analyse results of the regression and significance testing of the slopes. The objective of the regression analysis was to predict the strength and direction of relationship between the study variables. The results of assumptions of the regression model are presented.

4.5.1 Tests of Normality

Use of inferential parametric statistical procedures requires that the data to be tested is normally distributed (Zikmund, Babin, Carr & Griffin, 2012). Ghasemi and Zahediasl (2012) noted that the assumption of normality needs to be checked before carrying out any parametric test, because validity depends on it. Normality test was intended to ascertain whether data was distributed normally. When normality is absent using statistical tests that assume normality may not be appropriate. The Shapiro-Wilk test was employed to test for normality. This test established the extent of normality of the data by detecting existence of skewness or kurtosis or both. Shapiro-Wilk statistic ranges from zero to one with figures higher than 0.05 indicating that the data is normal (Razali & Wah, 2011).

Table 4.4: Shapiro-Wilk Test of Normality

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy Typology	.066	87	.200*	.986	87	.498
Organizational Factors	.082	87	.200*	.988	87	.589
External Environment	.089	87	.084	.974	87	.075
Performance	.090	87	.077	.925	87	.060

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Field Data (2018)

Normality was tested using the Shapiro-Wilk which showed that all the variables were above 0.05 ($p > 0.05$) hence, confirming data normality. Normality assumes that the sampling distribution of the mean is normal. As shown in Table 4.4, p-values for the Shapiro-Wilk tests were 0.498 for strategy typology, 0.589 for organizational factors, 0.075 for external environment and 0.060 for firm performance.

Since all the p-values were greater than the cut-off point of 0.05, this confirms the assumption that data was collected from a population which is normally distributed. Data normality was also demonstrated by the plotted Quantile Quantile plot (QQ plot) and normal histograms. Q-Q plots are as presented in Figures 4.1(a, b), 4.2(a, b), 4.3 (a, b) and 4.4 (a, b). The normal distribution had a good fit for the study variables.

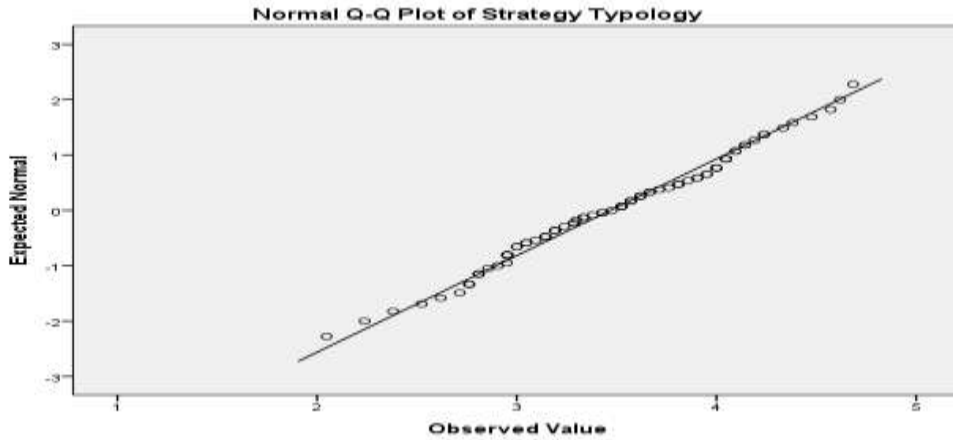


Figure 4.1 (a): Normal Q-Q Plot of Strategy Typology

Source: Field Data (2018)

The findings in Figure 4.1 (a) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). This demonstrates a good fit and therefore normal data on strategy typology variable. According to Mordkoff (2012), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

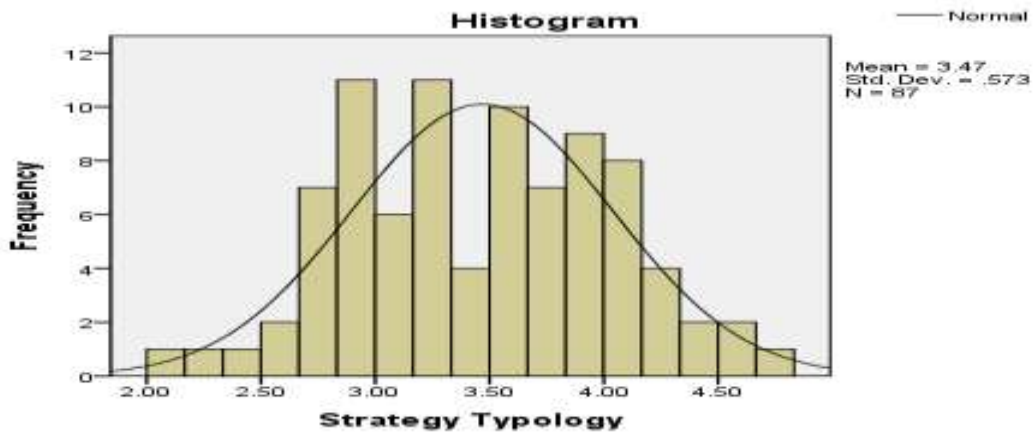


Figure 4.1 (b): Normal Histogram Plot of Data on Strategy Typology

Source: Field Data (2018)

The findings in Figure 4.1 (b) demonstrate a good fit and therefore normal data on strategy typology. This is shown by a normal distribution curve that is not highly skewed either to the right or to the left implying that data came from a normal population and therefore fit for further analytical procedures.

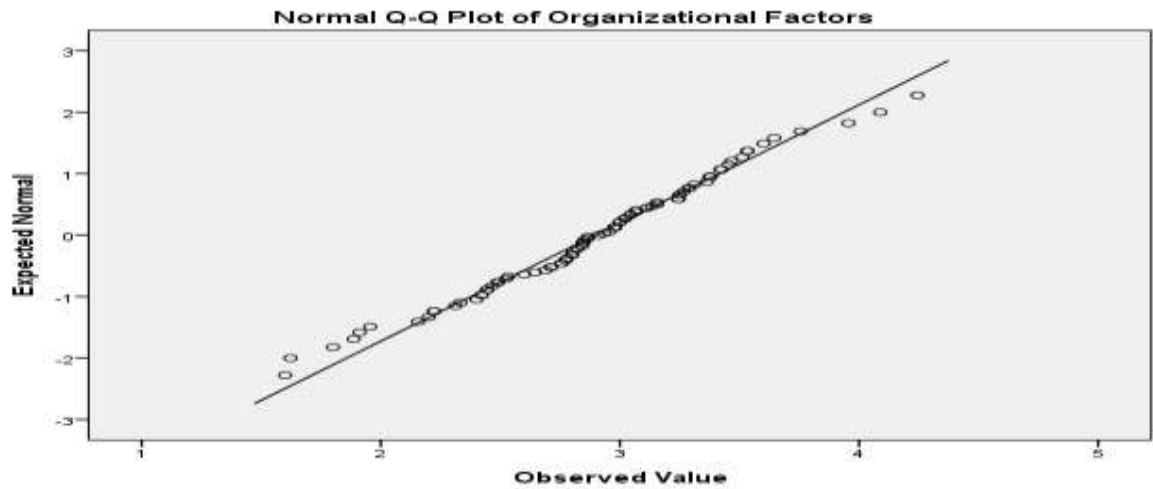


Figure 4.2 (a): Normal Q-Q Plot of Organizational Factors
Source: Field Data (2018)

Figure 4.2 (a) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). According to Mordkoff (2012), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

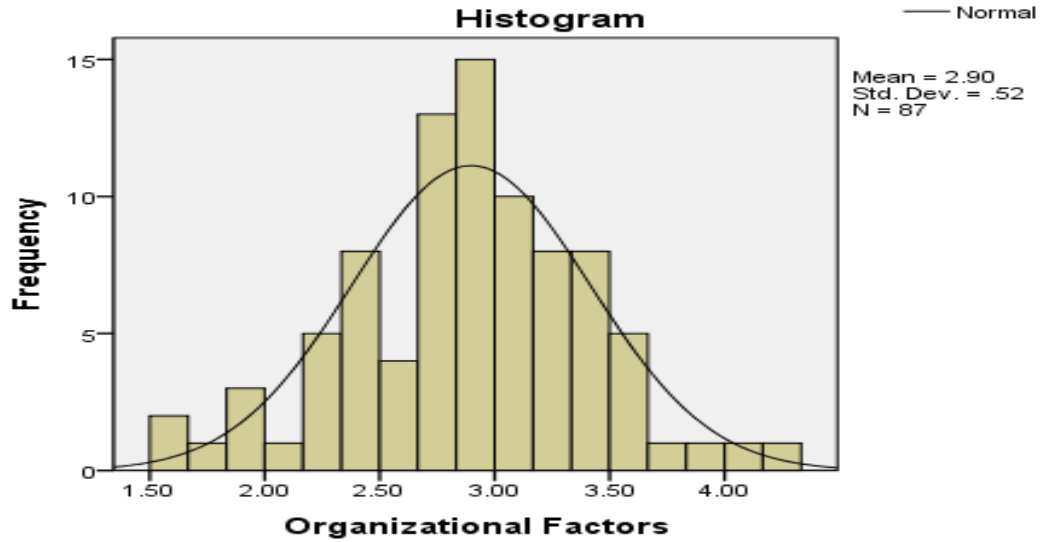


Figure 4.2 (b): Normal Histogram Plot of Data on Organizational Factors
 Source: Field Data (2018)

The findings in Figure 4.2 (b) demonstrate a good fit and therefore normal data on organizational factors. This is shown by a normal distribution curve that is not highly skewed either to the right or to the left implying that data came from a normal population and therefore fit for further analytical procedures.

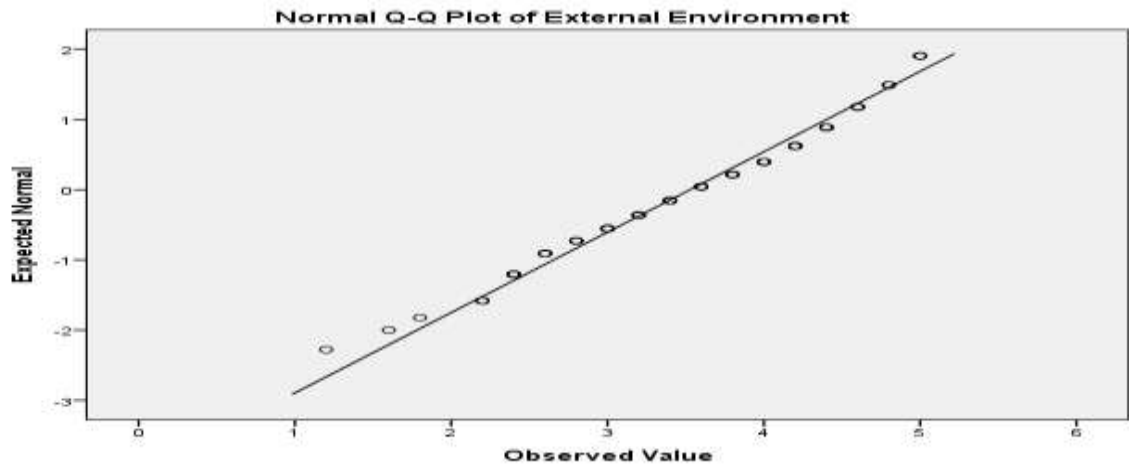


Figure 4.3 (a): Normal Q-Q Plot of External Environment
 Source: Field Data (2018)

Figure 4.3 (a) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). According to Mordkoff (2012), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

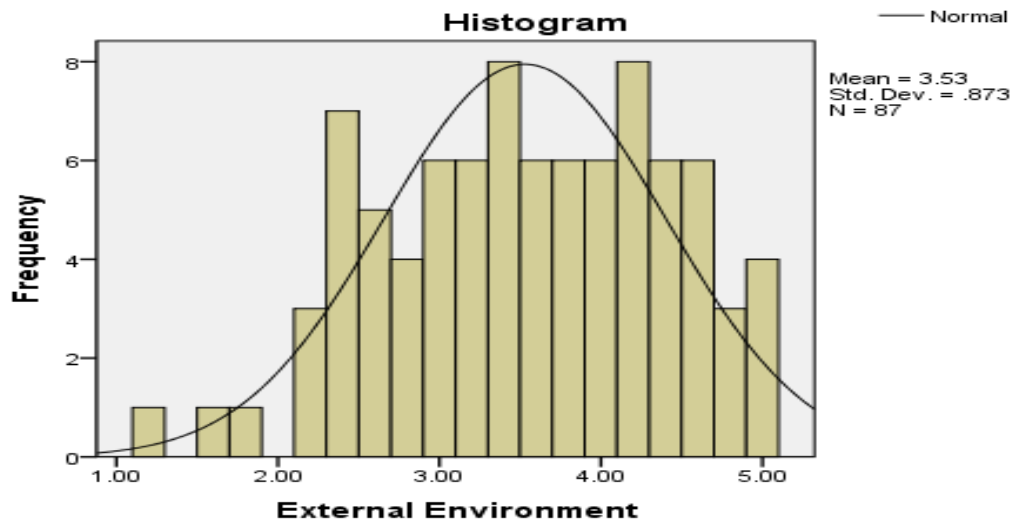


Figure 4.3 (b): Normal Histogram Plot of External Environment
Source: Field Data (2018)

The findings in Figure 4.3 (b) demonstrate a good fit and therefore normal data on external environment. This is shown by a normal distribution curve that is not highly skewed either to the right or to the left implying that data came from a normal population and therefore fit for further analytical procedures.

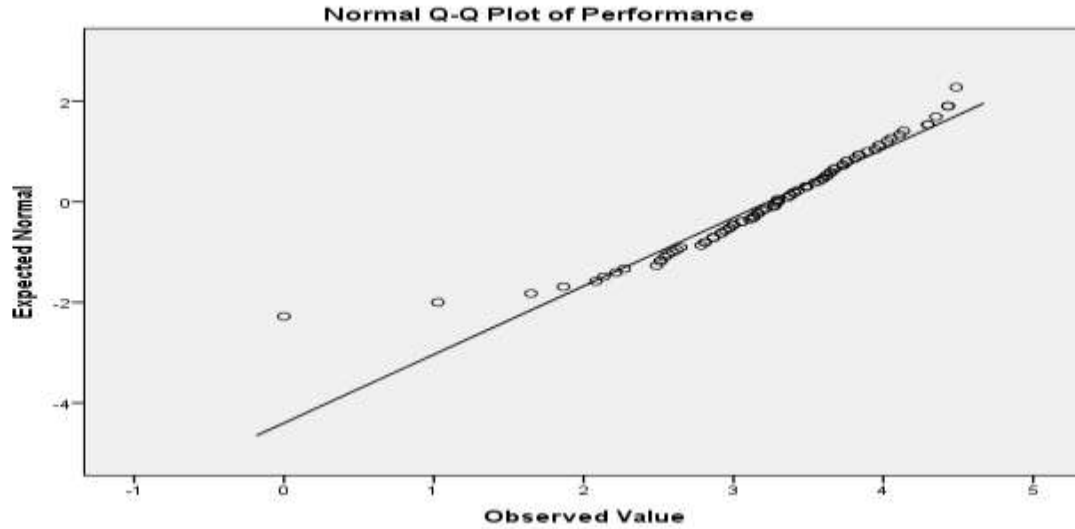


Figure 4.4 (a): Normal Q-Q Plot of Performance

Source: Field Data (2018)

Figure 4.4 (a) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). According to Mordkoff (2012), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

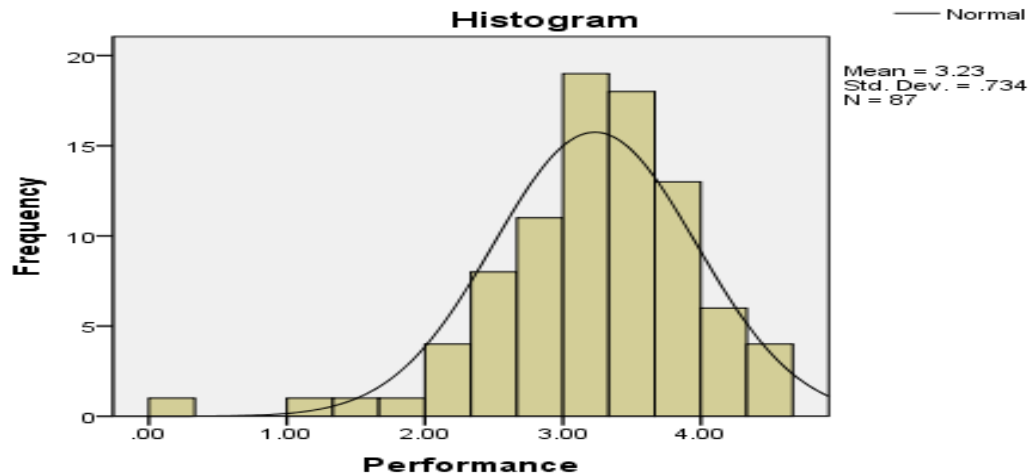


Figure 4.4 (b): Normal Histogram Plot of Data on Firm Performance

Source: Field Data (2018)

The findings in Figure 4.4 (b) demonstrate a good fit and therefore normal data on firm performance. This is shown by a normal distribution curve that is not highly skewed either to the right or to the left implying that data came from a normal population and therefore fit for further analytical procedures.

4.5.2 Test of Multicollinearity

Multicollinearity is a phenomenon whereby high correlation exists between the independent variables. It occurs in a multiple regression model when high correlation exists between these predictor variables leading to unreliable estimates of regression coefficients. This causes misleading results when attempts are made to determine the extent to which individual independent variables contribute to the understanding of dependent variable (Creswell, 2014). The consequences of multicollinearity are increased standard error of estimates of the betas. This means decreased reliability and often confusing and misleading results (Osborne & Waters, 2002).

Multicollinearity test was conducted to assess whether high correlation existed between one or more variables in the study with one or more of the other independent variables. Variance Inflation Factor (VIF) measured correlation level between the predictor variables and estimated the inflated variances due to linear dependence with other explanatory variables. A common rule of thumb is that VIFs of 10 or higher (conservatively over 5) points to severe multi-collinearity that affects the study (Newbert, 2008). A tolerance threshold value of below 0.2 indicates that collinearity is present (Menard, 2010). Table 4.5 presents the result of tests for multicollinearity.

Table 4.5: Test of Multicollinearity

Model		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF
		B	Std. Error	Beta	t		
1	(Constant)	1.100	.495		2.222	.029	
	Strategy Typology	.347	.186	.271	1.863	.066	.429 2.330
	Organizational Factors	.573	.147	.406	3.907	.000	.843 1.187
	External Environment	-.207	.115	-.247	-1.797	.076	.482 2.073

a. Dependent Variable: Performance
Source: Field Data (2018)

As shown in Table 4.5 the results revealed no problem with multicollinearity. The variables of the study indicated VIF values of between 1.187 and 2.330 which is less than 10, the figure recommended by the rule of thumb. This indicated that the data set displayed no multicollinearity.

4.5.3 Test of Homoscedasticity

Homoscedasticity assumes that there is constant variance of the errors. Violation of homoscedasticity makes it difficult to gauge the true standard deviations of the forecasted errors. This usually results in confidence intervals that are too wide or too narrow. This study used Levene test to assess the equality of variance. Levene's test (Levene 1960) is used to test if n samples have equal variances. Equal variances across samples is called homogeneity of variance. Homogeneity refers to homoscedasticity. The complementary notion is called heteroscedasticity.

Homoscedasticity was measured by Levene's test. This test examined whether or not the variance between independent and dependent variables is equal. If the Levene's Test for Equality of Variances is statistically significant $\alpha= 0.05$ this indicates that the group variances are unequal. It confirms whether the spread of the scores in the variables are approximately the same.

Table 4.6: Test of Homogeneity of Variances

Variables	Levene's Statistic	df1	df2	Sig.	Comment
Strategy typology	1.29	10	77	.11	p>0.05 hence equal variance
Organizational factors	1.89	10	77	.10	p>0.05 hence equal variance
External Environment	2.44	10	77	.17	p>0.05 hence equal variance

Source: Field Data (2018)

As presented in Table 4.6, the significant values for the Lavene's test were 0.11 strategy typology, 0.10 for organizational factors and 0.17 for external environment respectively. From the results, P-values of Levene's test for homogeneity of variances were all greater than 0.05. The test therefore was not significant at $\alpha= 0.05$ confirming homogeneity.

4.5.4 Test of Linearity

The study used scatterplots to test for linearity. A Scatter plot shows a visual impression of the relationship between the independent and dependent variables. The relationship may be positive (both dependent and independent variables moving in the same directions), negative, meaning that dependent and independent variables moving in the opposite directions and no correlation meaning no clear pattern of linear relationship.

The absence of a linear relationship between the independent variables and the dependent variables influences the outcome of the regression linear analysis to mis-approximate the true relationship. Regression models only estimate the relationship between the dependent and the independent variables if the relationship is linear, hence the need to test of linearity assumption.

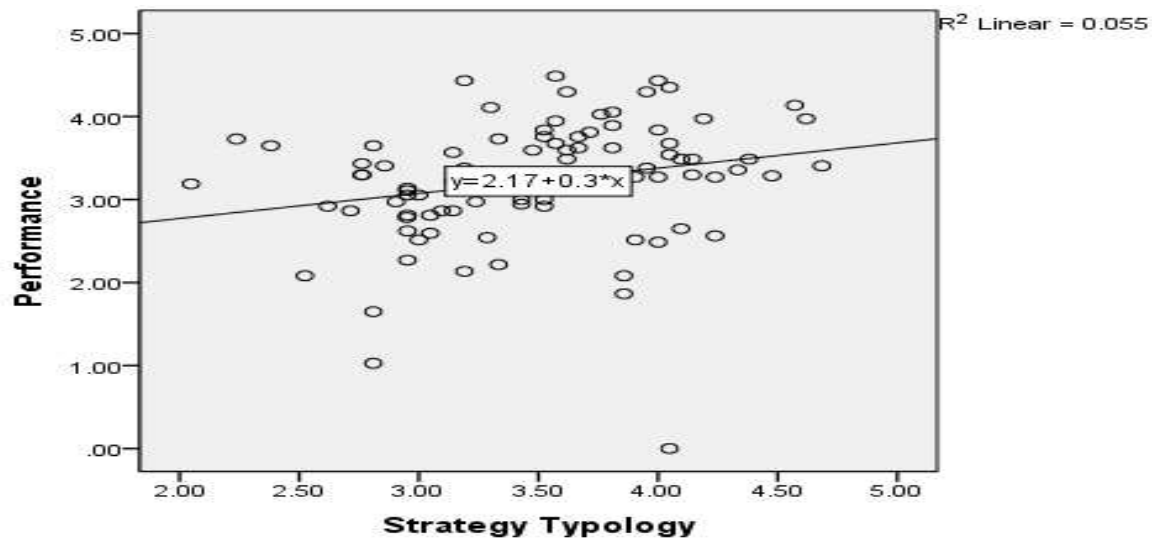


Figure 4.5 (a): Scatterplots for Strategy Typology and Firm Performance.
Source: Field Data (2018)

As shown in the scatter plot in Figure 4.5 (a) there existed a moderate positive linear relationship between strategy typology and firm performance. That is, as strategy typology increases firm performance also increases. This shows that the relationship supports the assumption of linearity.

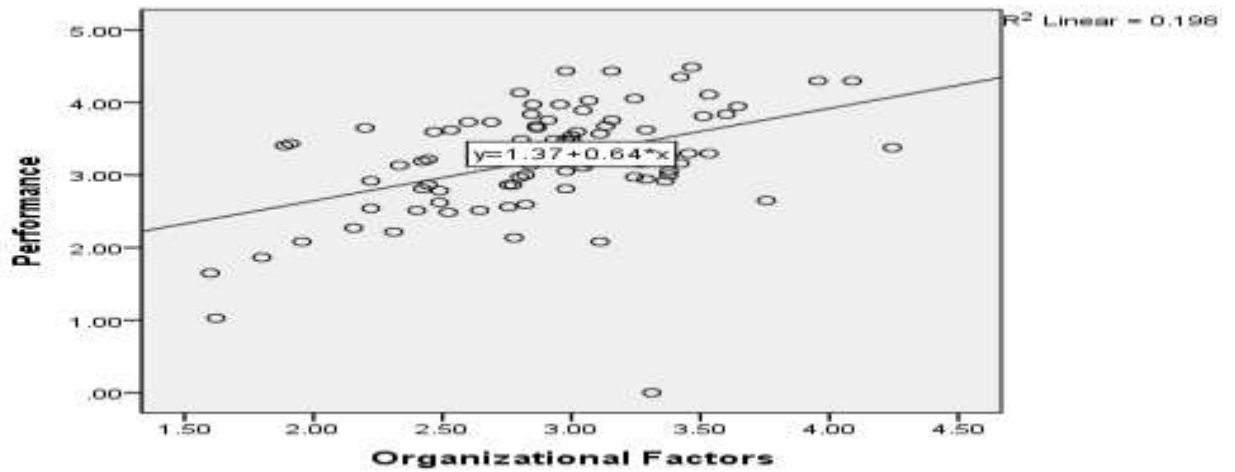


Figure 4.5 (b): Scatterplots for Organizational factors and Firm Performance
Source: Field Data (2018)

The scatterplot shown in Figure 4.5 (b) revealed that there exists a moderate positive linear relationship between organizational factors and firm performance. That is, as organizational factors increases firm performance also increases. This shows that the relationship supports the assumption of linearity.

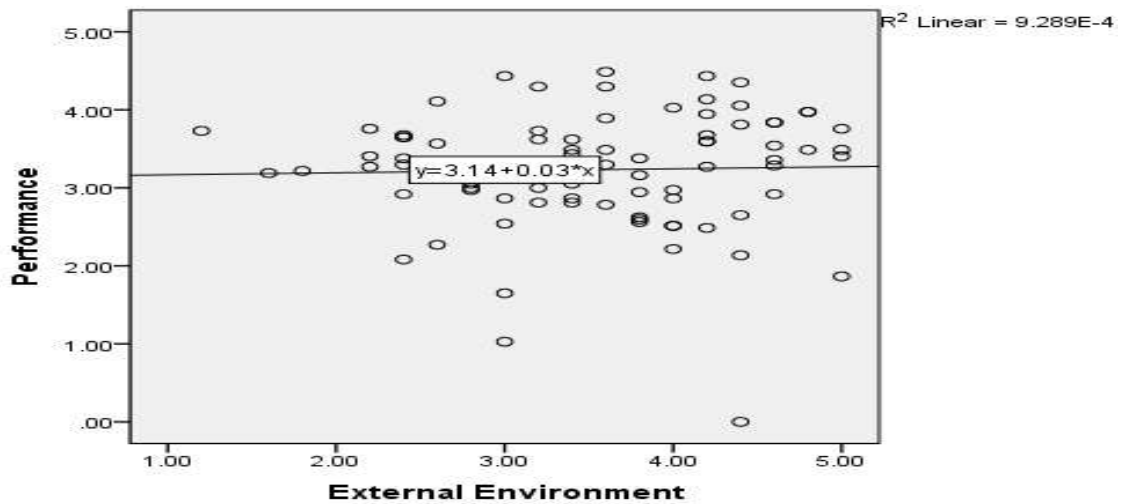


Figure 4.5 (c): Scatterplots for External environment and Firm Performance
Source: Field Data (2018)

The scatterplots in Figure 4.5 (c) revealed that the relationship between external environment and firm performance was relatively weak and positive. The scatter plots

confirmed existence of a linear relationship hence the assumption of linearity was satisfied.

4.6 Respondents' Demographic Profiles and Organizational Information

The study sought to establish the demographic profile of respondents and organizational information including respondents length of service, type of ownership, scope of operation, activities the organization is engaged in and number of full time employees. These elements considered by this study were important as they indicated the level of the firms information on the variables in place. Scope of operation is a long term capacity decision and therefore an important strategic level decision which influence firm performance. Additionally, ownership structure of a firm greatly influences the firm's performance. Ownership structure can be defined as distribution of equity with regard to votes and capital as well as identity of the equity owners. A firm's ownership structure is crucial since it defines the internal mechanism of corporate governance. It specifies the distribution of rights and responsibilities among stakeholders and therefore influence performance of a firm (Golan, Krissoff, Kuchler, Nelson, Price & Kelvin, 2003).

4.6.1 Respondent's Length of Service

Respondents were asked to state the number of years they had worked in the organization. Years of service by respondents enabled the researcher to understand the credibility of the findings based on the experience as far as strategy typology, organizational factors, external environment and performance is concerned. The results are presented in Table 4.7.

Table 4.7: Respondent’s Length of Service

Length of Service		Frequency	Valid Percent
Valid	Less than 10 years	55	62.0
	11-15 years	19	22.0
	16 – 20 years	6	8.0
	21 – 25 years	4	4.0
	26 – 30 years	4	4.0
	Total	88	100.0

Source: Field data (2018)

As shown in Table 4.7 the majority of the respondents at 62% had worked for less than 10 years, 22% of the respondents had worked for 11-15 years, 8.0% of the respondents had worked for a period of 16-20 years while 4.0% of the respondents had worked for a period for of 21-25 years and another 4.0% had worked for 26-30 years respectively. This depicts that majority of the human resource have been with their organizations for less than a decade. Thus, they have passed the organizational learning curve and are able to interpret the environment to their core functions and also apply the skills and experience learned during their tenure to respond to key issues concerning the aspects of the variables considered. Those who had served for over two decades were 8% cummulatively.

4.6.2 Type of Ownership

Respondents were asked to state the type of ownership of their organization. The respondents indicated the category of the ownership namely, fully locally owned company, fully foreign owned multinational and both locally and foreign owned company. The findings are presented in Table 4.8.

Table 4.8: Type of Ownership

Type of Ownership		Frequency	Percent
Valid	Fully locally owned company	55	62.5
	Fully foreign owned multinational	21	23.9
	Both locally and foreign owned company	12	13.6
	Total	88	100.0

Source: Field data (2018)

As shown in Table 4.8 majority of the firms at 62.5% were fully locally owned company, 23.9% were fully foreign owned company and 13.6% were both locally and foreign owned company. Hence, it can be deduced that majority of the freight forwarding companies were fully locally owned. This implies that local investors have invested more in freight forwarding as compared to fully foreign owned multinational and a combination of locally owned and foreign owned company.

4.6.3 Operational Scope

The study sought to determine the scope of operation covered by the companies. The coverage is an indication of the competitiveness of the companies, and as such the level of appreciation and application of the variables of the study in these organizations. Further it is in the premise that, firms with a wide scope of operation are able to have a better competitive advantage in serving a large market and therefore realize better performance. Kovach, Hora, Manikas and Patel (2015) observed that scope of operation contributes to organizational performance. The respondents were asked to state the company scope of operation, that is, within Kenya, Regional, Continental and Global. The results are presented in Table 4.9.

Table 4.9: Operational Scope

Operational scope	Frequency	Percent
Kenya	15	17.0
Regional	17	19.3
Continental	9	10.2
Global	66	77.3

Source: Field data (2018)

The results indicate that majority of freight forwarding companies operate on a global scale at 77.3%, followed by Kenya and Regional at 36.3% and Continental at 10.2%. This shows that all the market segmentations were served by the respondent's companies. The findings indicate that most freight forwarding firms in Kenya serve a wide range of market including both within the country, regional, continental and on global arena. Generally, a firm serving a wide market range has a likelihood of attracting a larger market share as opposed to a firm limited to markets within its geographic location.

4.6.4 Freight Forwarding Service

The respondents were asked to describe their firms' business activity. The business activities are offered as freight forwarding services. This was important for the study since it gave a clear view of the nature of operation nature and the kind of activities engaged by the firms. The respondents were asked to rate the types of services offered by their companies. The findings are presented in Table 4.10.

Table 4.10: Freight Forwarding Services

Freight forwarding service	Frequency	Percent
Air freight	78	88.6
Ocean freight	79	89.8
Sea-air service	57	64.8
Freight of perishables	35	39.8
Customs clearance and forwarding brokerages	66	75.0
Transportation and Warehousing Logistics	71	80.7
Contract Logistics and Supply Chain	40	45.5

Source: Field data (2018)

Majority of the companies at 89.8% offers ocean freight. This is followed by air freight services only at 88.6%, transportation and warehousing logistics at 80.7%, customs clearance and forwarding brokerages at 75.0%, sea-air service at 64.8%, contract logistics and supply chain at 45.5% and freight of perishables at 39.8%. This further confirms that all freight services identified in the study were offered by the companies. Further the study depicts that freight forwarding companies engages in variety of services at all levels depending on customers needs to boost the economic activities.

4.6.5 Number of Employees in the Organization

The study sought to state the number of employees in the organization. The results are an indicator of the size of the organizations. The larger the size, the more complex the

organizational environment. The respondents were asked to state the number of employees in their firms. The results are presented in Table 4.11.

Table 4.11: Number of Employees in the Organization

Number of Employees		Frequency	Percent
Valid	Below 1-50	50	56.8
	Between 51-100	17	19.3
	Between 101- 500	11	12.5
	Over 500	10	11.4
	Total	88	100.0

Source: Field data (2018)

As shown in Table 4.11 majority of the respondents' firms at 56.8% had 1-50 employees, 19.3% of the firms had between 51-100 employees and the rest 12.5% and 11.4% of the firms had between 101-500 employees and over 500 employees respectively. This shows that most of the firms employed less than 500 employees hence, qualify to be small and medium enterprises (Abor & Quartey, 2010).

The findings therefore suggest that freight forwarding firms in Kenya are relatively large with complex handling processes and management aspects that requires expertise in terms of employees. The study further implies that these firms require a good number of personnel to carry out the complex functions and processes. The study therefore, concludes that majority of freight forwarding firms have adequate personnel to carry out business processes to ensure performance is achieved.

4.7 Descriptive Statistics

This section presented analysis on the basis of the variables and their constructs and how they manifested themselves among the freight forwarding firms in Kenya. This included strategy typology, organizational factors, external environment and performance. Respondents were asked to rate measures of strategy typology on a five - point likert scale. The subsequent subsections present the findings. The results are as shown in table 4.12.

Respondents were asked to rate measures of strategy typology on a five - point likert scale. The test generated the mean scores, standard deviation and coefficient of variation (and the significance levels at $p \leq 0.05$). The significance values indicate the statistical significance of variations among the variables. Standard deviation is a measure of dispersion and showed how data is spread out around the mean. The coefficient of variation (CV) referred to a statistical measure of the distribution of data points in a data series around the mean. It represented the ratio of the standard deviation to the mean. The coefficient of variation is a helpful statistic in comparing the degree of variation from one data series to the other. The subsequent subsections present the findings. The results are as shown in table 4.12.

Table 4.12: Measures of Strategy Typology

Strategy Typology	N	Mean	Std. Deviation	Coefficient of Variation (%)
Defenders				
The company prefers centralized structures to enable higher performance	86	3.49	0.953	27
Current markets are protected to maintain stable growth	86	4.3	0.749	17
Centralized structure observed to enhance control over efficient services	87	3.7	0.882	24
Formal planning undertaken by the company	86	3.58	1.064	30
The company maintains the existing pattern of services over long period of time	86	3.28	1.045	32
Overall mean		3.67	0.939	26
Prospectors				
Innovate continuously to seek growth opportunities and take calculated risks	86	4.23	0.974	23
New service delivery approaches searched to exceed customer expectation	87	4.28	0.863	20
Departments are decentralized with autonomy to decision making	86	4.02	1.009	25
The company protects its market from competition	85	3.65	0.988	27
Employees are encouraged to develop new products and ideas in creative and innovative way	87	4.25	0.897	21
Overall mean		4.086	0.946	23
Analyzers				
The company maintains current markets and the satisfaction of current customers	85	3.46	1.075	31
The company imitates competitors to improve its products and services	85	3.39	0.918	27
The company observes moderate emphasis on innovation	86	4.24	0.79	19
Overall mean		3.697	0.928	25
Reactors				
Management tends to maintain the company's current strategy and structure relationship despite irresistible changes in environmental conditions	85	3.04	1.267	42
The company follows strategy and events as they unfold and reacts to changes in the environment	84	2.94	1.72	58
Overall mean	85.8	2.99	1.494	50
Grand mean		3.611	1.077	30

Source: Field data (2018)

The five - point likert scale ranged from 1 being not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent. As shown in Table 4.12, the results of the defender show that the average mean score was 3.67. The statement with the highest mean score was that current markets are protected to maintain stable growth with a mean of 4.3 and standard deviation of 0.749.

Centralized structure observed to maintain control over efficient services had a mean of 3.7 and a standard deviation of 0.882. Formal planning undertaken by the company had a mean of 3.58 and a standard deviation of 1.064. On a moderate extent the company prefers centralized structures to achieve higher performance had a mean of 3.49 and a standard deviation of 0.953 and the company stays with existing pattern of services over long period of time had a mean of 3.28 and a standard deviation of 1.045.

Also, the results of the prospectors as presented in Table 4.12 showed that the average mean score was 4.086, that is, to a great extent. The prospectors subscale to a great extent observed that search for new service delivery approaches to exceed customer expectation had a mean of 4.28 and standard deviation of 0.863. Employees are encouraged to develop new products and ideas in creative and innovative way had a mean of 4.25 and standard deviation of 0.897.

Innovate continuously to seek growth opportunities and take calculated risks had a mean of 4.23 and standard deviation of 0.974. Departments are decentralized with autonomy to decision making had a mean of 4.02 and standard deviation of 1.009 and the company protects its market from competition had a mean of mean 3.65 and standard deviation of

0.988 respectively. Further as shown in Table 4.12 the results of the analyzers showed that the average mean score was 3.697, that is, to a moderate extent. The analyzers subscale to a large extent observed that the company observes moderate emphasis on innovation had a mean of 4.24 and standard deviation of 0.79.

On a moderate extent the company maintains current markets and the satisfaction of current customers had a mean of 3.46 and a standard deviation of 1.075 and the company imitates competitors to improve its products and services with a mean of 3.39 and standard deviation of 0.918. Lastly, Table 4.12 presents the results of the reactors showed that the average mean score was 3.611, that is, to a moderate extent. The reactors subscale to a moderate extent, management tends to maintain the company's current strategy and structure relationship despite irresistible changes in environmental conditions has a mean score of 3.04 and a standard deviation of 1.267 and the company follows strategy and events as they unfold and reacts to changes in the environment had a mean score of 2.94 and a standard deviation of 1.72.

A grand mean of 3.611 for strategy typology was obtained showing that freight forwarding companies believe that to a large extent strategy typology influences performance. The statement that the company follows strategy and events as they unfold and reacts to changes in the environment had the highest CV value of 58 percent. This means that the statement reported the highest variation in response followed by defenders had a CV value of 32 percent, analyzers had a CV value of 31 percent, prospectors had a CV value of 27 percent respectively. The statement defenders that Current markets are protected to maintain stable growth had the lowest CV of 17 percent. This means that the statement reported the lowest

variation in response followed by Analysers had a CV of 19 percent, Prospectors had a CV of 20 per cent and reactors had a CV of 42 percent respectively.

4.8 Measures of Organizational Factors

The study sought the respondents rating on variables associated with organization factors on a five point likert scale of 1 to 5. This was important to determine how such factors are manifested within the firms surveyed on the basis of each construct. The ratings are as shown in Table 4.13.

Table 4.13: Organizational Factors

Organizational factors	N	Mean	Std. Dev	CV (%)
System				
The company has systems in place to ensure success of adopted strategies	87	4.00	0.890	22
Regular departmental and organizational audit carried out	87	3.87	1.150	30
Departments are autonomous in decision making	87	3.24	0.989	31
There are systems to monitor and evaluate staff performance	87	3.76	1.080	29
The company has mechanisms to transform inputs into finished products	85	3.22	1.460	45
The company prefers centralized structures to achieve higher performance	86	3.60	0.995	28
Overall		3.62	1.094	30
Skills				
Employees are regularly trained to ensure quality service delivery	87	4.02	0.921	23
The company has a suitable organizational structure to implement its strategies	86	4.17	0.802	19
The organization has a culture that promotes operational excellence	87	4.17	0.771	19
The organization has adequate resources to enable it to compete	87	4.19	0.826	20
Human resource is motivated, competent and capable	87	4.04	1.009	25
Management promotes qualified staff to head its operations	87	3.85	1.035	27
Overall		4.07	0.894	22
Shared values				
Employees are mentored and coached to participate in decision making	87	3.74	0.955	26
There is team spirit in the execution of company duties	87	4.06	0.718	18
There are adequate resources to enable employees accomplish their duties	87	4.02	0.930	23
Management encourages cross-organizational employee feedback on performance	86	3.43	1.135	33
The company organizes team building activities for staff	86	3.28	1.183	36
The staff have proactive culture	87	3.70	0.882	24

The company has a transparent hiring process	87	3.87	1.038	27
Overall		3.73	0.977	27
Grand overall		3.81	0.988	26

Source: Field data (2018)

The likert scale had a rating from 1 being not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent. The results in Table 4.13, on the system subscale it was indicative that to a great extent; the company has systems in place to ensure success of adopted strategies with a mean of 4.00 and standard deviation of 0.890. Regular departmental and organizational audit carried out had a mean of 3.87 and standard deviation of 1.150. There are systems to monitor and evaluate staff performance scored a mean of 3.76 and standard deviation of 1.080 and the company prefers centralized structures to achieve higher performance had a mean of 3.60 and standard deviation of 0.995. On a moderate extent departments are autonomous in decision making recorded a mean of 3.24 and standard deviation of 0.989 and the company has mechanisms to transform inputs into finished products scored a mean of 3.22 and standard deviation of 1.460.

From the results on the skills subscale to a great extent, the organization has adequate resources to enable it to compete recorded a mean of 4.19 standard deviation of 0.826. The company has a suitable organizational structure to implement its strategies scored a mean of 4.17 and standard deviation of 0.921. The organization has a culture that promotes operational excellence, had a mean of 4.17 and standard deviation of 0.771. Human resource is motivated, competent and capable, had a mean of 4.04 and standard deviation of 1.009. Employees are regularly trained to ensure quality service delivery, observed a mean of 4.02 and standard deviation of 0.921 and management promotes qualified staff to head its operations, had a mean of 3.85 and standard deviation of 1.035.

The results of shared values subscale to a great extent, there is team spirit in the execution of company duties, scored a mean of 4.06 and standard deviation of 0.718. There are adequate resources to enable employees accomplish their duties, scored a mean of 4.02 and standard deviation of 0.930. The company has a transparent hiring process, had a mean of 3.87 and standard deviation of 1.038. Employees are mentored and coached to participate in decision making, scored a mean of 3.74 and standard deviation of 0.955 and the staff have proactive culture, had a mean of 3.70 and standard deviation of 0.882.

On a moderate extent; management encourages cross-organizational employee feedback on performance scored a mean of 3.43 and standard deviation of 1.135 and the company organizes team building activities for staff, had a mean of 3.28 and standard deviation of 1.183. The statement that the company organizes team building activities for staff had the highest CV value of 36 percent. This means that the statement reported the highest variation in response. The statement that there is team spirit in the execution of company duties had the lowest CV of 18 percent. This means that the statement reported the lowest variation in response.

4.9 Measures of External Environment

There is ambiguity on what should be observed and measured in the external environment because it is impractical to examine every aspect (Machuki & Aosa, 2011). The external environment measures comprised of munificence, dynamism, complexity, the political, economical, social, technological, legal and environmental analysis. The measures also included the Porter (1985) five forces which comprises of threat of new entrants, threat of

substitute products, bargaining power of suppliers, bargaining power of buyers and rivalry within the industry. The results for each environmental dimension are presented.

4.9.1 Environmental Munificence

Munificence refers to the ability of the environment to support the sustained growth of an organization (Dess & Beard, 1984) and the degree of resource abundance (Hodge et al. 2003). The environment can be endowed with ample resources or scarce resources. Baum and Wally (2003) posit that high environmental munificence positively relates to organizational performance in terms of growth and profitability. The study sought the respondents rating on variables associated with external environment on a five point likert scale. The ratings are as shown in Table 4.14.

Table 4.14: Measures of Munificence External Environment

Munificence	N	Mean	Std. Dev	CV (%)
Technological factors have enabled the business	87	3.85	0.928	24
Customers have strong bargaining power	86	3.54	0.862	24
Legal requirements are attainable	86	3.53	0.992	28
Suppliers have strong bargaining power	86	3.4	0.927	27
Economic factors have influenced the success of the company	86	3.24	0.93	29
Competition among firms threatens market share	86	3.22	1.076	33
Industry regulators are cooperative	86	3.2	0.833	26
Threat of substitute products and services is manageable	86	3.02	0.866	29
Socio-cultural factors have positive impact on the company	86	2.91	0.815	28
Threat of new entrants poses challenge to the company	86	2.85	1.027	36
Ecological factors have impacted the company positively	85	2.75	0.905	33
Political factors have impacted the company favorably	86	2.21	1.364	62
Overall Score		3.14	0.96	31.62

Source: Field data (2018)

Likert scale rating ranged from 1 being not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent. As indicated in Table 4.14, the results

of the munificence show that the average mean score for environmental munificence was 3.14, that is, to a moderate extent.

This indicated that largely the respondents were of the view that the elements in the external environment had been moderately favorable to their companies. The munificence subscale indicated that to a moderate extent, technological factors have enabled the business with a mean score of 3.85 and standard deviation of 0.928. Customers have strong bargaining power followed with a mean score of 3.54 and standard deviation of 0.862 and legal requirements are attainable had a mean of 3.53 and standard deviation of 0.992.

The statement with the highest standard deviation of 1.364 was political factors have impacted the company favourably this indicated that the respondents had reservations on the favorability of this factor. The statement that the company organizes team building activities for staff had the highest CV value of 62 percent. This meant that the statement reported the highest variation in response. The statements that technological factors have enabled the business and customers have strong bargaining power had the lowest CV of 24 percent respectively. This meant that the statement reported the lowest variation in response.

4.9.2 Environmental Dynamism

Dynamism (turbulence) refers to the ever - changing and the predictable nature of the external environment which may transform the purpose of the firm (Dreyer & Gronhaug, 2004). The greater the rate of environmental change and environmental complexity and coupled with lower environmental munificence, the less confident managers tend to

understand and predict the trends affecting their organizations. This may affect firm performance and survival.

Dynamism was operationalised as the predictability of environmental factors. The respondents were requested to indicate the extent to which each factor of the external environment had become more predictable to their company in the last three years. The study sought the respondents rating on variables associated with external environment on a five point likert scale. The ratings are as shown in Table 4.15.

Table 4.15: Measures of Dynamism of External Environment

Dynamism	N	Mean	Std. Dev	CV (%)
Changes in the technological environment are predictable	86	3.81	0.841	22
Changes in economic environment are predictable	86	3.57	0.924	26
Volatility of political factors is predictable	87	3.57	1.092	31
Legal requirements are made known to industry players	86	3.37	0.972	29
Bargaining power of customers is manageable	86	3.32	0.935	28
Threat of substitute products is predictable	85	3.31	0.94	28
Bargaining power of suppliers is manageable	85	3.2	0.926	29
Competition among firms is manageable	84	3.19	1.003	31
Industry regulators are predictable	85	3.12	0.982	31
Changes in the socio-cultural environment are predictable	85	2.98	1.019	34
Threat of new entrants is manageable	85	2.92	0.966	33
Changes in the ecological factors are predictable	85	2.86	0.939	33
Overall Score		3.27	0.96	30

Source: Field data (2018)

Likert scale rating ranging from 1 being not at all to 5 being to a very large extent was used. As indicated on Table 4.15, the mean score of environmental dynamism was 3.27, which depicts to a moderate extent. This implies that the dynamism of the external environment was predictable to a moderate extent. The results of the dynamism subscale indicated that to a moderate extent, changes in the technological environment were predictable with a mean score of 3.81 and standard deviation of 0.841. Changes in economic environment are

predictable has a mean of 3.57 and standard deviation of 0.924 and volatility of political factors is predictable had a mean score of 3.57 and standard deviation of 1.092.

The statement with the lowest standard deviation of 0.841 shows that changes in the technological environment are predictable indicated that the respondents concurred in that they are able to predict the changes that occur in the technological aspects in freight forwarding. The statement that changes in the socio-cultural environment are predictable had the highest CV value of 34 percent. This meant that the statement reported the highest variation in response. The statement that the changes in the technological environment are predictable had the lowest CV of 22 percent. This meant that the statement reported the lowest variation in response.

4.9.3 Environmental Complexity

Complexity refers to the number of external factors in an external environment and inter firm relationships. Dealing with environmental uncertainty is a common challenge faced by most organizations (Murgor, 2014). In most cases organizations hardly have access to all the relevant information that is of value to the organization nor can they generate alternatives and accurately anticipate all the outcomes (Dreyer & Grouhang, 2004). Complexity was operationalised using the number of issues of environmental factors. The respondents were requested to indicate the number of issues in the external environment that the company dealt with in the last three years. Table 4.16 presents the results on the assessment of the complexity of the external environment.

Table 4.16: Measures of Complexity of External Environment

Complexity	N	Mean	Std. Dev	CV (%)
We dealt with several technological challenges in the last three years	85	3.96	0.932	24
We dealt with several economic factors in the last three years	85	3.6	0.851	24
We dealt with several political factors in the last three years	85	3.51	1.101	31
There were several legal requirements in the last three years	86	3.44	1.05	31
Industry regulators raised several issues regarding our operations in the last three years	86	3.25	0.887	27
Bargaining power of customers increased in the last three years	85	3.21	0.883	27
There were several threats of substitute products in the last three years	85	3.15	0.955	30
Competition increased in the last three years	85	3.13	1.142	37
We dealt with several socio-cultural factors in the last three years	86	3.09	0.905	29
There were several threats of new entrants in the last three years	86	3.08	1.069	35
Bargaining power of suppliers increased in the last three years	86	3.06	0.87	28
We handled several ecological factors in the last three years	85	2.89	0.885	31
Overall score		3.28	0.96	29

Source: Field data (2018)

Likert scale rating ranged from 1 being not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent. As indicated on Table 4.16, the mean score of environmental complexity was 3.28, which depicts to a moderate extent. This implies that the number of issues in the external environment that the company had to deal with were to a moderate extent. The results on the complexity subscale to a great extent, we dealt with several technological challenges in the last three years had a mean of 3.96 and standard deviation of 0.932.

We dealt with several economic factors in the last three years had a mean score of 3.60 and standard deviation of 0.851, while we dealt with several political factors in the last three years had a mean of 3.51 and standard deviation of 1.101. The statement with the highest standard deviation of 1.142 was competition increased in the last three years. This implied that the respondents concurred that competition is intense in freight forwarding. The statement that there were several threats of new entrants in the last three years had the highest CV value of 35 percent. This meant that the statement reported the highest variation in response. The statement that we dealt with several economic factors in the last three years had the lowest CV of 24 percent. This meant that the statement reported the lowest variation in response.

4.10 Measures of Firm Performance

The study sought to establish to what extent the firms had achieved firm performance. The specific measures for firm performance were, financial perspective, customer perspective, internal business process, learning and growth, environmental aspects and corporate social responsibility. The study sought the respondents rating on variables associated with firm performance on a five point likert scale. The ratings are as shown in Table 4.17.

Table 4.17: Measures of Firm Performance

Firm Performance	N	Mean	Std. Dev	CV (%)
Financial perspective				
The firm's return on assets have increased over the last five years	87	2.96	1.20	41
Firm's net income have increased over the last five years	87	2.36	1.07	46
The firm's investment in assets and growth has increased over the last five years	87	2.77	1.10	29
The firm's assets value has improved due to appreciation over the last five years.	87	2.88	1.13	39
Average Mean Score	87	2.74	1.13	39
Customer Satisfaction				
The company retains customers over a long period of time	87	4.25	0.905	21
Company understands customer service requirements and expectations	87	4.29	0.936	22
The company complies with regulations on service quality	86	4.21	1.054	25
Average Mean Score	87	4.25	0.965	23
Internal Business Process				
The company runs a computerized system efficiently to handle customer's information	87	4.33	0.810	19
The company is a forwarding intermediary between shippers, customers and various service providers	87	4.39	0.850	19
New products and services are introduced ahead of competition	86	3.39	1.078	32
Average Mean Score	87	4.04	0.913	23
Learning & Growth				
Organization trains and retains staff for a long period of time	87	3.98	0.874	22
Employees are exposed to new skills and knowledge	87	3.87	0.971	25
The company recognizes need for employee development	87	3.87	0.864	22
Average Mean Score	87	3.91	0.903	23
Environmental Aspect				
The company complies with national environmental law	87	4.06	1.028	25
The firm participates in environmental responsive activities	86	3.38	1.190	35
Average Mean Score	87	3.72	1.109	30
Social Aspect				
The firm supports social exposure of business	87	3.59	1.134	32
The firm supports corporate social responsibility	86	3.02	1.057	35
Average Mean Score	87	3.31	1.096	34
Grand Average mean Score	87	3.89	0.981	26

Source: Field data (2018)

The respondents were asked to rate financial performance indicators on a likert-type scale that ranged from 1 being not at all up to 5 indicating to a very large extent as applied in the respective surveyed firms. As indicated in Table 4.17, the results for financial perspective observed that one of the key attributes in determining a firm's performance is establishing its return on assets. Return on assets is established by checking a firm's net income and total value of assets. Various statements depicting the different manifestations of financial performance were posed and respondents were required to indicate the extent of agreement to which these statements applied to firms.

In determining how financial perspective attributes manifests in freight forwarding companies in Kenya, the average mean score was 2.74, standard deviation of 1.13 and coefficient of variation of 0.39. This is a moderate score implying average performance. All the measures of financial manifestation were below 3.0; the firm's return on assets have increased over the last five years (Mean=2.96, SD=1.20 and CV=0.41), firm's net income have increased over the last five years (Mean=2.36, SD=1.07, CV=0.46), the firm's investment in assets has increased (Mean=2.77, SD=1.10, CV=0.29) and the firm's assets value has improved due to appreciation (Mean=2.88, SD=1.13, CV=0.39).

This suggests that all firms within freight forwarding in Kenya perform moderately. The statement with the highest CV indicated that the firm's net income has increased over the last five years with a CV of 46 percent depicting highest variations among the responses. Generally, therefore, financial status of the firms that the study surveyed was good. Further the statement with low variation was that the firm's investment in assets and growth has increased with a coefficient of variation of 29 percent depicting low variation among the responses.

The results on the customer satisfaction subscale indicated that to a great extent, company understands customer service requirements and expectations had the highest mean score of 4.29 and standard deviation of 0.936. The company retains customers over a long period of time had a mean score of 4.25 and standard deviation of 0.905 and the company complies with regulations on service quality had a mean score of 4.21 and standard deviation of 1.054. The statement that the company complies with regulations on service quality had the highest CV value of 25 percent. This means that the statement reported the highest variation in response. The statements that the company retains customers over a long period of time had the lowest CV of 21 percent. This means that the statement reported the lowest variation in response.

The results on the internal business process subscale to a great extent; the company is a forwarding intermediary between shippers, customers and various service providers had a mean score of 4.39 and standard deviation of 0.850. The company runs a computerized system efficiently to handle customer's information had a mean score of 4.33 and standard deviation of 0.810, and on a moderate extent new products and services are introduced ahead of competition scored a mean of 3.39 and standard deviation of 1.078. The statement that new products and services are introduced ahead of competition had the highest CV value of 32 percent. This means that the statement reported the highest variation in response. The statement that the company is a forwarding intermediary between shippers, customers and various service providers and the company runs a computerized system efficiently to handle customer's information had the lowest CV of 19 percent respectively. This means that the statement reported the lowest variation in response.

The results on learning and growth subscale to a moderate extent, organization trains and retains staff for a long period of time had a mean score of 3.98 and standard deviation of 0.874. Employees are exposed to new skills and knowledge with a mean score of 3.87 and standard deviation of 0.971 and the company recognizes need for employee development had a mean score of 3.87 and standard deviation of 0.864. The statement that employees are exposed to new skills and knowledge had the highest CV value of 25 percent. This means that the statement reported the highest variation in response. The statement that the company recognizes need for employee development and organization trains and retains staff for a long period of time had the lowest CV of 22 percent respectively. This means that the statement reported the lowest variation in response.

The results on the environmental aspects subscale to a great extent, the company complies with national environmental law had a mean score of 4.06 and standard deviation of 1.028 and on a moderate extent, the firm participates in environmental responsive activities scored a mean of 3.38 and standard deviation of 1.190. The statement that the firm participates in environmental responsive activities had the highest CV value of 35 percent. This meant that the statement reported the highest variation in response. The statement that the company complies with national environmental law had the lowest CV of 25 percent. This meant that the statement reported the lowest variation in response. Then the results on the social aspect subscale to a moderate extent, the firm supports social exposure of business had a mean score of 3.59 and standard deviation of 1.134 and on a moderate extent, the firm supports corporate social responsibility had a mean score of 3.02 and standard deviation of 1.057.

The statement that the firm supports corporate social responsibility had the highest CV value of 35 percent. This meant that the statement reported the highest variation in response.

The statement that the firm supports social exposure of business had the lowest CV of 32 percent. This meant that the statement reported the lowest variation in response.

4.11 Test of Hypotheses

Hypotheses were formed on the basis of the research objectives. Hypothesis one stated that, there is no significant influence of strategy typology on organizational performance of freight forwarding companies in Kenya. It was tested using simple regression analysis for direct relationship. Hypothesis two stated that, the organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya. Barron and Kenny Regression Model was used for indirect hypothesis. Hypotheses three stated that, the external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya. The hypotheses was tested using stepwise regression analysis for indirect hypothesis. Hypothesis four stated that, the joint effect of organizational factors, external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight forwarding companies in Kenya. Simple and multiple regression analysis was used to test hypothesis four. The choice of which analytical tools were used was guided by the study objective, type of data as well as the measurement scales.

The hypotheses were tested at 95 percent confidence level ($\alpha=0.05$), hence decision points to reject or not to reject a hypothesis were based on the p-values. Where $p<0.05$, the study failed to reject the null hypothesis, and where $p>0.05$, the study rejected the null

hypotheses. Interpretations of results and subsequent discussions also considered the correlations (R), coefficients of determinations (R²), F-statistic values (F) and beta values (β). R² indicated the change in dependent variable explained by change in the independent variables combined.

Further, the higher the F-statistic, the more significant the model was. The negative or positive effect of the independent variable on the dependent (either negative or positive) was explained by checking the beta (β) sign. The R-value shows the strength of the relationship between the variables, and t-values represent the significance of individual variables. The findings are presented along study objectives and corresponding hypotheses.

4.11.1 Strategy Typology and Performance of freight forwarding companies in Kenya

The hypothesis formulated was that;

H₁: There is no significant influence of strategy typology on organization performance of freight forwarding companies in Kenya.

Before carrying out an overall test of strategy typology and firm performance, the study found it necessary to determine how the constructs of strategy typology (defenders, prospectors, analyzers and reactors) influence firm performance and the results are presented in subsections herein.

4.11.1.1 Defenders and Performance of freight forwarding companies in Kenya

The study premise is that defenders as a construct of strategy typology influence performance of freight forwarding companies in Kenya. This was done by calculating the indices for each of the defenders dimensions and performed a regression analysis with the

aggregate performance indeces as the dependent variable. The results are presented in Table 4.18.

Table 4.18: Influence of Defenders on Firm Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.621 ^a	.386	.379	.51766		
a. Predictors: (Constant), Defenders						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.164	1	14.164	52.855	.000 ^b
	Residual	22.510	84	.268		
	Total	36.673	85			
a. Dependent Variable: Firm Performance						
b. Predictors: (Constant), Defenders						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.476	.241		6.136	.000
	Defenders	.575	.079	.621	7.270	.000
a. Dependent Variable: Firm Performance						

Source: Field Data (2018)

The effects of defenders on firm performance are shown in Table 4.18. The study found a relatively moderate association between defenders as a construct of strategy typology and firm performance ($R = .621$). Coefficient of determination ($R^2 = .386$) indicated that defenders explain 38.6% variation in firm performance. Using a significance level of 0.05 the F-critical value from statistical table results to =3.11 which is less than calculated F-value of 52.855 and $p < 0.05$ and the model was overallly significant.

Since the test statistic was much larger than the critical value, the study rejected the null hypothesis and concluded that the test statistic is significant at that level. This implied that defenders influence performance significantly. Generally, the coefficient showed that defenders individually contribute positively to firm performance ($\beta=.575$, $t=7.270$, $p<0.05$). This implied that a unit change in defenders will lead to .575 units increase in performance.

4.11.1.2 Prospectors and Performance of freight forwarding companies in Kenya

The study further determined the influence of prospectors as a construct of strategy typology on performance of freight of forwarding companies in Kenya. The results are presented in Table 4.19.

Table 4.19: Influence of Prospectors on Firm Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.289 ^a	.084	.073	.63251		
a. Predictors: (Constant), Prospectors						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.067	1	3.067	7.667	.007 ^b
	Residual	33.606	84	.400		
	Total	36.673	85			
a. Dependent Variable: Firm Performance						
b. Predictors: (Constant), Prospectors						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.596	.221		11.763	.000
	Prospectors	.236	.085	.289	2.769	.007
a. Dependent Variable: Firm Performance						

Source: Field Data (2018)

The effects of prospectors on firm performance are shown in Table 4.19. The study found a relatively weak association between prospectors as a construct of strategy typology and firm performance ($R = .289$). The coefficient of determination ($R^2 = .084$) indicated that prospectors explain 8.4% variation in firm performance. Critical values of F for the 0.05 significance level = 3.11 which is less than calculated F-value of 7.667 and $p < 0.05$ and thus since the test statistic is much larger than the critical value.

The study rejected the null hypothesis and concluded that the test statistic is significant at that level. These results implied that the strategic category of the prospectors on overall significantly influences performance. Generally, the coefficient showed that prospectors individually contribute positively to firm performance ($\beta = .236$, $t = 2.769$, $p < 0.05$). This implied that a unit change in prospectors lead to .236 units increase in performance.

4.11.1.3 Analyzers and Performance of freight forwarding companies in Kenya

The study further determined the influence of analyzers as a construct of strategy typology on performance of freight of forwarding companies in Kenya. The results are presented in Table 4.20.

Table 4.20: Influence of Analyzers on Firm Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.773 ^a	.597	.592	.41951		
a. Predictors: (Constant), Analyzers						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.890	1	21.890	124.385	.000 ^b
	Residual	14.783	84	.176		
	Total	36.673	85			
a. Dependent Variable: Firm Performance						
b. Predictors: (Constant), Analyzers						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.525	.242		2.169	.033
	Analyzers	.794	.071	.773	11.153	.000
a. Dependent Variable: Firm Performance						

Source: Field Data (2018)

The effects of analyzers on firm performance are shown in Table 4.20. The study found a strong association between analyzers as a construct of strategy typology and firm performance ($R = .773$). The coefficient of determination ($R^2 = .597$) indicated that analyzers explain 59.7% variation in firm performance. Critical values of F for the 0.05 significance level = 3.11 which is less than calculated F-value of 124.385 and $p < 0.05$ and thus, since the test statistic is much larger than the critical value, the model was overall significant. The study rejected the null hypothesis and concluded that the test statistic was significant at that level. These results implied that the strategic orientation of the analyzers on overall significantly influences performance. Generally, the coefficient shows that analyzers

individually contribute positively to firm performance ($\beta=.794$, $t=11.153$, $p<0.05$) implying that a unit change in analyzers will lead to .794 units change in performance.

4.11.1.4 Reactors and Performance of freight forwarding companies in Kenya

The study further determined the influence of reactors as a construct of strategy typology on performance of freight of forwarding companies in Kenya. The results are presented in Table 4.21.

Table 4.21: Influence of Reactors on Firm Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.419 ^a	.176	.166	.59990		
a. Predictors: (Constant), Reactors						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.444	1	6.444	17.906	.000 ^b
	Residual	30.230	84	.360		
	Total	36.673	85			
a. Dependent Variable: Firm Performance						
b. Predictors: (Constant), Reactors						
Coefficients ^a						
Model		Unstandardized Coefficients		Std. Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.797	.332		5.408	.000
	Reactors	.439	.104	.419	4.231	.000
a. Dependent Variable: Firm Performance						

Source: Field Data (2018)

The effects of reactors on firm performance are shown in Table 4.21. The study found a moderate association between reactors as a construct of strategy typology and firm performance ($R= .419$). Coefficient of determination ($R^2 =.176$) indicated that reactors explain 17.6% variation in firm performance. Critical values of F for the 0.05 significance level = 3.11, which is less than calculated F-value of 17.906 and $p<0.05$. Thus, since the test statistic is much larger than the critical value, the study rejected the null hypothesis and concluded that the test statistic was significant at that level implying that reactors overallly

influence performance significantly. Generally, the coefficient shows that reactors individually contribute positively to firm performance ($\beta=.439$, $t=4.231$, $p<0.05$) implying that a unit change in reactors will lead to .439 units change in performance.

4.11.1.5 Overall influence of Strategy Typology on Performance of freight forwarding companies in Kenya

This was tested by calculating the indices for each of the strategy typology dimensions and performance dimensions and performed a simple regression analysis. The results are presented in Table 4.22.

Table 4.22: Effect of Strategy Typology on Firm Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.234 ^a	.055	.044	.72396	.055	4.985	1	86	.028
a. Predictors: (Constant), Strategy Typology									
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	2.613	1	2.613	4.985	.028 ^b			
	Residual	45.075	86	.524					
	Total	47.688	87						
a. Dependent Variable: Performance									
b. Predictors: (Constant), Strategy Typology									
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients					
		B	Std. Error	Beta		t	Sig.		
1	(Constant)	2.165	.478			4.527	.000		
	Strategy Typology	.303	.136	.234		2.233	.028		
a. Dependent Variable: Performance									

Source: Field data (2018)

The effects of strategy typology on firm performance are shown in Table 4.22. The study found a relatively weak relationship between strategy typology and firm performance ($R=.234$). The coefficient of determination ($R^2=.055$) indicated that strategy typology explained 5.5 % of variation in firm performance. However, although weak, the critical values of F for the 0.05 significance level = 3.11 which is less than calculated F-value of

4.985 and $p < 0.05$. Thus, since the test statistic was much larger than the critical value, the study rejected the null hypothesis. The study concluded that the test statistic was significant at that level implying the model was overall significant. The significant relationship was further manifested by the t-value in the coefficient table ($\beta = .303$, $t = 2.233$, $p < 0.05$).

This therefore depicts that strategy typology is key in determining performance of freight forwarding companies in Kenya. Thus, the hypothesis that there is no significant influence of strategy typology on organization performance of freight forwarding companies in Kenya was rejected and the alternative view supported.

4.11.2 Strategy Typology, Organizational Factors and Performance of Freight forwarding companies in Kenya

The study then determined the influence of organizational factors as an intervening variable in the relationship between strategy typology and performance through formulation of the following hypothesis.

H₂: The organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya.

Baron and Kenny (1986) four-step method was used to test the hypothesis using regression analysis. Intervention is confirmed when the following four conditions are fulfilled. The first condition; is that the independent variable must be significantly related to the dependent variable in the absence of the mediating variable. The second condition; is that the independent variable must be significantly related to the intervening variable. The third

condition; is that the intervening variable must be significantly related to the dependent variable and the final condition; when the effect of the intervening variable on the dependent variable is controlled, the effect of the independent variable on the dependent variable should not be significant.

Thus, step one involved regressing strategy typology with firm performance. The process moved to step two after step one yielded statistically significant results. If step one did not yield significant results, the process terminates. In such a case it would be concluded that organizational factors did not intervene the relationship between strategy typology and firm performance. In step two, strategy typology was regressed against organizational factors. After the results were significant, the process moved to step 3 because the necessary condition for an intervening effect existed.

In step three the influence of organizational factors on firm performance was tested using a simple linear regression model. A statistically significant effect of organizational factors on performance was a necessary condition in testing for the intervening effect. Finally, step four was tested the influence of strategy typology on firm performance while controlling for the effect of organizational factors.

These tests were done using simple linear regression analysis. The influence of strategy typology on firm performance should be statistically significant when organizational factors is controlled. This is a necessary condition in testing for an intervening effect. Results from the four steps are presented in Table 4.23(a), 4.23(b), 4.23(c) and 4.23(d) respectively.

Step One: Strategy typology was regressed against firm performance. The results are presented in Table 4.23(a).

Table 4.23(a): Regression Results from the Test of the Effect of Strategy typology on Performance

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.234 ^a	.055	.044		.72396	
a. Predictors: (Constant), Strategy Typology						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.613	1	2.613	4.985	.028 ^b
	Residual	45.075	86	.524		
	Total	47.688	87			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Strategy Typology						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.165	.478		4.527	.000
	Strategy Typology	.303	.136	.234	2.233	.028
a. Dependent Variable: Performance						

Source: Field data (2018)

The findings in Table 4.23(a) show a statistically weak but positive relationship between strategy typology and firm performance ($R=.234$). The coefficient of determination ($R^2=.055$) depicted that strategy typology explained 5.5% of firm performance. Critical values of F for the 0.05 significance level = 3.11, which is less than calculated F-value of 4.985 and $p<0.05$. Thus, since the test statistic is much larger than the critical value, the study rejected the null hypothesis and concluded that the test statistic is significant at that level.

Hence, the model is statistically significant. The results confirmed the first step of testing for the intervening effect of organizational factors on the relationship between strategy typology and firm performance. The intervening testing then proceeded to step two that

involved testing the influence of strategy typology on organizational factors. The results of the tests are presented in table 4.23(b).

Table 4.23(b): Regression Results from the Test of the Effect of Strategy typology on Organizational factors.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.386 ^a	.149	.139	.48015		
a. Predictors: (Constant), Strategy Typology						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.468	1	3.468	15.043	.000 ^b
	Residual	19.827	86	.231		
	Total	23.295	87			
a. Dependent Variable: Organizational Factors						
b. Predictors: (Constant), Strategy Typology						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.685	.317		5.314	.000
	Strategy Typology	.350	.090	.386	3.879	.000
a. Dependent Variable: Organizational Factors						

Source: Field data (2018)

The results presented in Table 4.23(b) indicated that strategy typology had a positive and statistically moderate relationship with organizational factors ($R = .386$). Further the coefficient of variation ($R^2 = .149$) depicted that organizational factors is explained by 14.9% of strategy typology. Critical values of F for the 0.05 significance level=3.11 which is less than calculated F-value of 15.043 where P-value of .000 which is < 0.05 , hence the model is statistically significant. The results, therefore suggested that the second step of testing confirmed the process of testing for the intervening effect to move to step 3. In Step 3 the organizational factors were regressed against firm performance. The results for the step 3 are presented in Table 4.23(c).

Table 4.23(c): Regression Results from the Test of the Effect of Organizational Factors on Firm Performance.

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.445 ^a	.198	.189		.66689	
a. Predictors: (Constant), Organizational Factors						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.440	1	9.440	21.227	.000 ^b
	Residual	38.247	86	.445		
	Total	47.688	87			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Organizational Factors						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.373	.407		3.375	.001
	Organizational Factors	.637	.138	.445	4.607	.000
a. Dependent Variable: Performance						

Source: Field data (2018)

The results in Table 4.23(c) indicated that organizational factors had a moderate relationship with firm performance ($R = .445$) with organizational factors explaining 19.8% of firm performance ($R^2 = .198$). The remaining percentage being explained by other factors not considered in the model. The F critical values of at 0.05 significance level = 3.11, which is less than calculated F-value of 21.227 and $p < 0.05$.

Thus, since the test statistic is much larger than the critical value, the study rejected the null hypothesis and concluded that the test statistic is significant at that level hence, the model is statistically significant. Therefore, the condition in the third step in testing for an intervening effect was satisfied and thus, progressed to step 4 in testing for the intervening effect.

Finally, step four tested the influence of strategy typology on firm performance while controlling for the effect of organizational factors. These tests were done using simple linear regression analysis. The influence of strategy typology on firm performance should not be statistically significant at $\alpha = .05$ when organizational factors are controlled. The relevant results are summarized in Table 4.23(d).

Table 4.23 (d): Regression Results Depicting Intervening Effect of Organizational factors on Strategy typology and Firm Performance.

a) Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.234 ^a	.055	.044	.72396		
2	.450 ^b	.203	.184	.66888		
a. Predictors: (Constant), Strategy Typology						
b. Predictors: (Constant), Strategy Typology, Organizational Factors						
(b) ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.613	1	2.613	4.985	.028 ^b
	Residual	45.075	86	.524		
	Total	47.688	87			
2	Regression	9.658	2	4.829	10.794	.000 ^c
	Residual	38.029	85	.447		
	Total	47.688	87			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Strategy Typology						
c. Predictors: (Constant), Strategy Typology, Organizational Factors						
(c) Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.165	.478		4.527	.000
	Strategy Typology	.303	.136	.234	2.233	.028
2	(Constant)	1.160	.509		2.279	.025
	Strategy Typology	.095	.136	.073	.698	.487
	Organizational Factors	.596	.150	.417	3.968	.000
a. Dependent Variable: Performance						

Source: Field Data, (2018)

The result in Table 4.23 (d) show that when organizational factors is controlled strategy typology become statistically insignificant (p-value=0.487 which is greater than 0.05 threshold at 95% confidence level). At model 2, organizational factors added significantly to the firm performance as the variation increased from coefficient of 0.095 to .596 and p-value =.000.

The results further revealed that the variance explained by organizational factors is significant where the F critical value is 3.11 which is less than calculated F-values (F=10.794, p-value = .000) and the significance was increased F=4.985 in the first model to (F=10.794, p-value = .000) in the second model. *The assumption is that the organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya* was therefore not rejected. This can imply that the attributes of organizational factors discussed are not manifested in the freight forwarding companies in Kenya to the extent of influencing the strategy typology and subsequent the performance.

4.11.3 Strategy Typology, External Environment and Firm Performance

The third objective for the study was to determine whether external environment influence the effect of strategy typology on performance of freight forwarding companies in Kenya. This was tested through the hypothesis that *H₃: the external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya.*

The hypothesis was tested through Stepwise regression analysis using two steps. The first step involved testing the influence of strategy typology and external environment on

performance. The second step involved introduction of the interaction term through stepwise regression analysis. The results were as presented in Table 4.24.

Table 4.24: The Moderation Results of external environment on strategy typology and firm performance

Model Summary^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F	df1	df2	Sig. F Change	
1	.250 ^a	.063	.052	.71517	.063	5.678	1	85	.019	
2	.328 ^b	.108	.087	.70184	.045	4.259	1	84	.042	1.496

a. Predictors: (Constant), Strategy Typology, External Environment
b. Predictors: (Constant), ST_EE interaction
c. Dependent Variable: Performance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.904	1	2.904	5.678	.019 ^b
	Residual	43.474	85	.511		
	Total	46.378	86			
2	Regression	5.002	2	2.501	5.078	.008 ^c
	Residual	41.376	84	.493		
	Total	46.378	86			

a. Dependent Variable: Performance
b. Predictors: (Constant), Strategy Typology, External Environment
c. Predictors: (Constant), ST_EE interaction

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.119	.473		4.480	.000		
	Strategy Typology	.321	.135	.250	2.383	.019	1.000	1.000
2	(Constant)	2.054	.465		4.414	.000		
	Strategy Typology	.600	.189	.468	3.173	.002	.488	2.049
	ST_EE interaction	-.256	.124	-.304	-2.064	.042	.488	2.049

a. Dependent Variable: Performance

Source: Field Data, (2018)

Table 4.24 shows that model 1 is significant (p-value < 0.05, $R^2 = .063$) implying that strategy typology and external environment jointly explain 6.3% of variation in performance. Further, upon introduction of the interaction term, the change in p-value in model 2 becomes .042 which is also significant (p-value<0.05) implying that external environment significantly moderates the relationship between strategy typology and firm performance.

Therefore, based on the results of the test, the hypothesis that external environment moderates the relationship between strategy typology and firm performance was accepted.

This was guided by the following model; $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X.Z + \varepsilon$

Where: Y_i is Firm performance

X is Strategy typology

Z is External environment (Moderating variable)

X.Z is Strategy typology and external environment (interaction)

ε = Error term

β = the beta coefficients of independent variables. After the regression analysis results, the model became:

$$Y = 2.054 + 2.119 X_1 + .60Z + .256 XZ.$$

4.11.4 The Joint Effect of Strategy Typology, External Environment, Organizational factors and Performance

The fourth study objective was to determine the joint effect of strategy typology, external environment and organizational factors on performance. From this objective, the following hypothesis was formulated and tested – *H₄: The joint effect of organizational factors,*

external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight and forwarding companies in Kenya. The hypothesis was tested using both simple and multiple regression analysis.

Simple regression was used to test for individual independent effects while multiple regression analysis was used to test for joint effects. In the regression model, performance was the dependent variable, while strategy typology, external environment and organizational factors were predictor variables. The results are presented in table 4.25.

Table 4.25: Regression Results of the Individual Effects and the Joint Effect of Strategy Typology, Organizational Factors and External Environment on Overall Performance.

(a) Model Summary^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.250 ^a	.063	.052	.71517	.063	5.678	1	85	.019	
2	.466 ^b	.217	.198	.65746	.155	16.577	1	84	.000	
3	.496 ^c	.246	.219	.64890	.029	3.230	1	83	.000	1.683

a. Predictors: (Constant), Strategy Typology
b. Predictors: (Constant), Strategy Typology, Organizational Factors
c. Predictors: (Constant), Strategy Typology, Organizational Factors, External Environment
d. Dependent Variable: Performance

(b) ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.904	1	2.904	5.678	.019 ^b
	Residual	43.474	85	.511		
	Total	46.378	86			
2	Regression	10.070	2	5.035	11.648	.000 ^c
	Residual	36.309	84	.432		
	Total	46.378	86			
3	Regression	11.429	3	3.810	9.048	.000 ^d
	Residual	34.949	83	.421		
	Total	46.378	86			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategy Typology

c. Predictors: (Constant), Strategy Typology, Organizational Factors

d. Predictors: (Constant), Strategy Typology, Organizational Factors, External Environment

		(c) Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2.119	.473		4.480	.000		
	Strategy Typology	.321	.135	.250	2.383	.019	1.000	1.000
2	(Constant)	1.104	.501		2.203	.030		
	Strategy Typology	.111	.134	.087	.830	.409	.853	1.173
	Organizational Factors	.601	.148	.426	4.072	.000	.853	1.173
3	(Constant)	1.100	.495		2.222	.029		
	Strategy Typology	.347	.186	.271	1.863	.066	.429	2.330
	Organizational Factors	.573	.147	.406	3.907	.000	.843	1.187
	External Environment	-.207	.115	-.247	-1.797	.076	.482	2.073

a. Dependent Variable: Performance

Source: Field Data, (2018)

The results displayed in Table 4.25 revealed that the joint effect of strategy typology, organizational factors and external environment on performance was statistically significant. The results showed that jointly the variables explain 24.6% of the variations in firm performance ($R^2 = .246$). Therefore, the hypothesis was supported by the results of the study. The results show that strategy typology independently explain 6.3% of the variation in firm performance. Strategy typology and organizational factors jointly explain 21.7% of the variations in performance ($R^2 = .217$) and strategy typology, organizational factors and external environment jointly explain 24.6% of the variations in firm performance ($R^2 = .246$). The joint effect was thus higher and significant compared to the individual effect of individual variables therefore supporting the hypothesis.

In view of this finding, the hypothesis that the combined effect of strategy typology, external environment and organizational factors on performance is greater than the individual effect of strategy typology, external environment and organizational factors on performance was

supported. The regression model used to predict performance arising from the joint effect of strategy typology, organizational factors, external environment and performance was fitted as follows:

$$y = 1.100 + .347ST + .573OF + .-207EE,$$

Where : y = performance

ST = composite index of strategy typology

OF = composite index of organizational factors

EE = composite index of external environment

4.11.5 Summary of the Hypotheses Test

Table 4.26 shows a summary of the test of hypotheses of Organizational Factors, External Environment, Strategy Typology and Organizational Performance of Freight Forwarding Companies in Kenya.

Table 4.26: Summary of Test of Hypotheses

Hypothesis	Empirical evidence
There is no significant influence of strategy typology on organization performance of freight forwarding companies in Kenya.	Rejected
The organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya	Not rejected
The external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya.	Rejected
The joint effect of organizational factors, external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight and forwarding companies in Kenya.	Rejected

Source: Field Data, (2018)

4.12 Chapter Summary

The chapter presented the results of the study. The chapter started by presenting the tests of reliability and validity measures, normality, multicollinearity and homogeneity. The profiles of the respondents and the firm demographics were also presented. This was followed by descriptive statistics, correlation analysis and test of hypotheses. Finally, the chapter presented discussion of results of the study. The next chapter presents the discussion of findings.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

In the previous chapter the study's major empirical findings were presented. This chapter presents a critical discussion of these findings in line with the research objectives and the hypotheses formulated from which theoretical. The primary objective of the study was to determine the influence of the organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya.

The research objectives and the hypotheses were formulated based on existing conceptual and empirical literature and led to the development of the conceptual model which outlined the relationships between the variables. The first objective was to establish the influence of strategy typology on performance of freight forwarding companies in Kenya. The second objective was to determine the effect of organizational factors on the relationship between strategy typology and performance of freight forwarding companies in Kenya. The third objective was to determine the influence of the external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya.

Lastly, the fourth objective was to establish the joint effect of strategy typology, organizational factors, and external environmental on performance. This chapter discussed the results and explained the reasons for the findings and the extent to which they were consistent or not consistent with previous empirical studies or theoretical arguments.

To test the hypotheses, simple linear regression analysis was used for hypothesis one, Baron and Kenny regression model tested hypothesis two, stepwise regression tested hypothesis three and simple and multiple regression tested the joint effect in hypothesis four. The regression analysis were used after conducting tests for statistical assumptions. The choice of which analytical tools were used was guided by the study objective, type of data as well as the measurement scales. A total 88 freight forwarding companies in Kenya were identified and statistical analysis carried out as described on table 4.1 . The hypotheses were tested at 95 percent confidence level ($\alpha=0.05$), hence decision points to reject or not to reject a hypothesis were based on the p-values. Where $p<0.05$, the study failed to reject the null hypothesis, and where $p>0.05$, the study rejected the null hypotheses.

The results showed that there is a statistically significant relationship between strategy typology and organizational performance. Additionally, the study also noted a significant moderating effect of external environment on the relationship between strategy typology and firm performance of freight forwarding companies in Kenya. A detailed discussion of these findings are provided in the next sections.

5.2 Strategy Typology and Performance of Freight Forwarding Companies

The first objective was to establish the influence of strategy typology on performance of freight forwarding companies in Kenya. The literature depicted a strong association between strategy typology and performance of freight forwarding companies to the extent that strategy typology is a crucial element for enhancing an organization's performance. The specific dimensions of strategy typology included defenders, prospectors, analyzers and reactors which were independently measured against organization performance.

The hypotheses were carried out and results discussed. For instance, on table 4.18 the effects of defenders on firm performance showed a relatively strong association and positively significant as indicated by high correlation coefficient and coefficient of determination ($R = 0.621$, $R^2 = 0.386$, $F = 52.855$, $\beta = 0.575$, $t = 7.270$, $p < 0.05$). The high F-value and significant value less than 0.05 tested at 95% confidence level. The coefficient also showed a high contribution of defenders on firm performance. Teeratansirikool, Siengthai, Badir and Charoenngam (2013) found that defender firms tend to rely more on financial measures such as short-term budgets to compensate their managers and that the high-performing and low-cost defenders placed greater emphasis on financial perspective and less emphasis on customers and innovation and growth perspectives.

However, they found that prospectors, high-performing analyzers, and high-performing differentiated defenders place greater emphasis on non-financial perspectives. Similarly, Nandakumar, Ghobadian and O'Regan (2010) found that defenders seem to use non-financial measures less frequently in Canadian manufacturing firms. However, Spencer, Joiner and Salmon (2009) found a relatively moderate and negative relationship between defenders and firm performance.

The effects of prospectors on firm performance as on table 4.19 was also found to be relatively weak but significant as shown by low correlation coefficient and coefficient of determination (R^2) ($R = 0.289$, $R^2 = 0.084$, $F = 7.667$, $\beta = 0.236$, $t = 2.769$, $p < 0.05$). It was also observed from the F-value that the overall model was significant which is further depicted by p-value less than 0.05 at 95% confidence level. Generally, the coefficient showed that prospectors individually contributed positively to firm performance implying that a unit change in prospectors lead to an increase in performance.

The findings are confirmed by several authors. For instance, Menguc and Auh (2008) found a relatively high positive and significant influence of prospectors and firm performance. On the other hand, Kickul and Gundry (2002) posits that prospectors are likely to influence performance positively if well combined to the core of the firms objectives and goals. Slater, Olson and Hult (2006) however, argued that prospectors alone without other strategy typologies like defenders is likely to affect performance negatively.

Findings by Allen and Helms (2006) supports the finding of this this study by noting that prospectors continually search for product and market opportunities and regularly experiment with potential responses to emerging environmental trends. Prospectors often pioneer the development of new products and are the creators of change and uncertainty to which competitors respond to. Also, the findings supported the notion that prospector companies attain their competitive advantage by entering markets with new products while being innovative and embracing new technologies. Through these a company can be successful in the market with superior performance.

The effects of analyzers on firm performance as shown on table 4.20 was found to have a strong association with firm performance as indicated by high correlation coefficient (R) and coefficient of determination (R^2) ($R = 0.773$, $R^2 = 0.597$, $F = 124.385$, $\beta = 0.794$, $t = 11.153$, $p < 0.05$). The overall model as shown by F-value and significance level was significant implying that analyzers overall influence performance significantly. Generally, the coefficient shows that analyzers individually contribute positively to firm performance. Thus, implying that a unit change in analyzers will lead to significant change in performance.

Studies by (Matsuno & Mentzer, 2000; Slater et al., 2005) found out that analyzers significantly influence firm performance, and argued that when analyzers are well aligned with the firm goals and objectives will result in improved performance. The findings on analysers established that most companies observed moderate emphasis on innovation, maintained current markets and the satisfaction of current customers, as well as imitated competitors to improve their products and services.

These findings concur with previous research by Walker (2013) who concluded that companies that are true analysers may not be the first to innovate, but they might instead improve upon the creation of another organization. The key characteristic of the analysers administrative system was the proper differentiation of the organizations structure and processes to achieve a balance between the stable and dynamic areas of operation.

The effects of reactors on firm performance as depicted on table 4.21 was found to be a moderate association between reactors as a construct of strategy typology and firm performance ($R = 0.419$, $R^2 = 0.176$, $F = 17.906$, $\beta = 0.439$, $t = 4.231$, $p < 0.05$). The overall model was significant implying that reactors on overall influence performance significantly. Generally, the coefficient shows that reactors individually contribute positively to firm performance implying that a unit change in reactors will lead to significant change in performance. The findings also noted that reactors on strategy typology dimension had the lowest mean, indicating that it had the least influence on an organization performance.

These is supported by Isoherranen (2011) who argued that reactors strategy is considered a failure. He noted that reactors consistently underperformed compared to other businesses. However, the findings contradict the work of Boyne and Walker (2004) which argued that reacting strategy might be of benefit in the public sector based on the circumstances of the stakeholders.

On defenders, the findings established that current markets were protected to maintain stable growth, centralized structure observed to maintain control over efficient services and that the companies preferred central structures to achieve higher performance. Defenders aimed to maximise the efficiency of internal procedures. These findings are supported by Miles and Snow (1978) who claimed that defenders addressed administrative glitches by providing management with the ability to centrally control all organizational operations. Additionally, defenders face the risk of ineffectiveness by being unable to respond to major shifts in its market environment.

On the general effects of strategy typology on organization performance, as shown on table 4.22 the study found a relatively weak relationship between strategy typology and firm performance. This is as indicated by correlation coefficient and coefficient of determination indicating that strategy typology explained insignificant variation in firm performance ($R = 0.234$, $R^2 = 0.055$, $F = 4.985$, $\beta = 0.303$, $t = 2.233$, $p < 0.05$). However, the relationship was significant as shown by relatively high F-value depicting that strategy typology was key in determining performance of freight forwarding companies in Kenya. Thus, the hypothesis that there is no significant influence of strategy typology on organization performance of freight forwarding companies in Kenya was rejected and the alternative view supported.

In general the findings of these study therefore suggest that strategy typologies had played a great role in influencing performance of organizations. This implies that to ensure better performance in the organizations, employees were encouraged to develop new products and ideas in creative and innovative way. Organizations should search for new service delivery approaches to exceed customer expectation, and more so should innovate continuously, seek growth opportunities and take calculated risks. Additionally, Garrigos Simon et al., (2005) applied the Miles and Snow (1978) typology in the Spanish hospitality industry and demonstrated differences across selected performance measures such as total performance, profitability and growth.

In summary, organizations use strategy to deal with changing environments. This is because change brings different combinations of circumstances to the organizations. Thus, the substance of strategy remains unstructured, unprogrammed, nonroutine and nonrepetitive. Results concur with Miles et al., (1978) research that strategy classification are a summary of the ways in which organizations co-align with their environment. Consequently, effective organizations resolve the entrepreneurial, engineering and administrative problems and achieve successful alignment of strategy, structure, process and environment.

5.3 Strategy typology, organizational factors and performance

The second objective was to determine whether the effect of strategy typology on performance was direct or through organizational factors of freight forwarding companies in Kenya. Organizational factors included skills, shared values and systems and how it moderates the relationship between strategy typology and firm performance.

Results of the findings indicated that on the organizational factors, skills had the highest mean and thus, the most influential compared to other organizational factors followed by shared values. On the skills aspect, the findings further indicated that the organization had adequate resources to enable it to compete, suitable organizational structure to implement its strategies, possessed a culture that promoted operational excellence and that human resource was motivated, competent and capable.

These findings concurred with Echdar and Si (2013) studies that the skills of the human resources in the organizations had an impact on the internal and external environment. Their findings further noted that the skills and knowledge of employees can be improved through training to match with dynamic changes in the external environment and thus improve performance. Additionally, these findings were supported by Ban et al., (2003) who found that the strength of employees is an important organizational factor. Employees who are skilled, talented and motivated produce better results compared to those who are less skilled less talented and unmotivated.

Further the findings highlighted that to succeed and achieve organizational objectives, organizations should develop strategies that align prerequisite skills with the business environment (Kurtulus, 2014). Skills have been considered as a component that enables organizations to deal with the changes in the business environment (Dauda & Ismaila, 2013). On shared values, the results indicated that there was team spirit in the execution of company duties as well as adequate resources to enable employees accomplish their duties that recorded high means.

These results concur with the work of Hawawini et al. (2003) which established that processes and relationships between and within departments can also improve organizational effectiveness and efficiency. Additionally, to achieve organizations goals the employees should be able to perform their duties while adapting themselves to the dynamic business environment. In high performing organizations, employees share skills and talents and thus work better as a team where interdepartmental collaboration improves idea sharing and resolution.

Continual training of human resources would enable them to continue performing their tasks effectively and thus increase their efficiency. Systems, an organizational factor considered in the study, were established to have the least influence on the relationship between strategy typology and firm performance. These results are contrary to early studies that indicated that systems are a major components of a firm's internal environment.

This study tested the significance of effects of organizational factors on the relationship between strategy typology on organization performance. This study found that attributes of organizational factors discussed are not manifested in the freight forwarding companies in Kenya to the extent of influencing the strategy typology and subsequent the performance. The result on table 4.23 (d) showed that when organizational factors is controlled strategy typology became statistically insignificant ($p\text{-value}=0.487$ which is greater than 0.05 threshold at 95% confidence level). The findings are shown by p value of .000 which $p<.05$. The results further revealed that the variance explained by organizational factors is significant ($F=10.794$, $p\text{-value}=.000$).

Therefore, the results of the findings did not reject the hypothesis that the organizational factors have no significant intervening influence on the relationship between strategy typology and performance of freight forwarding companies in Kenya and accepted the alternative. These results are contrary to earlier studies that concluded that organizational factors anchor a platform where decision is formulated and implemented (Garbrah & Binfor, 2013). The results further disagree with Plenert (2012) research which posit that successful organizations develop internal effectiveness that allow them to adapt to constraints, threats, and opportunities. Continuous organizational effectiveness meant that people should be constantly analysing how they think, communicate and add value to their organization.

Organizations with adaptive cultures perform much better because adaptive culture translated into organizational success and managers pay close attention to all their tasks, especially customers, change management, and taking risks (Denison, Lief & Ward, 2004). This study postulated that firms that aligned their strategy(ies) with their organizational factors and the environmental uncertainty would achieve improved performance.

5.4 Strategy typology, External environment and performance

The third objective of the study was to determine the influence of external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya. The hypothesis was that the external environment has no significant moderating influence on the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya. The study sought to establish

whether external environment factors, namely, dynamism, complexity and munificence had a moderating effect on the relationship between strategy typology and firm performance.

From the findings, the study established that on the measures of external environmental factors, complexity had the highest average mean, followed by dynamism. It was noted that munificence had the least influence on the relationship between strategy typology and firm performance. On complexity, the results depicted that the surveyed organizations had dealt with technological challenges, economic factors and political factors in the last three years.

Environmental complexity was considered an important variable in the environment surrounding firm. Complexities facing firms were found to include changes, uncertainty, leadership styles, culture, technology, structure, competitive market among others. Thus, this study suggested that firms ought to develop strategies and appropriate procedures that are adaptive to the current business environment that will aid firms' optimum resources utilization and attainment of goals.

On dynamism, the study established that technological factors had enabled the business, customers had strong bargaining power and the legal requirements were attainable. Additionally, rapidly changing business environment in which most businesses operated had made the external environment to have significant impact on organizational survival and performance. This implied that the external environment has been complex and constantly changing due to stiff competition. This study supports recommendation by Phelps, Chan and Kapsalis, (2001) that organizations ought to choose their strategies to cope with dynamic changes in the external environment, especially if such changes are unpredictable and may occur without notice.

Additionally, Hodge et al. (2003) concurred that organizations in high munificence environments organizations had better choices in decision making as compared to those in hostile environments. However, despite being the least contributory factor, early studies by Njuguna et al. (2014) showed that environment munificence was an essential factor in defining the level of available resources to the organization and the ease with which an organization can function. The external environmental factor that had the least influence was munificence.

On the statistical significance, the tests applied established that there was a statistical significant influence on external environment on the relationship between strategy typology and firm performance as shown on table 4.24. This was given by coefficient of determination $R^2 = 0.108$ which implied that external environment influenced the association between strategy typology and firm performance by 10.8%, thus, suggested a positive and a modest moderating influence. The value of the interaction term (ST * EE) had a significant but, negative influence ($\beta = -.256$, $t = -2.064$, $P < 0.05$) and confirmed a moderation effect of external environment on the association between strategy typology and firm performance. The negative coefficient implied that external environment negatively influenced the relationship. The study therefore, rejected the hypothesis that external environment has no significant moderating influence on the relationship between strategy typology and firm performance of freight forwarding companies in Kenya and supported the alternative hypothesis.

These results concur with Adeoye (2012) studies that opined that for business to cope with the dynamic and rapidly changing business environment, there is a need to develop and implement appropriate strategies that would safeguard their operations and yield the desired results. Additionally, the study noted that organizations use strategy to deal with changing environments. In that, the traditional approach to strategy development posits that firms should adapt to their environments. Therefore, according to this deterministic view, good management is associated with determining which strategy will best fit environmental, technical and human forces at a point in time, and then working to carry out that strategy. Furthermore, strategy selection should align the performance of the business with the environment in which it operates (Porter, 2004; Vladimir, 2014).

5.5 Strategy typology, external environment, organizational factors and performance

The fourth objective of the study was to establish whether the joint effect of strategy typology, organizational factors, external environment on performance is greater than individual influence of predictor variables of freight forwarding companies in Kenya. This was important to establish because the nature of interactive effect when all variables are employed as opposed to how the independent variable alone impacts performance of an organization.

The hypothesis tested was the joint effect of organizational factors, external environment and strategy typology is not significantly different from the individual variables on the relationship between strategy typology and performance of freight and forwarding companies in Kenya. Multiple regression analysis was used to test for joint effects where performance was the dependent variable, while strategy typology, external environment and organizational factors were predictor variables.

The results from the tests on table 4.25, showed that joint influence of strategy typology, external environment and organizational factors on performance was significant ($R^2 = 0.246$, $F = 9.048$, $P < 0.05$). The results suggest that jointly, strategy typology, external environment and organizational factors explain 24.6% of variation in performance, while the remaining 75.4% is explained by other factors not considered in the study. The F ratio shows that the regression of strategy typology, external environment and organizational factors on performance is statistically significant at $P < 0.05$. It is clear from the value of $R^2 = 0.246$ and F ratio ($F = 9.048$) that the regression model was fit for use in the analysis.

Additionally, the joint effect was thus higher and significant ($R^2 = 0.246$, $F = 9.048$, $P < 0.05$) compared to the individual effect of individual variables. In view of this finding, the hypothesis that the combined effect of strategy typology, external environment and organizational factors on performance is not significantly different from the individual effect of strategy typology, external environment and organizational factors on performance was rejected and the alternative supported.

The findings concur with Ogundele and Opiefa (2004) research which argued that the organizations internal and external environment enables the organization to evaluate and analyse its endurance and growth and thus determine the future of the business. Adaptation to the environmental changes requires firm to achieve a strategic fit which is a situation in which all internal and external elements relevant for a company are in line with each other and with the corporate strategy.

The finding also relates to the basic content of the McKinsey 7s framework which states that the elements of strategy, structure, systems, style, staff, shared values, and skills must be

aligned in the same direction to achieve organizational effectiveness. These results are further supported by Vladimir, (2014) who noted that the most successful organizations have the most efficient interaction with their environment. Thus, the strategy acts as a kind of an adaptive mechanism. Additionally, strategy literature posits that strategy selection is dependent on how well a business is aligned with its environment (Porter, 2004; Desarbo et al., 2005).

5.6 The Modified Empirical Model

The conceptual model in Figure 5.1 hypothesized that there is a statistically significant relationship between strategy typology and firm performance, however, this relationship is moderated by external environment and intervened by organizational factors. In addition, it was hypothesized that the joint effect of strategy typology, external environment and organizational factors on performance is greater than their individual effect. As shown in Figure 5.1 strategy typology is the main variable which comprise of defenders, prospectors, analysers and reactors. The operational indicators of organisational factors include shared values, skills and systems and external environment comprises of complexity, dynamism and munificence. Organizational performance represents dependent variable and comprises of customer perspective, internal business process, learning and growth, environmental and social aspects.

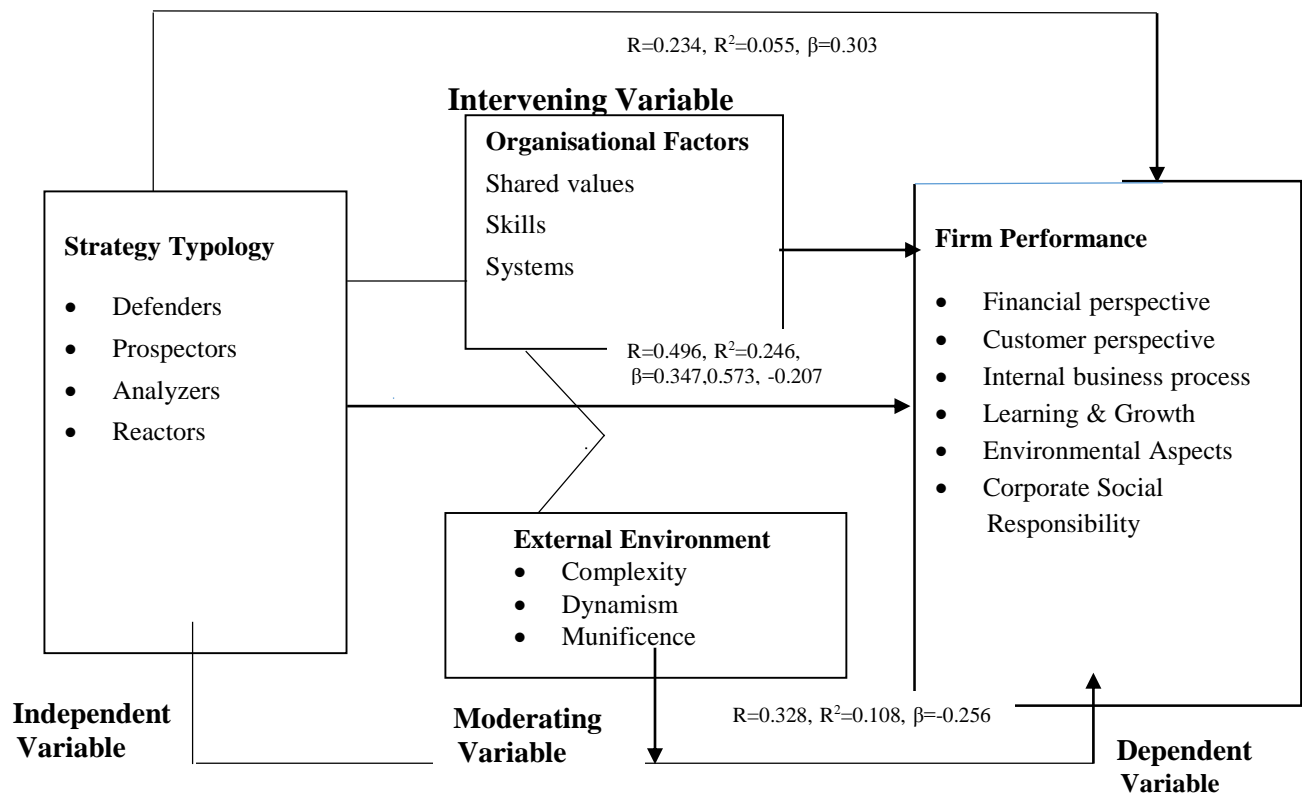


Figure 5.1: Modified Conceptual Model

Source: Researcher, (2019)

5.7 Chapter Summary

This chapter presented and discussed the findings of the study following analytical tests carried out to validate the research objectives and hypotheses formulated. Regression analysis was used to test for the hypotheses using 0.05 significance level. A total of four hypotheses were tested. Direct relationships were tested for using hypothesis one, while two hypotheses were for testing moderating and intervening effects and one was for joint effects. The results fully supported all four major hypotheses.

The results revealed statistical significance between strategy typology and firm performance, as well as the moderating effect of external environment on the relationship between strategy typology and firm performance. Further organizational factors were found to be insignificant in intervenening the relationship thus the equation dropped from the model. The joint effect of strategy typology, external environment and organizational factors was greater than the individual effect of each variable on performance. The chapter ended by discussing the study findings in relation to existing theoretical and empirical studies, in which it was established that majority of the findings in the current study were consistent with findings in previous studies. The next chapter presents a summary of the findings, conclusion, research implications, limitations of the study and suggested areas for further research.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The purpose of this study was to establish the influence of organizational factors and external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya. Strategy typology was the independent variable and performance the dependent variable. The chapter presented a summary of findings of the objectives of the study based on the analysis of the field data.

This is key in order to determine the extent to which the results presented the true representation of the respondents views of the sampled firms. The conclusions of the study based on findings and the implication for theory, practice, policy are well presented and justified for present and future theoretical, managerial and policy considerations. The chapter ends by presenting the limitations of the study, suggestion on areas for further study and a discussion of the contribution this research has made to the body of knowledge.

6.2 Summary of Findings

This thesis focused on strategy typology, organizational factors, external environment and organizational performance of freight forwarding companies in Kenya. There were four specific objectives out of which four hypotheses were developed and tested. Primary data was obtained using a self-administered structured questionnaire and descriptive statistics such as standard deviation, frequency distribution and measures of central tendency were computed to analyze the characteristics of the variables of interest.

To test for hypotheses, inferential statistics was used specifically regression analysis both simple, multiple and stepwise method for each of the stated hypotheses and conclusions drawn. The results were presented and discussed in a manner that is simple and clear using tables. The results rejected hypothesis one, three and four but did not reject hypothesis two. Hypothesis one, three and four were found to be positively and significantly influencing performance of freight forwarding firms as discussed in the sections herein. The study established that external environment plays a significantly statistical role in influencing this relationship.

6.2.1 First Objective

The first objective was to establish the influence of strategy typology on organization performance. **Objective one; establish the influence of strategy typology on performance of freight forwarding companies in Kenya.** The constructs under strategy typology were; defenders, prospectors, analyzers and reactors. The results showed high manifestations of these constructs in firms surveyed with each playing a significant role in explaining performance. Further the study was based on hypothesis that there is no significant influence of strategy typology on organization performance.

Simple linear regression model was used for testing this hypothesis. The research findings established that hypotheses one is rejected, that is, there is a significant influence of strategy typology on organizational performance. The extant literature supports the findings by depicting that there was a strong association between strategy typology and performance of freight forwarding companies to the extent that strategy typology is a crucial element for enhancing an organization's performance.

6.2.2 Second Objective

The second objective of the study was to determine whether the effect of strategy typology on performance was direct or through organizational factors. **Objective two, determine the effect of organizational factors on the relationship between strategy typology and performance of freight forwarding companies in Kenya.** Results of the findings indicated that among the organizational factors, skills had the highest mean and thus the most influence compared to other organizational factors followed by shared values. On the skills aspect, the findings further indicated that the organizations had adequate resources to enable them to compete, suitable organizational structure to implement their strategies, possessed a culture that promoted operational excellence and that human resource was motivated, competent and capable.

Hypothesis two was also tested to ascertain if organizational factors influences strategy typology and performance relationship. The hypothesis that the organizational factors have no significant intervening influence on the relationship between strategy typology and performance was used to establish the relationship. Baron & Kenny (1986) approach was applied for testing this hypothesis. The research findings established that the regression results satisfied the first three conditions but failed on the fourth condition and therefore intervention partially took place in the model. Hypothesis two was not rejected. Thus, organizational factors have no significant intervening influence on the relationship between strategy typology and organizational performance.

6.2.3 Third Objective

The third objective of the study was to determine the influence of external environment on the relationship between strategy typology and performance. **Objective three, determine the influence of the external environment on the relationship between strategy typology and performance of freight forwarding companies in Kenya.** The study sought to establish whether external environment factors, namely, dynamism, complexity and munificence had a moderating effect on the relationship between strategy typology and firm performance.

The findings showed that complexity had the highest average mean, followed by dynamism. It was also noted that munificence had the least manifestations in freight forwarding companies in Kenya. On complexity the results depicted that the surveyed organizations had dealt with several technological challenges, economic factors as well as political factors in the last three years. Environmental complexity was considered an important variable in the environment surrounding firm.

The hypothesis was tested which stated that the external environment has no significant moderating influence on the relationship between strategy typology and organizational performance was used to determine the influence. Stepwise regression approach was used to test the hypothesis. The results provided evidence to support that external environment moderates the relationship between strategy typology and organizational performance. Hence, hypothesis three stating that the external environment has no significant moderating influence on the relationship between strategy typology and organizational performance, was rejected.

6.2.4 Fourth Objective

The fourth hypothesis was to establish whether the joint effect of strategy typology, organizational factors and external environmental on performance was greater than individual influence of predictor variables. **Objective four, establish the joint effect of strategy typology, organizational factors, and external environmental on performance of freight forwarding companies in Kenya.** The hypothesis was tested using simple linear regression analysis, for the individual independent effect and multiple regression analysis, for joint effect. To determine the joint effect, organizational factors, external environment and strategy typology were regressed on organizational performance. The hypothesis stated that the joint effect of organizational factors, external environment and strategy typology was not significantly different from the individual variables on the relationship between strategy typology and performance.

The research findings showed that the joint influence of organizational factors and external environment on the relationship between strategy typology and organizational performance was higher than their individual effect. The findings are in line with empirical studies that argued that the organizations internal and external environment enables the organization to evaluate and analyse its endurance and growth and thus determine the future of the business. Also the McKinsey 7s framework stated that the elements of strategy, structure, systems, style, staff, shared values, and skills must be aligned in the same direction to achieve organizational effectiveness. Additionally, strategy literature submitted that strategy selection is dependent on how well a business is aligned with its environment which leads to improved performance.

6.3 Conclusion

The overall objective of the study was to establish whether the joint effect of strategy typology, organizational factors, external environmental on performance is greater than individual influence of predictor variables. The study prepared a conceptual framework that was used to test this relationship. Data was collected using questionnaire from a cross section of senior manager of the sampled freight forwarding companies in Kenya. The data facilitated in the testing of the model. The findings showed that the relationship between strategy typology and organizational performance of freight forwarding companies in Kenya was statistically significant.

This finding concurs with the Resource Based Theory that depicted performance as function of the ability of the firm to utilize its assets, competences, firm processes and information, among other resources that are controlled by the firm. The resources enabled the firm to formulate and implement strategies that improve organizational performance (Barney, 2002). As discussed on the limitations of the study, in regard to firm performance, majority of the respondents were hesitant to share their crucial data, bearing in mind that freight forwarding companies sampled were not listed companies.

The respondents included in the sample were analysed into one of the four strategic configurations of the prospectors, defenders, analyzzers and reactors, using the frequency of responses that described a specific type of strategic configuration. The findings provided evidence that in the freight forwarding companies in Kenya there is a significant presence of the four strategic configurations. This can be explained by the dynamism and volatility among the companies. Hence, it brought about the assumption that the specific effects of structural factors of the freight forwarding companies influenced the diversity.

The study also tested the influence of organizational factors on the relationship between strategy typology and firm performance of freight forwarding companies in Kenya. The findings suggested that the influence of the organizational factors was not statistically significant. Mitchell et al., (2015) used partial representative of the McKinsey 7 S model and recorded findings to the contrary. This results showed that managers in freight forwarding companies need to re-evaluate their organizational design especially the shared values, skills of the work force and the systems adopted by the company to identify if they are aligned towards performance improvement and also determine the best way to implement a proposed strategy (Garbrah & Binfor, 2013).

The study also established that external environment had a significant moderating influence on the relationship between strategy typology and organizational performance. The findings suggest that the role of the external environment and strategy typology improved the performance of the freight forwarding companies. The role of the business environment in firms operations is supported by most previous studies, touching on the industrial organization economic theory, resource based theory and contingency theory although with diverse findings. Previous studies have provided empirical evidence that the specific local business environment in which a firm is embedded on can make a significant contribution to its performance (Neneh & Vanzyl, 2012; Kennerley & Neely, 2003). These findings concur with IOET, RBT and CT in that strategic configuration of firms resources enhances organizational performance because the ultimate outcome cannot be duplicated by other companies.

In regard to the joint effect of strategy typology, organizational factors and external environment on performance, is greater than individual influence of predictor variable, the findings showed that the joint influence of organizational factors and external environment on the relationship between strategy typology and organizational performance was greater than their individual effect. Senior management of the freight forwarding companies should develop competitive strategies to compete in their respective segments. This is because strategy link the organization to the environment, and in turn impacts on the performance of the organization (Vladimir, 2014). Also, the choice of strategies proposed by the managers should evaluate the diverse factors internal and external to the organization.

6.4 Implications of the Study

The study was anchored on the Industrial Organization Economic Theory, Resource Base Theory and Contingency Theory. The objective of the study was to establish the influence of strategy typology on performance; determine whether the effect of strategy typology on performance was direct or through organizational factors; determine the influence of external environment on the relationship between strategy typology and performance; establish whether the joint effect of strategy typology, organizational factors, external environmental on performance is greater than individual influence of predictor variables. The study was conducted in freight forwarding companies in Kenya and the findings have several implications on strategic management theory, policy, practice and methodology as discussed below.

6.4.1 Theoretical Implications

The study found that strategy typology had a positive effect on firm performance of freight forwarding companies in Kenya. Firstly, this finding supported the arguments that industrial organization economic theory assumed that an organization's performance and ultimate survival depended on its ability to adapt to industry forces, even though the organization has limited control. This theory portrayed that the structure of the industry regulated the conduct of firms, where the collective conduct then controlled the joint performance of firms in a set up (Porter, 1981). Conduct depicted the choice of the firms and represented firms' strategy, while performance was the goals of the firm (Raible, 2013). In this study, the choice of strategy adapted by organizations was based on the typology of (Miles & Snow, 2003).

The study further revealed that organizational factors had no statistically significant intervening effect on the relationship between strategy typology and performance. A theoretical argument followed in this study observed that organizations that had resources that were valuable, rare, inimitable and non-substitutable (VRIN) could achieve superior performance (Wang & Ahmed, 2007). The study concurred with the Resource based theory in that certain unique types of resources owned and controlled by firms had the potential to generate competitive advantage and eventually superior firm performance. Barney (1991) argued that a firm achieved competitive advantage when implementing a value creating strategy that was not simultaneously being implemented by competition.

For this study the unique resources that were controlled by the firm are represented in organizational factors in the form of skills, systems and shared values. The three S facilitate in the management of the firm resources (assets, competences, firm processes) thus, enabled the firm to formulate and implement strategies that could enhance firm performance. The superior performance would be determined by how well the organization was equipped with these resources. The implication of the finding favoured the Resource based theory in that firms could achieve superior performance by developing their resource base. In dynamic market environment, however, VRIN resources would be out competed and therefore could not be a source of sustainable competitive advantage. Hence, the RBT may fail to address the influence of market dynamism and firm evolution over time (Wang & Ahmed, 2007).

Also, it is imperative to note that high levels of environmental dynamism may impede the management's ability to adequately plan for their organizations, thus adversely affecting organizational performance. The findings of the current study concurred with the contingency theory that organizations performance depend on how well the organization is able to effectively manage the external environment through efficient strategies adaptation that can achieve good firm performance.

The study findings indicated that the joint effect of organizational factors, external environment and strategy typology is higher when compared with the individual effect on organizational performance. The joint effect was statistically significant. The results suggested that three variables of the study contributed to organizational performance. Thus, supporting the arguments of contingency theory. The study confirmed that the joint effect produced synergy that could enhance company performance.

Thus, by testing the role of organizational factors and external environment on the relationship between strategy typology and firm performance of freight forwarding companies in Kenya, this study contributed in confirming the arguments of industrial organization economic theory, resource base theory and contingency theory in the context of freight forwarding companies in Kenya. Further, the study suggested areas for future research in the area of strategy typology and organizational performance.

6.4.2 Implications on Policy

The study examined ways by which strategy typology affected firm performance. Also, the study examined the intervening effect of organizational factors and moderating effect of the external environment between strategy typology and firm performance. The study noted that the freight forwarding sector in Kenya is an integral sector that is geared towards enabling the national economic development, especially the achievement of the country's vision 2030. The performance of the freight forwarding companies is of utmost importance hence, the results of this study would be of value to policy makers in their strategy adaptation and decision making that could steer the organization to superior performance.

The study enabled management to make informed decisions while planning for their medium and long term strategies that appropriately suited the organization to enable the organization to compete and record improved performance. Literature reviewed in this study observed that strategy typology was significantly associated with performance. Miles and Snow (1978) observed that business level strategies were classified into one of the four strategic configurations, namely, prospectors, defenders, analyzers.

The three are viewed as viable strategies that yield superior performance. Further, the study found out that reactors recorded superior performance in public organization. The freight forwarding sector is regulated by the customs department of Kenya Revenue Authority which is a public organization. Thus, it is imperative for the freight forwarding companies to adapt to a blend of strategy classifications to accommodate the requirements imposed by the external regulators (environment).

The study portrayed statistically significant joint effect of organizational factors, external environment and strategy typology when compared with the individual effect on organizational performance. This showed that organizational factors and the external environment were vital to managers in their decision making to ensure appropriate strategy formulation, effective implementation and control. The overall results showed that strategies adopted by the organization should be aligned with the external environmental factors and organization factors for the better firm performance.

6.4.3 Implication on Practice

The study reported that each of the tested variables had an effect on performance either individually or jointly. Freight forwarding companies in Kenya are vital contributors towards the economic development of the country. Hence, the findings of this study should enable the management in decision making that enhances performance, thus supporting the national economic development. The study concurred with the opinion that organizations should approve a blend of reliable and distinguishable strategies that were selected in line with the organizations intended actions, instead of accepting a strategy based on the pressures emanated from the external environment (Walker, 2012).

The study observed that favourable blend of strategies enabled organizations and their managers to strike a balance along divergent performance demands. Strategies are said to excel in stable environments, although incremental implementation styles overcome the difficulties allied to complex and dynamic environments. The effectiveness of these strategies was dependent on their combination and the context in which they were implemented. Therefore, managers were advised to pay attention to influences between these contingencies to attain the finest result from the set of strategies implemented by their organizations.

The results revealed an insignificant statistical relationship of organization factors as a mediator of the relationship between strategy typology and firm performance. This indicates that the management should consider enhancing skills of their human resources, instill the virtues of shared values across various organizational functions and develop systems that were endowed with technology that would ensure seamless flow of communication and information.

This ensured flawless implementation of strategies adapted which in turn contributed to superior performance. The implementation of strategies adapted could be impeded by the low skills of the human resources, poor systems in place, and lack of shared values within the organization. To ensure that developed strategies are working in practice (strategy in action) was mostly determined by the external environment, organizations resources and competencies, the expectations and influence of stakeholders and other organizational influences.

Therefore, as discussed in the study, since organizational factors does not mediate the relationship between strategy typology and performance, management should ensure the appropriate skills, shared values across the organization and elaborate information and communication system were in place to ensure effective performance. In most cases, when strategy implementation was effective, organizations reported superior performance. However, if strategy implementation process was not effectively planned for, then organizations may report inferior performance. Hence, organizations be it private or public should adapt the appropriate strategy typologies that would increase organizational performance.

Freight forwarding companies should focus more on adapting and implementing appropriate strategy typologies that enable the organizations to co-align with their environment and respond to the three major adaptive cycle challenges. The skills, systems and shared values should be inculcated within the organization to enable effective implementation of the strategies adapted, hence improved performance. Further, freight forwarding companies should embrace firm performance indicators as part of their evaluation and control function. The study encountered immense challenges in collecting firm performance data. Hence, firm performance indicators should be adapted as adequate representation.

6.5 Limitations of the Study

While the study made several contribution, this study had a number of limitations that it ensured they do not compromise the study findings. Firstly, the cross-sectional descriptive survey was used in conducting the study. Then, out of one hundred and twenty freight

forwarding companies sampled 88 responded correctly thus, recording a response rate of seventy three percent, though the response rate was considered acceptable.

The study however minimized this limitation by equally distributing questionnaires to different firms located in different geographical areas and different firm sizes in order to make it possible for generalization. Further despite the importance of this sector, the study had limited comparison of other similar studies carried out locally and had to depend on studies done in other countries. The study however, minimized the effect of this limitation to the study findings by carrying out as many studies as possible. The various studies were measured by different concepts related to the study in different countries including sub Saharan Africa. The studies exhibit similar environmental conditions and other organizational related challenges that require adoption of similar strategies as those in Kenya.

The study applied a descriptive cross sectional survey because the information gathered represented what happens once. Hence, it was the most appropriate method accessible to address the issues of time and other research constraints. Cross sectional descriptive survey studies hardly provided for the contributory effects on the experiential relationships that exist between strategy typology, organizational factors, external environment and organization performance of freight forwarding companies in Kenya.

Also, the results of this study relied on respondents self-reported cross-sectional data. The study minimized this limitation by checking each questionnaire after field work and thematically establish any shortcoming. In the event that the filled up questionnaire was highly partial, it was expunged from the analysis process.

The study was set to receive response from one respondent in every organization served. The study could have been affected by biases arising from one respondent informing the research. This is inspite of the fact that respondents are considered objective in their responses, they could have their own inclinations which could subject the study to ambiguous responses. The study however minimized this limitation by reaching out to senior manager who understood the firm well in terms of the variables being sought and also gave respondents adequate time to fill in the questionnaires.

Also, as per the findings most of the freight forwarding companies in Kenya were small and medium enterprises. Thus, more often they could be unwilling to provide in depth firm performance information as it is not a requirement by law to publish their firm performance results. The study however maintained the ethical position by assuring respondents of the confidentiality of the data and that it was only meant for academic purposes. While acknowledging these limitations, the research validated the developed framework as these limitations did not affect the quality of this study. The recommendations addressing these issues are discussed in the section below.

6.6 Suggestions for Further Research

First, the data was collected from a single respondent in every organization, where the manager was the sole respondent to the variables of the study. Future researchers could consider involving more respondents from different functions within the organization.

Also, future studies could explore relevant factors that were not discussed in this study to find out the various determinants of organizational performance.

The study tested four variables namely strategy typology, organizational factors, external environment and organizational performance. Future researchers, should conduct similar studies, but involve a larger sample size of the freight forwarders and possibly the new business models in freight forwarding. Involvement of larger sample size would enhance the contributions made by this study, especially in the areas of strategic management and freight forwarding. This study can be replicated in other service sectors of the freight industry such as shipping line industry, cargo handling services and public organizations so as to get a more comprehensive assessment of the relationships identified in the study. It would be of value for the study to be done in other freight forwarding companies in East Africa to find out if the results of this study would hold.

6.7 Chapter Summary

This chapter presented a summary of the study, conclusion and the recommendations. The chapter discussed the findings of the study where some of the hypotheses were supported as statistically significant while others were not. Conclusion of the study was discussed. The study was carried out in the field of strategic management and the context was the freight forwarding companies in Kenya.

The chapter discussed the various implications of the study on theory, managerial practice, policy and practice. The limitations of the study were discussed at length, bearing in mind that the respondents were rigid and not enthusiastic to participate in the study. The chapter concluded by providing recommendations and suggestions for future study.

REFERENCES

- Abor, J. & Quartey, P. (2010). Issues in SME Development in Ghana and South Africa. *International Research Journal of Finance and Economics*, 39, 218-228.
- Adnan, Z., Abdullah, H.S. & Ahmad, J. (2011). Direct influence of human resource management practices on financial performance in Malaysian R&D companies, *World Review Business Research*, 1(1), 61-77.
- Adebayo, I. O., Ogunyomi, P. O. & Ojodu, H.O. (2005). *Introduction to Business Management*, 2nd ed., Lagos, Abilejo Printing Press.
- Adeoye, A. O., & Elegunde, A. F. (2012). Impacts of External Business on Organizational Performance in the Food and Beverage Industry in Nigeria. *British Journal of Arts and Social Sciences*, 6(2). 194-201.
- Ainuddin, R.A., Beamish, P.W., Hulland, J.S. & Rouse, M.J. (2007). Resource attributes and firm performance in international joint ventures. *Journal of World Business*, 42, 47-60.
- Alshaher, A. A. F. (2013). The McKinsey 7S model framework for e-learning system readiness assessment. *International Journal of Advances in Engineering & Technology*, 6(5), 1948-1966.
- Albertsen, O.A. & Lueg, R. (2014). The balanced scorecard's missing link to compensation: a literature review and an agenda for future research, *Journal of Accounting and Organizational Change*, 10 (4), 431-465.
- Alexander, D. & Britton, A. (2011). *Financial Reporting*, 5th ed., London: Thomas Learning Publishing.
- Alexander, D, Britton, A. & Jorissen, A. (2011). *International Financial Reporting and Analysis* 5th Edition, Cengage Learning EMEA.
- Alexandrova, M. (2004). Entrepreneurship in a transition economy: The impact of environment on entrepreneurship orientation. *Problems and Perspectives in Management*, 2, 140– 148.
- Alkali, M. (2012). Assessing the influence of external environmental factors on the performance of small business manufacturing enterprises in Bauchi state, Nigeria. *Institute of Interdisciplinary Business Research*, 4(7):621-630.
- Allen, R.S. & Helms, M. M. (2006). Linking Strategic Practices and Organizational Performance to Porter's Generic Strategies, *Business Process Management Journal*, 12 (4), 433-454.

- Ambler, T., (2003), *Marketing and the Bottom Line*. London: FT Prentice Hall.
- Amit, R., & Schoemaker, P. (2016). Firm Resources. *Strategic Management Journal*, The Palgrave Encyclopedia of Strategic Management.
- Amoako, G. K., & Acquah, M. (2008). Manufacturing strategy, competitive strategy and firm performance: An empirical study in a developing economy environment, *International Journal of Production Economics*, 111, 575–592.
- Andrew, R. Boyne, G. A. Law, J. & Walker, R. M., (2012). *Strategic Management and Public Service Performance*. Basingstoke, UK: Palgrave Macmillan.
- Andrews, R., Boyne, A. G. & Walker, M. R., (2006). *Strategy Content and Organizational performance: An Empirical Analysis*. Public Administration Review. Cardiff University.
- Andrews, R. Boyne, A.G., Meier, K.J. O'Toole, L. J. Jr., & Walker. R.M (2005). Representative Bureaucracy, Organizational Strategy and Public Service Performance: An Empirical Analysis of English Local Government. *Journal of Public Administration Research and Theory* 15(3): 489–504.
- Andrews, K. (1971). *The concept of corporate strategy*. Homewood, Illinois. Dow- Jones-Irwin.
- Ansoff, H. I. & Sullivan, P.A., (1993). *Optimizing profitability in turbulent environments - a formula for strategic success*. Long Range Planning, 26(5):11-23.
- Ansoff, H. I. (1965). *Corporate strategy: An analytic approach to business policy for growth and expansion*. New York: McGraw Hill.
- Ansoff, H. I. & McDonnel, E.J. (1990). *Implanting Strategic Management* (2nd Ed.) NY: Prentice Hall.
- Anwar, J, Said, S. & Saf, H. (2016). Business Strategy and Organizational Performance: Measures and Relationships. *Pakistan Economic and Social Review*, (54), 97-122.
- Aragon, A. A. & Sanchez, G. M., (2005). Strategic Orientation, Management Characteristics and Performance: A Study of Spanish SMEs. *Journal of Small Business Management*, 43(3),287-308.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice* (11th ed.) Edition, Kogan page Limited.
- Asiamah, N., Mensah, H. K., & Oteng, E. F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The Qualitative Report*, 22(6), 1607-1621.

- Asikhia, O.U., (2009). Attitudinal response of small and medium scale business owners to microfinance banking in Nigeria, *European Journal of Social Science*,11(4).
- Azhar, K., (2008). *Strategic Management and Business Policy*, Tata, New Delhi: McGraw Hill Publishing Company Limited.
- Babaita, I. (2010). Productivity as a Driving Force for Investment in Training and Management Development in the Banking Industry. *European Journal of Social Science*, 13(2), 278-290.
- Babbie, E. & Mouton, J. (2009). *The practice of social research*. Cape Town: Oxford University Press.
- Babbie, E. (2010). *The Practice of Social Research*, 12th ed. Wadsworth Cengage Learning.
- Babbie, E. R. (2011). *The Basics of Social Research*, 5th Edition, Wadsworth Cengage Learning.
- Bagire, V. A., & Namada, J. M. (2013). Managerial skills, Financial capability and strategic planning in organizations. *American Journal of Business Management*, 3, 480-487.
- Bagozzi, R. P. & Yi, Y. (2012). Specification, Evaluation, and Interpretation of Structural Equation Models. *Journal of the Academy of Marketing Science*, 40(1): 8-34.
- Bain, J.S. (1959). *Industrial Organization*. New York: Wiley.
- Bain, J.S. (1968). *Industrial Organization*. John Wiley & Sons, Hoboken.
- Ban, C. et al., (2003). Human resource challenges in human service and community development organizations: recruitment and retention of professional staff, *Review of Public Personnel Administration*, 23, 133-153.
- Barney, J.B. & Clark, D.N. (2007). Resource Based Theory: Creating and Sustaining Competitive Advantage (OUP) Oxford.
- Barney, J.B. (2007). *Gaining and sustaining competitive advantage*, 3rd edition. Upper Saddle River, NJ: Pearson Education.
- Barney, J. B. (2002). *Gaining and Sustaining Competitive Advantage*, 2nd ed., Upper Saddle River, NJ: Prentice Hall).
- Barney, J.B. (2001). In the resource – based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, (26), 41-56.
- Barney, J.B. (1997). *Gaining and Sustaining Competitive Advantage*. Addison Wesley: Reading, MA.

- Barney, J. B. (1995). Looking inside for competitive advantage, *Academy of Management Executive*, 9 (4), 49–61.
- Barney, J., (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99–119.
- Barney, J. B. (1986). Organization culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656-665.
- Baron, R.M., & Kenny, D.A. (1986). The moderator – mediator variable distinction in social psychological research – conceptual, strategic and statistical consideration, *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Barthwal, R.R. (2010). *Industrial Economics: An Introductory Textbook*, 3rd ed. New Delhi: New Age International Publishers.
- Bartone, P. T. & Wells II, L., (2009). Understanding and Leading Porous Network Organizations. *An Analysis Based on the 7S Model*, Center for Technology and National Security Policy National Defense University.
- Basadur, M., Runco, M.A. & Vega, L.A. (2000). Understanding how creative thinking skills, attitudes, and behaviours work together: a causal process model. *Journal of Creative Behaviour*, 34(2) 77-100.
- Bateman, T.S. & Snell, S.A., (2014). *Management: Leading and Collaborating in the Competitive World: Leading & Collaborating in a Competitive World*. 11th Revised edition. Mc Graw Hill Higher Education.
- Baum, J. R., & Wally, S. (2003). Strategic decision speed and firm performance. *Strategic Management Journal*, 24(11), 1107-1129.
- Berthoud, R. (2000b). A Measure of Changing Health, in R. Berthoud and J. Gershuny (eds), *Seven Years in the Lives of British Families: Evidence on the Dynamics of Social Change from the British Household Panel Survey*. Bristol: Policy Press.
- Bhatnagar, R., & Viswanathan, S. (2000). Re-engineering global supply chains-Alliances between manufacturing firms and global logistics service providers. *International Journal of Physical Distribution and Logistics Management*, 30 (1), 13-34.
- Biech, E. (2000). *Marketing your consulting Services: A business of consulting resource*. Wiley Publishers.
- Biech, E. (2000). *The 2000 Annual: Vol. 2 consulting*. San Francisco: Jossey- Bass Pfeiffer.

- Birkinshaw, J. & Heywood, S. (2012). Putting organizational complexity in its place. *The McKinsey Quarterly*, 2.
- Blackmore, K. & K. Nesbitt (2013). Verifying the Miles and Snow strategy types in Australian small- and medium-size enterprises. *Australian Journal of Management*, 38(1), 171-190.
- Bolker, B.M., Brooks, M.E., Clark, C.J., Poulsen, J.R., Stevens, M.H., & White, J.S. (2009). Generalised linear mixed models: *a practical guide for ecology and evolution*, 24(3), 127-135.
- Bolumole, Y.A., (2001). The supply chain roles of third-party logistics providers. *The International Journal of Logistics Management*, 12 (2), 87-102.
- Bonett, D. G. (2003). Sample size for comparing two alpha reliability coefficients. *Applied Psychological Measurement*, (27), 72–74. Sage Publications, London.
- Borch, O.J., Huse, M. & Senneseth, M. (1999). Resource configuration, competitive strategies and corporate entrepreneurship, *An empirical examination of small firms, entrepreneurship theory and practice*, 24(1), 49-70.
- Bouhelal, F. & Kerbouche, M., (2016). Why do we consider Miles and Snow's model's one of the most important strategic ones? *Maghreb Review of Economic and Management*, 3: 23–34.
- Bourgeois, L. J. (1980). Strategy and environment: A conceptual integration. *Academy of Management Review*, 5(1), 25-39.
- Bouزيد, A. (2015). Applying Business Analysis Tools to Assess a Small business: *Using the 7-S framework, the SWOT and the Balanced Scorecard Tools*. Kindle Edition. Amazon Digital Services LLC.
- Boyne, G.A. & Meier, K.J. (2009). Environmental Turbulence, Organizational Stability and Public Service Performance, *Administration & Society*, 40(8), 799-824.
- Boyne, G.A. & Walker, R.M. (2010). Strategic Management & Public Service Performance. The Way Ahead. *Public Administration Review*, 70(1), 185-192.
- Boyne, G.A. & Walker, R.M., (2004). Strategy Content and Public Service Organizations. *Journal of Public Administration Research and Theory*, 14(2), 231-52.
- Brunk, S. E., (2003). From theory to practice: Applying Miles & Snow's ideas to understand and improve firm performance. *Academy of Management Executive*, 17(4), 105-108.
- Bryman, A. (2012). *Social Research Methods*, 4th Edition, Oxford University Press.

- Bryson, J. M., Frances, S. B., & Kaifeng Y., (2010). The State of Public Strategic Management Research: A Selective Literature Review and Set of Directions. *American Review of Public Administration*, 40(4): 495–521.
- Burnes, B. (1996). No such thing as a best way to manage organizational change. *Management decision*, (34) 10, 10-18.
- Burns, T., & Stalker, M. (1961). *The Management of Innovation*, 3rd Edition, 1994, Oxford University Press.
- Burton, R. M., Lauridsen, J. & Obel, B., (2004). The impact of organizational climate and strategic fit on firm performance. *Human Resource Management*, 43(1), 67-82.
- Burton, R.M., Lauridsen, J. & Obel, B. (2002). Return on Assets Loss from Situational and Contingency Misfits, *Management Science*, 48, 11.
- P.M., Markham W. J., (1991). Improving quality and productivity in the logistics process: Achieving customer satisfaction breakthroughs, Oak Brook, *Council of Logistics Management*.
- Carneiro, J. M. T., Silva, J. F., Rocha, A., & Dib, L. A. R. (2007). *Building a better measure of business performance*. RAC- Eletrônica, 1(2), 114-135.
- Castrogiovanni, G. J. (1991). Environmental munificence: A theoretical assessment. *Academy of Management Review*, 16(3), 542-565.
- Castle, Nicholas G. (2003). Strategic Groups and Outcomes in Nursing Facilities. *Health Care Management Review*, 28(3): 217–27.
- Cattell, R. B. & Vogelmann, S. (1977). A comprehensive trial of the scree and KG criteria for determining the number of factors. *Multivariate Behavioral Research*, 12, 289–325.
- Chafee, E. E., (1984). Three Models of Strategy, *Academy of Management Review*, 1855, 10(1), 89-98.
- Chakravathy, B. S. (2011). Measuring Strategic Performance. *Strategic Management Journal*, 7(5), 437-458.
- Chakravarthy, B. S. (1986). Measuring Strategic Performance. *Strategic Management Journal*, 7: 437-458.
- Chandler, A. D. (1962). Strategy and Structure: *Chapters in the History of American Enterprise*. Boston: MA: MIT Press.

- Chang, Y-Y., Hughes, M., & Hotho, S. (2011). *Internal and external antecedents of SMEs' innovation ambidexterity outcomes*. *Management Decision*, 49(10), 1658–1676.
- Chang, Y.C., Yu, S.Y., & Chen, R.S. (2010). Industry Concentration, Profitability and Stock Returns. *Information Management, Innovation Management and Industrial Engineering 2010 International Conference*, 3, 45-48.
- Child, J. (1972). Organizational structure, environment and performance: The role of strategic choice. *Sociology*, 6(1), 1.
- Child, J., & Lu, Y. (1990). Industrial decision-making under China reform. *Organization Studies*, 11, 321–351.
- Chimaera Consulting (1999). *Famous models 7s Framework*.
- Cho, H., & Pucik, V. (2005). Relationship between innovativeness, quality, growth, profitability and market value. *Strategic Management Journal*, 26(6), 555-575.
- Claver - Cortes, E., Molina-Azorin, J.F., & Pereira-Moliner, J., (2005). Strategic groups in the hospitality industry: intergroup and intragroup performance differences in Alicante, Spain. *Tourism Management* 27, 1101–1116.
- Claver, E., Molina, J. & Tari, J. (2002). Firm and industry effects on profitability: a Spanish emphasis analysis. *European Management Journal*, 20 (3), 321-328.
- Cole, G.A. (2004). *Management Theory and Practice* (6th ed). London, U.K: Thompson Learning.
- Collins, H., (2010). *Creative Research: The Theory and Practice of Research for the Creative Industries*, AVA Publishing.
- Combs, J.G. Crook, T.R. & Shook, C.L., (2005). The Dimensionality of Organizational Performance and its Implications for Strategic Management Research, *Research in Social Stratification and Mobility*, 2:259-286.
- Connor, T. (2002). *The Resource- Based View of Strategy and Its Value to Practicing Managers*. *Strategic Change*, 11:307-316.
- Cook C, Heath F, & Thompson, R. L. (2000). A meta-analysis of response rates in web- or internet-based surveys. *Education and Psychology Measures*. 60(6):821–36.
- Cooper, D. & Schindler, P. (2014). *Business Research Methods*, 12ed. *Industrial management*, McGraw -Hill Irwin.
- Copper, D.R & Schindler, P.S., (2006). *Business Research Methods*, *Industrial management*, McGraw -Hill Irwin.

- Cottam R. Ranson W. & Vounckx R., (2014) Chaos and Chaos; Complexity and Hierarchy, *System Research & Behavioral Science*, 32 (6) 563-743.
- Covin, J. G., & Covin, T. J., (1990). Competitive aggressiveness, environmental context and small firm performance. *Entrepreneurship Theory and Practice*, 14(4),35-49.
- Coyle, J.J., Bardi, E.J., & Langley, C.J., (2003). *The Management of Business Logistics—A Supply Chain Perspective*. South-Western Publishing, Mason.
- Creswell, J.W. (2014). *Research Design – Qualitative, Quantitative and Mixed Methods Approaches*. Sage Publications Ltd.
- Cunningham, G.B. (2002). Examining the Relationship among Miles and Snow’s Strategic Types and Measures of Organizational Effectiveness, *International Review for the Sociology of Sport*, 37(2), 159-175.
- Dauda, A., & Ismaila, M. Y. (2013). Influence of Technology Environment factors on the Strategic Choice of Quoted Manufacturing Firms in Nigeria’s Food and Beverage Industry. *International Journal of Business Humanities and Technology*, 3(8), 159-169.
- D’Aveni, R. A. (1994). *Hypercompetition: Managing the dynamics of strategic maneuvering*. New York: New York: Free Press.
- David, F. R. (2013). *Strategic management, A Competitive Advantage Approach (Concepts & Cases)*. (14th Ed.). New Jersey, United States of America: Prentice Hall, Pearson Education.
- David, F.R., (2005). *Strategic Management: Concepts and Cases*. *Management Science*, Pearson Prentice Hall.
- De Jong, G., Phan, B. & Van Ees, H. (2011). Does the meta-environment determine firm performance? Theory and evidence from European multinational enterprises, *International Business Review*, 20(4), 454-465.
- De Kluyver, C. A. (2000). *Strategic Thinking: An Executive Perspective*. Prentice Hall, 51-52.
- De Waal, A. A. (2007). Is performance management applicable in developing countries? the case of Tanzanian College. *International Journal of Emerging Markets*, 2(1), 69 - 83.
- Denison, D. Lief, C. & Ward, J.L., (2004). Culture in family-owned enterprises. Recognizing and leveraging unique strengths. In: *Family Business Review*, XVII (1), 61-70.

- Desarbo, W.S., Di Benedetto, C.A., Song, M. & Sinha, I. (2005). Revisiting the Miles and Snow strategic framework: Uncovering interrelationships between strategic types, capabilities, environmental uncertainty and performance. *Strategic Management Journal*, (26), 47-74.
- Dess, G.G. & Beard, D.W. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, 29(1), 52-73.
- Di Benedetto, C. A., & Song, M. (2003). The relationship between strategic type and firm capabilities in Chinese firms. *International Marketing Review*, 20(5), 514-533.
- Donaldson, L., (2001). *The Contingency Theory of Organizations*, Sage, Thousand Oaks.
- Dooley, K., (2002). Organizational Complexity, *International Encyclopedia of Business and Management*, M. Warner (ed.) London:Thompson Learning, 5013-5022.
- Draper, N. R., & Smith, H. (2003). *Applied regression analysis*, 3rd edition, Wiley, New York.
- Dreyer, B., & Gronhaug, K., (2004). Uncertainty, flexibility and sustained competitive advantage. *Journal of Business*,57, 484-494.
- Drucker, P. F. (1954). *The practice of management*. New York: Harper Business.
- Drucker, P.F. (2007). *Management challenges for the 21st century*. London: Butterworth Heinemann Publishers.
- Duncan, R.B., (1972). Characteristics of organizational environments and perceived environmental uncertainty'. *Administrative Science Quarterly*, 17, 313-327.
- Easterby-Smith, M., Thorpe, R. & Lowe, A., (2002). *Management Research: An Introduction*, 2nd Edition, Sage Publications, London.
- Echdar, H. S., & Si, M., S. (2013). The Effects of Internal and External Environment on Human Capital Development. Empirical Study on Manufacturing Company. Gupublik, Indonesia. *Journal of Business Management*, II, 39-56.
- Edwards, S., Allen A.J. & Shaik, S. (2006). Market structure conduct and performance (SCP) hypothesis revisited using stochastic frontier efficiency analysis. *American Agricultural Economics Association Annual Meeting*, Long Beach, California, 7, 23-26, 2006.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10-11), 1105-1121.

- Elbanna, S. & Child, J. (2007). The influence of decision, environmental and firm characteristics on the rationality of strategic decision – making, *Journal of Management Studies*, 44(4), 561-591.
- Elbanna, S. (2009). Determinants of strategic planning effectiveness: extension of earlier work. *Journal of Strategy and Management*, 2(2), 175-187.
- Enock, K. (2001). *Frameworks for Strategy Development*.(Web:] <http://www.healthknowledge.org.uk/knowledge.../orgam8%20strategy%20development.htm>.(Date of retrieval:10 July 2018).
- Evans, J.D. & Green, C.L. (2000). Marketing Strategy, Constituent Influence, and Resource Allocation: An Application of the Miles and Snow Typology to Closely Held firms in Chapter 11 Bankruptcy, *Journal of Business Research*, 50, 225-231.
- Fabbe-Costes, N., Jahre, M. & Roussat, C. (2009). Supply chain integration: the role of logistics service providers. *International Journal of Productivity & Performance Management*, 58(1) 71-91.
- Fan, W., & Yan, Z. (2010). Factors affecting response rates of the web surveys: A systematic review. *Computers in Human Behavior*, 26, 132-139.
- Fernando, A. C. (2011). *Business Environment*. India: Dorling Kindersley.
- Figge, F., Hahn, T., Schaltegger, S. & Wagner, M. (2002a). The Sustainability Balanced Scorecard - Linking Sustainability Management to Business Strategy, *Business Strategy and the Environment* 11(5), 269–284.
- Florida, R. & Goodnight, J. (2005). Managing Creativity. *Harvard Business Review*. July-August.
- Folan, P. & Browne, J., (2005). A review of performance measurement: Towards performance management. *Computers in Industry*, 56, 663-680.
- Forslund, H., (2007). The impact of performance management on customers' expected logistics performance, *International Journal of Operations & Production Management*, 27(8), 901-918.
- Foss, N.J., Klein, P.G., Kor, Y.Y., & Mahoney, J.T., (2008). Entrepreneurship, Subjectivism and the Resource – Based View: Toward a New Synthesis. *Strategic Entrepreneurship Journal*, 2:73-94.
- Francisco, M. D., Roy, R. Wegen, B. & Steele, A., (2003). A framework to create key performance indicators for knowledge management solutions, *Journal of Knowledge Management*, 7(2), 46 – 62.

- Fynes, B., Burca, de S, Marshall, D. (2004). Environmental uncertainty, supply chain relationship quality and performance. *Journal of Purchasing & Supply Management*, 10, 179-190.
- Fu, W. (2003). Applying the structure conduct performance framework in the media industry analysis. *International Journal on Media Management*, 5(4), 275-284.
- Fullerrton, R.R., & Wempe, W.F., (2009). Lean manufacturing, non-financial performance measures, and financial performance, *International Journal of Operations & Production Management*, 29(3), 214 – 240.
- Galbraith, J., (1977). *Designing complex organisations*. Reading, Mass: Addison-Wesley.
- Galbraith, J.R., & Kazanjian, R.K., (1986). *Strategy Implementation: Structure, Systems and Process*, 2nd edition, St. Paul, MN: West Publishing Co., 26 (4), 513 – 515.
- Galbraith, J.R., (2014a). *Designing organizations: Strategy, structure, and process at the business unit and enterprises levels* (3rd ed.) San Francisco: Jossey – Bass.
- Galea, S, & Tracy, M. (2007). *Participation rates in epidemiologic studies*. *Ann Epidemiol*, 17:643-53.
- Garbrah, T.F.G., & Binfor, F. (2013). An Analysis of Internal environment of a commercial -oriented research organization: Using McKinsey 7s Framework in Ghanian context. *International Journal of Academic Research in Business and Social Sciences*, (3)9.
- Garrigos, S. F.J., Marques, D.P. & Narangajavana, Y. (2005). Competitive Strategies and Performance in Spanish Hospitality Firms. *International Journal of Contemporary Hospitality Management*, 17(1), 22-38.
- Ghasemi, A. & Zahediasl, S. (2012). Normality Tests for Statistical Analysis: A Guide for Non-Statisticians. *International Journal of Endocrinology and Metabolism*, 10(2),486-9.
- Ghazali, A. W., Shafie, N. A. & Sanusi, Z. M. (2010). Earnings Management: An analysis of opportunistic behaviour, monitoring mechanism and financial distress, *Procedia Economics and Finance*, 28, 190 – 201.
- Ghoshal, S. (2003), Miles and Snow: Enduring insights for managers. *The Academy of Management Executive*, 17(4),109-114.
- Gill, J. & Johnson, P. (2002). *Research Methods for Managers*, 2nd Ed, Chapman, England.
- Gimenez, F.A.P. (2000). The benefits of a coherent strategy for innovation and corporate change: A study applying Miles and Snow's model in the context of small firms. *Creativity and Innovation Management*, 9(4), 235-244.

- Giorgi, A. (2012). The descriptive phenomenological psychological method. *Journal of Phenomenological Psychology*, 43(1), 3-12.
- Gitahi, A.W. (2016). Organizational Capacity, Strategy Implementation, Competitive Environment and Performance of Companies Listed on the Nairobi Securities Exchange, *Unpublished Ph.D.*
- Glick, W.H, Washburn, N.T. & Miller, C.C., (2013). The Myth of Firm Performance. *Organization Science*, 24(3), 948-964.
- Gliem, J. & Gliem, R., (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *In 2003 Midwest Research to Practice Conference*. 82-88.
- Goll, I. & Rasheed, A.A. (2004). The Moderating Effect of Environment Munificence and Dynamism on the Relationship Between Discretionary Social Responsibility and Firm Performance, *Journal of Business Ethics*, 49(1), 41-54.
- Golan, E., Krissoff, B. Kuchler, F.F. Nelson, K. Price , G. & Kelvin, L. (2003). *Traceability in the US food supply chain: dead end or superhighway?* In Choices, 2.
- Grant, A.M., Christianson, M.K., & Price, R.H. (2007). Happiness, Health, or Relationships? Managerial Practices and Employee Well-Being Tradeoffs, *Academy of Management Perspectives*, 21, 51-63.
- Grant, B. D., Trautrim, A., & Wong, C.Y., (2013). *Sustainable logistics and supply chain management*: London: Kogan Page Limited.
- Grant, D. B., Lambert, D.M. Stock, J. R. & Ellam, L. M. (2006). *Fundamentals of Logistics Management*, New York, McGraw – Hill Education.
- Grant, R. M. (1999). *Contemporary Strategy Analysis*. 2nd ed. Oxford: Blackwell Publishers.
- Greve, H., (2003). Organizational Learning from Performance Feedback: *A Behavioral Perspective on Innovation and e*, Cambridge University Press.
- Grimm, C.M., (2008). The Application of Industrial Organization Economics to Supply Chain Management Research. *Journal of Supply Chain Management*, 44(3), 16-21.
- Guerard, S., Langley, A & Seidl, D. (2013). Rethinking the concept of performance in strategy research. *Towards a performativity perspective*, 16 (5), 566 – 578.
- Hair, J. F., Anderson, R. E., Babin, B.J., & Black, W.C. (2010). *Multivariate data analysis*, 7th Edition, Upper Saddle River: NJ, Prentice Hall.

- Hambrick, D. C. (2003). On the staying power of defenders, analyzers, and prospectors. *The Academy of Management Executive*, 17(4), 115-118.
- Hambrick, D.C. (1983). High profit strategies in mature capital goods industries: A contingency approach. *Academy of Management Journal*, 26(4), 687–707.
- Hamilton, R.T. & Shergill, G.S. (1992). The relationship between strategy – structure fit and financial performance in New Zealand: Evidence of generality and validity with enhanced controls. *Journal of Management Studies*, 29(1), 95 – 113.
- Hanafizadeh, P., & Ravasan, A.Z. (2011). A McKinsey 7S model-based framework for ERP readiness assessment. *International Journal of Enterprise Information Systems (IJEIS)*, 7(4), 23-63.
- Hanna, D. (2000). Organization as an Open System. In H. Alma, Nigel & P. Margarat (Eds.), *Organizational Effectiveness and Improvement in Education*, 14-21. Buckingham: Open University Press.
- Hauser, J. & Katz, G. (1998). Metrics: You are what you measure!, *European Management Journal*, 16(5) 517 – 528.
- Hawawini, G., Subramanian, V. & Verdin, P. (2003). Is Performance Driven Industry- or Firm-Specific Factors? *Strategic Management Journal*, 24, 1-16.
- Helfat, C. E., & Peteraf M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24, 997–1010.
- Herrman, P. (2005). Evolution of strategic management: The need for new dominant designs, *International Journal of Management Reviews*, 7(2).
- Hesse, S. H. & Leavy, P. (2011). *The practice of qualitative research*. 2nd ed. Los Angeles et al.: Sage.
- Higgins, J. M. (2005). The eight “S” s of successful strategy execution. *Journal of e management*, 5(1), 3-13.
- Hisrich, R., Peter, M., & Shepered, D. (2008). *Entrepreneurship* (7th ed.). Singapore: McGraw Hill.
- Hitt, M. A., Ireland, R. D., Sirmon, D. G., & Trahms, C. A. (2011). Strategic entrepreneurship: creating value for individuals, organizations, and society. *The Academy of Management Perspectives*, 25(2), 57-76.
- Hitt, M. A., Ireland, R.D. & Sirmon, D.G. (2009). A model of Strategic Entrepreneurship: The Construct and its dimensions. *Journal of Management*, 29(6).

- Hitt, M. A., Beamish, P.W., Jackson, S.E. & Mathieu, J.E. (2007). Building theoretical and empirical bridges across levels: Multilevel research in management. *Academy of Management Journal*, 50(6), 1385–1399.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R.E. (2001). *Strategic Management Competitive and Globalisation*, Cincinnati: South -Western College Publishing.
- Hodge, B. J., Anthony, W. P., & Gales, L. M. 2003. *Organization theory: A Strategic Approach* (Sixth ed.). New Jersey: Prentice Hall.
- Hofer, C. W. (1973). Some preliminary research on pattern of strategic behavior. *Academy of Management Proceedings*: 46-59.
- Hofer, C. W., & Schendel, D. (1978). *Strategy formulation: Analytical concepts*. St. Paul, MN: West Publishers.
- Hrebiniak, L. G., & Snow, C. C. (1980). Industry differences in environmental uncertainty and organizational characteristics related to uncertainty. *Academy of Management Journal*, 23, 750-759.
- [http:// feaffa.com/magazine/2016 – KRA – Kifwa – renew partnership with KRA](http://feaffa.com/magazine/2016-KRA-Kifwa-renew-partnership-with-KRA)
- http://fiata.com/uploads/media/CL0406_11.pdf
- <https://wits.worldbak.org> – Kenya’s imports and export data
- <https://www.kpa.co.ke> – Kenya Ports Authority imports, exports data and transshipment cargo
- [http:// www.healthknowlegde.org.UK/knowledge](http://www.healthknowlegde.org.UK/knowledge)
- Hunger, J. D. & Wheelen, T. L. (2003). *Essential of Strategic Management*. Third Edition, New Jersey, USA: Prentice Hall.
- Husted, B.W. (2000). *Contingency theory of corporate social performance*. Irwin / McGraw Hill.
- Isoherranen, V., & Kess, P. (2011). *Business strategy analysis by strategy typology and orientation framework modern economy*, 2(4), 575-583.
- Isoherranen, V., & Kess, P. (2014). Business strategies analysis by strategy typology and orientation framework. The management, knowledge and learning, *Internatioanl Scientific Conference*.

- Ismail, G., Kartak, C. & Komurcu, K. (2017). Strategic Assessment based on 7S McKinsey Model for a Business by Using Analytic Network Process (ANP), *International Journal of Academic Research in Business and Social Sciences*, 7(6), 2222-6990.
- Ittner, C.D. & Larcker, D.F. (2003). Coming Up Short on Nonfinancial Performance Measurement. *Harvard Business Review*, (11), 88-95.
- Jakobsen, M. & Leug, R. (2014). Balanced scorecard and controllability at the level of middle managers- The case of unintended breaches, *Journal of Accounting and Organizational Change*, 10(4), 516-539.
- Jarzabkowski, P. (2004). Strategy as Practice: Recursiveness, Adaptation and Practices in use. *Organization Studies*, 25(4), 529-560.
- Jennings, D. F., Rajaratnam, D. & Lawrence, F.B. (2003). Strategy – performance relationships in service firms: A test for equifinality, *Journal of Managerial Issues*, 15(2), 208-220.
- Johansen, M.S. (2007). The Effects of Female Strategic Managers on Organizational Performance. *Public Organization Review*, 7(2), 269-279.
- Johnson, G., Scholes, K. & Whittington, R. (2008). *Exploring Corporate Strategy: Text and Cases*, 8th edition, Financial Times Prentice Hall.
- Johnson, P., & Duberly, J. (2003). Reflexivity in Management Research. *Journal of Management Studies*, 40 (5), 1279-1303.
- Jolliffe, I. T. (2002). *Principal Component Analysis*, Chapter 7, Second Edition Springer-Verlag.
- Judge, W. Q & Douglas, T.J. (2002). Performance Implications of Incorporating Natural Environmental Issues into the Strategic Planning Process: An Empirical Assessment, *Journal of Management Studies*, 35(2),241-262.
- Jusoh, R, & Parnell, J.A. (2008). Competitive strategy and performance measurement in the Malaysian context, *Management Decision*, 46 (1) 5 – 31.
- Kabanoff, B., & Brown, S. (2008). Knowledge structures of prospectors, analyzers and defenders: content, structure, stability and performance. *Strategic Management Journal*, 29(2), 149-171.
- Kacperczyk, A. (2009). With greater power comes greater responsibility? Takeover protection and corporate attention to stakeholders. *Strategic Management Journal*, 30(3), 261-285.

- Kaiser, H. F. (1960). The application of electronic computers to factor analysis. *Educational and Psychological Measurement*, 20 (1), 141–151.
- Kamasak, R. (2014). The contribution of tangible and intangible resources and capabilities to a firm's profitability and market performance: empirical evidence from Turkey, *unpublished PhD thesis*, The University of Exeter, U.K.
- Kaplan, R. S., & Norton, D. P. (2008). Mastering the management system. *Harvard Business Review*, 86(1), 29-48.
- Kaplan, R.S., & Norton, D. (2008). Execution premium: *Linking strategy to operations for competitive advantage*. Harvard Business School Press.
- Kaplan, R. S., & Norton, D. P. (2006). Why system, not structure, is the way toward strategic alignment: A historic perspective. *Balanced Scorecard Report*, 8(4): 1-16.
- Kaplan, R.S., (2005). How the Balanced Scorecard Complements the McKinsey 7-S Model, *Strategy & Leadership*, 33, 41-46.
- Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: *Translating strategies into action*. Boston, MA: Harvard Business School Press.
- Kaplan, R.S., & Norton, D. (1992). The balanced scorecard: The measures that drive performance. *Harvard Business Review*, Jan- Feb, 71-79.
- Kaplan, R. S, & Norton, D.P. (2004). How strategy maps frame an organization's objectives, *Financial Executive*, (20)2.
- Keim, G. D. & Baysinger, B. D. (1988). The Efficacy of Business Political Activity: Competitive Considerations in a Principal-Agent Context. *Journal of Management* 14, (2), 163-180.
- Kennerley, M., & Neeely, A. (2003). Measuring performance in a ing business environment. *International Journal of Operations and Production Management*, 23(2), 213–229.
- Kerbouche, M. & Bouhelal, F. (2016). Why do we consider Miles & Snow's models – one of the most important strategic ones? *Maghreb Review of Economic and Management*, 03(1), 23-34.
- Kerem, S. & Bayraktar, C.A. (2012). Business Strategies and Gaps in Porter's Typology. A Literature Review. *Journal of Management Research*, 4(3), 100-119.
- Kermally, S., (2002). *The New Economy Excellence Series*, New Economy Energy Unleashing Knowledge for Competitive Advantage, John Wiley & Sons Ltd, Chichester.

- Ketchen, D. J. (2003). Introduction: Raymond E. Miles and Charles C. Snow's organizational strategy, structure, and process. *The Academy of Management Executive*, 17(4), 94-96.
- Khandwalla, P., (1977). *The Design of Organizations*, Harcourt Brace Jovanovich, NY.
- KIFWA, (2000). *Report submitted to the Deputy Commissioner, Southern Region Customs and Excise department Mombasa*.
- Kinuu, D. (2014). Top management team psychological characteristics, institutional environment, team processes and performance of companies listed in Nairobi securities ex. University of Nairobi, *Unpublished Ph.D*.
- Kickul, J. & Gundry, L.K. (2002). Prospecting for strategic advantage: The proactive entrepreneurial personality and small firm innovation. *Journal of Small Business Management*, 40(2), 85-97.
- Koseoglu, M.A., Topaloglu, C, Parnel, J.A. & Lester, D.L. (2013). Linkages among business strategy, uncertainty and performance in the hospitality industry: Evidence from emerging economy. *International Journal of Hospitality*, (34), 81- 91.
- Kotha S, Nair A. (1995). Strategy and Environment as Determinants of Performance: Evidence from the Japanese Machine Tool Industry. *Strategic Management Journal*, 16 (7), 497-518.
- Kotter, J.P. (2005). *The Heart of change Field Guide: Tools and Tactics for Leading change in your organization*. Kindle Edition.
- Kovach, J.J., Hora, M. Manikas, A. & Patel. C.P. (2015). Firm performance in dynamic environments: The role of operational slack and operational scope. *Journal of Operations Management*, 37(7), 1-12.
- Kraaijenbrink, J., Spencer, J.C., & Groen, A.J. (2010). The Resource Based View: A review and assessment of its critiques. *Journal of management*, 36(1), 349-372.
- Kurtulus, Y. G. (2014). Environments Factors affecting Human Resource Management Activities of Turkish Large Firms. *International Journal of Business and Management*, 9(11), 102-122.
- Larsen, R. & Warne, R. T. (2010). Estimating confidence intervals for eigenvalues in exploratory factor analysis. *Behavior Research Methods*, 42, 871–876.
- Lawrence, P. R., & Lorsch, J. W. (1967). *Organization and Environment*. Cambridge, MA: Harvard University Press.

- Lehner, J. (2004). Strategy implementation tactics as response to organizational, strategic, and environmental imperatives. *Management Review*, 15(4), 460-480.
- Lei, D., & Slocum, J. (2005). Strategic and organizational requirements for competitive advantage. *Academy of Management Executive*, 19 (1), 31-45.
- Levene, H. (1960). Robust testes for equality of variances. In *Contributions to Probability and Statistics* (I. Olkin, ed.) 278–292. Stanford Univ. Press, Palo Alto, CA.
- Lewis, G. J., & Harvey, B. (2001). Perceived environmental uncertainty: The extension of Miller's scale to the natural environment. *Journal of Management Studies*, 38(2), 201-233.
- Liang, X, Musteen, M. & Datta, D.K. (2009). Strategic orientation and the choice of foreign market entry mode. An empirical examination. *Managemnt International Review*, 49, 269 -290.
- Lieb, R.C., & Bentz, B.A. (2005). The use of third-party logistics services by large American manufacturers: The 2004 survey. *Transportation Journal*, 2, 5–15.
- Lin, C., Tsai, H.L. & Wu, J.C. (2014). Collaboration strategy decision-making using the Miles and Snow typology. *Journal of Business Research*, 67(9), 1979-1990.
- Liouville, J. & Bayad, M. (1998). Human Resource Management and Performance: Propositions and Test of a Causal Model. *Human Management Systems*, 17, 183-192.
- Lonial, S., & Raju, P. (2001). The impact of environmental uncertainty on the market orientation-performance relationship: A study of the hospital Industry. *Journal of Economic and Social Research*, 3(1), 5-27.
- Luoma, M.A. (2015). Revisiting the strategy – performance linkage: An application of an empirically derived typology of strategy content areas: *Management Decision*, 53(5), 1083 – 1106.
- Lynch, R. (2005). *Corporate Strategy*, 4th edition, Prentice Hall, U.K.
- Machuki, V. N. & Aosa, E. (2011). The Influence of the External Environment on the Performance of Publicly Quoted Companies in Kenya. *Journal of Business Administration and Management*, 1(7), 205-218.
- Machuki, V. N. & K'Obonyo, P. O. (2011). Organizational Strategic Behavior and Performance of Publicly Quoted Companies in Kenya. *Journal of Business Administration and Management*, 1(7), 219-232.

- Macmillan, H. & Tampoe, M., (2000). *Strategic Management. Process, Content and Implementation*. Oxford University Press Inc. New York.
- Mahoney, J. T.; & Pandian, J.R.C. (1992). The resource based view within the conversation of strategic management. *Strategic Management Journal*, 13, 363-380.
- Malan, A. (2003). Applying McKinsey's 7S model within managed healthcare systems(MHS) to assess the organizations effectiveness and ability to adapt, *Short dissertation*, Rand Afrikaans University.
- March, J. G. & Sutton, R. I. (1997). Organizational Performance as a Dependent Variable. *Organization Science*, 8(6), 698-706.
- Mason, E.S. (1939). Price and Production policies of large scale enterprises, *American Economic Review*, 29, 61-74.
- Mason, E.S. (1949). The current state of the monopoly problem in the United States, *Harvard Law Review*, 62, 1265 – 1285.
- Matzuno, K., & Mentzer, J.T. (2000). The effects of strategy type and market orientation-performance relationship. *Journal of Marketing*. 64. 1-16.
- Maxwell, J. A. (2013). *Qualitative Research Design: An Interactive Approach* (3rd Ed.) Thousand Oaks, CA: Sage.
- McAdam, R, & Hazlett, S.A. (2008) Developing a conceptual model of lead performance measurement and benchmarking. *International Journal of Operations and Production Management*, 28: 1153-1185.
- McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion*, 30(7), 537–542.
- McShane, S. L. & Von Glinow, M. A. (2000). *Organizational Behavior*. Burr Ridge,IL:
- Meier, K. Boyne, G.A., O'Toole, L.J., Walker, R.M., Andrew, R.,(2007). Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories. *Journal of Public Administration Research and Theory* 17(3): 357–77.
- Meier, K. Boyne, G.A., O'Toole, L.J., Walker, R.M., Andrew, R., (2010). Alignment for Results: Testing the Interaction Effects of Strategy, Structure, and Environment from Miles and Snow. *Administration and Society*, 42(2): 160-92.
- Merchant, K. & Van der Stede, W., (2007). Management Control Systems: *Performance Measurement, Evaluation and Incentives*, 2 ed. Pearson.

- Menard, S. (2010). *Logistic Regression: From Introductory to Advanced Concepts and Applications*. Thousand Oaks, CA: Sage.
- Menguc, B., & Auh, S. (2008). The asymmetric moderating role of market orientation on the ambidexterity – firm performance relationship for prospectors and defenders. *Industrial Marketing Management*, 37(4), 455-470.
- Micheal, N. B. (2004). University of Michigan. Entry. *The SAGE Encyclopaedia of Leadership and Administration*. Draft. April 28, 2004.
- Miles, R. E., & Snow, C. C. (1978). *Organizational Strategy, Structure, and Process*. New York: McGraw-Hill.
- Miles, R. E., Snow, C. C., Meyer, A.D. & Coleman, H.J. (1978). Organizational Strategy, Structure, and Process. *The Academy of Management Review*, New York: McGraw-Hill, 3(3), 546-562.
- Miller, C.C., Ogilvie, D., & Glick, W.H., (2006) Assessing the External Environment: An Enrichment of Ten Archival Traditions, *Research Methodology in Strategy and Management*, 3, 97-122.
- Miller, K.D., & Lin, S.J. (2015) Analogical Reasoning in Dynamic and Complex Environments, *Strategic Management Journal*., 36, 2000-2020.
- Miller, D. (2003). An Asymmetry – Based View of Advantage: Towards an Attainable Sustainability. *Strategic Management Journal*, 24: 961-976.
- Miller, D. and Friesen, P.H. (1978). Archetypes of strategy formulation. *Management Science*, 24, 921-933.
- Miller, D., Droge, C. & Toulouse, J. M. (1988). Strategic process and Content as mediators between Organizational Context and Structure, *Academy Management Journal*, 31(3), 544-569.
- Miller, D. (1990). *Icarus Paradox: How Exceptional Companies Bring About Their own Downfall*. New York: Harper Business.
- Milliken, F.J. (1987). Three types of perceived uncertainty about environment: state, effect, and response uncertainty. *Academy of Management Review*, 12, 133-143.
- Mintzberg, H., Lampel, J., Quinn, B. Q., & Ghosal, S. (2003). *The Strategy Process – Concepts, Context and Cases*, 4th ed. New York: Prentice Hill.
- Mintzberg, H. (1987). The strategy concept I: five Ps for strategy, *California Management Review*, 30(1): 11- 24.

- Mintzberg, H., (1979). *The Structuring of Organizations*, Prentice-Hall, Englewood Cliffs, NJ.
- Mitchell, B. C., Friendendall, L. & Cantrell, S. (2015). Using McKinsey's &s Model to Empirically Examine Organizational Effectiveness among the NBA Teams, *Conference paper*, IABPAD Conference Annual Meeting.
- Mitchell, T.R., Biglan, A. Oncken, G.R. & Fiedler, F.E., (2017). The Contingency Model: Criticism and Suggestions. *Academy of Management Journal*, 13(3)
- Moore, M., (2005). Towards a confirmatory model of retail strategy types: an empirical test of Miles and Snow. *Journal of Business Research*, 58 (5), 696–704.
- Mordkoff, T., (2012),. The assumption(s) of normality.
<http://www2.psychology.uiowa.edu/faculty/mordkoff/Grdstats/part%201/I.07%2>
 (Accessed 10 June 2017)
- Morgan, R. E., Strong, C. A., McGuinness, T. (2003). Product-market positioning and prospector strategy: An analysis of strategic patterns from the resource-based perspective, *European Journal of Marketing*, 37 (10), 1409-1439.
- Mugenda, O. M., & Mugenda, A. G., (2003). *Research Methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Murgor, P. K. (2014). External environment, firm capabilities, strategic responses and performance of largescale manufacturing firms in Kenya. University of Nairobi, *Unpublished Ph. D Thesis*.
- Murphy, P., & Poist, R. F., (2007). Skill requirements of senior level logisticians: a longitudinal assessment, *Supply Chain Management: An International Journal*, 12(6), 423-431.
- Murray, J.A., O'Driscoll, A., & Torres, A. (2002). Discovering diversity in marketing practice, *European Journal of Marketing*, 36(3), 373-390.
- Nandakumar, M K, Ghobadian, A & O'Regan, N. (2010) Business-level strategy and performance: The moderating effects of environment and structure. *Management Decision*, 48(6), 907-93
- Nair, A. & Kotha, S. (2001). Does group membership matter? Evidence from the Japanese steel industry. *Strategic Management Journal*, 22(3): 221–235.
- Narano – Gil, D. (2009). *The Influence of Environmental and Organizational Factors on Innovation Adoption: Consequences for Performance in Public Sector Organizations*. *Technovation*, 29(12),810-18.

- Neely, A . Gregory, M. & Platts, K. (2005). Performance measurements systems design. *International Journal of Operations and Production Management*, 25(12), 1228-1263.
- Neneh, N.B. & Van Zyl, J.H. (2012). Achieving optimal business performance through business practices: Evidence from SMEs in selected areas in South Africa, *South Business Review*, 16 (3), 118-144.
- Neneh, B. N., & Vanzyl, J. (2012). Achieving optimal business performance through business practices: Evidence from SMEs in selected areas in South Africa. *Southern African Business Review*, 16(3), 118–144.
- Nelson, R. R & Winter, S.G. (1982). *An evolutionary theory of economic e.* Cambridge, M.A. Harvard University Press.
- Ng, H.S., & Kee, M.H. (2012). The issues and development of critical success factors for the SME in a developing country. *International Business Management*, 6(6), 680-691.
- Nimon., Zientek, L.R. & Henson, R. (2012). The assumption of a reliable instrument and other pitfalls to avoid when considering the reliability of data. *Frontiers in Psychology*, 3:102.
- Njuguna, K., Munyoki, M., & Kibera, F. (2014). Influence of external organizational environment on performance of community-based HIV and aids organizations in Nairobi county, Kenya. *European Scientific Journal*, 10(28), 1857 – 7881.
- Nørreklit, H. (2003). *The balance scorecard-what is the score?*, Accounting Organization and Society, 28 (6).
- Nørreklit, H., & Mitchell, F. (2014). Contemporary issues on the balance scorecard, *Journal of Accounting & Organizational Change*, 10 (4).
- Nørreklit, H., Nørreklit, L., Mitchell, F. & Bjørnenak, T. (2012). The rise of the balanced scorecard! – Relevance regained?, *Journal of Accounting and Organizational Change*, 8 (4).
- Nunnally, J.C. (1978). *Psychometric Theory*. New York: McGraw-Hill.
- Nunnally, C., & Bernstein, I. H. (1994). *Psychometric Theory*. New York, NY: McGraw-Hill.
- O'Regan, N., & Ghobadian, A., (2006). Perceptions of generic strategies of small and medium sized engineering and electronics manufacturers in the UK: the applicability of the Miles and Snow typology. *Journal of Manufacturing Technology Management*, 17 (5), 603–620.

- O'Regan, N., & Ghobadian, A. (2005). Innovation in SMEs: the impact of strategic orientation and environmental perceptions, *International Journal of Productivity and Performance Management*, 54(2), 81-97.
- Obasan, K. (2001). *Small Business Management: An Entrepreneurial Approach*, Higher Education Books Publishers, Lagos.
- Ogundele, O. J. K. & Opeifa, A. Z. (2004). The Influence of External Political Environment on the Processes of Entrepreneurship. *The Nigerian Academic Forum: A Multidisciplinary Journal*, 7 (5), 7.
- Ojala, L. & Dilay C. (2015). The World Bank's logistics performance index and drivers of logistics performance. *International Transportation Forum*, (3) 9-10.
- Olouch, K.O. (2016). Strategic Planning, Firm Characteristics, Competitive Environment, Strategy Implementation and Performance of State Corporations in Kenya, *Unpublished Ph.D.*
- Oluremi, H. A. & Gbenga, M. A. (2011). Environmental Factors and Entrepreneurship, Development in Nigeria. *Journal of Sustainable Development in Africa*, 13 (4), 127-139.
- Ombaka, B.E., (2014). Resources, External Environment, Innovation and Performance of Insurance Companies in Kenya University of Nairobi, *Unpublished Ph.D.*
- Osborne, J. & Waters, E. (2002). *Four assumptions of multiple regression that researchers should always test*. *Practical Assessment, Research and Evaluation*, 8(2).
- Osuagwu, L. (2001). *Small business and entrepreneurship management*, Grey Resources Limited, Lagos.
- Otley, D. (1999). Performance management: a framework for management control systems research. *Management Accounting Research*, 10, 363-382.
- Otokiti, S. O. & M.O., Awodun, (2003). *The Master Strategist: Management with style in a Turbulent Business Environment*, Pumark Nigeria Limited, Lagos.
- Palmer, I., & Dunford, R., (2002). Out with the old and in with the new? The relationship between traditional and new organizational practices, *International Journal of Organizational Analysis*, 10, 209-225.
- Papke – Shields, K.E & Malhotra, M.K. (2001). Assessing the impact of the manufacturing executive's role on business performance through strategic alignment. *Journal of Operations Management*, 19(1), 5-22.

- Parnell, J. A., Lester, D., & Menefee, M. L. (2000). *Strategy as a response to organizational uncertainty: an alternative perspective on the strategy performance relationship*, *Management Decision*, 38(8) 520- 530.
- Parnell, J.A, Koseoglu, M.A, Long, Z. & Spillan, J. (2012). *Competitive Strategy, Uncertainty and Performance: An Exploratory Assessment of China and Turkey*. *Journal of Transnational Management*, 17(2), 91-117.
- Parnell, J. A., Long, Z. & Lester, D. (2015). *Competitive strategy, capabilities and uncertainty in small and medium sized enterprises (SMEs) in China and the United States*. *Management Decision*, 53(2), 402-431.
- Pe´rez, E. S. & Castillejo, J. A. M. (2008). *The Resource-Based Theory of the Firm and Firm Survival*. *Small Business Economics*, 30, 231–249.
- Pearce, A. J. & Robinson, B. R., (2007). *Strategic management formulation, implementation and control* (10th ed). Boston: Irwin Mc Graw – Hill.
- Pearce, A. J. & Robinson, B. R., (2011). *Strategic management formulation, implementation and control* (12th ed). Mc Graw – Hill. Irwin Boston.
- Peng, M.W., Tan, J., & Tong, T.W. (2004). *Ownership Types and Strategic Groups in an Emerging Economy*, *Journal of Management Studies*, 41(7), 1105-1128.
- Peniwati, K. (2002). *Improving the quality of a graduate program in Management: Applying the McKinseys 7s framework to strive for fit between the elements of Tri Dharma Pergunan Tinggi*.
- Penrose, E. (1959). *The Theory of the Growth of the Firm*, Oxford, UK: Oxford University Press.
- Pertusa - Ortega, E. M., Molina, J. F.A. & Clavers, C. E., (2010), *Competitive strategy, structure and firm performance: A comparison of the resource-based view and the contingency approach*. *Management Decision*, 48(8), 1282-1303.
- Peteraf, M.A. & Barney, J.B. (2003). *Unraveling the resource-based tangle*. *Managerial and Decision Economics*, 24,309-323.
- Peters, T. J., Waterman Jr, R. H., & Phillips, J. R., (1980). *Structure is not organization*, *Business Horizons*, 23(3),14-26.
- Peters, T. Waterman, R. Philips, J. Pascale, R. & Anthony Athos, A. (1982). *In search of excellence*. New York: Harper & Row Publishers.
- Phelps, R., Chan, C. & Kapsalis, S.C., (2001). *Does scenario planning affect performance? Two Exploratory studies*, *Journal of Business Research*, 51(3), 223-232.

- Pike, S. & Roos, G. (2007). The validity of measurement frameworks: Measurement theory, in Neely, A. (Ed). *Business Performance Measurement: Unifying Theory and Integrating Practice*, Cambridge University Press, Cambridge.
- Pike, S., Roos, G., & Peng, T. A. (2007). Intellectual capital and performance indicators: Taiwanese healthcare sector, *Journal of Intellectual Capital*, 8(3), 538 – 556.
- Plenert, G. (2012). *Strategic continuous process improvement*. Which quality tools to use and when to use them. Mc Graw Hill. New York.
- Pleshko, L., & Nickerson, I. (2008). Strategic orientation, organizational structure, and the associated effects on performance in industrial firms, *Academy of Strategic Management Journal*, 7, 95-110.
- Poister, T. H., Pitts, D. W., & Edwards, L. H. (2010). Strategic management in the public sector: A review, synthesis and future directions. *The American Review of Public Administration*. 40 (5):522-545.
- Porter, M.E., (2008). The Five Competitive Forces That Shape Strategy, *Harvard Business Review*.
- Porter, M. E. (2004). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, New York; London: Free Press.
- Porter, M. E. (1998). *Competitive Advantage: Creating and Sustaining Performance*, New York: The Free Press.
- Porter, M. E. (1995). *Competitive Strategy*, New York: The Free Press.
- Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, 12 (Special Issue), 95–117.
- Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Performance*, New York: The Free Press.
- Porter, M. E. (1980). *Competitive Strategy*, New York: The Free Press.
- Potter, J. (2001). Creating a passion for change- the art of intelligent leadership, *Industrial and Commercial Training*, 33(2),54-59.
- Powers, T. L., & William H. W. (2004). Critical Competitive Methods, Generic Strategies and Firm Performance, *International Journal of Bank Marketing*, 22 (1), 43–64.
- Priem, R. & Butler, J. E. (2001). Is the Resource Based View a Useful Perspective for Strategic Management Research? *Academy of Management Review*, 26(1), 22-40.

- Pulendran, S. Speed, R., & Widing II, R. E. (2000). The antecedants and consequences of market orientation in Australia. *Australian Journal of Management*, 25(2), 119-143.
- Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies*.
- Raible, M. (2013). Industrial Organization theory and its contribution to decision making in purchasing, *B.S. thesis.*, University of Twente., Netherlands.
- Rainey, H. G. (2010). *Understanding and Managing Public Organizations*. San Francisco: Jossey-Bass.
- Rajogopalan, N. (1997). Strategic orientations, incentive plan adoptions, and firm performance: Evidence from electric utility firms, *Strategic Management Journal*, 18(10), 761-785.
- Ramsey, J. (2001). The Resource Perspective, Rents and Purchasing's Contribution to Sustainable Competitive Advantage. *Journal of Supply Chain Management*. 37(3), 38-47.
- Rao, G, Venkat, K. & Jayarama, D. (2015). Alignment of HR Practices with Organizational Strategies. *Indian Journal of Industrial Relations*, 50(4) 666.
- Ravanfar, M. M. (2015). Analysing organizational structure based on 7s model of McKinsey. *Global Journal of Management and Business Research*, 15(10).
- Ravi, K, Maheshkumar, P.J & Porth, J.S. (2007). Organizational alignment and performance: past, present and future, *Management Decision*, 45(3), 503-517.
- Ravitch, S. M. & Riggan, M. (2016). *Reason & rigor: How conceptual frameworks guide research*. Sage Publications.
- Razali, M. N., & Wah, B.Y. (2011). Power comparisons of Shapiro -Wilk, Kolmogorov-Smirnov, Lilliefors and Anderson – Darling test, *Journal of Statistical Modeling and Analytics*, 2(1) 21-33.
- Resnik, D. B. & Shamoo, A.E. (2003). *Responsible Conduct of Research*, Oxford University Press, New York.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management*, 35(3), 718-804.
- Roberts, P. W. & Dowling, G.R. (2002). Corporate reputation and Sustained Superior financial performance, *Strategic Management Journal*, 23, 1077 – 1093.

- Rogers, P. R., Miller, A. & Judge, W.Q. (1999). Using information processing theory to understand planning, performance relationships in the context of strategy, *Strategic Management Journal*, 26(6), 567-577.
- Rubio, D. M., Berg-Weger, M., Tebb, S.S., Lee, E.S., & Rauch, S. (2003), Objectifying content validity: Conducting a content validity study in social work. *Social Work Research*, 27, 94– 104.
- Rumelt, R. P. (2011). *Good Strategy/Bad Strategy*. The difference and why it matters. Crown Business.
- Rumelt, R. P. (1991). How much does industry matter? *Strategic Management Journal*, 12(3), 167-185.
- Ruscio, J., & Roche, B. (2012). Determining the number of factors to retain in an exploratory factor analysis using comparison data of known factorial structure. *Psychological Assessment*, 24, 282–292.
- Rust, R. T., Lemon, K. N. & Zeithaml, V.A. (2004b). Return on marketing: using customer equity to focus marketing strategy, *Journal of Marketing*, 68(1), 109-127.
- Sandra, M. H. B., Burr, C., & Johnsen, R. E. (2002). Competitor networks: International competitiveness through collaboration: The case of small freight forwarders in the High- Tech Forwarder Network, *International Journal of Entrepreneurial Behaviour & Research*, 8(5), 239-253.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Understanding Research Philosophies and Approaches*. Harlow: Prentice Hall, Pearson Education Limited.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research methods for business students* (4th ed.). Harlow: Prentice Hall, Pearson Education Limited.
- Schneider, A., Wickert, Ch., Marti E. (2016). Reducing Complexity by Creating Complexity: A Systems Theory Perspective on How Organizations Respond to Their Environments, *Journal of Management Studies*, ‘Accepted Article’.
- Schram, A. (2014). Leadership, Strategic Planning and Strategic Management for Higher Education Institutions in Developing Countries. *In World Business and Economics Research Conference*, 24-25.
- Schwarz, D. Sharma, B. & Freeman, J. (2013). *Strategic decision making and business performance: A case of the Australian seafood industry*, 26th Annual SEAANZ Conference Proceedings, 11-12.

- Schwering, R. E. (2003). Focusing leadership through force field analysis: new variations on a venerable planning tool. *Leadership & Organization Development Journal*, 24(7), 361-370.
- Scott, K. Kennedy, C. Dimock, M. Best, J. & Craighill, P. (2006). Gauging the impact of growing non-response on estimates from a national RDD telephone survey. *Public Opinion Questionnaire*, 70(5), 759-79.
- Scott, W.R. (2008). *Institutions and organizations ideas and interests*. Los Angeles: Sage Publications, Inc.
- Scott, W. R., (2002). *Organizations: Rational, Natural and Open Systems*, 5th Edition. Englewood Cliffs, NJ: Prentice Hall.
- Segev, E. (1989). A systematic comparative analysis and synthesis of two business – level strategic typologies, *Strategic Management Journal*, 10 (5), 487-505.
- Sekaran, U. (2006). *Research methods for business: A skill building approach*. New Delhi: Wiley.
- Setiawan, M., Emvalomatis, G., & Lansink, A. O. (2012). Structure, conduct, and performance: evidence from the Indonesian food and beverages industry. *Empirical Economics*, 1-17.
- Shaikh, S. (2010). *Understanding the business environment*, (2nd ed.). New Delhi. Pearson.
- Shane, S., & Kolvereid, L. (1995). National environment, strategy and new venture performance: A three country study. *Journal of Small Business Management*, 33(2), 37-50.
- Shang, K. & Lu, C. S. (2012). Customer relationship management and firm performance: An empirical study of freight forwarders services, *Journal of Marine Science and Technology*, 20(1).
- Shiri, S., Anvari, A. & Soltani, H. (2014). An Assessment of Readiness Factors for Implementing ERP Based on Agilty (Extension of McKinsey 7s Model). *International Journal of Mangement, Accounting and Economics*, 1(3), 229-246.
- Shrivastava, P. (1994). *Strategic Management: Concepts and Practices*. Cincinnati: South Western Publishing Company.
- Shortell, S. M. & Edward J. Zajac, E.J. (1990). "Perceptual and Archival Measures of Miles and Snow's Strategic Types: A Comprehensive Assessment of Reliability and Validity." *Academy of Management Journal*.

- Simerly, R. L. & Mingfang, L. (2000). Environmental Dynamism, Capital Structure and Performance: A Theoretical Integration and an Empirical Test. *Strategic Management Journal*, 21(1),31-49.
- Snow, C. C. & Hambrick, D. C. (1980). Measuring organizational strategies: Some theoretical and methodological problems. *Academy of Management Review*, 5(4), 527-538
- Snow, C. C. & Hrebiniak, G.L., (1980). Strategy, distinctive competence and organizational performance. *Administrative Science Quarterly*, 25, 317-336.
- Roger, B. M. (2007). The external environment's effect on management and strategy: A complexity theory approach, *Management Decision*, Emerald Group Publishing Ltd, 45(1), 10-28.
- Simons, R., (2000). *Performance measurement and Control Systems for implementing strategy*. Upper Saddle River, New Jersey, Prentice Hall.
- Sims, F., Sims, D. & Gabriel, Y. (2009). *Organizing & Organizations*, 4th edition, Sage Publications Limited.
- Sims, F., D., Sims, D. & Gabriel, Y. (2005). *Organizing and organizations*, London, Sage.
- Singh, A. (2013). *A Study of Role of McKinsey's 7S Framework in Achieving Organizational Excellence*. Asia-Pasific Institute of Management.
- Singh, A. (2013). A study of role of McKinsey's 7S framework in achieving organizational excellence. *Organization Development Journal: Chesterland*, 31(3), 39-50.
- Slater, S. F. Olson, E. M. & Hult, G. T. M. (2010). Worried about strategy implementation? Don't overlook marketing's role. *Business Horizons*, 53: 469-479.
- Sirmon, D.G., Hitt, M.A., & Ireland R.D. (2007). Managing Firm Resources in Dynamic Environments to Create Value: Looking inside The Black Box, *Academy of Management Review*, 32 (1), 273-292.
- Slater, S.F., Olson, E.M. & Tomas, G. H. (2006). The moderating influence of strategic orientation on the strategy formation capability – performance. *Strategic Management Journal*, 27, 1221- 1231.
- Slater, S.F., & Olson, E. M. (2000). Strategy type and performance: The influence of sales force management, *Strategic Management Journal*, 21, 813-829.
- Sobh, R., & Perry, C. (2006). Research design and data analysis in realism research. *European Journal of Marketing*, 40, (11/13), 1194-1209.

- Spencer, S.Y., Joiner, T.A., & Salmon, S. (2009). Differentiation strategy, performance measurement systems and organizational performance: Evidence from Australia. *International Journal of Business*, 14(1), 1083-1086.
- Stefansson, G. & Russell, D.M. (2008). Supply Chain Interfaces: Defining Attributes and Attribute Values for Collaborative Logistics Management. *Journal of Business Logistics*, 29 (1), 347-359.
- Sturm, A. (2000). *Performance Measurement and Environmental Performance Measurement*. Development of a controlling model for corporate internal measurement of company performance. Dresden: Faculty of Economics, Technical University of Dresden.
- Summer, J. & Hyman, J. (2005). Employee Participation and Company Performance: A Review of the Literature. The Homestead, Joseph Rowntree Foundation.
- Supee, T. & Gael, R. (2009). Transport Prices and Costs in Africa: A Review of International Corridors. Washington DC, World Bank.
- Tan, Y., Shen, L. & Langston, C. (2012). Competition Environment, Strategy, and Performance in the Hong Kong Construction Industry, *Journal of Construction Engineering and Management*, 138(3), 352-360.
- Tan, J., (2002). Impact of Ownership Type on Environment – Strategy Linkage and Performance: Evidence from a Transitional Economy. *Journal of Management Studies*, 39(3), 333-354.
- Tan, M., & Liu, J. (2014). Paths to success: An ambidexterity perspective on how responsive and proactive market orientations affect SMEs' business performance. *Journal of Strategic Marketing*, 22(5), 420 – 441.
- Teece, D.J. (2018). Business models and Dynamic Capabilities. *Long Range Planning*, 51(1),40-49.
- Teece, D.J. (2009). Dynamic Capabilities and Strategic Management: Organizing for Innovation
- Teeratansirikool, L., Siengthai, S, Badir, Y, & Charoenngam, C. (2013). Competitive strategies and firm performance: The mediating role of performance measurement. *International Journal of Productivity and Performance Management*, 62(2), 168 – 184.
- Thanaphan, N., Somkier K, Vorawit, K. & Thongphon, P. N. (2014). McKinsey 7S Model for Supply Chain Management of Local SMEs Construction Business in Upper Northeast Region of Thailand, *Asian Social Science*, 10(8).

- Gimenez, F.A.P. (2000). The benefits of a coherent strategy for innovation and corporate change; A study applying Miles & Snow's model in the context of small firms. *Creativity and Innovation Management*, 9(4),235-244.
- Tracey, J. B., & Blood, B. (2012). The Ithaca Beer Company: A case study of the Application of the McKinsey 7-s framework. *Cornell Hospitality Report*, 12(7), 6-13.
- Treacy, M. & Wiersema, F. (1995). *The Discipline of Market Leaders: Chose Your Customers, Narrow our Focus, Dominate Your Market*. Reading, MA: Addison-Wesley.
- Vasconcelos, F.C. & Ramirez, R. (2011) Complexity in business environments, *Journal of Business Research*, 64, 236-241.
- Venkatraman, N. & Ramanujam, V. (1986). Measurement of business Performance in Strategy Research: A Comparison of Approaches. *Academy of Management Review*, 1(4), 801-814.
- Venkatraman, N. & Ramunajam, V. (1987). Measurement of business economic performance: an examination of method convergence. *Journal of Management*, 13, 109-122.
- Visser, P.S., Krosnick, J.A., Marquette, J., & Curtin, M. (1996). Mail surveys for election forecasting? An evaluation of the Colombia Dispatch Poll. *Public Opinion Questionnaire*, 60:181-227.
- Vladmir, G. (2014). Researching the dynamics of Miles and Snow strategic typology, *Management Review*, 19 (1), 93-117.
- Walker, R.M., Boyne, G. A., Meier, K. J., & O'Toole Jr., & Richard, M. W. (2010). Wake up Call: Strategic Management, Network Alarms and Performance, *Public Administration Review*, 70(5), 731-741.
- Walker, R. M. & Brewer, G. A. (2009). Can management Strategy Minimize the Impact of Red tape on Organizational Performance? *Administration & Society*, 41(4),423- 448.
- Walker, R. M. (2013). Strategic Management and Performance in Public organizations: Findings from the Miles and Snow Framework. *Public Administration Review*, 10(10).
- Wan, W. P., & Hoskisson, R. E. (2003). Home country environments, corporate diversification strategies, and firm performance. *Academy of Management Journal*, 40(1): 27-45.

- Wang, C. L., & Ahmed, P. K. (2007). Dynamic capabilities: A review and research agenda. *International Journal of Management Reviews*, 9(1), 31-51.
- Wang, Y. (2005). Measuring Performance in Small and Medium Sized Family Businesses. Paper Presented to the 28th ISBE National Conference. *Institute for Small Business and Entrepreneurship*.
- Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic Management Journal*, 5, 171-181.
- Whittington, R. (2004). Strategy after modernism: recovering practice. *European Management Review*, 1, 62-68.
- Whetten, D. A. (1987). Organizational growth and decline process. *Annual Review of Sociology*, 13(1): 335-358.
- William, R.A. (2009). Using Heterogenous Choice Models to Compare Logit and Probit Coefficients Across Groups. *Sociological Methods and Research*, 37(4), 531-559.
- Wilkinson, T. S. & Bhandarkar, P. L. (2003). *Methodology and Techniques of Social Research*, 16th edition, Bombay: Himalaya Publishing House.
- Wilson, J. (2010). *Essentials of Business Resaerch: A Guide to Doing Your Research Project*.
- Winter, S. G. (2003). Understanding Dynamic Capabilities. *Strategic Management Journal*, 24(10), 991-995.
- Woodward, J. (1965). *Industrial Organization: Theory and Practice*. London: Oxford University.
- World Bank (2005). Kenya: Issues in trade logistics. *Report No.47783.World Bank*. Washington DC.
- Zahra, S., Sapienza, H., & Davidsson, P. (2006). Entrepreneurship and dynamic capabilities : A review, model and research agenda. *Journal of Management Studies*, 43(4), 917-955.
- Zahra, S. A., & Pearce, J.A. (1990). Research evidence on the Mile – Snow typology. *Journal of Management*, 16, 751-768.
- Zahra, S. A. (1987). Research on the Miles-Snow (1978). Typology of strategic orientation: Review, critique and future directions. *In Academy of Management Best Papers Proceedings*, 8, 56-60.

- Zain, M. & Kassim, N. M. (2012). The influence of internal environment and continuous improvements on firms' competitiveness and performance, *Procedia - Social and Behavioral Sciences*, 65, 26 – 32.
- Zajac, E. Kraatz M, & Bresser, R. (2000). Modeling the dynamics of strategic fit: a normative approach to strategic change. *Strategic Management Journal*, 21(4), 429–453.
- Zamani, S., Parnell, J. A. Labbaf, H. & O'Regan, N. (2013), Strategic change and decision making in an emerging nation: *An exploratory assessment of Iranian manufacturing firms. Strategic Change*, 22 (5–6). 355–370.
- Zamani. A (2014). Assessing the readiness of Iranian insurance companies for successful implementation of BPM based on McKinsey 7S Model, *Science Road Publishing Corporation Trends in Social Science*, 10(1) 37-47.
- Zikmund, W. G., Babin, B. J., Carr, J, & Griffin, C. (2012). *Business Research Methods*, Cengage Learning, 9th Edition.

APPENDICES
Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

9th February, 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
MARTIN GAKERE KARINGITHI – REGISTRATION NO. D80/60230/2013

The above named is a registered PhD candidate at the University of Nairobi, School of Business. He is conducting research on "*Strategy Typology, Organizational Factors, External Environment and Performance of Freight Forwarding Companies in Kenya*"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.


PROF. MARY KINOTI
Associate Dean, Graduate Business Studies
School Of Business



MK/iss

Appendix II: NACOSTI Research Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0715 788787/0735404245
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No: **NACOSTI/P/18/32748/21071**

Date: **31st January, 2018**

Martin Gakere Karingithi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Strategy typology, organizational factors, external environment and performance of freight forwarding companies in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **31st January, 2019.**

You are advised to report to **the Principal Secretary of the Ministry of Transport, Chief Executive officer of Kenya Railways Authority, the County Commissioners and the County Directors of Education, selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System

G.P. Kalerwa

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:
The Principal Secretary
Ministry of Transport

Chief Executive officer
Kenya Railways Authority


Appendix III: Research Permit

THIS IS TO CERTIFY THAT:
MR. MARTIN GAKERE KARINGITHI
of UNIVERSITY OF NAIROBI, 471-600
NAIROBI, has been permitted to conduct
research in Kisumu , Mombasa ,
Nairobi Counties

Permit No : NACOSTI/P/18/32748/21071
Date Of Issue : 31st January, 2018
Fee Recieved :Ksh 2000

on the topic: **STRATEGY TYPOLOGY,
ORGANIZATIONAL FACTORS, EXTERNAL
ENVIRONMENT AND PERFORMANCE OF
FREIGHT FORWARDING COMPANIES IN
KENYA**

for the period ending:
31st January, 2019




.....
**Applicant's
Signature**




.....
J.T. Kalewa
Director General
**National Commission for Science,
Technology & Innovation**

CONDITIONS

1. The Licence is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation**

**RESEARCH CLEARANCE
PERMIT**

Serial No.A 17325

CONDITIONS: see back page

Appendix IV: Questionnaire

SECTION ONE: DEMOGRAPHIC DATA

A. Respondents Information

1. Title / designation.....
2. How long have you worked in this position?
Less than 10 years [] 16 – 20 years [] 26 – 30 years []
11-15 years [] 21 – 25 years [] Over 31 years []

B. Organization Information

1. Name of Company.....
2. Years your firm has been licensed by customs as customs agent
3. Kindly specify the type of ownership [Tick once below]
Fully locally owned company []
Fully foreign owned multinational []
Both locally and foreign owned company []
4. Percentage of ownership: Local.....Foreign.....
5. Please indicate the scope of operation of your company
Kenya [] Continental (Africa) []
Regional (East Africa) [] Global []
6. In what activity as freight forwarder is your organization engaged [Select one]
 1. Air Freight.....
 2. Ocean Freight.....
 3. Sea – Air service.....
 4. Freight of Perishables.....
 5. Customs Clearance and Forwarding Brokerage.....
 6. Transportation and Warehousing Logistics.....
 7. Contract Logistics and Supply Chain.....
7. How many full-time employees are in your organization in Kenya?
Below 1-50 [] Between 51-100 []
Between 101- 500 [] Over 500 []

SECTION TWO: STRATEGY TYPOLOGY

The following statements describes strategy typology. Please indicate the extent to which they apply to your firm. Rate the statements using the scale where 1 To a very little extent, 2 To a little extent, 3 To a moderate extent, 4 To a large extent and 5 To a very large extent.

	Defenders	1	2	3	4	5
1	The company prefers centralized structures to enable higher performance					
2	Current markets are protected to maintain stable growth					
3	Centralized structure observed to enhance control over efficient services					
4	Formal planning undertaken by the company					
5	The company maintains the existing pattern of services over long period of time					
	Prospectors					
1	Innovate continuously to seek growth opportunities and take calculated risks					
2	New service delivery approaches searched to exceed customer expectation					
3	Departments are decentralized with autonomy to decision making					
4	The company protects its market from competition					
5	Employees are encouraged to develop new products and ideas in creative and innovative way					
	Analysers					
1	The company maintains current markets and the satisfaction of current customers					
2	The company imitates competitors to improve its products and services					
3	The company observes moderate emphasis on innovation					
	Reactors					
1	Management tends to maintain the company's current strategy and structure relationship despite irresistible changes in environmental conditions					
2	The company follows strategy and events as they unfold and reacts to changes in the environment					

SECTION THREE: ORGANIZATION FACTORS

Indicate the extent to which the following statements describe the nature of organizational factors within your company. Rate the items using the scale below where 1 is not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent.

	Systems	1	2	3	4	5
1	The company has systems in place to ensure success of adopted strategies					
2	Regular departmental and organizational audit carried out					
3	Departments are autonomous in decision making					
4	There are systems to monitor and evaluate staff performance					
5	The company has mechanisms to transform inputs into finished products					
6	The company prefers centralized structures to achieve higher performance					
	Skills					
1	Employees are regularly trained to ensure quality service delivery					
2	The company has a suitable organizational structure to implement its strategies					
3	The organization has a culture that promotes operational excellence					
4	The organization has adequate resources to enable it to compete					
5	Human resource is motivated, competent and capable					
6	Management promotes qualified staff to head its operations					
	Shared Values					
1	Employees are mentored and coached to participate in decision making					
2	There is team spirit in the execution of company duties					
3	There are adequate resources to enable employees accomplish their duties					
4	Management encourages cross-organizational employee feedback on performance					
5	The company organizes team building activities for staff					
6	The staff have proactive culture					
7	The company has a transparent hiring process					

SECTION FOUR: EXTERNAL ENVIRONMENT

Munificence is the degree to which an organizations external environment has an abundance or scarcity of critical organizational resources. Please indicate the extent to which each of the following statements have been **favourable** to your company in the last three years. Rate the items using the scale where 1 is not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent.

	Environmental Factors	1	2	3	4	5
1	Technological factors have enabled the business					
2	Customers have strong bargaining power					
3	Legal requirements are attainable					
4	Suppliers have strong bargaining power					
5	Economic factors have influenced the success of the company					
6	Competition among firms threatens market share					
7	Industry regulators are cooperative					
8	Threat of substitute products and services is manageable					
9	Socio-cultural factors have positive impact on the company					
10	Threat of new entrants poses challenge to the company					
11	Ecological factors have impacted the company positively					
12	Political factors have impacted the company favorably					

Dynamism (turbulence) refer to the ever-changing and predictable nature of the external environment which may transform the purpose of the firm. Please indicate the extent to which each of the following statements have been **predictable** to your company in the last three years. Rate the items using the scale where 1 is not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent.

	Environmental Factors	1	2	3	4	5
1	Changes in the technological environment are predictable					
2	Changes in economic environment are predictable					
3	Volatility of political factors is predictable					
4	Legal requirements are made known to industry players					
5	Bargaining power of customers is manageable					
6	Threat of substitute products is predictable					
7	Bargaining power of suppliers is manageable					
8	Competition among firms is manageable					
9	Industry regulators are predictable					
10	Changes in the socio-cultural environment are predictable					
11	Threat of new entrants is manageable					
12	Changes in the ecological factors are predictable					

Complexity refers to the number of external factors in an external environment and inters firm relationships. Please indicate the extent to which each of the following statements have been **the number of issues** to your company in the last three years. Rate the items using the scale where 1 is not at all; 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent.

	Environmental Factors	1	2	3	4	5
1	We dealt with several technological challenges in the last three years					
2	We dealt with several economic factors in the last three years					
3	We dealt with several political factors in the last three years					
4	There were several legal requirements in the last three years					
5	Industry regulators raised several issues regarding our operations in the last three years					
6	Bargaining power of customers increased in the last three years					
7	There were several threats of substitute products in the last three years					
8	Competition increased in the last three years					
9	We dealt with several socio-cultural factors in the last three years					
10	There were several threats of new entrants in the last three years					
11	Bargaining power of suppliers increased in the last three years					
12	We handled several ecological factors in the last three years					

SECTION FIVE: FIRM PERFORMANCE

The following statements describe firm performance within your firm. Rate the items using the scale where 1 is not at all, 2 is to a small extent; 3 is to a moderate extent; 4 is to a large extent; 5 is to a very large extent.

A. Firm Performance

	Financial	1	2	3	4	5
1	The firm's return on assets have increased over the last five years					
2	Firm's net income have increased over the last five years					
3	The firm's investment in assets and growth has increased over the last five years					
4	The firm's assets value has improved over the last five years due to appreciation.					
	Customer Satisfaction					
5	The company retains customers over a long period of time					
6	Company understands customer service requirements and expectations					
7	The company complies with regulations on service quality					
	Internal Business Process					
8	The company runs a computerized system efficiently to handle customer's information					
9	The company is a forwarding intermediary between shippers, customers and various service providers					
10	New products and services are introduced ahead of competition					
	Learning and Growth					
11	Organization trains and retains staff for a long period of time					
12	Employees are exposed to new skills and knowledge					
13	The company recognizes need for employee development					
	Environmental Aspect					
14	The company complies with national environmental law					
15	The firm participates in environmental responsive activities					
	Social Aspect					
16	The firm supports social exposure of business					
17	The firm supports corporate social responsibility					

THANK YOU FOR YOUR COOPERATION

Appendix V: List of the Licensed Customs Clearing Agents for the Year 2018

NAME	ADDRESS	LOCATION
1. ABA EXPRESS LOGISTICS LTD	BOX 1894-80100	MOMBASA
2. ACCELER GLOBAL LOGISTICS LTD	BOX 11364-00400	NAIROBI
3. ABOVE AND BEYOND KENYA LTD	BOX 16491-80100	MOMBASA
4. ACME CONTAINERS LTD	BOX 11092-00400	NAIROBI
5. ACTIVE CARGO SERVICES LTD	BOX 88301-80112	MOMBASA
6. ACTIVE LINE LIMITED	BOX 46774-00100	NAIROBI
7. ADAIR FREIGHT SERVICES LTD	BOX 76308-00508	NAIROBI
8. AELA COMPANY LTD	BOX 28234-00200	NAIROBI
9. AERO CARGO EXPRESS LTD	BOX 7663-00300	NAIROBI
10. AEROMARINE CARGO SERVICES LTD	BOX 40062-80100	MOMBASA
11. AEROPATH K. LTD	BOX 4639-00506	NAIROBI
12. AFFAIRES AFRIQUE LTD	BOX 47578-00100	NAIROBI
13. AFRICA MARINE & GENERAL ENG. CO.	BOX 90462-80100	MOMBASA
14. AFRICA MERCHANT EXPRESS	BOX 92415-80102	MOMBASA
15. AFRICA FREIGHT SYSTEMS (K) LTD	BOX 19147-00501	NAIROBI
16. AFRICAIR MANAGEMENT & LOGISTICS	BOX 19224-00501	NAIROBI
17. AFRICAN COTTON INDUSTRIES LTD	BOX 90324-80100	MOMBASA
18. AFRICARGO LIMITED	BOX 3442-80100	MOMBASA
19. AFRIFRESH CONVEYORS LTD	BOX 4951-00200	NAIROBI
20. AFRIQ FREIGHT SERVICES LTD	BOX 56566-00200	NAIROBI
21. AFRO RENAISSANCE LTD	BOX 7806-00200	NAIROBI
22. AFROFREIGHT FORWARDERS	BOX 81752-80100	MOMBASA
23. AGILITY LOGISTICS LTD	BOX 17839 -00500	NAIROBI
24. AGRQUIP AGENCIES (E.A.) LTD	BOX 30612-00100	NAIROBI
25. AGRO TRADERS COMPANY LTD	BOX 68315-00300	NAIROBI
26. AGS WORLDWIDE MOVERS LTD	BOX 14061-00800	NAIROBI
27. AHERO FREIGHT FORWARDERS CO.	BOX 28529-00200	NAIROBI
28. AIR CARE CHARTERERS & BROKERS LTD	BOX 41520-00100	NAIROBI
29. AIR CONNECTION LIMITED	BOX 39700-00623	NAIROBI
30. AIR MARITIME KENYA LTD	BOX 67440-00200	NAIROBI
31. AIR WORLD HANDLERS LTD	BOX 9662-00300	NAIROBI
32. AIRBAND CARGO FORWARDERS LTD	BOX 70904-00400	NAIROBI
33. AIRFLO LTD	BOX 43340-00100	NAIROBI
34. AIR-GO CONSULTANTS LTD	BOX 10243-00400	NAIROBI
35. AIR WAGON CARGO MOVERS LTD	BOX 23187-00100	NAIROBI
36. AKARIM AGENCIES C. LTD	BOX 32268-00600	NAIROBI
37. AL ASSEF IMPEX LTD	BOX 40091-80100	MOMBASA
38. AL-AQMAR FORWARDERS LTD	BOX 51-80100	MOMBASA
39. AL-ASHRAF TRADING CO. LTD	BOX 16856-00620	NAIROBI
40. ALBAYAN LOGISTICS C & F LTD	BOX 6463-00100	NAIROBI
41. AL-EMIR LTD	BOX 81254-80100	MOMBASA
42. ALEXANDRIA FREIGHT FORWARDERS	BOX 21896-00400	NAIROBI
43. ALFOST ENTERPRISE	BOX 40244-80100	MOMBASA
44. ALIBHAI RAMJI (MSA) LTD	BOX 80398-80100	MOMBASA
45. AL-IMAN TRADING COMPANY LTD	BOX 85489-80100	MOMBASA
46. ALIS FREIGHT LIMITED	BOX 26630-00504	NAIROBI
47. AL-ITIGAN INVESTEMENT CO. LTD	BOX 80298-80100	MOMBASA
48. ALL MARINE SERVICES LTD	BOX 73725-00200	NAIROBI

49. ALL PORTS LOGISTICS KENYA LTD	BOX 6197-00300	NAIROBI
50. AL-MUSTAOUS TRADING CO. LTD	BOX 16495-80100	MOMBASA
51. ALOYS & ROY FREIGHT SYSTEMS	BOX 70408-00400	NAIROBI
52. ALPHA IMPEX LOGISTICS INTL LTD	BOX 60118-00200	NAIROBI
53. ALPHA LOGISTICS KENYA LTD	BOX 48306-00100	NAIROBI
54. ALTOPLEX ENTERPRISES LTD	BOX 16643-80100	MOMBASA
55. ALUJO ENTERPRISES	BOX 3005-80100	MOMBASA
56. AMAZON FREIGHT LTD	BOX 70150-00400	NAIROBI
57. AMEGA GARMENT INDUSTRIES (K) EPZ	BOX 41673-80100	MOMBASA
58. AMERITRANS FREIGHT INTERNATIONAL	BOX 52964-00200	NAIROBI
59. ANDY FORWARDERS SERVICE LTD	BOX 11364-00400	NAIROBI
60. APEX STEEL LTD	BOX 84080-80100	MOMBASA
61. APPAREL AFRICA LTD	BOX 86090-80100	MOMBASA
62. AQUAERO CARGO LTD	BOX 70921-00400	NAIROBI
63. ARCPRO LOGISTICS LTD	BOX 10408-00100	NAIROBI
64. ARPI LIMITED	BOX 18410-00500	NAIROBI
65. ARSENAL CARGO LOGISTICS	BOX 9393-00200	NAIROBI
66. ASHLEYS ENTERPRISES LTD	BOX 42074-80100	MOMBASA
67. ASHTON APPAREL (EPZ) LTD	BOX 43371-80100	MOMBASA
68. ASK CARGO LTD	BOX 14491-00100	NAIROBI
69. ASKEY KENYA LTD	BOX 15661-00100	NAIROBI
70. ASP COMPANY LIMITED	BOX 56038-00200	NAIROBI
71. ASSOCIATED CARGO CONVEYORS LTD	BOX 2715-00200	NAIROBI
72. ASSOCIATED EXPRESS CARGO LTD	BOX 54698-00200	NAIROBI
73. ASSOCIATED LINES LIMITED	BOX 19298-00501	NAIROBI
74. ATACO FREIGHT SERVICES LTD	BOX 85992-80100	MOMBASA
75. AVIATION SOLUTIONS KENYA LTD	BOX 27582-00506	NAIROBI
76. AZUSA LIMITED	BOX 331 KNH 00202	NAIROBI
77. BAHARI FORWARDERS LTD	BOX 90096-80100	MOMBASA
78. BAHARI TRANSPORT COMPANY LTD	BOX 81829-80100	MOMBASA
79. BAKRIZ HOLDINGS LTD	BOX 87887-80100	MOMBASA
80. BALEX (K) LIMITED	BOX 84-40414	ISEBANIA
81. BALOZI & BROSS LTD	BOX 384-80100	MOMBASA
82. BAMBURI CEMENT LTD	BOX 90202-80100	MOMBASA
83. BARIO EXIM SERVICES	BOX 50719-00200	NAIROBI
84. BASHEIKH FREIGHTERS LTD	BOX 84629-80100	MOMBASA
85. BATA SHOE CO. LTD	BOX 23-00217	LIMURU
86. BAX LOGISTICS LTD	BOX 49397-00100	NAIROBI
87. BAYLAND FREIGHT AGENCIES LTD	BOX 87972-80100	MOMBASA
88. BAYONNE FREIGHT LTD	BOX 6851-00300	NAIROBI
89. BAYPORT FREIGHTERS	BOX 51209-00200	NAIROBI
90. BAZAM LIMITED	BOX 730-00100	NAIROBI
91. BEACH LINES LTD	BOX 2320-00100	NAIROBI
92. BECOZI INVESTMENTS	BOX 93352-80102	MOMBASA
93. BEDI INVESTMENTS LTD	BOX 230-20100	NAKURU
94. BEELINE ENTERPRISES LTD	BOX 61251-00200	NAIROBI
95. BELL TRADING COMPANY LTD	BOX 18603-00500	NAIROBI
96. BELT CARGO SERVICES LTD	BOX 688-00628	NAIROBI
97. BELTERS GREEN AGENCY	BOX 84469-80100	MOMBASA
98. BEMM IMPORTERS & EXPORTERS LTD	BOX 201-00515	NAIROBI
99. BENAFRICA KENYA LIMITED	BOX 9808-00100	NAIROBI

100.BENELI FREIGHTERS LTD	BOX 52004-00200	NAIROBI
101.BENMACY FREIGHTERS LTD	BOX 30970-00100	NAIROBI
102.BENPA FREIGHT AGENCIES LTD	BOX 56-50408	KAMURIAI
103.BEST EDGE HOLDINGS CO. LTD	BOX 57313-00200	NAIROBI
104.BEST FAST CARGO KENYA LTD	BOX 12562-00100	NAIROBI
105.BEST WING CARGO LIMITED	BOX 73202-00200	NAIROBI
106.BESTFREIGHT CONVEYORS LTD	BOX 63772-00619	NAIROBI
107.BETOYO LIMITED	BOX 80600-80100	MOMBASA
108.BEYOND AFRICA FREIGHTERS LTD	BOX 44350-00100	NAIROBI
109.BIGTIMER AGENCIES LTD	BOX 2115-00100	NAIROBI
110.BIKHA AGENCIES LTD	BOX 99059-80107	MOMBASA
111.BLUE BIRD GARMENTS K. LTD	BOX 81034-80100	MOMBASA
112.BLUE HILL INVESTMENTS LTD	BOX 59342-00200	NAIROBI
113.BLUE SEAL FREIGHTER	BOX 63591-00619	NAIROBI
114.BLUE WAVES LOGISTICS LTD	BOX 12509-00100	NAIROBI
115.BLUESTAR FREIGHTERS LTD	BOX 99891-80100	MOMBASA
116.BLUESTAR INTERNATIONAL LTD	BOX 1113-80100	MOMBASA
117.BLUEWAVE LOGISTICS	BOX 9197-00200	NAIROBI
118.BOKHARI FREIGHT LIMITED	BOX 81575-80100	MOMBASA
119.BONFIDE CLEARING & FORWARDING CO	BOX 60119-00200	NAIROBI
120.BOLLORE LOGISTICS	BOX 90263-80100	NAIROBI
121.BORDERLESS LOGISTICS CO. LTD	BOX 69821-00400	NAIROBI
122.BOSMAR C & FOWARDING ENTERPRISES	BOX 60738-00200	NAIROBI
123.BRANDED FINE FOODS LTD	BOX 99403-80107	MOMBASA
124.BRAVILLE AGENCY LTD	BOX 43308-80100	MOMBASA
125.BRIDGE FREIGHTERS & FORWARDERS	BOX 26454-00504	NAIROBI
126.BRIDGE WAYS MERCHANTS	BOX 18752-00500	NAIROBI
127.BRIDGECO INTERNATIONAL LTD	BOX 22917-00400	NAIROBI
128.MERCHANTS	BOX 9586-00100	NAIROBI
129.BRIGHTFIELD CARGO LTD	BOX 918-00100	NAIROBI
130.BRINGEL ENTERPRISES LTD	BOX 20127-00200	NAIROBI
131.BRITISH AMERICAN TOBACCO	BOX 30000-00100	NAIROBI
132.BRITS FREIGHTERS LTD	BOX 10345-00100	NAIROBI
133.BRYSON EXPRESS LTD	BOX 99556-80100	MOMBASA
134.BUHAYRAH FREIGHTS LIMITED	BOX 748-00606	NAIROBI
135.BURHANI EXPRESS LOGISTICS	BOX 43549-00100	NAIROBI
136.BURHANI FORWARDERS	BOX 85018-80100	MOMBASA
137.BUSTAN FREIGHT LTD	BOX 83540-80100	MOMBASA
138.CALBENS CONVEYORS	BOX 83092-80100	MOMBASA
139.CALLFAST SERVICES LTD	BOX 5199-00100	NAIROBI
140.CAMDEL EXPORT & IMPORTS	BOX 41301-00100	NAIROBI
141.CANDID FREIGHTRS	BOX 9270-00200	NAIROBI
142.CAPRICORN FREIGHT FORWARDERS LTD	BOX 90511-80100	MOMBASA
143.CAR AND GENERAL KENYA LTD	BOX 20001-00200	NAIROBI
144.CARGILL KENYA LTD	BOX 90403-80100	MOMBASA
145.CARGO CARE INTERNATIONAL LTD	BOX 28203-00200	NAIROBI
146.CARGO FRONT INTERNATIONAL LTD	BOX 4746-00100	NAIROBI
147.CARGO LINE EXPRESS LTD	BOX 42993-00100	NAIROBI
148.CARGO LINK SERVICES LTD	BOX 79153-50408	MALABA
149.CARGO LOGISTICS SERVICES LTD	BOX 88022-80100	MOMBASA
150.CARGO NEST KENYA LTD	BOX 62166-00200	NAIROBI

151.CARGO POINT INTERNATIONAL LTD	BOX 8860-00300	NAIROBI
152.CARGO ROLLERS LTD	BOX 73743-00200	NAIROBI
153.CARGO STARS KENYA LTD	BOX 22323-00400	NAIROBI
154.CARGO WORLD CONVEYORS LTD	BOX 8584-00100	NAIROBI
155.CARGODECK EAST AFRICA LTD	BOX 81116-00200	NAIROBI
156.CARJET (K) LTD	BOX 2565-00100	NAIROBI
157.CARRAMORE INTERNATIONAL LTD	BOX 1178-00100	NAIROBI
158.CATESAM ENTERPRISES	BOX 3681-80100	NAIROBI
159.CEBIT CARGO LTD	BOX 70532-80100	MOMBASA
160.CERTIS COMPANY LTD	BOX 59038-00200	NAIROBI
161.CHAI WAREHOUSING LTD	BOX 93324-80102	MOMBASA
162.CHAIRMAN HOLDINGS LTD	BOX 7858-00100	NAIROBI
163.CHAISO AGENCY LTD	BOX 82764-80100	MOMBASA
164.CHARITIES LOGISTICS LTD	BOX 99837-80100	MOMBASA
165.CHIRO HEIGHTS INVESTMENTS	BOX 62947-00200	NAIROBI
166.CHIVALO INVESTMENTS	BOX 42939-80100	MOMBASA
167.CHROMEL FREIGHTERS LTD	BOX 72181-00200	NAIROBI
168.CIRCLELINES AGENCY	BOX 15063-00100	NAIROBI
169.CLASSIC TECHNI CORE SERVICES	BOX 3154-00100	NAIROBI
170.CLEARING SERVICES LTD	BOX 545-80100	MOMBASA
171.COAST PROFESSIONAL FREIGHTERS LTD	BOX 41506-00100	NAIROBI
172.COLLECT TEAM ENTERPRISES (E.A.) LTD	BOX 87598-80100	MOMBASA
173.COLOSSUS FREIGHT LTD	BOX 89416-80100	MOMBASA
174.COMPLAST INDUSTRIES LTD	BOX 78313-00507	NAIROBI
175.CONKEN CARGO FORWARDERS LTD	BOX 2832-80100	MOMBASA
176.CONSolidATED (MSA) LTD	BOX 90400-80100	MOMBASA
177.CONTAINER FREIGHT COMPANY LTD	BOX 80762-80100	MOMBASA
178.CONTEMPORARY FINANCIAL	BOX 42397-00100	NAIROBI
179.CONTINENTAL CARGO SERVICES (K) LTD	BOX 22089-00400	NAIROBI
180.CONTINENTAL FREIGHTERS LTD	BOX 1169-00621	NAIROBI
181.CONTINENTAL LOGISTICS NETWORKS	BOX 3843-00100	NAIROBI
182.CONTO-LOGIC FORWARDERS LTD	BOX 9048-00200	NAIROBI
183.CONVENTIONAL CARGO CONVEYORS	BOX 6655-00100	NAIROBI
184.CORNERSTONE LIMITED	BOX 27712-00506	NAIROBI
185.CORONET CARGO LIMITED	BOX 75536-00200	NAIROBI
186.CORPORATE AVIATION LTD	BOX 19028-00501	NAIROBI
187.CORPORATE BUSINESS FORMS LTD	BOX 48084-00100	NAIROBI
188.CORRUGATED SHEETS LTD	BOX 83594-80100	MOMBASA
189.CROSS OCEAN LTD	BOX 2648-00100	NAIROBI
190.CROWN INDUSTRIES LTD	BOX 40119-00100	NAIROBI
191.CRUCIAL CARGO MOVERS	BOX 6941-00200	NAIROBI
192.CRYSTAL FREIGHT CONNECTIONS LTD	BOX 18912-00500	NAIROBI
193.DAAS LTD	BOX 84640-80100	MOMBASA
194. DAMCO LOGISTICS	BOX 43986 -00100	NAIROBI
195.DANJO MARINE SERVICES	BOX 99268-80107	MOMBASA
196.DATA TECHNICAL SERVICES KENYA LTD	BOX 67272-00200	NAIROBI
197.DAVE AIR CARRIERS	BOX 55365-00200	NAIROBI
198.DAVIS AND SHIRTLIFF LTD	BOX 41762-00100	NAIROBI
199.DEAN LOGISTICS LTD	BOX 49218-00200	NAIROBI
200.DEAR CARGO FORWARDERS	BOX 86674-80100	MOMBASA
201.DECOSHIP SERVICES LTD	BOX 12636-00100	NAIROBI

202.DEDICATED CARGO FORWARDERS	BOX 2549-80100	MOMBASA
203.DEEPMARK CARGO LTD	BOX 43514-00100	NAIROBI
204.DEJAS ENTERPRISES LTD	BOX 11718-00100	NAIROBI
205.DELMONTE (KE) LTD	BOX 147-01000	THIKA
206.DEL-RAY CARGO SERVICE	BOX 10854-00100	NAIROBI
207.DELTA EXPRESS LTD	BOX 41379-80100	MOMBASA
208.DESERT COMMERCIAL SHIPPING LTD	BOX 90165-80100	MOMBASA
209.DHL WORLDWIDE EXPRESS	BOX 67577-00200	NAIROBI
210.DHL GLOBAL FORWARDING	BOX 44469 -00100	NAIROBI
211.DIGITAL CARGO FORWARDERS	BOX 70772-00400	NAIROBI
212.DIAMOND SHIPPING SERVICES LTD	BOX 1185- 80100	MOMBASA
213.DIVERSE CARGO MARINE & AIR C&F SERVICES	BOX 93408-80102	MOMBASA
214.DLA SCIENTIFIC LIMITED	BOX 7482-00100	NAIROBI
215.DODHIA BROTHERS	BOX 82191-80100	MOMBASA
216.DODHIA PACKAGING LIMITED	BOX 42571-00100	NAIROBI
217.DODWELL & Co (E.A) LTD	BOX 90194 – 80100	MOMBASA
218.DON SIMON LTD	BOX 42678-80100	MOMBASA
219.DORIC ENTERPRISES LTD	BOX 58097-00200	NAIROBI
220.DOSHI & COMPANY (HARDWARE) LTD	BOX 80434-80100	MOMBASA
221.DOT. COM CONSULTANTS	BOX 12509-00400	NAIROBI
222.DUALSTAR EXPRESS SERVICES	BOX 26564-00504	NAIROBI
223.DUME GENERAL AGENCIES	BOX 16506-80100	MOMBASA
224.DUNIYA FORWARDERS	BOX 99856-80100	MOMBASA
225.EAST AFRICA CARGO LOGISTICS LTD	BOX 80503-80100	MOMBASA
226.EAST AFRICA CHAINS LTD	BOX 42754-00100	NAIROBI
227.EAST AFRICAN COURIER	BOX 49706-00100	NAIROBI
228.EAST AFRICAN EXPRESS LTD	BOX 54597-00200	NAIROBI
229.ECHKEN AGENCIES LTD	BOX 80395-80100	MOMBASA
230.ECONOMIC CARRIERS LTD	BOX 86489-80100	MOMBASA
231.ECU-LINE KENYA LTD	BOX 17911-00500	NAIROBI
232.DGA SERVICES LTD	BOX 12881-00100	NAIROBI
233.ELKA CARGO KENYA LTD	BOX 67440-00200	NAIROBI
234.EMKE GARMENTS KENYA LTD	BOX 1556-80100	MOMBASA
235.EMPIRE LOGISTIC SERVICES LTD	BOX 11977-00100	NAIROBI
236.ENCO GLOBAL	BOX 1035-00100	NAIROBI
237.EREMO STORES LTD	BOX 52343-00200	NAIROBI
238.ERI KENYA LTD	BOX 11866-00400	NAIROBI
239.ESRO FREIGHTERS LTD	BOX 3196-00100	NAIROBI
240.ESTON CARGO LINKS LTD	BOX 8649-00200	NAIROBI
241.EURASIAN FREIGHT FORWARDERS	BOX 42079-80100	MOMBASA
242.EURONIPS LTD	BOX 11-00517	NAIROBI
243.EVERLAST ENTERPRISES LTD	BOX 9091-00100	NAIROBI
244.EXCEL KENYA LTD	BOX 27734-00506	NAIROBI
245.EXCELLENT SERVICE FREIGHTERS LTD	BOX 22223-00400	NAIROBI
246.EXPOLANAKA FREIGHT LTD	BOX 49096-00100	NAIROBI
247.EXPORT CONSOLIDATION SERVICES (K) Ltd	BOX 95061-80104	MOMBASA
248.EXPORT TRADING COMPANY LTD	BOX 57661-00200	NAIROBI
249.EXPRESS KENYA LTD	BOX 40433-00100	NAIROBI
250.EXPRESS SHIPPING		

251.EYALAMA COMPANY	BOX 43388-80100	MOMBASA
252.F. Y. SIMBA SHIPPING AGENTS	BOX 81076-80100	MOMBASA
253.FAIDA CARGO SERVICES	BOX 69508-00400	NAIROBI
254.FAIMA VENTURES LTD	BOX 551-00502	NAIROBI
255.FAST CARGO MASTERS KENYA LTD	BOX 40495-80100	MOMBASA
256.FAST FREIGHT SERVICES LIMITED	BOX 13006-00100	NAIROBI
257.FASTLANE FREIGHT FOR WARDERS	BOX 51644-00200	NAIROBI
258.FEDERAL FREIGHT & TRANSPORT	BOX 15644-00100	NAIROBI
259.FEEDERLING LOGISTICS LTD	BOX 95061-80104	MOMBASA
260.FEY LOGISTICS LTD	BOX 012-00519	MLOLONGO.
261.FILIKEN TRANSIT FORWARDERS	BOX 90723-80100	MOMBASA
262.FILM LINE LTD	BOX 76531-00508	NAIROBI
263.FIRST AFRICA FREIGHT CONVEYORS	BOX 85800-80100	MOMBASA
264.FIRST OPTIC SOLUTIONS	BOX 52725-00200	NAIROBI
265.FLEET FREIGHTERS LTD	BOX 17583-00500	NAIROBI
266.FLIWAY KENYA LTD	BOX 8363-00100	NAIROBI
267.FLOWERING EXPRESS (K) LTD	BOX 43359-00100	NAIROBI
268.FOAM MATTRESS LTD	BOX 230-40100	KISUMU
269.FORESTER FORWARDERS	BOX 42393-00100	NAIROBI
270.FRA ALEX TOP FREIGHTERS	BOX 40915-00100	NAIROBI
271.FRAMIC CARGO AGENCIES	BOX 9119-00300	NAIROBI
272.FRANK & GEOFFREY CARGO LTD	BOX 74245-00200	NAIROBI
273.FRANKLINE CARGO SERVICES	BOX 10083-00400	NAIROBI
274.FREDTECH FOWARDERS K LTD	BOX 87100-80100	MOMBASA
275. FREIGHT AFFAIR CO. LTD	BOX 198-50408	MALABA
276.FREIGHT COMMANDOS LTD	BOX 58453-00200	NAIROBI
277.FREIGHT CONSULTANTS LTD	BOX 45376-00100	NAIROBI
278.FREIGHT FORWARDERS KENYA LTD	BOX 90682-80100	MOMBASA
279.FREIGHT IN TIME LTD	BOX 41852-00100	NAIROBI
280.FREIGHT POINT LTD	BOX 17635-00500	NAIROBI
281.FREIGHT SHORE AGENCIES LTD	BOX 4248-00200	NAIROBI
282.FREIGHTCARE LOGISTICS LTD	BOX 99335-80100	MOMBASA
283.FREIGHTCARE LTD	BOX 69768-00400	NAIROBI
284.FREIGHTWELL EXPRESS LTD	BOX 1922-80100	MOMBASA
285.FREIGHTWIDE CARGO	BOX 83360-80100	MOMBASA
286.FREIGHTWINGS LTD	BOX 44218-00100	NAIROBI
287.FREIGHTWORX LOGISTIX LTD	BOX 99985-80107	MOMBASA
288.FRONTLINE CARGO LTD	BOX 22675-00400	NAIROBI
289.G4S SECURITY SERVICES KENYA LTD	BOX 30242-00100	NAIROBI
290.GAEVA SERVICES	BOX 96653-80110	MOMBASA
291.GALLIN HOLDING LIMITED	BOX 98900-80100	MOMBASA
292.GAMARA INVESTMENTS LTD	BOX 97376-80112	MOMBASA
293.GAMMA VILLA LTD	BOX 44734-00100	NAIROBI
294.GARDEN FREIGHT LOGISTICS LTD	BOX	
295.GATEWAY MARINE SERVICES LTD	BOX 10215-80101	MOMBASA
296.GENERAL CARGOS SERVICES LTD	BOX 86322-80100	MOMBASA
297.GENERAL FREIGHTERS LTD	BOX 39238-00623	NAIROBI
298.GENERAL MOTORS EAST AFRICA LTD	BOX 30527-00100	NAIROBI
299.GEOMWA CARGO SERVICES	BOX 93098-80102	MOMBASA
300.GEORINE AGENCIES LTD	BOX 84079-80100	MOMBASA
301.GEORMAN CARGO SERVICES LTD	BOX 17745-00500	NAIROBI

302.GIMBO FREIGHT LTD	BOX 66935-00200	NAIROBI
303.GLOBAL BUSINESS COMMANDERS LTD	BOX 82548-80100	MOMBASA
304.GLOBAL FREIGHT LOGISTICS LTD	BOX 45287-00100	NAIROBI
305.GLOBE FORWARDERS LTD	BOX 84310-80100	MOMBASA
306.GLOBUS FREIGHTERS LTD	BOX 86927-80100	MOMBASA
307.GODMAN INTERNATIONAL LTD	BOX 5040-00100	NAIROBI
308.GOLDFIELDS CLEARING & FORWARDING	BOX 63815-00300	NAIROBI
309.GOLDWELL FORWARDERS LTD	BOX 42252-80100	MOMBASA
310.GRACE REMOVERS LIMITED	BOX 12179-00400	NAIROBI
311.GREAT ANCHOR CARGO LTD	BOX 4542-00100	NAIROBI
312.GREEN ISLAND SHIPCHANDLERS	BOX 88244-80100	MOMBASA
313.GREENLAND AGROPRODUCERS LTD	BOX 78025-00507	NAIROBI
314.GREENSEAS LTD	BOX 1573-00100	NAIROBI
315.HABO AGENCIES LTD	BOX 80137-80100	MOMBASA
316.HACO INDUSTRIES KENYA LTD	BOX 43903-00100	NAIROBI
317.HAMBU FREIGHT SERVICES LTD	BOX 99132-80100	MOMBASA
318.HAPPY WORLD FREIGHTERS LTD	BOX 28943-00200	NAIROBI
319.HASHI EMPEX LTD	BOX 10795-00100	NAIROBI
320.HASS PETROLEUM KENYA LTD	BOX 76337-00508	NAIROBI
321.HEBATULLAH BROTHERS LTD	BOX 41008-00100	NAIROBI
322.HEME FREIGHTERS	BOX 11561-80100	MOMBASA
323.HERMATON CARGO FORWARDERS LTD	BOX 16588-80100	MOMBASA
324.HI SPEED FREIGHT SERVICES LTD	BOX 3970-00100	NAIROBI
325.HIGH TECH FREIGHT MOVERS	BOX 20062-00200	NAIROBI
326.HIGHLAND FORWARDERS LTD	BOX 75631-00200	NAIROBI
327.HOLLYWOOD FREIGHT AGENCIES	BOX 62514-00200	NAIROBI
328.HOMELAND FREIGHT LTD	BOX 57571-00200	NAIROBI
329.HORIZON FREIGHT FORWARDERS LTD	BOX 6275-00200	NAIROBI
330. HURON FREIGHTERS LTD	BOX 94044-80107	MOMBASA
331.ICEBERG MOVERS ENTERPRISES	BOX 7027-00200	NAIROBI
332.IMENTI FREIGHT LTD	BOX 68056-00200	NAIROBI
333.IMPEX FREIGHT LIMITED	BOX 49838-00100	NAIROBI
334.INCHCAPE SHIPPING SERVICES K LTD	BOX 90194-80100	MOMBASA
335.INCOTERMS LOGISTICS SOLUTIONS KENYA LTD	BOX 85663-80100	MOMBASA
336.ING'ONI ENTERPRISES	BOX 42765-80100	MOMBASA
337.INLAND AFRICA LOGISTICS	BOX 3457-80100	MOMBASA
338.INSTA PRODUCTS (EPZ) LTD	BOX 1231-00606	NAIROBI
339.INTERCITIES FREIGHT & SHIPPING LTD	BOX 1228-00100	NAIROBI
340.INTERFREIGHT EAST AFRICA LTD		NAIROBI
341.INTERGRATED LOGISTISCS COMPANY LTD	BOX 67405-00200	NAIROBI
342.INTERKEN ENTERPRISES	BOX 69910-00400	NAIROBI
343.INTERMODEL COMMODITIES LTD	BOX 88696-80100	MOMBASA
344.INTERNATIONAL COMMITTEE OF RED CROSS	BOX 34071-00100	NAIROBI
345.INTERNATIONAL BIBLE STUDENTS ASSOCIATION	BOX 47788-00100	NAIROBI
346.INTERNATIONAL COMM. & FREIGHT CENTRE LTD	BOX 79464-00200	NAIROBI

347.INTERNATIONAL COMMERCIAL CO. (K) LTD	BOX 48774-00100	NAIROBI
348.INTERNATIONAL FOREIGN TRADE CO. LTD	BOX 30398-00100	NAIROBI
349.INTERNET TRADE CONVEYORS	BOX 99676-80100	MOMBASA
350.INTERPORT CARGO LOGISTICS	BOX 12995-00100	NAIROBI
351.INTERPORT CLEARING SERVICES	BOX 59132-00200	NAIROBI
352.INTIME FREIGHT & CARGO SERVICES	BOX 53492-00200	NAIROBI
353.INTRASPAX FFEIGHERS	BOX 50020-00200	NAIROBI
354.INTRASPEED LTD	BOX 86043-80100	MOMBASA
355.ISADEL KENYA LTD	BOX 1964-80100	MOMBASA
356.ISALILY LOGISTICS SERVICE	BOX 35106-00200	NAIROBI
357.ISLAND FREIGHTERS LTD	BOX 99924-80107	MOMBASA
358.J. A. R. KENYA EPZ LTD	BOX 78788-00507	NAIROBI
359.J.B. MAINA & CO. LTD	BOX 81307-80100	MOMBASA
360.J.M.K. ENTERPRISES LTD	BOX 40543-80100	MOMBASA
361.JAKAL SERVICES LTD	BOX 86874-80100	MOMBASA
362.JAMBO CARGO SERVICES	BOX 60814-00200	NAIROBI
363.JAMES FINLAY KENYA LTD	BOX 84619-80100	MOMBASA
364.JEDIMA TRADE AGENCIES LTD	BOX 72278-00200	NAIROBI
365.JET FLOWERS LIMITED	BOX 19246-00501	NAIROBI
366.JIHAN FREIGHTERS	BOX 1795-80100	MOMBASA
367.JOEGRAKA ENTERPRISES	BOX 82466-80100	MOMBASA
368.JOE'S FREIGHTER LTD	BOX 56553-00200	NAIROBI
369.JOGRA FREIGHT FORWARDERS LTD	BOX 88283-80100	MOMBASA
370.JOLSE LTD	BOX 81124-80100	MOMBASA
371.JOLY DUD INVESTMENT LTD	BOX 130-40414	ISEBANIA
372.JOSIM AGENCIES LTD	BOX 98870-80100	MOMBASA
373.JOWAKA SUPER LINKS LTD	BOX 7020-00300	NAIROBI
374.JOWAM CARGO	BOX	
375.JUATECH AGENCIES	BOX 5316-00200	NAIROBI
376.K. B. FREIGHTER S LTD	BOX 83636-80100	MOMBASA
377.KAISER AGENCIES LTD	BOX 2618-80100	MOMBASA
378.KAKSINGRI FREIGHT DEVELOPMENT	BOX 53025-00200	NAIROBI
379.KAMAR C & F HOUSE	BOX 98437-80100	MOMBASA
380.KAMYN INDUSTRIES LTD	BOX 82851-80100	MOMBASA
381.KANA FREIGHT LOGISTICS	BOX 75362-00200	NAIROBI
382.KANDITO FREIGHT AGENCIES	BOX 17047-80100	MOMBASA
383.KANJE FREIGHTERS	BOX 176-00207	NAMANGA
384.KANKAM EXPORTERS LTD	BOX 10463-00400	NAIROBI
385.KANSEI CLEARING & FORWARDING CO. LTD	BOX 33471-00600	NAIROBI
386. KAPRIC APPARELS EPZ LTD	BOX 81579-80100	MOMBASA
387.KAPWELL ENTERPRISES LTD	BOX 53226-00200	NAIROBI
388.KATE FREIGHT & TRAVEL LTD	BOX 59280-00200	NAIROBI
389.KAWAISON INTERNATIONAL LTD	BOX 54401-00200	NAIROBI
390.KEARSLEY FREIGHT SERVICES LTD	BOX 4642-00506	NAIROBI
391.KEBIMEX FREIGHTERS LTD	BOX 667-80100	MOMBASA
392.KEENA AGENCIES	BOX 90568-80100	MOMBASA
393.KEIHIN MARITIME SERVICES LTD	BOX 42197-80100	MOMBASA
394.KELIMA FORWARDERS LTD	BOX 49-50408	MALABA

395.KELVIN AND HANNINGTON INT. LTD	BOX 16714-00620	NAIROBI
396.KEMS FREIGHTERS (K) LTD	BOX 2265-80100	MOMBASA
397.KEN FREIGHT (E.A.) LTD	BOX 88598-80100	MOMBASA
398.KEN -KNIT (K) LTD	BOX 142-30100	ELDORET
399.KENAM CARGO LTD	BOX 68987-00622	NAIROBI
400.KENED INTERNATIONAL COMPANY LTD	BOX 1032-40100	KISUMU
401.KENFRIC INDUSTRIES	BOX 39257-00623	NAIROBI
402.KENMARK CONSULTANTS	BOX 43358-80100	MOMBASA
403.KENREVVY CARGO CONVEYORS	BOX 81273-80100	MOMBASA
404.KENTAN SERVICES LTD	BOX 11290-00200	NAIROBI
405.KENTON FREIGHTERS	BOX 57099-00200	NAIROBI
406.KENWAYS EXPRESS LTD	BOX 3376-80100	MOMBASA
407.KENYA AIRWAYS LTD	BOX 19000-00501	NAIROBI
408.KENYA BONDED WAREHOUSE	BOX 80522-80100	MOMBASA
409.KENYA DUTY FREE COMPLEX	BOX 19122-00501	NAIROBI
410.KENYA ENTERPRISE	BOX 2592-40100	KISUMU
411.KENYA FIRE APPLIANCE COMPANY LTD	BOX 47804-00100	NAIROBI
412.KENYA GARAGE VEHICLE IND. LTD	BOX 17941-00500	NAIROBI
413.KENYA GENERAL INDUSTRIES LTD	BOX 80287-80100	MOMBASA
414.KENYA HAULAGE AGENCY LTD	BOX 40388-80100	MOMBASA
415. KENYA VEHICLE MANUFACTURERS	BOX 1436-01000	THIKA
416.KENYA WINE AGENCIES LTD	BOX 40550-00100	NAIROBI
417.KEY NOTE LOGISTICS LTD	BOX 15023-00100	NAIROBI
418.KIAMBA CLEARING & FORWARDING LTD	BOX 46826-00100	NAIROBI
419.KIAN CARGO LTD	BOX 16811-80100	MOMBASA
420.KIDIMA ENTERPRISES LTD	BOX 16892-80100	MOMBASA
421.KILINDINI INVESTMENT LIMITED	BOX 84600-80100	MOMBASA
422.KIMCLEAR ENTERPRISES	BOX 168-00515	NAIROBI
423.KINGS CARGO AGENCIES LTD	BOX 18498-00500	NAIROBI
424.KINGS FREIGHT LOGISTICS	BOX 51479-00200	NAIROBI
425.KIPKEBE LIMITED	BOX 97979-80112	MOMBASA
426.KISA FREIGHTERS LTD	BOX 83236-80100	MOMBASA
427.KISAINGU TRANSPORTERS LTD	BOX 67902-00200	NAIROBI
428.KOSO TRADING AGENCIES LTD	BOX 85211-80100	MOMBASA
429.KRYSTALLINE SALT LTD	BOX 43114-00100	NAIROBI
430.KUEHNE & NAGEL LTD	BOX 69979-00400	NAIROBI
431.KURTZ FREIGHTERS TOURS AND SAFARIS	BOX 11400-00100	NAIROBI
432.KWANJETEKA ENTERPRISES	BOX 8899-80100	MOMBASA
433.LABORATORY AND ALLIED LTD	BOX 42875-80100	MOMBASA
434.LANSEAIR LIMITED	BOX 74745-00200	NAIROBI
435.LAS AIRFREIGHT LTD	BOX 34740-00100	NAIROBI
436.LAYTONE LOGISTICS LTD	BOX 9025-00200	NAIROBI
437.LEENA APPARELS LTD	BOX 89172-80100	MOMBASA
438.LEIGHNICKS CO. LTD	BOX 74687-00200	NAIROBI
439.LEMCO FREIGHT FORWARDERS LTD	BOX 2473-00100	NAIROBI
440.LIDAN ENTERPRISES LTD	BOX 87064-80100	MOMBASA
441.LINKAGE CONVEYORS LTD	BOX 3346-80100	MOMBASA
442.LINO STATIONERS KENYA LTD	BOX 46268-00100	NAIROBI
443.LIVERCOT IMPEX LTD	BOX 9695-80100	MOMBASA
444.LOGISTIC FREIGHT LTD	BOX 39202-00623	NAIROBI

445.LOGISTIC SOLUTIONS LTD	BOX 17047-80100	MOMBASA
446.LOGISTICS CENTRE SERVICES	BOX 61061-00200	NAIROBI
447.LOGISTICS SERVICES LTD	BOX 83154-80100	MOMBASA
448.LONGROCK LIMITED	BOX 8228-00200	NAIROBI
449.LOW SEA INTERNATIONAL AGENCIES	BOX 41633-80100	MOMBASA
450.M.J. CLARKE LTD	BOX 42802-80100	MOMBASA
451.M/S ATLANTIS SHIPPING LTD	BOX 85809-80100	MOMBASA
452.M/S DIAMOND SHIPPING SERVICES	BOX 1185-80100	MOMBASA
453.M/S GULIMEX INTERNATIONAL LTD	BOX 1310-40100	KISUMU
454.M/S IBRAHIM A. BARKADLE	BOX 98588-80100	MOMBASA
455.M/S KENSHADE TRADING AGENCIES	BOX 73531-00200	NAIROBI
456.M/S LIMUTTI HOLDINGS LT	BOX 82596-80100	MOMBASA
457.M/S LUXWAYS LTD	BOX 40518-80100	MOMBASA
458.M/S M.C GLOBAL LTD	BOX 9074-00200	NAIROBI
459.M/S PALYNE INVESTMENTS AGENCIES	BOX 74434-00200	NAIROBI
460.M/S SKYWAYS LOGISTICS	BOX 6223-00200	NAIROBI
461.M/S THRO BILL FREIGHT LOGISTICS	BOX 50025-00200	NAIROBI
462.M/S TOHEL AGENCIES LTD	BOX 42918-80100	MOMBASA
463.M/S VICTORY FREIGHTERS LTD	BOX 17747-00500	NAIROBI
464.MABATI ROLLING MILLS LTD	BOX 271-00204	ATHI RIVER
465.MABITA COMPANY LTD	BOX 42077-80100	MOMBASA
466.MACSIM CARGO SERVICES	BOX 545-00621	NAIROBI
467.MAERKRIECH (AFRICA) LTD	BOX 88335-80100	MOMBASA
468.MAERSK KENYA LTD	BOX 9911-80100	MOMBASA
469.MAGOT FREIGHT SERVICES	BOX 87959-80100	MOMBASA
470.MAINKAM LTD	BOX 28348-00200	NAIROBI
471.MAPLE FREIGHT SERVICES	BOX 73848-00200	NAIROBI
472.MAPS INVESTMENT SERVICES	BOX 8233-00200	NAIROBI
473.MARACA ENTERPRISES LTD	BOX 77435-00611	NAIROBI
474.MARENO COMPANY LTD	BOX 2956-80100	MOMBASA
475.MARFLO FREIGHT FORWARDERS LTD	BOX 28157-00200	NAIROBI
476.MARICHOR MARKETING SERVICES LTD	BOX 2485-30100	ELDOROT
477.MARINO CLEARING & FORWARDING LTD	BOX 88537-80100	MOMBASA
478.MARITIME FREIGHT COMPANY LTD	BOX 99611-80100	MOMBASA
479.MARKS ENTERPRISES LIMITED	BOX 46603-00100	NAIROBI
480.MARYMAC FREIGHT COMPANY	BOX 88054-80100	MOMBASA
481.MASINDET INVESTMENTS LTD	BOX 177-40414	ISEBANIA
482.MAST INVESTMENTS CO. LTD	BOX 40156-80100	MOMBASA
483.MASTULI FREIGHTERS LTD	BOX 13903-00800	NAIROBI
484.MATSINGBERG C & FORWARDING CO. LTD	BOX 50796-00200	NAIROBI
485.MAYA DUTY FREE LTD	BOX 45887-00100	NAIROBI
486.MAYA FREIGHT LTD	BOX 49125-00100	NAIROBI
487.MAYOOJN ENTERPRISES LTD	BOX 79094-00400	NAIROBI
488.MAYLEEN CORPORATION	BOX	
489.MBARAKI PORT WAREHOUSE KENYA LTD	BOX 80066-80100	MOMBASA
490.MEADOW AGENCIES LTD	BOX 82077-80100	MOMBASA
491. MEBS GLOBAL LTD	BOX	
492.MECHANISED CARGO SYSTEMS LTD	BOX 51021-00200	NAIROBI
493.MECKAN HOLDINGS LTD	BOX 3083-80100	MOMBASA

494.MECLIF CLEARING & FORWARDING LTD	BOX 2704-80100	MOMBASA
495.MEDIRERRANEO EXPRESS LTD	BOX 98979-80100	MOMBASA
496.MEN & CARGO LTD	BOX 43112-80100	MOMBASA
497. MENHIR LIMITED	BOX 82785-80100	MOMBASA
498.MEPRO TRADE LTD	BOX 50836-00200	NAIROBI
499.META COMMUNICATIONS LTD	BOX 34385-00100	NAIROBI
500.METEOR FREIGHT FORWARDERS CO. LTD	BOX 79153-00400	NAIROBI
501.MIDWAVE FREIGHERS LTD	BOX 62365-00200	NAIROBI
502.MILESTONE IMPORT & IMPORT LTD	BOX 57032-00200	NAIROBI
503.MILLEAGE ENTERPRISES	BOX 9330-00300	NAIROBI
504.MILLENIUM AVIATION SERVICES	BOX 80785-00100	NAIROBI
505.MILLENIUM FREIGHT LOGISTICS	BOX 99746-80100	MOMBASA
506.MIRAGE FASHIONWEAR (EPZ) LTD	BOX 538-00204	ATHI RIVER
507.MIRITINI KENYA LTD	BOX 18178-00500	NAIROBI
508.MIRO AGENCIES EA LTD	BOX 2156-00200	NAIROBI
509.MISHALE FREIGHTERS LTD	BOX 4849-00506	NAIROBI
510.MITCHELL COTTS FREIGHT KENYA	BOX 30085-00100	NAIROBI
511.MODA FREIGHT FORWARDERS LTD	BOX 99946-80100	MOMBASA
512.MODERN LOGISTICS LTD	BOX 40410-80100	MOMBASA
513.MOHABAB ENTERPRISES	BOX 16210-00100	NAIROBI
514.MOMBASA COFFE LTD	BOX 88623-80100	MOMBASA
515.MOMBASA COMMERCIAL & IND ENT LTD	BOX 81124-80100	MOMBASA 2
516.MOMBASA SEA PORT DUTY FREE	BOX 95223-80104	MOMBASA
517.MONIKS AGENCIES LTD	BOX 75279-00200	NAIROBI
518.MONSOON MOVERS ENTERPRISES LTD	BOX 2564-80100	MOMBASA
519.MORE FORWARDERS LTD	BOX 142-50408	MALABA
520.MOREVO AGENCY	BOX 2014-80100	MOMBASA
521.MORGAN AIR CARGO LTD	BOX 6795-00200	NAIROBI
522.MTAPANGA AGENCIES LTD	BOX 90543-80100	MOMBASA
523.MUCHEBA SERVICES	BOX 296-50408	KAMURIAI MALABA
524.MUGENGA HOLDINGS LTD	BOX 90373-80100	MOMBASA
525.MUHITO INVESTMENTS	BOX 87454-80100	MOMBASA
526.MULTI PACKAGING LTD	BOX 78354-00507	NAIROBI
527.MUMILO FREIGHTERS LTD	BOX 90284-80100	MOMBASA
528.MUNSHIRAM INTL. BUSINESS MACHINES LTD	BOX 46667-00100	NAIROBI
529.MURANGA FORWARDERS LTD	BOX 84208-80100	MOMBASA
530.MUSTHAFI ENTERPRISES LTD	BOX 41311-80100	MOMBASA
531.MUWA FORWARDERS LTD	BOX 40057-00100	NAIROBI
532.MUZDALIFA C&F LTD	BOX 98730-80100	MOMBASA
533.MWANDO LOGISTICS	BOX 201-00515	NAIROBI
534.MYRAID TRADELINE LTD	BOX 4697-00506	NAIROBI
535.NAFENET INTERNATIONAL LTD	BOX 56906-00200	NAIROBI
536.NAIROBI CARGO SERVICES LTD	BOX 58317-00200	NAIROBI
537.NAJMI CLEARING & FORWARDING	BOX 85052-80100	MOMBASA
538.NARCOL ALUMINIUM ROLLING MILLS LTD	BOX 80872-80100	MOMBASA
539.NAS AIRPORT SERVICES LTD	BOX 19010-00501	NAIROBI
540.NATALYA HOLDINGS LTD	BOX 87875-80100	MOMBASA
541.NATION MEDIA GROUP	BOX 49010-00100	NAIROBI
542.NATIONAL CEREALS & PRODUCE BOARD	BOX 30586-00100	NAIROBI

543.NEDOWES CARGO FREIGHT LTD	BOX 93811-80102	MOMBASA
544.NEO SEALAND REGIONAL FREIGHTERS	BOX 59954-00200	NAIROBI
545.NEOSERVE LOGISTICS	BOX 22987 00400	NAIROBI
546.NEPTUNE FORWARDERS LTD	BOX 52159-00200	NAIROBI
547.NEW PLANET EXPRESS	BOX 66108-00800	NAIROBI
548.NGOZI LIMITED	BOX 89126-80100	MOMBASA
549.NIBAL FREIGHTERS LTD	BOX 20001-80116	MOMBASA
550.NICAH LOGISTICS LTD	BOX 80012-80100	MOMBASA
551.NNITO TRADING LTD	BOX 28037-00200	NAIROBI
552.NOAHS ARK ENTERPRISES	BOX 10138-00100	NAIROBI
553.NORTHWEST KENYA LTD	BOX 99061-80100	MOMBASA
554.NYAGAKA FORWARDERS	BOX 6128-00100	NAIROBI
555.NZOIA FREIGHTERS LTD	BOX 46344-00100	NAIROBI
556.OCEAN PACIFIC LINE INTERNATIONAL LTD	BOX 2533-80100	MOMBASA
557.OCEAN STAR GENERAL AGENCIES	BOX 95139-80104	MOMBASA
558.OCEANIC CARGO AGENCY LTD	BOX 51739-00200	NAIROBI
559.OCEANLINES FREIGHT FORWARDERS	BOX 22290-00400	NAIROBI
560.OCEANWAVE TRADELINKS LTD		MOMBASA
561.OKAMOTO FREIGHT SERVICES LTD	BOX 22124-00400	NAIROBI
562.OKILANDERS FREIGHT	BOX 22-00207	NAMANGA
563.ONE TOUCH CARGO SERVICES	BOX 75631-00200	NAIROBI
564.ONE WORLD COURIER LTD	BOX 75631-00200	NAIROBI
565.ONWARD CARGO SYSTEM	BOX 5442-00100	NAIROBI
566.OPTIMAX AGENCIES LTD	BOX 32310-00600	NAIROBI
567.ORIENT BENKO FREIGHTERS B	OX 6716-00200	NAIROBI
568.ORION CARGO HANDLERS	BOX 1766-80100	MOMBASA
569.OSERIAN DEVELOPMENT COMPANY LTD		NAIROBI
570.OSHO CHEMICAL INDUSTRIES LIMITED	BOX 40016-00100	NAIROBI
571.OTASONS F.P.G.M. LTD	BOX 98732-00100	NAIROBI
572.P.N. MASHRU LTD	BOX 98728-80100	MOMBASA
573.PACKLOG ENTERPRISES	BOX 99031-80100	MOMBASA
574.PAGO AGENCIES	BOX 93498-80102	MOMBASA
575.PAK PACIFIC	BOX 83710-80100	MOMBASA
576.PALM FREIGHTERS LTD	BOX 40512-80100	MOMBASA
577.PAMOL CONNECTIONS SERVICES	BOX 34275	MOMBASA
578.PAN AFRICA SYNDICATE LTD	BOX 81954-80100	MOMBASA
579.PAN AFRICAN PAPER MILLS (E.A.) LTD	BOX 30221-00100	NAIROBI
580.PANAL FREIGHTERS	BOX 41458-80100	MOMBASA
581.PANALPINA KENYA LTD		
582.PANTEL CHEMICALS LTD	BOX 17506-00500	NAIROBI
583.PANWORLD HOLDINGS LTD	BOX 5750-00200	NAIROBI
584.PAWEED EXPRESS CARGO LTD	BOX 15023-00100	NAIROBI
585.PEAL LOGISTICS LTD	BOX 66-50408	MALABA
586.PEERLESS TEA SERVICES LTD	BOX 80058-80100	MOMBASA
587.PEJON FREIGHT MOVERS	BOX 4583-00506	NAIROBI
588.PENTAGON FREIGHT FORWARDERS LTD	BOX 49895-00100	NAIROBI
589.PERLES SOLUTIONS	BOX 10116-80101	MOMBASA
590.PESOSI FREIGHTERS LTD	BOX 40220-80100	MOMBASA
591.PETROSA GENERAL CONTRACTORS LTD	BOX 89341-80100	MOMBASA
592.PETRUT FREIGHT FORWARDERS LTD	BOX 43329-00100	NAIROBI

593.PHILSAM AGENCIES LTD	BOX 21982-00400	NAIROBI
594.PLAN FREIGHT LTD	BOX 66945-00200	NAIROBI
595.PLASTIC COMPOUNDERS EPZ LTD		MOMBASA
596.PORTS CONVEYORS LTD	BOX 73743-00200	NAIROBI
597.POSTAL CORPORATION OF KENYA	BOX 34567-00100	NAIROBI
598.POLYGON LOGISTICS LTD	BOX 6752 – 00200	NAIROBI
599.POWER FORWARDERS LTD	BOX 55222-00200	NAIROBI
600.PRAFULLA ENTERPRISES LTD	BOX 821-40100	KISUMU
601.PRECISE LOGISTICS LTD	BOX 27520-00506	NAIROBI
602.PREMIER FLOUR MILLS LTD	BOX 59307-00200	NAIROBI
603.PRIMCARGO AGENCIES LTD	BOX 55660-00200	NAIROBI
604.PRINCIPAL FORWARDERS LTD	BOX 85318-80100	MOMBASA
605.PRIORITY LOGISTICS LTD	BOX 46748-00100	NAIROBI
606.PROTEX KENYA (EPZ) LTD	BOX 504-00204	ATHI RIVER
607.PROVINCIAL CLEARING & FORWARDING	BOX 88509-80100	MOMBASA
608.PWANI OIL PRODUCTS LTD	BOX 81927-80100	MOMBASA
609.QUALITY TASTE LIMITED	BOX 88343-80100	MOMBASA
610.QUEST MARITIME LTD	BOX 85731-80100	MOMBASA
611.QUICK CARGO SERVICES LTD	BOX 50000-00200	NAIROBI
612.RAI PLYWOODS KENYA LTD	BOX 241-30100	ELDORET
613.RAJOSCA FREIGHT FORWARDERS LTD	BOX 2804-80100	MOMBASA
614.RAMO FORWARDERS LTD	BOX 81400-80100	MOMBASA
615. RAPAT FREIGHT KENYA LTD	BOX 4499-00200	NAIROBI
616.RAPID KATE SERVICES LTD	BOX 75693-00200	NAIROBI
617.RAVI CLEARING AND FORWARDING COMPANY	BOX 88048-80100	MOMBASA
618.RAY CARGO SERVICES LTD	BOX 57301-00200	NAIROBI
619.RED ANCHOR FREIGHT FORWARDERS	BOX 51251-00200	NAIROBI
620.REFCO FORWARDERS LIMITED	BOX 82556-80100	MOMBASA
621.REGENT FREIGHT SYSTEMS LTD	BOX 18841-00500	NAIROBI
622.REGIONAL ENTREPRENEURS KENYA LTD	BOX 22064-00400	NAIROBI
623.REGIONAL RAIL LINK SERVICES LTD	BOX 40946-80100	MOMBASA
624.REJEIBY CLEARING & FORWARDING	BOX 84385-80100	MOMBASA
625.RELIABLE FREIGHT SERVICES LTD	BOX 42752-80100	MOMBASA
626.REMNYARO COMPANY	BOX 99522-80100	MOMBASA
627.REMOVALS FREIGHT INTERNATIONAL LTD	BOX 22699-00400	NAIROBI
628.RENAISSANCE LIMITED	BOX 26158-00504	NAIROBI
629.RESCUE TECHNICAL ENTERPRISES	BOX 22946-00400	NAIROBI
630.RHS FREIGHT SERVICES	BOX 26475-00100	NAIROBI
631.RIGE LIMITED	BOX 71-00507	NAIROBI
632.RIPE FREIGHT SERVICES LTD	BOX 89919-80100	MOMBASA
633.RISING FREIGHT LTD	BOX 12129-00400	NAIROBI
634.ROMARK FREIGHTERS LTD	BOX 51502-00200	NAIROBI
635.RORENE LIMITED	BOX 87005-80100	MOMBASA
636.ROSMIK TRADING COPANY LTD	BOX 97134-80112	MOMBASA
637.ROTO MOULDERS LTD	BOX 26393-00504	NAIROBI
638.RUATECH TRADING CO. (E.A.) LTD	BOX 12534-00400	MOMBASA
639.RUFAIDA ENTERPRISE	BOX 80602-80100	MOMBASA
640.RUKEN FREIGHT LTD	BOX 54993-00200	NAIROBI
641.RUMAN COMPANY LTD	BOX 42326-80100	MOMBASA

642.RUSINGA INTENATIONAL FREIGHT	BOX 3248-00506	NAIROBI
643.RUWENZORI AGENCIES INTERNATIONAL LTD	BOX 1127-80100	MOMBASA
644.RYCE MOTORS LIMITED	BOX 49729-00100	NAIROBI
645.S. A.A. INTERSTATE TRADERS KENYA LTD	BOX 80298-80100	MOMBASA
646.S. K. AMIN	BOX 81282-80100	MOMBASA
647.SAFARI FOOD PROCESSORS & CANNERS LTD	BOX 41748-00100	NAIROBI
648.SAFREIGHT LIMITED	BOX 84385-80100	MOMBASA
649.SAGOMA AGENCIES	BOX 80100-80100	MOMBASA
650.SAHEL FREIGHTERS LTD	BOX 40040-80100	MOMBASA
651.SAKAMI GENERAL AGENCIES LTD	BOX 97605-80112	MOMBASA
652.SALIMOND FREIGHT SERVICES	BOX 6446-00300	NAIROBI
653.SAMACHI CARGO FORWARDERS	BOX 41076-00100	NAIROBI
654.SAMBUTI FREIGHTERS	BOX 154-50408	MALABA
655.SAMEDAY CARGO FORWARDERS	BOX 75024-00200	NAIROBI
656.SAMSY INTERNATIONAL AGENCY	BOX 12191-00400	NAIROBI
657.SAMSY INTERNATIONAL AGENCY LTD	BOX 12191-00400	NAIROBI
658.SANYO ARMCO (K) LIMITED	BOX 67-00100	NAIROBI
659.SATISFY CLEARING & FORWARDING	BOX 18543-00500	NAIROBI
660.SCHENKER LIMITED	BOX 46757-00100	NAIROBI
661.SDV-TRANSAMI KENYA LTD	BOX 46586-00100	NAIROBI
662.SEA AIR FORWARDERS INT. LTD	BOX 83354-80100	MOMBASA
663.SEA BRIDGE FORWARDERS LTD	BOX 38742-00600	NAIROBI
664.SEA LORD AGENCIES	BOX 43493-80100	MOMBASA
665.SEABASE SOLUTIONS LTD	BOX 41425-80100	MOMBASA
666.SEACON (K) LTD	BOX 42513-80100	MOMBASA
667.SEAGATE LOGISTICS LTD	BOX 3577-80100	MOMBASA
668.SEAGULL	BOX	
669.SEALAIR FREIGHT CO. LTD	BOX 61072-00200	NAIROBI
670.SEALAND LOISTICS LTD	BOX 10037-00100	NAIROBI
671.SEALINE FREIGHT SERVICES	BOX 8483-00100	NAIROBI
672.SEA-SKY EXPRESS LTD	BOX 5249-00506	NAIROBI
673.SEASTAR FOWARDERS LIMITED	BOX 1553-80100	MOMBASA
674.SEAWAYS KENYA LTD	BOX 30065-00100	NAIROBI
675.SEMBESEMBE FREIGHT SERVICES LTD	BOX 88259-80100	MOMBASA
676.SEWE LOGISTICS	BOX	
677.SHARIS LOGISTICS LTD	BOX 16378-00100	NAIROBI
678.SHELTER CONVEYORS LTD	BOX 3345-80100	MOMBASA
679.SHERDI EXPRESS LIMITED	BOX 10431-00400	NAIROBI
680.SHIPSIDE & GENERAL SERVICES LTD	BOX 85544-80100	MOMBASA
681.SIGNET FORWARDERS CO. LTD	BOX 32836-00600	NAIROBI
682.SIGNON FREIGHT LTD	BOX 99646-80100	MOMBASA
683.SILMAK AGENCIES	BOX 35161-00200	NAIROBI
684.SIMMONDS CARGO SERVICES	BOX 11635-00100	NAIROBI
685.SINOLING KENYA GARMENT MANUF. LTD	BOX 83218-80100	MOMBASA
686.SISCO SUPERIOR CARGO HANDLING LTD	BOX 13738-00100	NAIROBI
687.SITE FORWARDERS LTD	BOX 51469-00200	NAIROBI
688.SIX CONTINENTS FREIGHT LOGISTICS	BOX 49552-80100	MOMBASA

689.SKY AND SEA CARGO TRACK	BOX 6691-00200	NAIROBI
690.SKYLAND LOGISTICS LTD	BOX 60207-00200	NAIROBI
691.SKYLARK CONVEYORS KENYA LTD	BOX 970-00200	NAIROBI
692.SKYLIFT CARGO LIMITED	BOX 3979-00506	NAIROBI
693.SKYLINE GLOBAL SERVICES LTD	BOX 4720-00100	NAIROBI
694.SKYMAN FREIGHTERS LTD	BOX 40942-80100	MOMBASA
695.SKYTRAIN LTD	BOX 19218-00501	NAIROBI
696.SKYWARDS AGENCIES LTD	BOX 3343-80100	MOMBASA
697.SLOPES AGENCIES LTD	BOX 40063-80100	MOMBASA
698.SMART CARGO LTD	BOX 5559-00300	NAIROBI
699.SMOOTHLINE FREIGHTERS	BOX 20074-00200	NAIROBI
700.SOKOTA INVESTMENTS LIMITED	BOX 2198-80100	MOMBASA
701.SOLLATEK ELECTRONICS (K) LTD	BOX 34246-80118	MOMBASA
702.SOLSON CLEARING COMPANY	BOX 80007-80100	MOMBASA
703.SOMERSET IMPEX	BOX 90-00207	NAMANGA
704.SONDEKA FREIGHT FORWARDERS LTD	BOX 6022-00100	KIKUYU
705.SONEVA ENTERPRISES	BOX 90357-80100	MOMBASA
706.SOSMIRA INVESTMENT CO. LTD	BOX 38742-40414	ISEBANIA
707.SOUTHERN SHIPPING SERVICES LTD	BOX 40268-80100	MOMBASA
708.SOUTHERN STAR FREIGHTERS	BOX 2660-80100	MOMBASA
709.SPANFREIGHT SHIPPING LIMITED	BOX 99760-8010	0 MOMBASA
710.SPARTAN TRADING COMPANY	BOX 39704-00623	NAIROBI
711.SPECTRE INTERNATIONAL LTD	BOX 2131-40100	KISUMU
712.SPEDAG SPEDITION KENYA LTD	BOX 2486-80100	MOMBASA
713.SPEED FREIGHT LTD	BOX 19128-00501	NAIROBI
714.SPEED TRACK FORWARDERS LTD	BOX 89088-80100	MOMBASA
715.SPEEDEX LOGISTICS LTD	BOX 39468-00623	NAIROBI
716.STAR RHODE CO. LTD	BOX 2425-00100	MOMBASA
717.STARFREIGHT LIMITED	BOX 41865-00100	NAIROBI
718.STARWAY INTERNATIONAL FREIGHT	BOX 43425-80100	MOMBASA
719.STEEL MAKERS LTD	BOX 44574-80100	MOMBASA
720.STEEL STRUCTURES LIMITED	BOX 49862-00100	NAIROBI
721.STEFRAH CONSULTANCY AGENCIES	BOX 40915-00100	NAIROBI
722.STERAC CONSULTANTS LTD	BOX 11517-00100	NAIROBI
723.STRAIGHT LINE CARGO FORWARDERS	BOX 5228-00506	NAIROBI
724.SUJEMI INVESTMENTS LTD	BOX 5207-00100	NAIROBI
725.SUMMIT COVE LINES COMPANY	BOX 99545-80100	MOMBASA
726.SUNA FREIGHTERS LIMITED	BOX 18-40400	SUNA MIGORI
727.SUPER PACIFIC FREIGHT SERVICES	BOX 26-00207	NAMANGA
728.SUPER FIRST FORWARDERS LTD	BOX 79748-00200	NAIROBI
729.SUPERFREIGHT LTD	BOX 55460-00200	NAIROBI
730.SUPERIOR CARGO CONVEYORS LTD	BOX 19047-00501	NAIROBI
731.SUPERSONIC CLEARING & FORW. SERVICES	BOX 2786-00200	NAIROBI
732.SUPERSONIC FREIGHTERS	BOX 48889-00100	NAIROBI
733.SWIFE LTD	BOX 99434-80100	MOMBASA
734.SWIFT CARGO LTD	BOX 8672-00100	NAIROBI
735.SWIFT FREIGHT INTERNATIONAL KENYA	BOX 84705-00100	NAIROBI
736.SWIFT LINK FREIGHT SERVICES	BOX 44734-00100	NAIROBI
737.SWIFT ROYAL CONVEYORS LTD	BOX 90269-80100	MOMBASA
738.SYKA LOGISTICS LTD	BOX 3172-00506	NAIROBI

739.SYNERGY FREIGHT & LOGISTICS LTD	BOX 62070-00200	NAIROBI
740.SYSTEM INTERGRATION LTD SYMPHONY T/A	BOX 14201-00100	NAIROBI
741.TABAKI FREIGHT SERVICES INTL LTD	BOX 6622-00800	NAIROBI
742.TAIYO ENTERPRISES LTD	BOX 47814-00100	NAIROBI
743.TASARA FORWARDERS LTD	BOX 27563-00506	NAIROBI
744.TASTIC ENTERPRISES LTD	BOX 6782-00200	NAIROBI
745.TAZAMA DEVELOPMENT COMPANY LTD	BOX 16590-00620	NAIROBI
746.TECHNO RELIEF SERVICES LTD	BOX 34910-00100	NAIROBI
747.TEPRA LOGISTICS LTD	BOX 25281-00100	NAIROBI
748.THAKA LIMITED	BOX 8313-00506	NAIROBI
749.THAM EXPRESS LTD	BOX 42806-00100	NAIROBI
750.THE NAIROBI CLEARING HOUSE	BOX 9463-00100	NAIROBI
751.THO SERVICES LTD	BOX 451-00600	NAIROBI
752.THOMSAM INVESTMENT	BOX 60596-00200	NAIROBI
753.THREE WAY SHIPPING SERVICES KENYA LTD	BOX 84137-80100	MOMBASA
754.TIBA FREIGHT FORWARDERS	BOX 40155-00100	NAIROBI
755.TIME FAST FREIGHT FORWARDERS LTD	BOX 9728-00100	NAIROBI
756.TIMSALES LIMITED	BOX 5056-00100	NAIROBI
757.TOP SPEED FREIGHT FORWARDERS	BOX 68277-00200	NAIROBI
758.TOPEN INDUSTRIES LTD	BOX 78062-00507	NAIROBI
759.TORULI FORWARDERS LTD	BOX 121-40414 I	SEBANIA
760.TOTAL TOUCH EXPRESS	BOX 76207-00508	NAIROBI
761.TRADELINE EXPRESS (K) LTD	BOX 49868-00100	NAIROBI
762. TRADEWINDS LOGISTICS	BOX 42474-00100	NAIROBI
763.TRADEWISE AGENCIES LTD	BOX 58622-00200	NAIROBI
764.TRANS AFRICA MERCHANTS LTD	BOX 11711-80100	MOMBASA
765.TRANS CARE SERVICES	BOX 46267-00100	NAIROBI
766.TRANSEFFECTIVE COMPANY LTD	BOX 6100-00200	NAIROBI
767.TRANSFREIGHT LOGISTICS LTD	BOX 42546-80100	MOMBASA
768.TRANSONIC LOGISTICS	BOX 19152-00501	NAIROBI
769.TRANSOUTH CONVEYORS LTD	BOX 677-80100	MOMBASA
770.TRANS-VAAL LOGISTICS LTD	BOX 16173-80111	MOMBASA
771.TRANSLINK SHIPPING & LOGISTICS (E.A)	BOX	
772.TREASURE CARGO SERVICES LTD	BOX 56717-00200	NAIROBI
773.TREO'S COMPANY LTD	BOX 85422-80100	MOMBASA
774.TRIBETOO KENYA LTD	BOX 95266-80104	MOMBASA
775.TRICEPTS SOLUTIONS LTD	BOX 40753-80100	MOMBASA
776.TRIOSTAR AGENCIES K. LTD	BOX 54340-00200	NAIROBI
777.TRIPPLE TWIN LOGISTICS LTD	BOX 14482-00100	NAIROBI
778.TROPICAL SKY CARGO LTD	BOX 64627-00620	NAIROBI
779.TURNER FREIGHTERS LTD	BOX 87863-80100	MOMBASA
780.TURNING POINT FREIGHT LTD	BOX 41072-80100	MOMBASA
781.TUSAMS AGENCIES LTD	BOX 2134-80100	MOMBASA
782.UFANISI FREIGHNERS KENYA LTD	BOX 88918-80100	MOMBASA
783.UKWALA FREIGHT FORWARDERS	BOX 28799-00200	NAIROBI
784.UMOJA RUBBER PRODUCTS LTD	BOX 87388-80100	MOMBASA
785.UNCLE RIVERSIDE INVESTMENT LTD	BOX 82247-80100	MOMBASA
786.UNEEK FREIGHT SERVICES LTD	BOX 75631-00200	NAIROBI
787.UNICON LOGISTICS	BOX 25960-00504	NAIROBI
788.UNIFREIGHT TRUCKING SERVICES LTD	BOX 85161-80100	MOMBASA

789.UNIGLOBE LOGISTICS	BOX 85872-80100	MOMBASA
790.UNION EXPRESS	BOX 52967-00200	NAIROBI
791.UNION CLEARING & FORWARDING LTD	BOX 82806-80100	MOMBASA
792.UNION LOGISTICS LTD	BOX 4831-00506	NAIROBI
793.UNITED ARYAN EPZ LTD	BOX 126-00100	NAIROBI
794.UNITED CLEARING COMPANY LTD	BOX 84693-80100	MOMBASA
795.UNITED EAST AFRICA WAREHOUSES LTD	BOX 99350-80107	MOMBASA
796.UPLIFT EXPRESS AGENCIES	BOX 72502-00200	NAIROBI
797.URGENT CARGO HANDLING LIMITED	BOX 2121-00505	NAIROBI
798.UZURI EXPORTERS LTD	BOX 46049-00100	NAIROBI
799.VANTAGE POINT CLEARING & FOWARDING LTD	BOX 97079-80112	MOMBASA
800.VICTORIA INTERNATIONAL LOGISTICS	BOX 4295-00200	NAIROBI
801.VICTORIA NILE FREIGHT LTD	BOX 44494-00100	NAIROBI
802.VICTORY FREIGHT SERVICES	BOX 43428-80100	MOMBASA
803.VICTORY FREIGHTERS LTD	BOX 17747-0050	NAIROBI
804.VINEP FORWARDERS LIMITED	BOX 68877-00622	NAIROBI
805.VISION ENTERPRISES LTD	BOX 8650-00100	NAIROBI
806.WAKI CLEARING & FORWARDING AGENCIES	BOX 76250-00508	NAIROBI
807.WAMBUKA FREIGHTERS LTD	BOX 87787-80100	MOMBASA
808.WANANCHI MARINE PRODUCTS (K) LTD	BOX 81841-80100	MOMBASA
809.WASIKWA GENERAL AGENCY	BOX 54993-00200	NAIROBI
810.WATER WAVES AGENCIES LTD	BOX 43518-80100	MOMBASA
811.WESTERN LOGISTICS SERVICES LTD	BOX 62116-00200	NAIROBI
812.WESTON LOGISTICS LTD	BOX 90355-80100	MOMBASA
813.WETSON EXPRESS LTD	BOX 617-00200	NAIROBI
814.WIGGLESWORTH EXPORTERS LTD	BOX 90501-80100	MOMBASA
815.WILLIAM FREIGHT AGENCIES	BOX 856-00100	NAIROBI
816.WILLING FREIGHT SERVICES		NAIROBI
817.WILSAKI FREIGHT FORWARDERS	BOX 99688-80100	MOMBASA
818.WORLD CARGO LOGISTICS LTD	BOX 6666-00100	NAIROBI
819.WORLD CLASS FREIGHT LOGISTICS LTD	BOX 11709-00100	NAIROBI
820.WORLD LEATHER FREIGHTERS	BOX 41695-00100	NAIROBI
821.WORLD NET FREIGHT LTD	BOX 48603-00100	NAIROBI
822.WORLD WIDE CARGO SERVICES LTD	BOX 55079-00200	NAIROBI
823.WORLDWIDE MOVERS AFRICA GROUP	BOX 46748-00100	NAIROBI
824.ZETH FREIGHERS	BOX 22807-00400	NAIROBI

Source: Kenya Revenue Authority, (2018).

Appendix VI: Factor Analysis

Factor Analysis for Strategy Typology

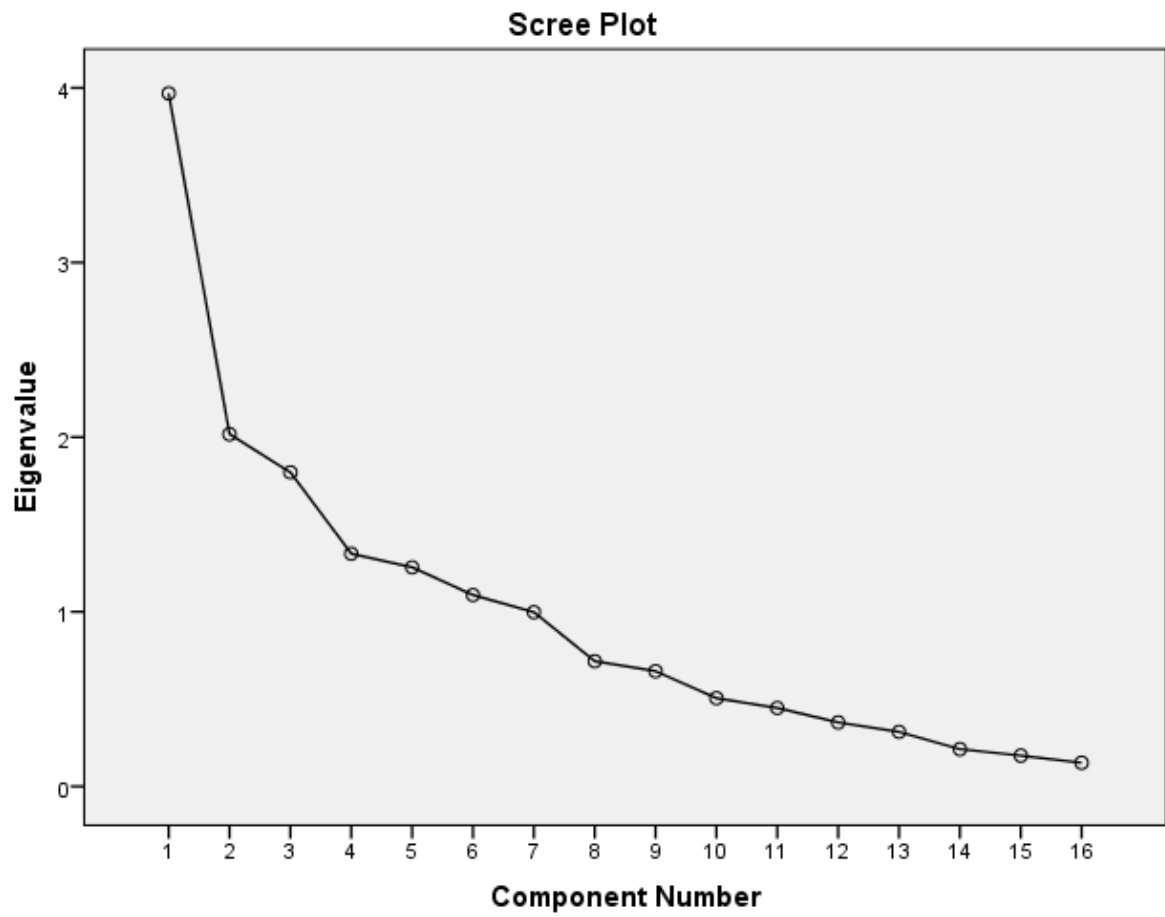
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.536
Bartlett's Test of Sphericity Approx. Chi-Square	434.784
df	120
Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.969	24.806	24.806	3.969	24.806	24.806	2.883	18.021	18.021
2	2.017	12.606	37.412	2.017	12.606	37.412	2.017	12.604	30.625
3	1.798	11.240	48.652	1.798	11.240	48.652	1.822	11.385	42.011
4	1.333	8.329	56.981	1.333	8.329	56.981	1.794	11.210	53.221
5	1.255	7.843	64.824	1.255	7.843	64.824	1.607	10.046	63.267
6	1.096	6.849	71.672	1.096	6.849	71.672	1.345	8.405	71.672
7	.998	6.236	77.909						
8	.717	4.481	82.390						
9	.660	4.124	86.514						
10	.505	3.158	89.672						
11	.449	2.806	92.477						
12	.366	2.290	94.768						
13	.312	1.950	96.718						
14	.213	1.334	98.052						
15	.176	1.102	99.154						
16	.135	.846	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
The company prefers centralized structures to achieve higher performance.	.200	.011	.275	.805	-.068	.082
We undertake a lot of formal planning, collecting and analysing large amounts of data on service needs, evaluating the options for meeting those needs.	.750	-.059	.208	.289	.052	.170
The company observes a centralized structure to maintain control over efficient services that focus on core business.	.123	.417	-.199	.705	.072	.019
The company stays with the existing pattern of services over long period of time	.011	.674	-.004	.272	.026	-.205
We normally concentrate on protecting our current markets, maintaining stable growth, and serving the current customers.	.087	.818	.047	.091	.189	.111
The company protects its current markets, maintains stable growth, serves current customers	.580	.556	.172	-.253	-.082	.048
We search for new approaches to exceed customer expectation.	.833	.180	.023	.060	.012	.043
We continuously innovate, seeking new growth opportunities and take calculated risks.	.516	.172	-.171	.458	.210	.151
We are constantly encouraged to develop new products and ideas in a creative and entrepreneurial way.	.854	-.070	-.050	.116	.016	-.099
Departments in the company are decentralized with autonomy to full decision-making responsibility and authority.	.018	-.030	.033	.165	.121	.846
The company often protects its market from competition.	.433	.322	.342	-.085	.030	.461
The company maintains current markets and the satisfaction its current customers.	-.031	.213	.861	.179	-.005	.008
The company observes moderate emphasis on innovation.	.184	-.228	.721	-.182	.312	.026
The company pursues imitation approach to improve upon its products and service and hence compete.	.089	-.007	.305	.230	.773	-.121
The company follows any strategy and events as they unfold and reacts to changes in the environment.	.003	.189	-.052	-.161	.812	.204
The management tends to maintain the company's current strategy and structure relationship despite irresistible changes in environmental conditions.	-.063	.318	.350	.123	.370	-.483

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Factor Analysis for Organizational Factors

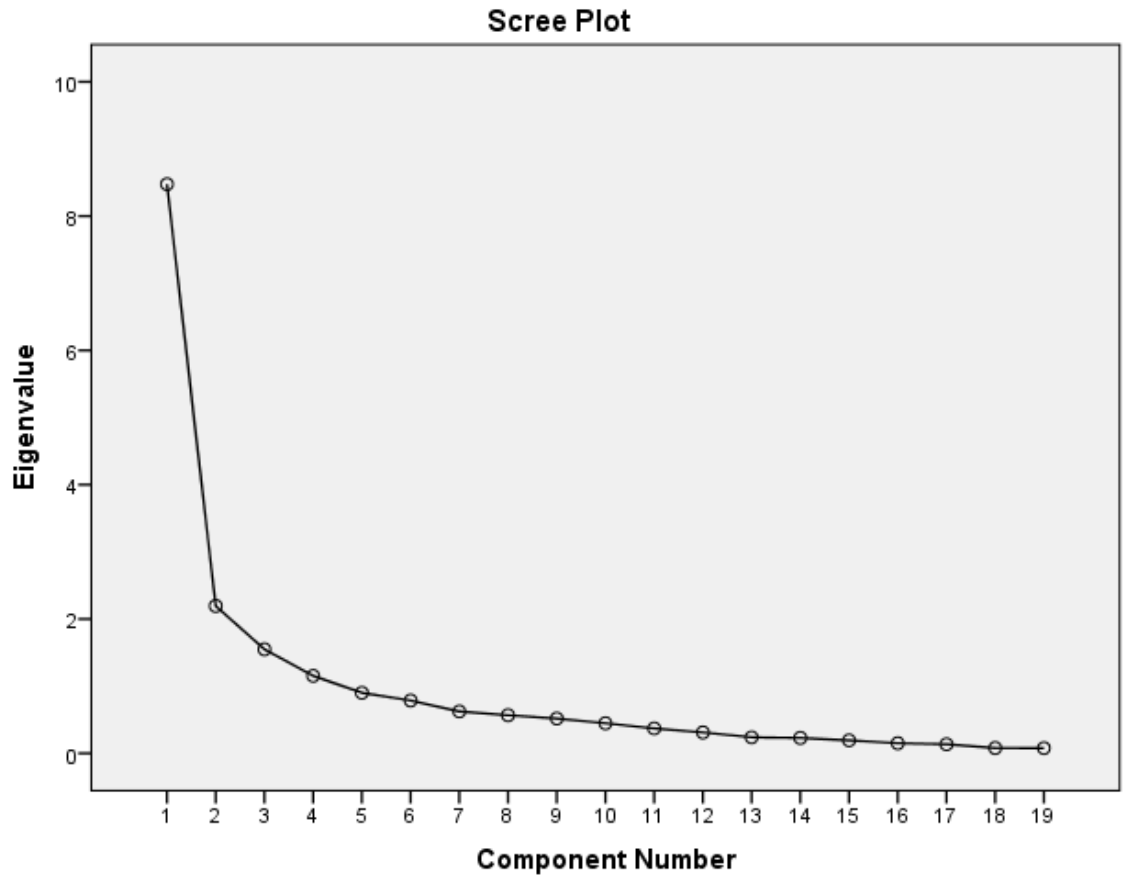
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.824
Bartlett's Test of Sphericity	Approx. Chi-Square
	1127.501
	df
	171
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Loadings			Total	% of Variance	Cumulative %
				Total	% of Variance	Cumulative %			
1	8.476	44.612	44.612	8.476	44.612	44.612	5.547	29.193	29.193
2	2.195	11.552	56.163	2.195	11.552	56.163	2.984	15.706	44.899
3	1.549	8.152	64.315	1.549	8.152	64.315	2.775	14.607	59.506
4	1.154	6.072	70.387	1.154	6.072	70.387	2.067	10.882	70.387
5	.902	4.745	75.132						
6	.787	4.140	79.272						
7	.623	3.280	82.552						
8	.567	2.986	85.538						
9	.519	2.729	88.267						
10	.448	2.356	90.624						
11	.370	1.949	92.573						
12	.311	1.637	94.210						
13	.239	1.256	95.466						
14	.229	1.204	96.670						
15	.192	1.012	97.682						
16	.151	.793	98.474						
17	.134	.707	99.182						
18	.078	.412	99.594						
19	.077	.406	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component			
	1	2	3	4
The company has systems in place to ensure success of adopted strategies.	.091	.111	.785	.088
The organization carries out regular departmental and organizational audit.	.443	-.083	.658	.383
The company departments are autonomous in decision making.	-.039	-.074	.814	.050
There are systems to monitor and evaluate staff performance against expectation.	.306	.313	.669	.236
The company has mechanisms to transform raw inputs into finished outputs.	.304	.376	.320	.383
The company prefers centralized structures to achieve higher performance.	-.043	.256	.194	.836
Employees trained regularly to ensure quality service delivery.	.836	-.057	.050	.055
The management promotes qualified staff to head its functions.	.659	.324	.166	-.097
The human resource is motivated, competent and capable.	.752	.268	-.010	.223
The company has a suitable organizational structure to implement its strategies	.584	.260	.388	.441
The organization has a culture that promote operational excellence	.761	.308	.169	.184
The organization has adequate resources to enable it to compete.	.553	-.004	.213	.689
Employees are mentored and coached to participate in decision making process.	.756	.346	.220	-.184
There are adequate resources to enable employees to accomplish their duties.	.762	.231	.192	.226
The company organises team building activities for staff.	.740	.239	.039	.220
Management encourages cross organization employee feedback on performance.	.294	.695	.287	-.055
The staff have a proactive culture towards the organization.	.404	.816	-.094	.160
There is team spirit in the execution of company duties.	.089	.821	-.058	.251
The company has a transparent hiring process.	.517	.508	.202	.134

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Factor Analysis for External Environment

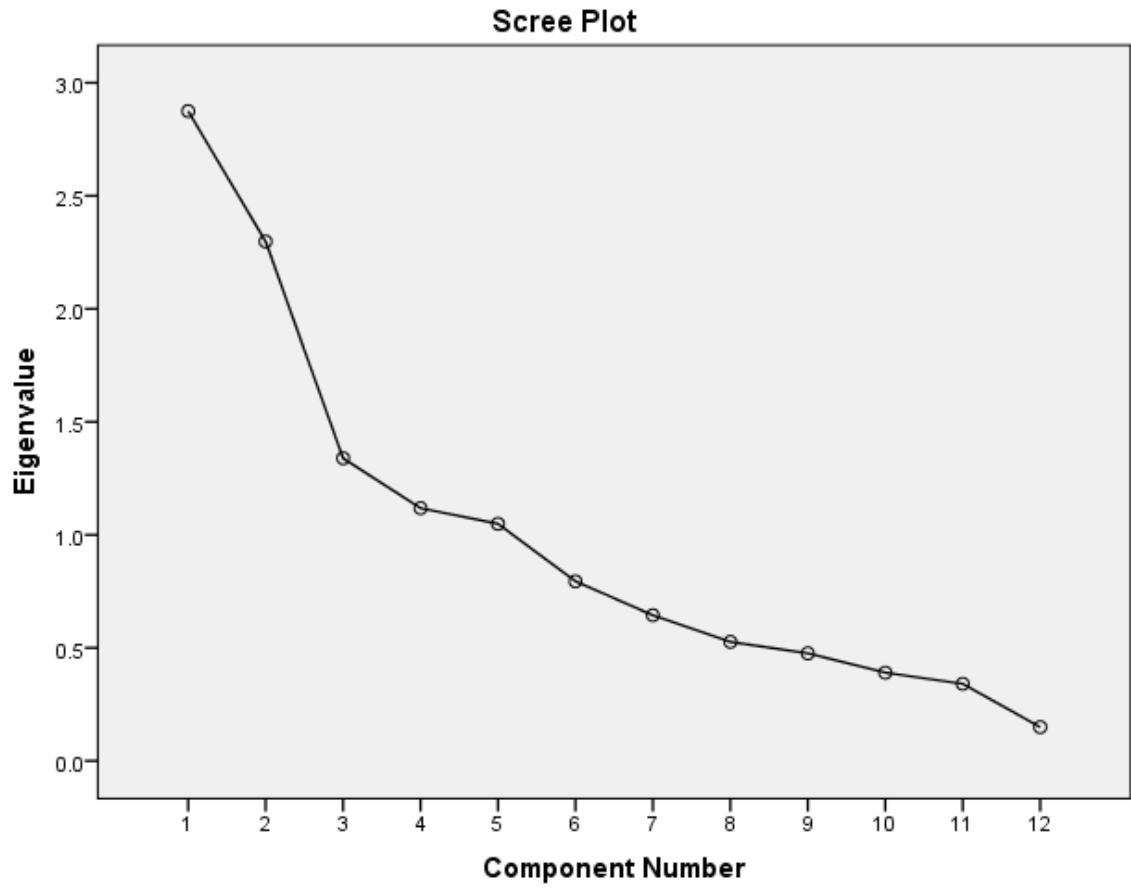
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.538
Bartlett's Test of Sphericity	Approx. Chi-Square	265.772
	df	66
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	2.875	23.955	23.955	2.875	23.955	23.955	2.234	18.615
2	2.298	19.149	43.104	2.298	19.149	43.104	2.037	16.975	35.589
3	1.339	11.157	54.261	1.339	11.157	54.261	1.604	13.368	48.957
4	1.118	9.317	63.578	1.118	9.317	63.578	1.432	11.930	60.886
5	1.049	8.740	72.317	1.049	8.740	72.317	1.372	11.431	72.317
6	.795	6.621	78.939						
7	.644	5.369	84.308						
8	.526	4.387	88.695						
9	.476	3.966	92.661						
10	.390	3.253	95.914						
11	.341	2.841	98.754						
12	.149	1.246	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Political factors have impacted the company favourably	-.052	.439	-.141	.676	.095
Economic factors have influenced the success of the company	.129	.102	.168	.304	.832
Social cultural factors have positive impact to the company	.462	-.335	.552	.146	.051
Technological factors have enabled the business.	-.104	.114	.813	-.082	.162
Ecological factors have impacted the company positively	.769	-.029	.028	.009	-.274
Industry regulators are cooperative.	.748	.408	-.124	.201	.123
Legal requirements are attainable	.811	-.094	.142	.027	.145
Threat of new entrants in your firms poses a challenge	.158	.825	-.034	.128	-.025
Threat of substitute products and services is manageable	.229	.041	.651	.278	-.459
Bargaining power of customers is competitive	.144	-.186	.151	.749	.078
Bargaining power of suppliers is competitive	.269	-.442	.298	.376	-.529
Competition among firms threatens market share	-.102	.787	.132	-.125	.183

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

Factor Analysis for Firm Performance

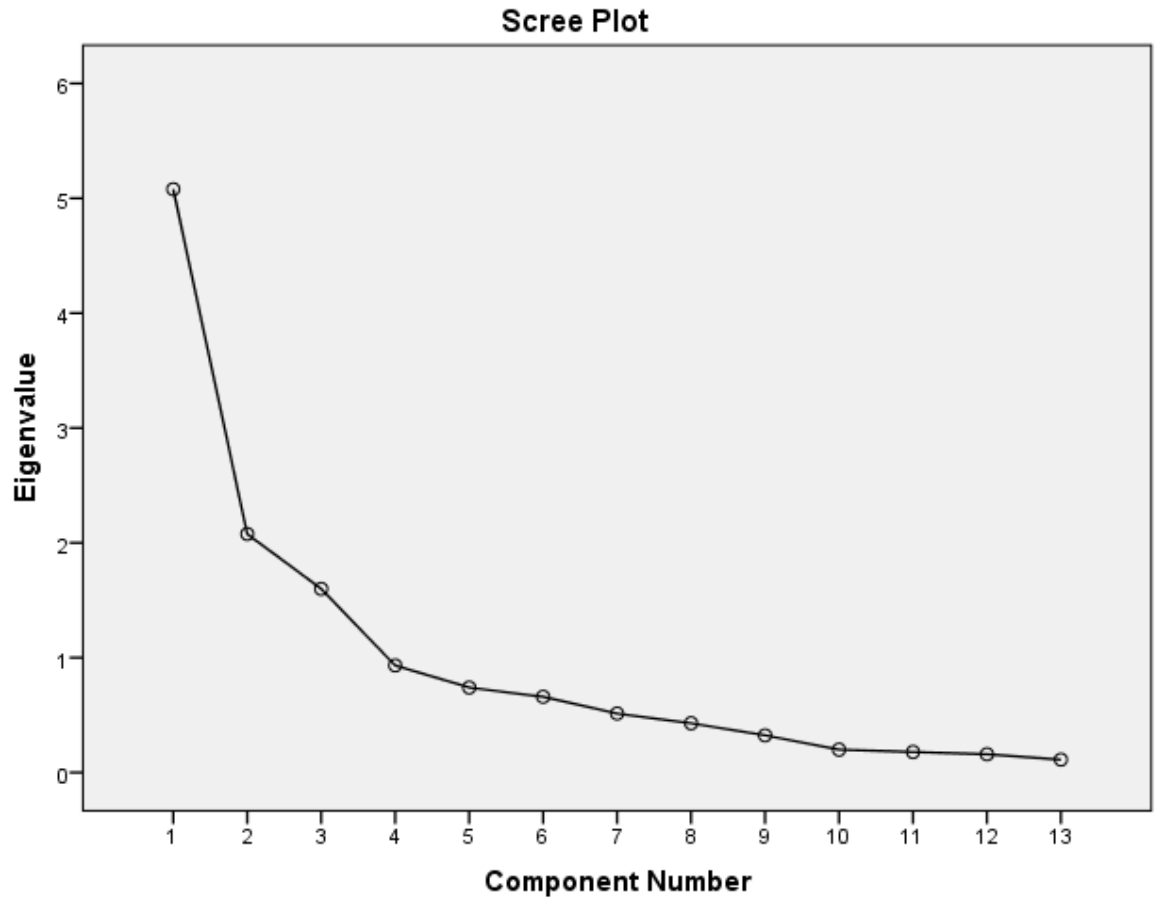
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	556.634
	df	78
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.079	39.071	39.071	5.079	39.071	39.071	4.189	32.226	32.226
2	2.077	15.975	55.047	2.077	15.975	55.047	2.599	19.993	52.219
3	1.599	12.298	67.345	1.599	12.298	67.345	1.966	15.126	67.345
4	.932	7.172	74.516						
5	.740	5.691	80.208						
6	.659	5.071	85.279						
7	.513	3.947	89.226						
8	.429	3.298	92.524						
9	.324	2.489	95.013						
10	.199	1.529	96.541						
11	.179	1.374	97.915						
12	.159	1.220	99.136						
13	.112	.864	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component		
	1	2	3
The company retain customers over long period of time	-.002	-.028	.890
The company actively understands customers service requirements and expectations	.144	.172	.881
The company is complaint to customs regulations and other regulators	.065	.687	.502
The company runs a computerised system efficiently to handle customer's information.	.245	.788	.225
The company is a forwarding intermediary between shippers, customers and various providers of transportation services	-.003	.794	-.059
New products and corresponding services have been introduced ahead of competition	.663	.361	-.021
The organization trains and retains employees over a long period of time	.795	.317	.019
Employees perform duties that provides them with exposure while they acquire new knowledge and skills	.765	.146	.099
There is need for employee development and supplier relations	.595	.141	-.164
The firm complies with national environmental laws	.421	.747	-.079
The firm participates in environmental responsive activities	.741	.117	.109
The firm supports social exposure of the business unit which includes direct and indirect stakeholders	.840	-.038	.152
The firm has a budget for the social aspects	.814	.006	.114

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.