

**SOCIAL ENTREPRENEURSHIP STRATEGIES AND COMPETITIVE
ADVANTAGE OF TOUR FIRMS IN NAIROBI KENYA**

BY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other University.




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This research project has been submitted with my authority as the university supervisor.

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DEDICATION

This Project is dedicated to my husband Wesley Kiprono, My Sons; Dylan Kipkoech, Kyle Kipyegon, Myles Kimutai and to my daughter Christiana Chepkemai for their understanding and unconditional support during the study period

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ABBREVIATIONS

CEO	Chief Executive Officer
GDP	Gross Domestic Product
ICT	Information, Communication and Technology
IS	Information Systems
KATO	Kenya Association of Tours Operators
RBV	Resource Based View
SME	Small and Medium Enterprises
SMTEs	Small and Medium Tourism Enterprises

ABSTRACT

Entrepreneurship is well-thought-out to be a vital force of economic growth, as it generates growth and serves as an engine for innovation and revolution. The social entrepreneurship strategies are a major determinant for the firms to thrive in the industry. Organizations that were traditionally not recognized as being entrepreneurial are now required to lean towards social entrepreneurship for survival hence creation of an adequate organizational culture is a vital element of corporate entrepreneurship. The overall objective of the study was to examine the influence of social entrepreneurship strategies on competitive advantage of tour firms in Nairobi Kenya. The research was based on three theories, Schumpeter Theory of Entrepreneurship, Contingency fit theory and resource based theory. The target population for this study comprised of 136 Nairobi tour operators who are affiliates of Kenya Nairobi Association of Tour Operators. The study was collected from chief executive officer, agents and transport managers. Analysis was carried out using multiple linear regression and correlation analysis. It stood out that many tour firms have embraced new business venturing strategy and strategic renewal strategy at moderate extent while innovation at great extent. The study found out that there is constructive correlation between social entrepreneurship strategies and competitive advantage. It was concluded that new business venturing, innovation and strategic renewal were positively related to competitive advantage. The recommendation is that, the leadership of Tour firms should be more committed in incorporating social entrepreneurship strategies and align them with cooperate strategy at policy level. Organizations should also have a set of values that are clear and consistent in order to nature its culture and strategic renewal over time as the industry is very dynamic thus the need for clearly defined values. In addition the style of doing business should be very constant and foreseeable.

This study was however limited to Kenyan tourism firms and does not act as a justification for countries other than Kenya. It is also time specific as it is based on data collected as of September 2020 in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Entrepreneurship is considered a driving force of economic growth, as it generates growth and stands as a vehicle for innovation and revolution (Menz, 2010) Art and Culture application in business is on the increase compared with other areas of economy. The promotion of social entrepreneurship in tourism seems particularly difficult since its displays greatest restrictions concerning human, material and financial resources compared to business in urban areas (Inés Ruiz-Rosa, 2020). Additionally, tourism division, because of the need to preserve the topographies that make the environment attractive, calls for small scale operations which signifies an increased setback comparing with urban and mass tourism. Tourism industry has been changing drastically with today's tourists' interests inclined on site seeing of cultural traces, way of life, structures and artifacts. Travel and tourism have been ranked the fifth or sixth biggest industry in the world that generated more than \$2 trillion to the global GDP in 2008 according to the World Travel and Tourism Council (WTTC). The industry also provided more than 73.7 million jobs globally (M. Cetron, Hospitality and Travel, 2015).

The study was based on Schumpeter Theory of Entrepreneurship, Contingency fit theory and resource based theory. (Schumpeter, 2013) suggested two major forms of innovative activities; innovative activities described by creative destruction and innovative activities described by creative accumulation. Contingency fit theory explains how successful strategy in entrepreneurship is enhanced by the alignment with the context hence this strategy is aimed at ensuring that the best results are achieved by a business entity. Resource based view was founded

by (Wernerfelt, 1984) and assumes that deliberate managerial efforts are undertaken by firms which are steered towards gaining a sustainable competitive advantage.

The tourism sector in Kenya straddles a wide range of business opportunities and provides a fertile source of possibilities for local entrepreneurs (Mshenga P, 2009). However, due to external regulations and management of tourism establishments as well as limited access of local entrepreneurs to resources, credit, training, education and cross-cultural awareness, local entrepreneurs are uncompetitive in the 'knowledge based' tourism industry (Akama, 2007). Tour firms have been distinguished to be the focal points in tourism conveyance chain and the greatest persuasive performance in business (Budeanu, 2009). Tourism business in Kenya is the second biggest industry in remote trade compared to agriculture. Kenya is blessed with attractive vacationer destinations and rich culture. The fundamental vocational spots are photograph safaris through the nine national and amusement parks that have continually embraced cultural displays as a means of spicing the visits of the tourists.

1.1.1: Social Entrepreneurship Strategies

Concept of social entrepreneurship was initially introduced by Hemingway in 2002 from a paper that was publicized in the Hull University Business School Research (Asli Yüksel Mermud, 2014). Corporate Social Entrepreneurship (CSE) has been defined differently by different scholars. Hemingway (2002) defines it as a mechanism of advancing into social agendas in addition to the firm's main objective. (Austin & Reficco, 2009) defined CSE as a process directed to enable a business to come up with a more progressive and dominant form of Corporate Social Responsibility (CSR). An emphasis on social entrepreneurship within firms surfaced, with Covin and Miles (1999) defining it as "modification of things with the aim of redefining organizations,

markets, or businesses and in process build or enable a competitive edge. Alongside that, the concept of social entrepreneurship was brought up. (Dees, 1998) defining it as the use of skills by entrepreneurs and other emerging companies to promote, finance and apply solutions to environmental or social issues. The main aim of social entrepreneurship is to grant away that will speed up the journey of CSR. Social entrepreneurship is a process for energizing and enabling the improvement of CSR but it could not be termed as another way CSR.

Alongside that, the concept of social entrepreneurship was brought up. (Dees, 1998) defining it as the use of skills by entrepreneurs and other emerging companies to promote, finance and apply solutions to environmental or social issues. Social entrepreneurship strategies is a multi-disciplinary subject which relate to fields such as corporate social responsibility and sustainability. Concept of Social entrepreneurship strategies includes expectations that are; ethical, economic or legal that a community has and is related to a firm (Classon and Dahlstrom, 2006). An emphasis on Social entrepreneurship within firms surfaced, with Covin and Miles (1999) defining it as “modification of things with the aim of redefining organizations, markets, or businesses and in process build or enable a competitive edge. Many scholars including Peter Drucker argue that social entrepreneurs actually change the behavior and engagement of a given society that they operate in with scholars like Henton et al, refer social entrepreneurs as a new generation of leaders that forge new and strong productive linkages between businesses, governments, education and communities. (Johnson, 2003).

Social entrepreneurs and social enterprises main aim is to generate value for society by creating viable solutions to societal problems that are ignored. Developed governments such as the United States have embraced social entrepreneurship as a promoter of innovation and solution to multiple shared problems (Zeyen et al., 2012). According to Austin & Reficco (2009), key elements of Social

entrepreneurship include; creating a friendly environment, strengthening corporate purpose and values, nurturing corporate social entrepreneurs, generating double value and building strategic alliances. Common social entrepreneurship elements in the banking sector include: risk management, comprehending of financial services complexity, strengthening ethical conducts, implementing strategies to counter financial dilemmas, (Yeung, 2011).

1.1.2 Competitive Advantage

Competitive advantages is well-defined as the state that enables an organization or a country to generate services or goods at an affordable price and one that meets the preferences and desires of the customers (Wagner, 2014). Through this, a productive entity can outshine its competitors by making more sales and attaining superior margins. A firm's competitive advantage is linked with many factors that include the customer support, intellectual property, cost structure, distribution network, quality, and brand. According to Meihami, and Meihami (2014), organizations that have a sustainable competitive advantage consistently produce products or services that carry the qualities that match the major buying criteria for most of the consumers in the market. It involves achieving superior performance and economic value over a prolonged period in the market. Moreover, it entails continual adjustment to environmental changes and ability to withstand all efforts to replicate a firm's advantages by its competitors.

Many scholars have concluded that some forms of competitive advantage cannot be easily imitated which enables the firm to reap long-lasting benefits. This perception has led to the growth of the competitive advantage concept from resourced based perspective and the industrial organizations (IO) in the previous years which led to the advancement of the sustained competitive advantage (SCA). Therefore, competitive advantage is said to constitute two elements: The first is, the above

average performance notion, as a relational measure within an industry and the second is the durability notion. Even though an industry's above average performance can be measured justifiably as the returns in comparison to the average of the industry, the notion of durability is not clear.

Click and Duening (2005) observed that the main indicators of competitive advantage are brought around in terms of costs of physical assets. Porter (1996) stated that competitive advantage essentially focuses on three aspects namely, differentiation advantage, low costs and focus strategy. Porter further highlighted that competitive forces can be addressed based on threat of substitutes, powerful customers, threat of new entrants and rivalry as well as powerful suppliers. In 2014, Barney and Hesterly discoursed that two groups of legislative attractiveness exist, explicitly provisional and sustainable competitiveness. Based on the researchers, when a company conquers competitive advantage it usually results to high margins, Though, these margins attract further rivalry that may bound the period that the organization enjoys the competitive edge hence mostly competitive advantage is temporary.

1.1.3 Tourism Industry in Kenya

Tourism segment covers distinctive sorts and sizes of organizations, for example, convenience and transportation suppliers, cooking and diversion suppliers, visit firms and travel offices. Tour companies have been distinguished as the focal connection in the tourism conveyance chain and the most persuasive performers in the business (Budeanu,2009). The tourism business in Kenya is the second biggest wellspring of remote trade income took after by farming. The nation is blessed with alluring vacationer destinations, rich culture, striking geological assorted variety and scenes extending from delightful shorelines, to creature parks and archeological locales. The fundamental

vacation spots are photograph safaris through the 19 national stops and amusement saves (De Blij & Muller, 2006).

One of the most significant threats facing the Kenyan tourism sector in recent years has been security concerns. As consulates increasingly advised citizens to avoid traveling to coastal Kenya, international arrivals and industry revenues fell, prompting the government to launch a host of new measures aimed at improving security and reducing risks. These efforts have already had an impact, with international arrivals now on the rise, despite the fact that travel warnings for several parts of the country remained in place as of 2017. In a move to improve the country's image abroad, in addition to bolstering domestic security infrastructure, the Kenyan government has invested significantly in new security mechanisms in recent years.

1.1.4 Tour Operators in Nairobi Kenya

Tour firms in Nairobi are an important player in the tourism industry. Given their important role in ensuring that tourists have a good time while in Kenya, it is paramount that they devise strategies that ensure flow of tourists in the country. The strategies so devised need to ensure that in cases of low and high seasons, tourists flock the tourist destinations. This has seen some tour firms concentrate not only on the foreign market but also on the domestic market. This area of study has not received attention from scholars as it deserves. The increased customer awareness and increased rivalry for the tourism markets have likewise prompted the pertinence of entrepreneurial introduction as a vital firm methodology for the accomplishment of visit firms as they showcase and develop goals in their tourism bundles. It is imperative to build up a comprehension of visit firms' accomplishment in the Kenyan business setting.

Based on Kenya Association of Tour Operators (KATO), 306 experienced tour operators in Nairobi. Tour firms are grouped in five different categories which include Classification E (net yearly turnover not surpassing Kshs 10Million), Classification D (net yearly turnover of surpassing Kshs 10 Million yet underneath Kshs40 Million), Classification C (net yearly turnover of surpassing Kshs40 Million however beneath Kshs 80 Million), Class B (net yearly turnover of surpassing Kshs 80 Million yet underneath Kshs 120 Million) and Class A (gross yearly turnover surpassing Kshs120 Million). Individuals from the affiliation are required to pay some membership fees and to follow the state tourism rules and regulation to the later in order to operate smoothly.

1.2 Research Problem

The social entrepreneurship strategies are a major determinant for the firms to thrive in the industry. Organizations that were traditionally not recognized as being entrepreneurial are now required to lean towards social entrepreneurship for survival hence creation of an adequate organizational culture is a vital element of corporate entrepreneurship. High selection of inventiveness is a key to the firm fixing their accomplishment. But with expanded globalization, many firms have ventured in this business scrambling for clients which has subsequently pushed the organizations out of business. The stiff competition experienced by the tourism firms have made the firms to strive hard to whatever it takes to survive and gain sustainable competitive advantage. Social entrepreneurship has been recognized as one of the major determinant for a company's thriving. It is associated with a high firm development unrivaled execution (Hanafi & Mahmood, 2013). High selection of inventiveness, hazard taking and proactiveness is viewed as akey fixing to accomplishment of firms (Ngugi & Mwangi, 2014). All the more along these lines, with expanded globalization, many organizations have made passage into the business 'scrambling' for clients, subsequently, pushing out organizations.

In Kenya, Tour firms just like other business organizations have spent a lot of resources to adopt various internal and external social entrepreneurship activities to ensure that they support the society and also ensure that their employees work in a conducive environment and are motivated and empowered (Omorot *et al.*, 2014). Common internal social entrepreneurship activities cover health and safety, training, balance between work and life, equality and diversity at work place, pay and benefits, all are offered with no strings attached. The activities however, do not seem to attain the desired goal as anticipated by the management, for instance, despite the efforts of the banks to adopt various internal social entrepreneurship activities to ensure their employees are comfortable.

Several studies have been carried out on social entrepreneurship strategies and competitive advantage locally and internationally. Internationally. Yildiz (2014) studied social entrepreneurship strategies and competitive advantage in an automotive company in Turkey. The findings were that power distance has a positive effect on innovativeness whereas there is a negative effect of masculinity on new business venturing. Sepehri and Khayati(2013) studied the affiliation of organizational culture and corporate entrepreneurship in food and beverage industries in Iran. The study found out that organizational culture and corporate entrepreneurship have a significant relationship. Zare and Shakeri (2011) conducted a study in Yazd province on the upshot of socio entrepreneurship and performance in smaller and medium organizations. The study concluded that coordination factor has negative effect and tendency to change has the most effect on innovation and organizational self-renewal. The study done in Malaysia by Arshad *et al.* (2013) on the outcome of cultural entrepreneurship on execution of small medium enterprises in Malaysia.

Result revealed there was a low connection between factors. This investigation likewise uncovered that creativity, pro-activeness, chance taking and focused forcefulness impacted execution.

Locally, Okibo and Shikanda (2011) did a study on the repercussions of organization culture on novelty in Postal Corporation of Kenya. The key findings were that innovation is affected by organizational culture, leadership, skills, rewards and recognition. Mokaya (2012) studied the theoretical perspectives, approaches and outcomes of social entrepreneurship and organizational performance. He concluded that corporate entrepreneurship requires organizational culture so as to work effectively as a function of performance. A study by Macharia (2016) on effects of entrepreneurial execution on the implementation of pharmaceutical firms in Kenya inferred that ingenuity in enterprise influences the execution of pharmaceutical firms. The findings revealed that hazard taking can impact the execution of pharmaceutical firms. This is on account of hazard taking includes experience into new territories of business which can be more gainful. Paunovic and Dima (2014) conducted a study on social entrepreneurship and performance. The study concluded that social entrepreneurship is an important element of entrepreneurship. Innovation-based proactive strategies are increasingly being implemented leading to different forms of entrepreneurship.

Clearly, many studies have fixated on the affiliation between social entrepreneurship strategies and competitive advantage in other sectors, nevertheless, there is limited literature concerning the direct association between social entrepreneurship strategies and competitive advantage within the Tour Firms in Nairobi County in Kenya. The study was therefore to establish the below research question. What is the effect of social entrepreneurship strategies on competitive advantage of tour firms in Nairobi Kenya?

1.3 Research Questions.

The research is guided by the following research question:

What social cultural entrepreneurship strategies are adopted by tourism firms and how they have boosted their competitive advantage in the business sector?

1.4 Research Objective

Importance of the study was to determine the effect of social entrepreneurship strategies on competitive advantage of tour firms in Nairobi, Kenya.

1.5 Value of the Study

The study would be significant to tour firms Managers in the country who will use the discoveries acquired from the investigation to set up whether vital entrepreneurial introduction hones are as of now being honed mostly or completely and if not how to fuse the entrepreneurship strategies idea in their everyday operations.

To researchers and academicians, the study would yield exhaustive reference information, build adequate literature on the topic and also inspire further interest and exploration. The study will be significant to Schumpeter Theory of Entrepreneurship which defines entrepreneurship as a function of entrepreneurs to modify production design by invention or reorganization. The findings will change paradigms on organizational culture perceptions on corporate entrepreneurship in public sector.

The tourism stakeholders make important policies and decisions which enable sustainability that will improve the number of tourists. These policies will eventually improve the economy of the country. The study will also be of status to government policy directors and decision makers. Since

tourism is a very important aspect of the economy constituting a big percentage of the GDP income, the effects of policies laid by the government will be known.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Literature shelters the key philosophies supporting the study and the experimental studies done in the area of social entrepreneurship strategies and competitive advantage. The section will illustrate the research gaps that exist on social entrepreneurship strategies and competitive advantage.

2.2 Theoretical Review

This study was based on three theories namely, Schumpeter Theory of Entrepreneurship, Contingency fit theory and resource based theory.

2.2.1 Schumpeter Theory of Entrepreneurship

McMullen and Shepher (2006) frequently called Schumpeter “the father of entrepreneurship” since he presented the entrepreneur with a view of economic disruption and new opportunities. Schumpeter suggested two forms of innovative activities in, “The Theory of Economic Development” ground-breaking activities characterized by creative destruction (Schumpeter, 1934) and “Capitalism, Socialism and Democracy” innovative activities characterized by creative accumulation (Schumpeter, 1942).

Schumpeter (1934) defined entrepreneurship as a form of innovative activity where new firms are launched, because of new entrepreneurs with creative ideas, products or processes. Established organizations are then challenged by these new entrepreneurs who disrupt existing ways of creation, grouping and distribution (Malerba & Orsenigo, 1995). This innovation design refers to creative destruction since innovations are being introduced by firms which were not innovating

before (Breschi et al., 2000). Schumpeter(1934)defined entrepreneurship as a function of entrepreneurs to invent or reorganizing an industry through opening up new markets, new processes and new sources of supply.

Schumpeter (1942) discusses importance of Industrial R&D for technological innovation in large firms. R&D in these firms has vast capacities of researchers, technicians and engineers hence specific technological areas have stored capabilities. These organizations then create barriers of entry to new entrepreneurs (Malerba & Orsenigo, 1995). This innovative pattern is also referred to as creative accumulation since the firms that were innovating prior are introducing innovations (Breschi et al., 2000).

2.2.2 Contingency Fit Theory

According to Lumpkin & Dess (1996), successful strategy in entrepreneurship is enhanced by the alignment with the context hence this strategy is aimed at ensuring that the best results are achieved by a business entity. The entrepreneurial orientation should be aligned with both external and internal factors. The internal factors include the resources of the business organizations, the overall corporate strategy, the processes involved and the business structure. The top management need to set good corporate strategy which should be achievable by an organization. Good business strategy will guarantee achievement of organization objectives and gaining of competitive advantage by the business entity.

The business organizations should manage the resource prudently since they form part of the assets which propel the organizations. The business entities should ensure minimal wasteful of the resources of the business entities by ensuring efficient and effective utilization of the resources. This will curb wastefulness by the business entities. The business processes forms key part in the

E.O, proper procedures should be followed in the inputs, processes and output of the processes to ensure smooth flow of processes by organization. The external factors include the market, the industry players and the external environment.

According to the contingent theory, when, entrepreneurship and context match, the performance of business organizations will improve. The vision of most tour firms is providing quality high class services to clients which in return enables firms to increase their sales and successfully flourish as well as achieve their mission. Great performance ethos can be built by the top management if they put effort in creating an organizational climate dedicated towards quality. This can be achieved by involving all the levels of work force and establishing continuing relationships with clients.

2.2.3 Resource Based Theory

Resource Based View Theory sets up the importance of an organization to fabricate a crucial resources arrangement and packaging them together in remarkable and dynamic manner so as to increase the achievement of a firm Competitive advantage is not dependent, as customarily expected, on factors as natural resources, innovation, or economies of scale, because they are progressively simple to copy. In reality, human capital is an "invisible asset" Barney (2001). The RBV of the firm strengthens the idea that the success of an organization depends highly on people, as an important asset and that firms should nurture employees within a supportive work environment (Armstrong & Taylor, 2014). Terziovski (2010) encourage the improvement and nurture of workers inside a steady solid culture. A later and similarly essential strand has risen under the title "the talent-based view of the firm", which underlines the prerequisite of the association to create and increment the aptitude and education abilities of the representatives

through talent obtaining and capacity distribution and exchange, to accomplish competitive advantage. As indicated by the theory, equal organizations contend based on the heterogeneity and fixed status of their resources and capacities (Thompson, 2001).

Literature on the competitive advantage has taken a move and it has recognized that the inside resources have a significant task to carry out in the organization performance (Wright et al., 2009). The RBV of the firm offers significance to building exceptional, difficult to imitate and important resources and also a dynamic method to incorporate those resources to get an organization's success. As indicated by resource-based view, firm performance is reliant on the significant, uncommon and difficult to duplicate resources that dwell in the association and a conducive work environment is one of those scarce resources.

2.3 Social Entrepreneurship Strategies

According to Wiklund (1999), most analysts concur that social entrepreneurship strategies is a blend of three main measurements which include; innovativeness and New Business Venturing and Strategic Renewal.

2.3.1 Innovativeness

Zahra (2014) defines innovativeness as technological emphasis on new development of products, processes and organizational systems. This dimension provides novelty on processes and trends departing from the normal practices and red tape of the organization. It provides fresh breath to current practice with new ideas, brought by technology related creativity. Dess and Lumpkin (2015) pointed out that organizations inclinations to innovativeness provide newness and

originality in their practices. Although innovativeness is not depended on technology, the impact with which the later has influenced organizations is enormous. It brings faster and effective ways in the firm.

2.3.2 New Business Venturing

New business venturing is creation of new entities within existing organizations over development of new products and/or new markets (Zahra, 1991). Hisrich and Peters (1984) described it as the development of independent or semi-independent units. Therefore new business venturing can be referred as the diversification of products regardless of the level of independence which may be within the current product line or completely new product lines. Morris et al. (2010) differentiates new business venturing into internal and external business venturing. Internal business venturing restricts new businesses to organization internal boundaries while external business venturing refers to new business leverage by external partners through joint ventures, acquisitions and venture capital. New business venturing provides an organization with a beneficial way to survive with the ever changing business environment as it allows firms to renew capabilities, recognize new opportunities, and generate new sources of revenue.

2.3.3 Strategic Renewal

Zahra (1993) described strategic renewal as reorganization, redefining business concepts and introducing system-wide changes for innovation. System overhaul has strategic implications to an organization and major catalyst to organizational change which leads to strategy review and renewal. Strategic renewal is organization change through reintroduction of the main idea (Guth &

Ginsberg 1990). Vesper (1984) viewed corporate entrepreneurship to include a new strategic direction. Organizations can constantly reintroduce new business line or review current businesses so as to realize adaptability and flexibility. Strategic renewal deals with a change in the organization business strategy but inside its business setting. It is initiated by top management by selecting and endorsing different creativities in the organization to stimulate changes.

2.4 Social Entrepreneurship Strategies and Competitive Advantage

Scholars give differently suggestions towards the area of social entrepreneurship and competitive advantage. According to (Hoogendoorna, Zwana and Thurik, 2011), social entrepreneurship is used by firms mostly to advertise themselves to the customers who buy more. This increases the firm sales hence firm performance. Since entrepreneurship entails finding innovative techniques to generate firm profit, CSE aims at ensuring the firm moves from maximizing investor's returns to optimizing stakeholders' returns which constitutes the firms major objectives (Emerson & Bonini, 2003).

Social entrepreneurship enhance firm performance through enhancing the firm competitive edge (Porter & Kramer, 2006), increasing the firm market share embellish the company's trustworthiness. Social Entrepreneurship also reduces the firm operational costs and risk (Heal, 2005 According Tsoutsoura, (2004). Social entrepreneurship enhances differentiation within the markets, consumer understanding hence increased firm financial performance. Other scholars on the other hand suggest that corporate social entrepreneurship have no impact on firm performance and that the firm practices it just for compliance to policies set (Gherghina and Simionescu, 2015). Seifari and Amoozadeh (2014) studied the relationship of social entrepreneurship and competitive advantage with effectiveness in sport organizations in Golestan Province. The results revealed the noteworthy constructive connection between social entrepreneurship and competitive advantage.

Creating an enabling environment aims at increasing the innovation capabilities of employees leading to new organizational innovations that increase organizational success.

Piirala (2012) studied the impact of social entrepreneurship on competitive advantage of the firm: a comparative study of Finnish and German SMEs. According to his findings innovativeness was the most significant contributor to competitive advantage of organizations in the SMEs in both countries, moreover the impact of innovativeness alone was greater than that of the combined social entrepreneurship concept. Otieno, Bwisa and Kihoro (2012) studied the effect of entrepreneurial orientation on Kenya's Assembling Firms Working under East Africa Regional Integration. The investigation utilized mutually qualitative and quantitative data. The investigation revealed that execution of Kenya's gathering firms are basically impacted by entrepreneurial presentation, to the extent deals, benefits and job opportunities as measures of firm execution.

The study conducted in Malaysia by Arshad *et al.*, (2013) on the effect of social entrepreneurship on execution of small medium enterprises in Malaysia. The study wanted to address influence of social entrepreneurship dimensions on operations of SMEs in Malaysia. Result revealed there was a low connection between factors. This investigation likewise uncovered that creativity, pro-activeness, chance taking and focused forcefulness impacted execution. A study by Macharia (2016) on effects of entrepreneurial execution on the implementation of pharmaceutical firms in Kenya inferred that ingenuity in enterprise influences the execution of pharmaceutical firms. Reception of inventive method for advertising and creation of pharmaceutical items can enhance the execution of the business. Further, the findings revealed that hazard taking can impact the execution of pharmaceutical firms. A study was conducted by Ansir & Cahyono (2014) targeting entrepreneurial introduction to firm execution identifying with 163 SME in West Java, Indonesia and discovered that EO had a critical impact on the performance of the small business enterprises.

Previous studies showed different outcome and findings which evidently showed that there are gaps in the area of study. Adopting socio cultural entrepreneurship strategy requires resources (Slevin & Covin ,1991; Morgan & Hughes, 2007)hence there is need for more research to determine in which context socio cultural entrepreneurship strategy may be beneficial. Most of the socio cultural entrepreneurship strategy studies have only looked at socio cultural entrepreneurship strategy as a whole and have not tested the influence of its individual dimensions and competitive advantage.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section gives a discourse blueprint of the method that was utilized as a part of the research. It centers on the design of the study, techniques for the data analysis and arrives at a conclusion with data collection presentation strategies that were utilized as a part of the study.

3.2 Research design

The study used the cross-sectional survey as it describes the data and the varied features of the populace and the singularity being studied. Kothari (2014) defined research design as organized conditions appropriate for both collection and data analysis. He further argued that cross sectional survey research design is economical. This design was used because large sample sizes were realistic and gave statistically significant results even when analyzed using several variables. Surveys were important since they gave a good description of a large population. The design was able to answer questions such as when, who, where and how enabling the respondents to respond freely.

3.3 Population of study

The greater collection where a sample is taken and it should capture changeability to allow more steadfastness to the study, (Kombo & Tromp 2006). Referring to Kenya Association of Tour Operators there was a total number of 306 tour operators in the country. The study targeted a population of 136 Nairobi tour operators who were associates of Kenya Nairobi Association of Tour Operators(KATO). The study population included both foreign and locally registered tour

firms operating in Kenya as at 2019. To be registered with Kenya Association of Tour Operators, Tour firms had to meet the eligibility condition of a maximum annual turnover of Ksh 10,000,000 and one year membership. The list was regularly updated for public use and was well-thought-out as a reliable source of information for tourism customers.

3.4 Data Collection

Primary data was gathered through questionnaire with closed ended statement. Respondents were required to state their level of agreement in a scale of 1-5 where 1 was strongly disagree and 5 strongly agree. The questionnaire was divided into three parts. Part I collected information on tour firm, Part II on the social entrepreneurship strategy while Part III on competitive advantage. The researcher issued the questionnaire through email. The respondents included owners / managers, the chief executive officer, agents and transport managers.

3.5 Data Analysis

Descriptive analysis focus on working out measures of central tendency and dispersion measures. The researcher calculated the mean for the data in order to rank factors that a firm considers in choosing the strategies to be adopted. Standard deviation was the most widely used measure of dispersion. It was used to measure the amount of variation of a set data of values. In this study, standard deviation was used to establish the variation of a particular firm's data from the industry average. The results of that analysis was presented using tables and charts. In order to perform all those analyses, the Statistical Package for Social Sciences (SPSS) software was utilized. Multiple linear regressions model were used as below:

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

Y is Competitive advantage

β_0 is = model 's constant

β_1 to β_5 are the regression coefficients

X_1 = Innovativeness X_2 = New Business Venturing

X_3 = Strategic Renewal

E=Error Term

CHAPTER FOUR: DATA ANALYSIS, FINDINGS INTERPRETATION AND DISCUSSION OF RESULTS

4.1 Introduction

The section contains data examination used and deliberates research results on the relationship between strategic change management practices and competitive advantage.

4.2 Response Rate

Response rate was 58.8 % as 80 out of 136 questionnaires were completed successfully and returned for data analysis. The results had agreed with Mugenda and Mugenda (2013) affirmation showing rates greater than 50% is satisfactory in the analysis. Babbie (2010) also claimed that a 60% return rate is decent and a 70% return rate as excellent. Findings were adequate to analyze the data. This was a sufficient response rate and therefore the researcher proceeded with the data analysis.

4.3 General Information

The segment was concerned with general organization information. The findings helped in understanding the background of the organization under review. It sought details on the number of permanent employees, period of operation and number of branches across the country. This information was useful in that it enabled the researcher to know more of the changes that happened over the period in which the firm was in operation.

4.3.1 Number of Employees

The essence was to ascertain the number of employees at the Tour companies. Respondents were requested to indicate staffing in the firm. The outcome was as shown in Table 4. 1

Table 4. 1: Permanent Employees

Employees	Frequency	Percentage
1 – 100	14	17.5
101 – 200	45	56.25
201 – 300	6	7.5
Over 300	15	18.75
Total	60	100.0

Table 4.1 showed that majority of the tour firms have employee between 101-200 at 56.25%, followed Over 300 at 18.75%, between 1 – 100 at 17.5% and lastly 201-300 at 7.5%. This implied that the employment aspect of the tourism sector was rather small in Kenya and had potential for growth.

4.3.2 Firms Period of operation

The Participating employees were also able to give information about the period of operation of the firms as below on Table 4.2

Table 4, 2: Period of operation

Years	Frequency	Percent
Less than 5	9	11.2
6-10	10	12.4
11-15	15	18.6
16-20	17	21.3
Over 20	30	37.4
Total	80	100.0

From table 4.2, the findings indicated that most of the tour companies in Nairobi had been in operation for over 20 years at 37.4%, 21.3% between 16-20 years, 18.6% between 11-15 years, 12.4% between 6-10 years and lastly 11.2% less than 5 years. The result implied that majority of the tour firms under review had a solid experience in Social entrepreneurship strategies as seen from the number of years of experience being above 20 for a majority of the tour firms.

4.3.3 Number of Tour Firm Branches

The information about the number of branches of the tour firms was as below on Table 4.3

Table 4. 3: Number of Branches

Branches	Frequency	Percent
No branch	30	37.5
1-4	25	31.3
5-10	15	18.75
More than 10	5	6.25
Total	80	100.0

The findings in Table 4.3 showed that 37.5% have a branchless head office; 31.3% had at least 1-4 branches; 18.75 % operates 5-10 branches while only 6.25% had more than 10 branches across the country. Based on the high percentage of firms without physical-based branches, it was deduced that most tour firms offer their businesses online rather than on physical-based branches.

4.4 Social Entrepreneurship Strategies

Social entrepreneurship strategies were the independent variable of this study. It was necessary to establish the respondents' views regarding social entrepreneurship strategies in their organization. The Social entrepreneurship approaches remained evaluated to 5-point Likert scale, and it was expected that the respondents would either agree: "to a very large extent", "large extent", "moderate extent", "little extent", or "Not at all". For every single question, the response which denoted the most positive response for these practices was allocated 5 points and then 4, 3, 2, and 1 for the least positive respectively. For purposes of this analysis, the following was adopted a mean score of 4.0<5.0 great extent, 3.0<4.0 moderate extent, 2.0<3.0 little extent and 1.0<2.0 did not agree. A total of 15 statements were utilized to evaluate social entrepreneurship strategies among tour firms.

4.4.1 Innovativeness

The respondents were given five statements on innovativeness and were required to indicate the level of agreement. Findings were as below on Table 4.4

Table 4. 4: Innovativeness

Statement	N	Mean	Std.dev
A lot of effort is put in research and development	80	4.20	0.89
Our organization is creative in operation methods	80	3.70	1.08
Our organization invests in developing proprietary technologies	80	4.30.	0.92
Our firm does modern new marketing ways	80	4.11	1.10
Services and product quality has improved	80	3.80	0.99
Composite Statistics	80	4.02	0.996

From Table 4.4, the organization invested in developing proprietary technologies as showed with a mean of 4.30 and a standard deviation of 0.92. A lot of effort was put in research and development, which had a mean of 4.20 and a standard deviation of 0.89 while our firm, which did modern new marketing ways mean of 4.11 and a standard deviation of 1.10. Services and product quality improved as shown by a mean of 3.80 and a standard deviation of 0.99. Our organization was creative in operation methods a mean of 3.70, standard deviation of 1.08.

If all factors affecting the tour firms as explained above were put into consideration, the overall mean was 4.02 which implied that innovativeness influenced social entrepreneurship strategies at a great extent.

4.4.2 New Business Venturing

The respondents were given five statements on new business venturing and they were asked show their level of agreement. The outcomes are as shown in Table 4.5

Table 4.5: New Business Venturing

Statement	N	Mean	Std. Dev
Our organization broadens business lines in current industries	80	4.11	1.17
Our organization pursue new business in relation to the core business	80	3.73	0.98
Our organization stimulate new demand for existing product through aggressive marketing	80	3.34	1.19
Our organization find new market for products	80	3.90	0.89
New ideas are greatly supported by our company	80	3.23	1.07
Composite Statistics	80	3.66	1.06

As per Table 4.5, our organization broadened business lines in current industries shown by a mean of 4.11 and a standard deviation of 0.703. Our organization found new market for products as shown by a mean of 3.90 and a standard deviation of 0.89. Our organization pursued new business in relation to the core business as shown by a mean of 3.73 and a standard deviation of 0.98. Our organization stimulated new demand for existing product through aggressive marketing had a mean of 3.34 and standard deviation of 1.19. Lastly, new ideas were greatly supported by our company had a mean of 3.23 and standard deviation of 1.07.

Overall venture into new businesses was 3.66 out of 5 which implied that many four firms embraced new business venturing strategy at a relatively moderate extent. The findings were consistent to Zahra (2017) that new business venturing is creation of new businesses within existing organizations through development of new products and/or new markets.

4.4.3 Strategic Renewal

The respondents were given five statements on strategic renewal and they were to give their level of agreement. Findings were as below;

Table 4. 6: Strategic Renewal

Statement	N	Mean	Std. dev
Our organization adopts flexible organization structures to increase innovation	80	4.18	0.95
The employees are trained in creativity techniques	80	3.73	1.06
Employees are encouraged to be creative and innovative	80	3.57	0.99
The organization establishes procedures to examine new innovations	80	3.00	1.02
There is a platform that enhances social innovation in the firm	80	3.40	1.05
Composite mean	80	3.57	1.01

From table 4.6, most respondents agreed that organization adopts flexible organization structures to increase innovation with mean of 4.18 and standard deviation of 0.95. Indications were that employees are trained in creativity techniques based on mean of 3.73 and a standard deviation of 1.06. Further, employees were encouraged to be creative and innovative with a mean of 3.57 and standard deviation of 0.99. There was a platform that enhances social innovation in the firm with a mean of 3.40 and standard deviation of 1.05. Lastly, the organization established procedures to examine new innovations as shown by a mean of 3.00 and a standard deviation of 1.02. The overall

renewal of strategies was 3.57 out of 5 which implied that many Tour firms embraced strategic renewal at a relatively moderate extent.

4.5 Competitive Advantage

Firm competitive advantage was the dependent variable under this study. It was necessary to establish the respondents' views regarding competitive advantage in their organization. The competitive advantage was evaluated on a 5-point Likert scale, and it was expected that the respondents would either agree: "to a very large extent", "large extent", "moderate extent", "little extent", or "Not at all". For every single question, the response which denoted the most positive response for these practices was allocated 5 points and then 4, 3, 2, and 1 for the least positive respectively. For purposes of this analysis, the following was adopted a mean score of 4.0<5.0 great extent, 3.0<4.0 moderate extent, 2.0<3.0 little extent and 1.0<2.0 did not agree. A total of 5 statements were utilized to evaluate competitive advantage among tour firms.

Table 4. 7: Competitive Advantage

Competitive Advantage	N	Mean	Standard. Deviation
Company gains competitive advantage through efficiency	80	4.11	.504
Company gains competitive advantage through customer responsiveness	80	4.54	.505
Company gains competitive advantage through employee satisfaction.	80	4.23	.798
Company has competitive advantage over its rivals due to its unique corporate culture	80	4.63	.547
Company achieved a competitive advantage through its cost leadership strategy	80	4.26	.611
Composite Statistics	80	4.35	.652

From the Table 4.7, company attained competitive advantage over its competitors because of its exclusive organizational culture a great extent with a mean 4.63 and standard deviation of .547. Company gained competitive advantage through customer responsiveness with a mean score of 4.54 and S.D 0.505. Company had attained a competitive advantage over its cost leadership strategy with a mean of 4.26 and S.D of .611. Further, company gained competitive advantage through employee satisfaction with a mean of 4.23 and S.D of .798. Company gained competitive advantage through efficiency with a mean of 4.11 and S.D of .504.

As a result, the overall competitive advantage of tour firms was 4.35 out of 5 showing that more than 80% of the studied tour firms had recorded a rise in competitive advantage.

4.6 Correlation Analysis

Correlation analysis was steered to assess connotation between predictor and response variables. Regression analysis was done to determine the link between the variables.

4.6.1 Correlation Analysis

Correlation analysis was done to ascertain the link between independent and dependent variables. In this study it helped in determining the association between social entrepreneurship strategies and competitive advantage. Pearson Correlation analysis was employed by the study in determining association between the study parameters. The findings were as indicated in Table 4.8

Table 4.8: Correlation Analysis

		I	NBV	SR	CA
I-Innovativeness	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	80			
NBV- New Business Venturing	Pearson Correlation	.359	1		
	Sig. (2-tailed)	.101			
	N	80	22		
SR-Strategic Renewal	Pearson Correlation	.440*	.856**	1	
	Sig. (2-tailed)	.040	.000		
	N	80	80	80	
CA-Competitive advantage	Pearson Correlation	.423*	.544**	.518*	1
	Sig. (2-tailed)	.050	.009	.014	
	N	80	80	80	80

*. Correlation is important at the 0.05 level (2-tailed).

**. Correlation is momentous at the 0.01 level (2-tailed).

Based on Table 4.8, there exists significant connection between innovativeness and competitive advantage depicted by $r=0.423$ at 5% meaning level. This implied that increase in innovativeness would results to increase in competitive advantage of Tour firms. Similarly, there was constructive and significant connection between new business venturing and competitive advantage of Tour companies in Nairobi County, Kenya as shown by $r=0.544$ at 1% significance level. This implied that increase in new business venturing would results to increase in competitive advantage of Tour firms in Nairobi County. Lastly, strategic renewal had significant relationship with competitive advantage of Tour firms in Nairobi County, Kenya depicted by $r=0.518$ at 1% meaning level. This

implied that increase in strategic renewal and control would results to increase in competitive advantage of Tour firms in Nairobi County, Kenya.

4.7 Regression

Regression analysis was employed to establish the discrepancy accounted for by one variable in forecasting another variable. Multiple Linear Regression analysis was done to find the proportion in the dependent variable (competitive advantage) which can be predicted from the independent variable (social entrepreneurship strategies).This was used to create using R^2 which is the coefficient of determination.

4.7.1 Model Summary

Competitive advantage was regressed against social entrepreneurship strategies. Table 4.9 shows the model summary.

Table 4.9: Model Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.684	.419

Predictors: (Constant), innovativeness, new business venturing and Strategic Renewal

From the Table 4.9, it can be observed that R was 0.876 and $R^2=0.767$ at 0.005 level of significance. There was a robust association between social entrepreneurship strategies and competitive advantage depicted by $R=0.876$. The results also indicated that 76.7% of variation in competitive advantage was explained by the forecasters in the model, though 23.3% variation was inexplicable because of factors not in the model.

4.7.2 Goodness of Fit of the Model

The researcher conducted Analysis of Variance (ANOVA). As depicted on Table 4.10 to wether the model used was suitable

Table 4.10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.090	3	1.618	2.427	.000 ^b
	Residual	2.460	76	.176		
	Total	10.550	79			

As shown in Table 4.10, $F(4,79)=2.427$ was significant at 95% level of confidence. This postulates model used was right to describe the relationship between the social entrepreneurship strategies and competitive advantage. Significance explains the usefulness of regression model at 95% level of confidence in which p-value of the ANOVA is less than alpha ($0 < 0.05$) hence it was concluded that social entrepreneurship strategies is significant predictor of competitive advantage.

4.7.3 Model Regression Coefficients

Table 4.11 shows unstandardized coefficients, standardized coefficients, t statistic and significant values

Table 4. 11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B (β)	Std. Error	Beta (β)		
1	(Constant)	.179	.756		.236	.817
	Innovativeness	.149	.239	.165	.623	.543
	New business venturing	.247	.159	.272	1.554	.012
	Strategic Renewal	.239	.125	.305	1.906	.037

a. Dependent Variable: Competitive advantage

From Table 4.11, all the parameters supported positive predictive power although there was variation in significance level. The results also indicated that Innovativeness had a positive and significant effect on competitive advantage ($\beta = 0.165$, $p=0.543$). From above equation it meant that when other variables are controlled, a unit change in the Innovativeness would result to competitive advantage vary greatly by 0.165 units in the same direction. However, new business venturing had a positive and significant effect on competitive advantage ($\beta = 0.272$, $p=0.012$). From regression equation it implied that when other variables are restrained, a unit change in the new business venturing would result to competitive advantage change significantly by 0.272 units in the same direction. Lastly, Strategic renewal had a positive and significant effect on competitive advantage ($\beta = 0.305$, $p=0.037$). From regression equation it implied that when other variables are controlled, a unit change in the strategic renewal would result to competitive advantage change significantly by 0.305 units in the same direction. The regression equation was as follows:

$$Y = 0.179 + 0.165X_1 + 0.272X_2 + 0.305X_3 + 0.126X_4$$

Where:

Y = Competitive advantage

X₁= Innovativeness

X₂ = New business venturing

X₃ = Strategic Renewal

The overall model showed that social entrepreneurship strategies influenced competitive advantage with a p-value of <0.005 except the innovativeness which is at 0.543 and each variable positively predicated competitive advantage. Nevertheless, new business venturing and strategic renewal were statistically significant.

4.8 Discussion of the findings

Conclusions are, over half of tour firms have permanent employees below 300 since the tourism sector is a small industry in Kenya that has potential of growing. However, most of the tour firms in Nairobi had stayed in operation for over than 20 years and most of the tour firms did not have branches in other parts of the country. Tour firms had embraced innovativeness at great extent. Tour firms invested in developing proprietary technologies and a lot of effort was put in research and development. These results confirmed those of Dess and Lumpkin (2015) and pointed out that organizations inclinations to innovativeness provide newness and originality in their practices. Although innovativeness was not depended on technology, the impact with which the latter has influenced organizations was enormous. It brought faster and effective ways in the firm. Consistent to this finding, was the observation by Zahra (2014) who found out that innovativeness as technological emphasis on new development of products, processes and organizational systems. The findings agreed with Zahra (2014) who found out that innovativeness as technological emphasis on new development of products, processes and organizational systems.

It was found out that many tour firms have embraced new business venturing strategy at moderate extent. Tour firms broadens business lines in current industries and find new market for products. The findings agree with Hisrich and Peters (1984) who described it as the development of independent or semi-independent units. Therefore new business venturing could be referred as the diversification of products regardless of the level of independence which may be within the current product line or completely new product lines. Consistent to this finding, was the observation by Morris et al. (2010) which differentiates new business venturing into internal and external business venturing. Internal business venturing restricts new businesses to organization internal boundaries

while external business venturing refers to new business leverage by external partners through joint ventures, acquisitions and venture capital.

It was found out that many tour firms have embraced strategic renewal strategy at moderate extent. Tour firms adopts flexible organization structures to upsurge innovation and also staff are trained in inspiration practices. The findings agreed with Vesper (1984) which viewed corporate entrepreneurship to include a new strategic direction. Organizations could constantly reintroduce new business line or review current businesses so as to realize adaptability and flexibility. The findings also agreed with Zahra (1993) who described strategic renewal as reorganization, redefining business concepts and introducing system-wide changes for innovation.

Positive correlation between social entrepreneurship strategies and competitive advantage exist. The study applied regression analysis in establishing the influence of social entrepreneurship strategies on competitive advantage of tour companies in Nairobi Kenya. Coefficient of determination was found to be a good fit for the data; $R^2=0.767$, hence a satisfactory predictor. Overall regression model was found to be statistically significant as evidenced by the p-value 0.007 (<0.05). These findings supported a study by Seifari and Amoozadeh (2014) which revealed significant positive relationship between social entrepreneurship and competitive advantage. Creating an enabling environment aimed at increasing the innovation capabilities of employees leading to new organizational innovations that increase organizational success.

The study findings also related to the resource-based view theory which contended that a firm has certain productive resources, useful for exploiting productive opportunities to allow the firm to implement social entrepreneurship strategies successfully. The results demonstrated that tour firms had ensured optimal use of the available resources so as to social entrepreneurship strategies. These

findings aligned with the assertion of Ittner and Larcker, (2016) who stated that the ultimate motivation behind product development is for the companies to protect their overall market share. In the same way Lee and Grewal (2015) stated that pursuing a product development strategy, the management attempts to sell a new product to current customers with an aim to enhance firm performance.

The study also brought to the core assertion by the contingent theory which focused on an organization's boundaries, decisions relating to integration with stakeholders, networks creation and other governance structures for optimal organization performance. The study agreed with the theory that believes there are costs associated with executing a transaction in the market which can be reduced by applying alternative channels of service delivery (Williamson, 1975). These costs could relate to the process of drafting, negotiating, and completing an exchange. The findings agreed with Zahra (1993) described strategic renewal as reorganization, redefining business concepts and introducing system-wide changes for innovation.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section focuses on the summary of discoveries, assumptions and commendations of study and the need for further exploration.

5.2 Summary of the Finding

Based on the findings, over half of the tour firms have permanent employees below 300 since the tourism is a small sector in Kenya that has potential of growing. However, most of the tour firms in Nairobi have been in operation for over than 20 years and most of the tour firms do not have branches in other parts of the country.

Many tour firms have embraced new business venturing strategy and strategic renewal strategy at moderate extent. Tour firms broadens business lines in current industries and find new market for products. Tour firms adopts flexible organization edifices to promote innovation and also staff are trained in inventive techniques.

Majority of tour firms have embraced innovativeness at great extent. Tour firms invest in developing proprietary technologies and a lot of effort is put in research and development. Although innovativeness is not depended on technology, the impact with which the later has influenced organizations is enormous. It brings faster and effective ways in the firm.

From the study, positive correlation exist between social entrepreneurship strategies and competitive advantage. The regression analysis found that the regression model employed in this study was a good predictor. The model was statistically significant as demonstrated by analysis of variance whose p-value was less than 0.05. New business venturing and strategic renewal were statistically significant except innovation.

5.3 Conclusion

The study concludes new business venturing strategy and strategic renewal strategy at moderate extent. Tour firms broadens business lines in current industries and find new market for products. On the other hand, tour firms can constantly reintroduce new business line or review current businesses so as to realize adaptability and flexibility. The development of independent or semi-independent units. Therefore new business venturing can be the diversification of products regardless of the level of independence which may be within the current product line or completely new product lines.

The study concludes that many tour firms have embraced innovativeness at great extent. Tour firms invest in developing proprietary technologies and a lot of effort is put in research and development. Tour firms focus on innovativeness as technological emphasis on new development of products, processes and organizational systems.

To briefly outline the final conclusions based on the findings:

- The tourism industry has a high capacity for employment based on low number of employees
- Many tourism industries within the study are as old as 20 years thus harbor a significant level of interest both as a tourist attraction, a social and cultural heritage and as a history.

- Online means are the major way of conveying social and cultural tourism attractions within Kenya
- The innovative capacity of tourism as far is still vastly unexplored and has potential for improvement
- With incorporation of social and cultural means, new opportunities for business ventures are presented
- Though few, there is room for new tourism strategies for adoption by firms
- Social and cultural means result in a competitive gap as far as attraction of tourists is concerned

Lastly, the study concludes that there is great correlation between social entrepreneurship strategies and competitive advantage. The adopted regression equation was significant. The model was found to be a reliable predictor and fit for the data as evidenced by the coefficient of determination. New business venturing, innovation and strategic renewal were positively related to competitive advantage

5.4 Recommendations of the Study

The recommendations of the study include both suggestions to tour firm management as well as other organizations that wish to align social entrepreneurship strategies. Based on the results of the study, the administration of organization should ensure their employees are highly involved with their work and especially managers should involve employees in decision making. In addition there should be wide information sharing in an organization. Cooperation across different parts of the organization should also be highly encouraged as it will help in improving social entrepreneurship strategies in an organization.

The study endorses that the leadership of Tour firms should be committed to social entrepreneurship strategies. The top leadership should allocate and provide more resources, both financial and human resources, to support social entrepreneurship. Resources are key to successful social entrepreneurship. Besides provision of resources, leadership should also enhance team work and create a culture that would support the company's social entrepreneurship strategies.

The results further recommends that organizations should have a set of values that is clear and consistent. In addition the style of doing business should be very constant and foreseeable. There should also be a clear agreement about the right way to do things in the organizations. This will help in improving social entrepreneurship strategies in an organization. Lastly, the research recommends that all employees and stakeholders should be part and parcel of the social entrepreneurship strategies.

5.5 Limitations of the study

One of the challenges was that, the target respondents for this study were managers. Majority of them were quite busy and had tight schedule due to work pressure and could not therefore have adequate time to answer the questionnaires at the time the researcher presented the questionnaire to them. To ensure that they adequately answered the questionnaire, the researcher used drop and choice later techniques as to allow the respondents to answer the questionnaire at their own free time.

The current study was limited to primary data that was collected using questionnaires. However, it could be prudent when data is obtained from both the primary and secondary sources were used to substitute each other. At the same time, not questionnaires that the researcher issued to respondents were returned hence reducing the return rate.

Another limitation of this study is that it only engrossed on social entrepreneurship strategies; however, there are other factors that are very instrumental in the social entrepreneurship strategies. These factors include but not limited to innovativeness, new business venturing and strategic renewal.

5.6 Recommendation for Further Studies

This research is well-thought-out to be a cross-sectional study that used quantitative approach. It only captured the perceptions and opinions of respondents. The cross-sectional study using the quantitative approach was selected because it was the most appropriate method available to address the issues given limited time and financial constraints. Therefore, there is need for a similar research to be carried out based on qualitative approaches.

The focus of this study was on the relationship between social entrepreneurship strategies on competitive advantage of by Tour firms in Nairobi County. There is need for a comparable study to be extended in financial societies to establish the similarity of the finding. The research also suggests that the future studies should focus on different variables other than those used in this study.

The gist of this study was social entrepreneurship strategies; however there are other factors that influence social entrepreneurship strategies within an organization. This paper therefore recommends further studies on other related factors such as organizational leadership, effects of stakeholder involvement, corporate governance and organization design in relation to social entrepreneurship strategies.

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APPENDICES

APPENDIX I: Research Questionnaire

SECTION A: INFORMATION ON RESPONDENT TOUR FIRM

1. Name of the firm (Optimal).....

2. The year it was established.....

3. What is the number of permanent company's employees?

100-200 [] 201-500 [] 501-1000 [] 1001-1500 [] Over 1500 []

4. How many years has your business been in operation in Kenya?

Up to 5 years [] 6-10 years [] 11-15 years [] 16-20 years [] Over 20 years []

5. Please indicate how many branches does the firm has in Kenya?

Less than 10 [] 10-20 [] 21- 30 [] 31-40 [] 41-50 [] More than 51 []

SECTION B: SOCIAL ENTREPRENUERSHIP STRATEGIES

Innovativeness

6. To what extent do you agree with the following attributes social enterprenuership on exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Component	1	2	3	4	5
A lot of effort is put in research and development					
Our organization is creative in operation methods					
Our organization invests in developing proprietary Technologies					
Our firm does modern new marketing ways					
. Services and product quality has improved					

New Business Venturing

9. To what extent do you agree with the following attributes New Business Venturing ion exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Component	1	2	3	4	5
Our organization broadens business lines in current industries					
Our organization pursue new business in relation to the core business					

Our organization stimulate new demand for existing product through aggressive marketing					
Our organization find new market for products					
New ideas are greatly supported by our company					

Strategic Renewal

11. To what extent do you agree with the following attributes of Strategic Renewal exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Component	1	2	3	4	5
Our organization adopts flexible organization structures to increase innovation					
The employees are trained in creativity techniques					
Employees are encouraged to be creative and innovative					
The organization establishes procedures to examine new innovations					
There is a platform that enhances social innovation in the firm					

7. To what extent do you agree with the following attributes on competitive advantage exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided.

1 = strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = strongly agree

SECTION C: COMPETITIVE ADVANTAGE

Component	1	2	3	4	5
Company gains competitive advantage through efficiency					
Company gains competitive advantage through customer responsiveness					
Company gains competitive advantage through employee satisfaction.					
Company has a competitive advantage over its rivals due to its unique corporate culture					
Company has achieved a competitive advantage through its cost leadership strategy					

APPENDIX II: List of Tour firm In Nairobi

- 1.Aardwolf Africa Adventure Safaris Ltd,
- 2, Absolute Adventure Africa Safaris Limited,
- 3.Access Africa Safaris LTD,
- 4.Adventure African Jungle Ltd,
- 5.Affable Tours & Safaris (E.A),
- 6.Africa Bound Safaris (K) Ltd,
- 7.Africa Journeys Escapes,
- 8.Africa Partners in Safari Ltd,
- 9.Africa Untamed Wilderness Adventures Ltd,
- 10.Africa Visa Travel Services Ltd,
- 11.African Dew Tours & Travel Ltd,
- 12.African Eco Safaris,
- 13.African Grand Expeditions Ltd,
- 14.African Home Adventure Ltd,
- 15.African Road Safaris,
- 16.African Safari Destinations Ltd,

- 17.African Sermon Safaris,
- 18.All Time Safaris Ltd,E19.Animal World Safaris Ltd,
- 20.Anste Tours & Travel Limited,
- 21.Aramati Safaris,
- 22.As You Like It (Safaris) Ltd,
- 23.Asili Adventure Safaris Ltd,
- 24.Australken Tours & Travel Ltd,
- 25.Avenue Service Station,
- 26.Baisy Oryx Tours Travel & Safaris,
- 27.Bellafric Expeditions Ltd,
- 28.Benroso Safaris Ltd,
- 29.Bestway Holidays Ltd,
- 30.Brogibro Company Ltd,
- 31.BushBlazers Tours Travel & Safaris Ltd,
- 32.Bushbuck Adventures Ltd,
- 33.Bushtroop Tours & Safaris,
- 34.Call of Africa Safaris,

35. Campofrio Safaris Ltd,
36. Catalyst Travels Ltd,
37. Centurion Travel & Tours Ltd,
38. CKC Tours & Travel,
39. Cosmic Safaris Ltd,
40. Cotts Travel & Tours Ltd,
41. Custom Safaris,
42. Designer Tours & Travel,
43. DK Grand Safaris & Tours Ltd,
44. Duma Africa Treks & Safaris,
45. Earth Tours & Travel Ltd,
46. East Africa Adventures Tours & Safari
47. East African Eagle (K) Ltd,
48. East African Shuttles & Safaris,
49. East African Wildlife Safaris,
50. Easy Go Safaris Ltd,
51. Elite Travel Services Ltd,

- 52.Essenian Safari Experts Ltd,
- 53.Explorer Kenya Tours & Travel,
- 54.Fairways Solutions Tours & Travel Ltd,
- 55.Favour Tours & Safaris Ltd,
- 56.Flight & Safaris International Ltd,
- 57.GAT Safaris,E58.Gofan Safaris,
- 59.Golden Holidays & Travel Company,
- 60.Grand Edition Tours,E61.Ideal Tours & Travel,
- 62.Impact Adventure Travel,E63.Imperial Air Services,
- 64.Incentive Travel Ltd,
- 65.Inclusive Holidays Africa,
- 66.JMAR Safaris Ltd,
- 67.Jungle Beach Safaris Ltd,
- 68.Karisia Limited,
- 69.Kenan Travel & Tours
- 70.Kenor Safaris Ltd,
- 71.Kent Tours & Travel Ltd

- 72.Kisima Tours & Safaris,
- 73.Kuja Safaris,
- 74.Long Ren Tours & Travel Ltd,
- 75.Lowis & Leakey Ltd,
- 76.Marble Travel,
- 77.Maridadi Safaris Ltd,
- 78.Mathews Safaris,
- 79.Mighty Tours and Travel Ltd,
- 80.Nahdy Travel & Tours,
- 81.Naked Wilderness Africa,
- 82.Napenda Africa Safaris,
- 83.Nappet Tours & Travel Ltd,
- 84.Nature's Wonderland Safaris,
- 85.Pal-Davis Adventures Kenya,
- 86.Peaks & Safaris Africa,
- 87.Penfam Tours & Travel,
- 88.Phoenix Safaris,

- 89.Preps Safaris International Ltd,
- 90.Prima Vera Tours,
- 91.Safaris & Travel Ltd,
- 92.Raptim Humanitarian Travel (Jet Travel Ltd),
- 93.Raylenne Tours & Safaris,
- 94.Right Choice Tours & safaris,
- 95.Safari Mania Ltd,
- 96.Safari Services East Africa Ltd,
- 97.Safari Trails Limited,
- 98.Safari Travel Kenya Ltd,
- 99.Saleva Africa Tours Ltd,
- 100.Scenic Treasures Ltd,
- 101.Selective Safaris,
- 102.Senator Travel Services,
- 103.Serene East Africa Safaris Ltd,
- 104.Shades of Africa Tours & Safaris,
- 105.Shian Tours & Travel Ltd,

106.Silverbird Adventure Tours & Travel,

107.Silverbird Travel Plus Ltd,

108.Skyview Of Africa ltd,

109.Soin Africa Safaris,

110.Speedbird Travel & Safaris,

111.Sportsmen's Safaris & Tours,

112.Spurwing Travel & Tours Ltd,

113.Steenbok Safaris & Car Hire,

114.Supreme Safaris Ltd,

115.Tano Safaris Ltd,

116.Tekko Tours & Travel,

117.The Scott Travel Group Ltd,

118.Tobs Kenya Golf Safaris,

119.Top Notch Luxury Safaris,

120.Topcats Safaris Ltd,

121.Trails of Africa Tours & Safaris,

122.Travel Care Ltd,

123.Travel Connections Ltd,

124.Travel Wild East Africa Ltd,

125.Trevaron

126.Travel & Tours Ltd,

127.Triple Tours & Travel Ltd,

128.Ulf Aschan Safaris Ltd,

129.Visit Africa Ltd,

130.Waymark Safaris Ltd,

131.Wild Destinations Ltd,1

32.Wild Vision Adventures ltd,

133.Wildebeest Travels ltd,

134.Woni Safaris Ltd,

135.World Explorer Safaris Ltd

136.Zirkuli Expeditions Ltd.

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