

**THE INFLUENCE OF COMPETITIVE STRATEGIES ON SERVICE
DELIVERY AMONG LOGISTICS FIRMS IN NAIROBI CITY
COUNTY, KENYA**

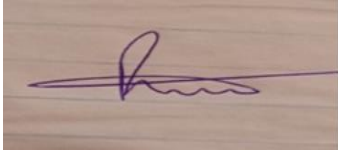
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,
UNIVERSITY OF NAIROBI**

2021

DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.



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



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DEDICATION

Thanks to everyone who helped me along the way throughout the many phases of my study endeavor.

ACKNOWLEDGEMENT

My deepest thanks go out to Dr. Mercy Munjuri, my university supervisor, for her guidance, inspirational comments, and observations throughout this process. She gave up her time to read and revise my work in the middle of her other academic obligations. Her constructive comments and useful suggestions have also been much appreciated. I would also want to express my gratitude to my family, friends, and co-workers, whose encouragement has enabled me to go this far in the academic process. I thank them for their help and encouragement.

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ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
HR	Human Resource
WHO	World Health Organization
SD	Standard Deviation

ABSTRACT

Sustainability threats are encountered by organizations in both developed and poor nations on a daily basis. There has been great competition in the business environment because firms endeavor to outdo one another. With the advancement in technology and increased players in the industry, the competition has been intensified even further. Coping with this increased competitive environment demands companies to do reconsideration of their marketing strategies. The study's overarching goal was to determine the impact of competitive tactics on service delivery among Nairobi County, Kenya's logistics enterprises. Both the dynamic capacities theory and the service quality theory informed this investigation. 100 logistics companies in Nairobi, Kenya, were the focus of a descriptive cross-sectional design. The survey was aimed at top logistics company executives. Descriptive analysis, multiple linear regression, and correlation analyses were all used in the research. According to the findings, logistics companies heavily rely on cost leadership strategies while using differentiation and focus strategies only to a limited amount. It has been shown that competitive tactics have a favourable impact on service delivery. There is a strong correlation between competing tactics and service delivery, hence the study model is important. According to the report, it's important for logistics companies to always improve their product and service offerings. Research and development should be stepped up by logistics companies in order to ensure that their services are of the highest quality and variety.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the business sector, there has been a lot of competition since businesses are competing to be the best. To gain competitive advantage a firm has to develop strategies and this enables it to maintain competitiveness which can be sustained (Teece, 2020). According to Mwangi and Ombui (2021), strategies that are generic make firms outstanding and enable them carry out the day to day business activities and are therefore significant in determining the industry or market to be in competition with. A firm that exhibits improvement in service delivery as compared to its competitors is one which plans adequately as well as executes its competitive strategies in an appropriate manner (Jönsson & Devonish 2021). Atikiya (2021) posits, a firm that executes its competitive strategies appropriately has a better chance at exploiting the existing opportunities that guarantees it a market that is ready as compared to its competitors. Wong and Kwan (2021) asserted that the application of competitive strategies significantly influence service delivery of a firm.

The idea of dynamic capacities and the philosophy of service quality will guide the investigation. Teece, Pisano, and Shuen (1997) used the term "dynamic capabilities" to explain how businesses must adapt to their external environment via the use of their internal resources. For a company's short-term negotiating position to improve and then sustain a competitive advantage, this theory suggests that the application of critical abilities is required (Kumlu, 2021). Gronoroo (1982) proposed the idea of service excellence. The

idea states that a process of consumer choice making may be described by many methods such as psychodynamic, compartmental, cognitive and humanistic perspectives.

In Kenya, the logistics business is a major part of the economy and is predicted to reach \$5 billion by 2023, according to Business Daily (2020). Over time, the industry has grown both in its contributions to the country's GDP and in the creation of jobs. However, in comparison to established nations, the industry is tiny and not as developed. Kenya's logistics industry, primarily because of the structural reform process being out by the government with the aim of strengthening the country's economic and social environment, is under transition (Black, 2010). The motivation of the study is that logistical companies in Kenya are highly diversified, developed and they expand because of their unique geographical position servicing the regions of East Africa and the Great Lakes.

1.1.1 Competitive Strategies

Short-term and long-term organizational goals may be achieved via the use of competitive tactics (Chandler 1962). They may also be described as the activities and choices taken by a company to attain its stated goals and objectives (Johnson and Scholes 2006). Similarly, Pearce and Robinson, (2010) define competitive strategies as the plans intended to maximizing the organizational resources and gain an upper hand in the competitive environment in line with the company objectives. These are the collaboration of the external environment, the resources and values of the organization (Thompson and Strickland, 2008). Products, knowledge tactics, costs, and structures are all examples of competitive strategies, which may be broken down into the following categories: (Wickham 2006).

It is important for a company to have superior product quality, knowledge, market, and technical knowledge, and a strong relationship with its customers in order to get an advantage over the competition. Structural advantages include having enough equipment and resources to run the business (Wickham 2006). Organizations in both developed and developing nations encounter a variety of issues on a day-to-day basis (Mathooko, 2014). Business performance and success might be adversely affected by these issues if not properly handled. However difficult a situation may be, it is possible to counter this with the right strategy. Therefore, the international firms operating in Kenya must strive to establish a competitive edge in order to flourish in a market dominated by local businesses (Ahmad, 2015).

Organizations operating in foreign markets may adopt numerous strategies, which will help in attaining the set targets and competing with other firms. These strategies include acquisitions, licenses, contracts and franchises, joint ventures and strategic alliances (Nenzhelele and Pellissier, 2014). However, the competitive strategies may have advantages for the companies to utilize as well as disadvantages that must be well-thought-out by the company's senior managers. This is because organizations differ both structurally and on the available resources hence a strategy which may work in one organization may not work in another.

1.1.2 Service Delivery

According to Bitner, Faranda, Hubbert and Zeithaml (2018), service delivery entails components of a firm that define the manner in which different processes interact between the clients and the service providers as a consequence of interactions the customer discovers value or loses. Service is an intangible economic activity that cannot be stored

and does not lead to ownership. It entails information exchange, knowledge and any kind of assets (Jackson, 2009). Service delivery implies whenever a product or service is offered to customers, whether or not it is supplied (Ahmad,2005). This indicates that a good service delivery method enhances the delivery of products to clients and increases the value. Service delivery, according to Schindler and Cooper (2013), is a collection of operations that are carried out in a corporate context in order to provide a certain service. Danaher and Mattsson (2016) alleges that service delivery reflects a firm's coordinated activities and actions aimed at delivering effective services and products.

There is a section of indicators that top management teams in organizations can utilize in tracking the progress in a firm's service delivery, efforts that are pegged on the need to increase the performance of an organizations department. Good governance and accountability may be used as an indicator in measuring the success of service delivery in an organization. Customer satisfaction remains crucial in determining an organizations success in the delivery of its services in the market (Verhoef & Lemonk, 2015).

Customer satisfaction is attained when the expectations on quality of a service are more after the service delivery. Kiragu (2015) speaks of ex-ante and ex-post expectations whereby; ex-ante expectations are anticipations about a service before encounter and ex-post perception is the reality after experiencing the service. Ex-ante expectations are created after an initial encounter with a service or is acquired through promises in advertisement, advocacy, word of mouth or references. Ex-post perception is the reality about the service and occurs after using the service at least more than once. Quality service delivery occurs through keeping of promise and maintaining consistence in service

delivery. Consistency in quality service delivery leads to positioning of the service in customer's mind and loyalty to the brand (Danaher &. 2004).

1.1.3 Logistics Firms in Nairobi County

According to the Kentrade report (2020), Nairobi Kenya has a total of 100 logistics enterprises. In Kenya, logistics businesses are classified into five categories: first-party logistics (1PL), second-party logistics (2PL), third-party logistics (3PL), and fourth-party logistics (4PL). 4PL is for organizations who have no physical assets that can be utilized to move items, while 5PL is an upgrade to the consulting level of 4PL, which is an upgrade to 4PL's consulting level. Multiple third-party logistics providers are brought together in this situation. Third-party logistics, Fourth-party logistics, and fifth-party logistics are the most prevalent types of third-party logistics. Logistics companies in Kenya are regulated by the Kenya National Trade Network Agency (KENTRADE). The administrative unit of logistics companies is continuously under pressure to enhance service performance. For change management, this strategy may be utilized to determine the chosen strategic approaches. Logistics organizations have implemented numerous strategies that will boost their capacity to effectively and efficiently enhance service delivery (Lambert & Stock 2016). Logistics companies are yet to grasp the importance of strategic decision in the change management process.

Logistics firms in Nairobi County contribute significantly to the country's economy in the following ways; provision of employment and income generation through multilateral trade (Datche, 2019). One of the worldwide logistics companies established in Nairobi Kenya over the past 5 years is DOB Equity, a leading Netherlands family office. It is investing up to 4 million dollars in Africa Logistics Properties Holding (ALP), a modern

grade A warehouse developer and manager. DHL Worldwide Express is another global logistic firm that ventured into the Kenyan market back in 1979. In 2017, the revenues of DHL stood at €14 billion with African markets contributing 15% of this revenue. DHL is a perfect example that can be used to show how lucrative the Kenyan market is in terms of logistics business. In August 2017, Japan's third largest logistics company, Nippon Express, established a subsidiary office in Kenya. Nippon Express has prior to this used local agents to export cut flowers and roses from Kenya to Japan. While launching the subsidiary, Nippon Express President Mr. Shigeru Umino announced that the company will establish a structure that meet the needs of the Kenyan customers and also those in East Africa, where sustained growth is anticipated. He also noted in his statement that with the SGR now connecting Nairobi and Mombasa logistics demand is expected to increase due to the reduced time and cost of transport to the inland areas from Mombasa Port.

1.2 Research Problem

Sustainability threats are encountered by organizations in both developing and developed nations on a daily basis. With the advancement in technology and increased players in the industry, the competition has been intensified even further. Coping with this increased competitive environment demands companies to do reconsideration of their marketing strategies (Pearce and Robinson, 2005). Particularly, competition among the organizations has intensified leading to most organizations having lower returns. This has raised interest on the exact strategies that may be adopted by these companies so as to remain dominant (Wheelen & Hunger 2015). Organizational practices, including service delivery, are heavily influenced by competitive strategies (Kochan, McKersie & Cappelli 2008). Hanah

and Camillah, (2008) asserted that the application of competitive strategies significantly influences service delivery of a firm.

Kenyan logistics firms have recently employed a variety of strategic techniques to develop strategies that enable them to compete. The logistics firms require solutions that can withstand pressure from the government, the general public, rivals, consumers, and the supply chain itself. Due to consumer expectations of excellent service quality, logistics companies are pushed to move beyond the conventional range of logistical services and to provide more sophisticated logistics solutions. There is a lot of rivalry between local logistics companies in Kenya and well-established international logistics companies. In order to offset the intense rivalry in the industry, logistics companies have decided to use new competitive tactics (Kairu, 2013). Recently, Kenyan logistics companies have used a number of strategic tactics to establish plans that allow them to compete with the larger companies.

The competing tactics have been studied both internationally and locally. According to Stern and Stalk (2013), Iran used a descriptive study method to examine the impact of competing tactics on export performance. The research found that Iranian export enterprises' export performance is influenced by their competitive tactics. However, the study concentrated more on focus strategies and less on cost leadership strategies and how they influence MNC's competitive advantage. Yasar (2010) studied the competitive tactics and commercial performance of the carpets industry in Beijing, Iran. This research revealed that transient management theory which states that competitive advantage might be unsustainable in the long run and is therefore unsuitable in influencing the performance of the carpeting industry, outlives the competitive strategies. The context of the study was

carpeting sector and used cluster analysis as opposed to this study whose focus is logistics sector and uses regression analysis. In Romania, Zekiri and Nedelea (2011) on strategies for achieving competitive advantage, asserted that if a firm aims at pursuing the cost leadership strategy, then it must produce at a cost that is low. It is further posited that a company can gain in production costs, economies of scale as a result of proprietary technology, and cheap raw material. The study did not focus on logistics firms.

Locally, Arasa (2014) on the association between the organization's performance and competitive strategies: a case of Kenya's mobile telecommunication firms showed that there is a great competition which forces many companies to formulate strategies that are competitive in order for them to survive. The context was insurance companies and not logistics firms. Kwasi and Acquah (2015) on manufacturing strategy, firm performance and competitive strategy in Ghana, it was established that firms in the particular sector had to be more competitive as well as focus on the customer by formulating strategies that create positive relations between them and the consumers as well as the suppliers, enhance quality, and improve how their goods and services are distributed and delivered within the given market segment. A research by Mukiri (2012), which looked at the effectiveness of commercial multinational businesses' competitive tactics. The research used a descriptive research design. The research however focused on commercial multinational corporations. However, the available literature is not sufficient enough in explaining the strategies that may be adopted by these companies to help them in gaining competitive advantage.

Many studies have focused on competitive strategies. However, there is limited literature concerning the direct association between competitive strategies and how it influences service delivery. Most scholars point out that the impact of competing tactics on service

delivery has been studied in more broad terms in the literature, and an in-depth examination is what is required. This stud will therefore address the following research question. What effect do competing tactics have on the provision of services by logistics companies in Nairobi County City Kenya?

1.3 Research Objective

The study's goal is to determine the impact of competitive tactics on service delivery among logistics companies in Nairobi, Kenya.

1.4 Value of the Study

The findings of this study have been used as a basis for further research in strategic management in a variety of sectors. By identifying themes that need more investigation and assessing empirical evidence already accessible, scholars and researchers were able to discover new areas of study and associated fields. The study also added on to the existing theoretical evidence on the dynamic capabilities theory and service quality theory.

This study's findings contributed to the common understanding of strategic management. Service delivery and how to compete in the market will be learned by logistics firm managers. Devolved units, logistical stakeholders, development partners, and people were all made aware of the necessity of successful competitive strategies by the devolved units.

Finally, this research study benefitted policy makers and the logistics Industry players at large. The knowledge and understanding of competitive strategies is important in realizing

business performance objectives. The research guided the policy development process which may be unsuccessful in attaining policy goals, if founded on the incorrect premise.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

An overview of current studies on competitive tactics and serviced delivery will be presented in this chapter. Reviews of studies and articles have been done and documented by various researchers which focus on the concepts under research enabled the researcher comprehend and bring to focus the important aspects of the specific variables. Structured according to the themes of theoretical viewpoints and competitive strategies and service delivery in addition to examination of empirical studies and knowledge gaps that may be found philosophically, culturally, and also from the study methods.

2.2 Theoretical Foundation

Dynamic capabilities theory and service quality theory were used to guide the research.

2.2.1 Dynamic Capabilities Theory

Teece, Pisano, and Shuen formulated the hypothesis in (1997). The theory is an expansion of the resourced based theory (Wernerfelt, 1984) theory which argues that capabilities are a firm's capacity it's over and above talents to apportion resources, normally in an assembly of business systems, methods and demands. Dynamic capabilities are a pool of routines regulating the advancement of a concern's resource alignment (Zott, 2003). Penrose (1995) contended that wealth creation does not derive from tenure of resources, but from their usage and how much value addition is made. This is hinged on how these resources are pooled in the factory and that growth requires continuous creativity and novelty of its executives.

Dynamic capabilities permit a company to generate, deploy, and protect the intangible possessions that sustain superior long-term enterprise performance (Teece, 2007). Those organizations which build strong capabilities record high profits, while those that fail are streaked out in a stormy business environment (Wu, 2006). The DCT paradigm declares that what really matters is how productively the critical resources are employed by the various processes commenced at diverse levels inside the factory. The RBV style does not amply describe the process through which companies acquire a cutting edge in a flexible market. These limitations in RBV led to gradual development of DCT application on firm's necessity in creation of principal proficiencies (Lopez, 2005).

Theory's shortcoming is that competences should be employed to create and grow short-term competitive advantage, which ultimately builds and develops long-term competitive

advantage (Park & Shaw 2013). For successful competitive survival, top managers must be able to implement dramatic discontinuous change. As the business environment constantly changes, dynamic capabilities theory focuses on how to remain competitive in a fast changing corporate environment. Using this approach, businesses will be better equipped to meet the new challenges posed by today's dynamic business environment, which threatens to make today's skills outdated and hence jeopardize their long-term success.

2.2.2 Service Quality Theory

Gronoroos (1982) developed service quality theory, which Parasuraman et al. subsequently popularized (1985). It is based on Howard and Sheth's (1969) consumer behavior theory, which contends that the buyer decision-making process may be described using a variety of methods, including psychodynamic, behavioral, cognitive, and humanistic perspectives. Service quality was divided into three categories by Gronoroos (1982): technical, functional, and image. What service is provided to the customer is concerned with the technical component. This function is important to the customer in the evaluation of the service and it can frequently be measured through objective methods.

Functional component confines itself to how the quality of the service is delivered and may influence how a given customer will perceive the service. The services are intangible in nature, and it may be defined as an endeavor in which consumption and production occur in tandem to a significant degree (Armistead, 1990). The functional quality cannot be measured objectively as the technical dimension as it is very subjective. His function is important to the customer in the evaluation of the quality of the service and may in one way or another influence the judgment. Technical and functional qualities do not take place

in a vacuum and therefore the image of the firm is equally important. Image is limited to how consumers perceive the company and its resource during seller-buyer contact, which makes the company image of many service companies very important.

This idea is crucial to this research because it connects service delivery with competitive strategy. Identifying qualitative gaps enables resource redeployment in areas that perform poorly for optimal competitive benefit. However, this approach was critiqued for concentrating on service delivery and not addressing quality of service (Gronroos, 1990). The theory has also been seen as limited in its view of the operating environment of organizations. Like previous business cycle theories, this hypothesis misses out other variables that drive changes in the business environment (Babakus & Inhofe, 2015).

2.3 Competitive Strategies

To be deemed to have attained a competitive advantage, a company must be better able to secure and keep customers than its rivals in the face of competition. Competitive advantages may be gained via a variety of methods. Cost leadership, distinctiveness, and focus are just few of the tactics used by these companies to achieve success.

2.3.1 Cost Leadership Strategy

Cost leadership approach is characterized by Wheelen and Hunger (2015) as relying on pricing to target a certain market. A global firm aims to become the industry's lowest-cost manufacturer with this business plan. This makes a customer-focused approach important (Stern & Stalk, 2013). Customer-focused marketing is giving customers amazing value across all aspects of the business. It is different from customer-centric marketing, which

gives more importance to profits as the customer and their buying habits are put in the middle of a marketing strategy. So how do you apply a customer-focused marketing strategy?, Creating features that respond to customer needs, Keeping their customers engaged, especially during the information-gathering and decision-making is part of the buying process. Know how their customers define value, having clear communication with the support team and find out what customers are always asking about and looking for, and Increasing brand advocacy by keeping your current customers happy.

Heineken has also utilized cost-leadership strategy as a strong appeal to key populations in Kenya. If the popularity of social media is an indicator of brand awareness, more than 19 million of people on Facebook like it, and Heineken may be the world's most popular beer brand. Heineken offers a reputation as a fashion, recognizable advertisement that embodies the brand's "Open Your World" global campaign. These two global firms have incorporated innovative methodologies in their product creation, which has resulted in increased and enhanced customer satisfaction for their customers.

2.3.2 Differentiation Strategy

Differentiation strategies that target a limited set of clients with unique goods are called "targeted differentiation" (Kochan, et al, 2008). Client loyalty, strong profit margins, minimal competition, and customer awareness are all important in this sort of company model. And by differentiating their strategy, these MNCs have greater chances of standing out in the crowd, offering something more than what the competition offers, and appealing to the clients. There are three primary differentiating methods pursued by both Coca-Cola and Heineken. Lower Price of their drinks, Product leadership and quality Service delivery.

New Coke in Kenya, for example, was an excellent concept but failed badly because of the lack of differentiated products in Kenyan consumers' minds (Hannah and Camillah, 2008). The test of a business strategy is the performance in the marketplace. That said, there are other strategies that are backed on other successful strategies. A strong business strategy would be one that mimics or is strongly similar to an already successful strategy.

2.3.3 Focus Strategy

Ong'olo (2004) explains focus strategy as the act of targeting a particular market segment. Product development, marketing, and sales to specialized markets are all part of this. Research shows that MNCs in Kenya are using a focus approach to increase their commercial operations in Kenya. Evidently, focus marketing is a high performance business strategy and technique which helps multinational organizations to focus on the unique needs of a market segment which competitors have not adequately addressed.

Person and Robinson (2012) assert that focus strategy aims towards a focused and narrow market. The MNC's marketing departments in Kenya have been preparing for this business strategy for some time now. Additionally, MNCs have been able to match the demands and desires of their target market because of their focus approach. Upon entering the Kenyan market, a number of multinational organizations have brought products that perfectly suited the local consumer and the business environment.

2.4 Components of Service Delivery

The SERVQUAL methodology, which was developed to detect the gap in impression between what the business thinks it is providing to customers and what the consumer

perceives, will be used to assess service delivery. The SERVQUAL paradigm is based on the four principles of reliability, responsiveness, assurance, and empathy.

The first aspect of service delivery to consider is reliability. This relates to the company's capacity to provide correct service. It also includes the company's capability to provide the service on schedule, every time, and without errors. Customer service entails putting in place mechanisms to ensure that your customers are completely satisfied with your company. Heskett, thank you for your time and effort (1987). Reliability, tangibility, responsiveness, accessibility, and empathy are examples of service delivery indices (Parasuram, 2006).

The response of quality of service examines the capacity of the business to quickly react to the demands of the client. If businesses fail to react to a client and, in particular, if there is no clear cause or justification, the consumers have a bad impression. Because facilities are not utilized effectively and services rely on their usage, having access to them will restrict certain services. Services that are difficult to obtain are considered low quality, whereas those that are easy to acquire are considered high quality (So, 2000).

The assurance depends on the employee's capacity to trust and trust the client. This is based on the employee's ability to communicate in a nice and respectful manner. Four components of this component are: competency, customer compliance, efficient communication and attitudes. For services to be seen as a services, it should include all characteristics that meet the expectations of consumers. It should be classified as high service with all its main operational features and all quantifiable aspects (Fogli, 2006).

The capacity of an employee to demonstrate real care and concern for consumers establishes empathy. For empathy to be successful, the employee must demonstrate it on a regular basis. Delays in the supply of service will lead to a loss of meaning in services and thus a service must be provided in good time before the customer gets irritated. As a result, excellent service is synonymous with operating within a certain range of tolerance. It will be deemed excellent service provided if the service operates as anticipated and planned (Ahmad, 2005).

2.5 Competitive Strategies and Service Delivery

A study was conducted by Jonsson and Devonish (2009) on competitive strategies among hotels in Malaysia. The study which was exploratory in nature established that firms whose performance was superior were those that made correct applications of competitive models of strategy while those that had unclear competitive models experienced inferior performance. Their study made a confirmation that an association between the satisfaction of the client, organizational performance and improvements in the competitive position of the activity of a company existed. However, the study didn't consider the impact of competitive advantage on service delivery and it was taken undertaken in a different context.

Yasar (2010) examined the competitive tactics and commercial performance of Beijing's carpets industry. This research revealed that transient management theory which states that competitive advantage might be unsustainable in the long run and is therefore unsuitable in influencing the performance of the carpeting industry, outlives the competitive strategies. However, since this research was done in a foreign setting, it cannot be applied to the local situation.

A study conducted by Zekiri and Nedelea (2011) on strategies for achieving competitive advantage in Romania asserted that if a firm aims at pursuing the cost leadership strategy, then it must produce at a cost that is low. It is further posited that a company can gain in production costs, economies of scale as a result of proprietary technology, and cheap raw material etcetera. In the same light, it stated that the purpose for the strategy of cost management is for the firm to produce at lower costs compared to its competitors. This underscores the importance of work efficiency.

A study conducted by Arasa (2014) on the association between the organization's performance and competitive strategies: a case of Kenya's mobile telecommunication firms showed that there is a great competition which forces many companies to formulate strategies that are competitive in order for them to survive. The findings of regression analysis carried out showed a weak positive association between performance and competitive strategies. While this study analyzed foreign-owned restaurants in Nairobi County, Kenya, the following research concentrated on mobile telecommunications companies in the nation.

Kungu (2014), a study evaluating the efficacy of CS by commercial banks: Cost leadership and uniqueness are only two of the competitive strategies used by Equity Bank Kenya. It also revealed that the banks implement changes in their organizations that enable them remain competitive in Kenya's banking sector. This study, however, addressed the banking sector and did not relate competitive strategies with performance.

According to Kwasi and Acquah (2015), firms in the particular sector of Ghana's manufacturing industry must be more competitive and focus on the customer by

formulating strategies that create positive relations between them and their customers and suppliers, enhance quality, and improve how goods and services are distributed and delivered within the given market segment. This study was descriptive in nature and so it did not address the causal effect between competitive strategies and performance. The current study addressed this cause and effect.

A study was conducted by Arrawati, Misra together with Dawar (2015) on the competition and efficiency of banks and the empirical evidence from Indian market was used. Results showed that the trend for competition between 1996 and 2004 increased and thereafter the level of competition fell. The Granger Causality Test showed that competition affects efficiency in a positive manner and vice-versa. However, their study was conducted in a different context and addressed efficiency while the current studies addressed organizational performance.

Studying Porter's Five Competitive Forces (PFCF) framework and other variables that influence public university response techniques in 2015, Mathooko and Ogutu determined new entrants were the most relevant factor. Other determinants of choice of response strategies include the changes in government regulations and policies, the amount of pressure exerted by stakeholders, higher education reforms, some universities' unethical response strategies and the location of the university. The study concentrated on factors influencing the choice of response strategies but didn't address the association between performance of the organization and competitive strategy which current study focuses on

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods employed in this inquiry are listed below. Strategies for data gathering and presentation in this study's data collection and presentation follow the study's design and data-analytic methods.

3.2 Research Design

Research design is a branch of academic study that focuses on determining the best ways to conduct a research project (Kothari, 2014). Designing an appropriate strategy for data

collecting and subsequent statistical analysis is an important part of doing research, according to Ghauri and Gronhaug, 2005. The research strategy and the researcher's key goals are included in this process. In this research, a cross-sectional approach was adopted. As a starting point for future research, cross-sectional studies give data on probable correlations (Cherry in 2019). Descriptive study focuses on setting the rules of the game are and therefore assists in determining the prevailing state of a phenomenon under research (Cooper & Schindler, 2003).

3.3 Population of the Study

A population is a group of things having similar characteristics that may be used to draw conclusions (Kothari, 2011). According to the Kentrade report, the study's intended audience was Nairobi, Kenya's 100 logistics enterprises (2020). The study carried out a census of the 100 logistics firms. An accurate count of the population is necessary even in areas with tiny populations, according to Cooper and Schindler (2007).

3.4 Data Collection

In this study, the major mode of data collection was via a questionnaire. The questionnaires were sent to the managers in charge of strategy or their equivalents in Nairobi, Kenya, for the 100 logistics companies. Data on an organization's characteristics was obtained by a questionnaire divided into three parts. This is followed by a discussion of competitive strategy and service delivery. Using Google Forms, the surveys were delivered because of strict health guidelines on social distance due to the Coronavirus of 2019.

3.5 Data Analysis

For consistency, questions were reworked after data collection. Any anomalies were removed by editing, tabulating, and coding to find all the questionable information and numeric data for future study. Descriptive statistic was used to examine data that includes central trend (mean) measurements and dispersion measure (variance and standard deviations). The results were then presented in the form of graphs and tables. Multiple linear regressions were performed to determine the variables' connection, as shown below:

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

Where:

Y = Service Delivery

β_1 to β_3 are the regression coefficients

β_0 = Constant Term

X_1 = Cost leadership strategy

X_2 = Differentiation strategy

X_3 = Focus strategy

E = Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

There are statistical analysis and discussions in this chapter on how competitive tactics affect service performance among logistics enterprises in Nairobi County, Kenya.

4.2 Response Rate

60 of the 100 questionnaires supplied were returned for examination, showing a 60% response rate. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010), on the other hand, regards a return rate of 60% to be acceptable, and a return rate of 70 as exceptional. The findings were sufficient for data analysis. The researcher proceeded with analyses of data having adequate response rate.

4.3 Organizational Characteristics

This section is dedicated to firm's basic details. The data aided in comprehending the firms' background details under consideration. Inquiries were made on the number of workers, the number of branches, and the years of operation.

4.3.1 Period of operation

The duration of operation of the logistics firms in Nairobi Kenya was given by respondents as specified in Table 4.1.

Table 4.1: Period of Operation

Years	Frequency	Percent
Less than 4 years	9	15
4-8 years	28	46.67
Above 8 years	23	38.33
Total	60	100.0

Source: **Field Data (2021)**

Table 4.1 shows that 46.67 percent of Nairobi County, Kenya's logistics enterprises have been in operation for four to eight years, 38.33 percent have been in business for more than eight years, and 15 percent have been in business for less than four years. As a consequence, the vast majority of Nairobi, Kenya's logistics companies seem to be well-established in the Kenyan market.

4.3.2 Number of Employees

The goal of the research was to figure out how many people work for logistics firms in Nairobi County, Kenya. Table 4.2 depicts responses as gathered from respondents.

Table 4.2: Number of Employees

Employees	Frequency	Percentage
Less than 300	18	30
301 - 600	30	50
Above 600	12	20
Total	60	100.0

Source: Field Data (2021)

Table 4.2 depicts that most of the logistics firms in Nairobi in Kenya have employees between 301 – 600 at 50%, followed by less than 300 at 30% lastly over 600 was 20%. This implies that most logistics firms in Kenya are able to operate on a large scale of staff.

4.3.3 Number of Branches

The goal of the research was to figure out how many branches do logistics firms in Nairobi Kenya have. Table 4.3 depicts responses as gathered from respondents.

Table 4.3: Number of Branches

Branches	Frequency	Percentage
Less than 5	18	30
5-10	28	46.67
More than 10	14	23.33
Total	60	100.0

Source: Field Data (2021)

Table 4.3 depicts that most of logistics firms in Nairobi in Kenya have between 5-10 branches in Kenya at 46.67%, less than 5 branches at 30% and lastly more than 10 branches at 23.3%. This implies that most logistics firms in Kenya are well distributed in Kenya in terms of branches.

4.4 Competitive Strategies

The independent variables of this research were competitive strategies. It was essential to determine the opinions of respondents on their competitive strategies. Using a 5-point Likert scale, strategic replies were rated as either "to a very great degree," "big extent," "moderate amount," "small extent," or "Not at all" by the respondents. Only the most

favorable responses received 5 points, while those that were negative received 4, 3, 2, and 1 points, accordingly for each of these tactics in each of the questions asked. For this study, a mean score of 4.0<5.0 great extent, 3.0<4.0 moderate extent, 2.0<3.0 small extent, and 1.0<2.0 didn't agree was selected as the mean score.

4.4.1 Cost leadership strategy

All five statements were requested to be rated on a scale of one to five by participants on cost leadership strategy. Table 4.4 displays the final result

Table 4.4: Cost leadership strategy

Statement	N	Mean	Std. dev
Continuously reducing cost across the value chain.	60	4.20	0.89
Utilizing knowledge from previous experiences.	60	3.52	1.08
Increase in automation and outsourcing.	60	4.30.	0.92
Exploitation of the entire economies of scale.	60	4.11	1.10
Operation of facilities at capacity that is maximum.	60	3.80	0.99
Composite Statistics	60	4.02	0.99

Source: Field Data (2021)

Table 4.4 shows a rise in automation and outsourcing with a mean of 4.30. The standard deviations of 0.92 calculated by SPSS indicated that the majority of respondents were of different view, consistently decreasing costs throughout the value chain with a 4.20 as mean and a 0.89 as standard deviation while using the whole economies of scale. Having

a 4.11 as mean and a 1.10 as standard deviation. Operation of facilities at capacity that is maximum with mean value calculated of 3.80. The standard deviation of the SPSS data was 0.99, indicating that the opinions of the vast majority of survey participants were diverse. Utilizing knowledge from previous experiences with a 3.52 as mean and a 1.08 as standard deviation. Overall, the mean was 4.02 which implies that cost leadership strategy are adopted by the logistics firms to a great extent.

4.4.2 Differentiation strategy

Participants were given five statements about differentiation technique and asked to rate their level of agreement with each. Table 4.5 shows the final result.

Table 4.5: Differentiation strategy

Statement	N	Mean	Std. Dev
Keeping prices lower than those of the competitor.	60	4.11	1.17
The uniqueness of our brands enhances product choice by customers.	60	3.34	1.19
Giving customer service in a unique manner.	60	3.73	0.98
The variety offered by the firm has increased reliability of our service in the industry	60	3.23	1.07
Good communication channels to ensure customer acquisition and retention	60	3.90	0.89
Composite Statistics	60	3.66	1.06

Source: Field Data (2021)

Keeping prices lower than those of the competitor by Mean 4.11 and std deviation 1.17.

Good communication channels to ensure customer acquisition and retention, which show an average difference of 3.90 and 0.89. In addition, giving customer service in a unique

manner having a 3.73 as mean and a 0.98 as standard deviations. The uniqueness of our brands enhances product choice by customers had an average of 3.34 and a standard deviation 1.19. Finally, the variety offered by the firm has increased reliability of our service in the industry, having a 3.23 as mean and a 1.07 as standard deviations. Differentiation strategy has been used by numerous logistics firms to a moderate extent , according to the overall mean of 3.66.

4.4.3 Focus strategy

Each of the participants was given five statements about focus technique and asked to indicate how much they agreed or disagreed with each statement. Table 4.6 depicts the outcome.

Table4. 6: Focus strategy

Statement	N	Mean	Std. dev
Focus on selling Products/Services to a particular market niche.	60	3.57	0.99
Devotion of resources for maintaining market leadership in this niche.	60	3.73	1.06
Innovate specific Product /Service for the niche.	60	4.18	0.95
Efficient and effective service for the narrow strategic market.	60	3.40	1.05
The services tailored to the market needs	60	3.00	1.02
Composite mean	60	3.57	1.01

Source: Field Data (2021)

Innovate specific Product /Service for the niche having a 4.18 as mean and a 0.95 as standard deviations as depicted in Table 4.6. Having a 3.73 as mean and a 1.06 as standard deviations, it was also discovered that devotion of resources for maintaining market leadership in this niche. Focus on selling Products/Services to a particular market niche having a 3.57 as mean and a 0.99 as standard deviations as espoused by survey data. Efficient and effective service for the narrow strategic market. Using this data, the average was 3.40, and the standard deviation was 1.05. In addition, issues having a 3.00 as mean and a 1.02 as standard deviations, the services tailored to the market needs. Overall, the mean was 3.57 which implies that many logistics firms embraced focus strategy to moderate extent.

4.5 Service Delivery

Under this research, service delivery was a dependent variable. The respondents' opinions on the service delivery of their bank had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<35.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 10 statements were used to evaluate service delivery among logistics firms.

4.5.1 Responsiveness

Table 4.7 shows that participants were asked to rate their degree of agreement with three statements concerning responsiveness.

Table 4. 7 Responsiveness

Responsiveness	N	Mean	SD
The firm employees are happy and willing to serve customers	60	4.45	0.470
Employees tell customers exactly when services will be performed	60	4.33	0.430
The employees are not too busy to respond to user requests	60	4.24	0.481
Composite Mean	60	4.34	0.489

Employees who are enthusiastic and ready to help clients have an impact on responsiveness, as shown in table 4.7. Employees who communicate exactly when services will be delivered have an impact on responsiveness as well, as shown in table 4.33. Finally, employees have a mean of 4.24 hours per week and a standard deviation of 0.498 hours.

Reliability has a considerable influence on service delivery, according to the overall mean of 4.34.

4.5.2 Reliability

According to Table 4.8, participants were given three assertions concerning dependability and asked to rate their agreement with each.

Table 4.8 Reliability

Reliability		Mean	Stdev
The firm perform services right the first time	60	4.63	0.554
The firm delivers network services in a timely manner	60	4.24	0.528
The management delivers its services	60	4.34	0.555
Mean	60	4.40	0.551

From Table 4.8, Reliability was influenced by the bank perform services right the first time at mean of 4.63, standard deviation 0.554, followed by the bank delivers network services in a timely manner at mean of 4.34, S.D 0.528, The management delivers its services was

at mean of 4.24 S.D 0.555. The total mean was 4.40, which suggests that dependability has a significant impact on service quality.

4.5.3 Assurance

As shown in Table 4.9, participants were asked to indicate their degree of agreement with three assurance assertions.

Table 4. 9 Assurance

Assurance		Mean	Stdev
The employee behavior instill confidence in the customers	60	4.44	0.582
The employee are consistently courteous to the customers	60	4.43	0.583
The employees' behavior instills confidence in customers	60	4.34	0.557
Mean	60	4.40	0.586

From table 49 the employee behavior instill confidence in the customers at mean of 4.54, standard deviation 0.582, the employee are consistently courteous to the customers at mean of 4.53, standard deviation 0.583. Lastly, the employees' behavior instills confidence in

customers at mean of 4.53, standard deviation 0.557. In general, the total mean was 4.40, which indicates that assurance has a significant impact on service delivery.

4.5.4 Empathy

Three claims in Table 4.10 were read aloud, and participants were asked to rate how much they agreed with each one.

Table 4. 10 Empathy

Empathy		Mean	Stdev
The employees give customers individual attention	60	4.23	0.532
Services are adjusted to suit individual customer needs	60	4.21	0.625
The operating hour are convenient to all customers	60	4.06	0.581
Mean	60	4.16	0.567

Empathy was influenced by employees give customers individual attention at mean of 4.23, standard deviation 0.532, followed by services are adjusted to suit individual customer needs at mean of 4.21, standard deviation 0.625, The operating hour are convenient to all customers at mean of 4.06 standard deviation 0. 567. The overall mean of 4.16 indicates that empathy has a significant impact on service delivery. The aggregate mean was 4.33 that implies that logistics firms have adopted service delivery to great extent

4.6 Correlation Analysis

Predictor and responder variables were correlated using a correlation analysis. It helps to link strategic response with service delivery.

Table 4. 11: Correlation Analysis

		CL	DF	FC	SDR
CL -Cost leadership	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	60			
DF -Differentiation	Pearson Correlation	.690**	1		
	Sig. (2-tailed)	.01			
	N	60	60		
FC -Focus strategy	Pearson Correlation	.613*	.631*	1	
	Sig. (2-tailed)	.05	.05		
	N	60	60	60	
SDR -Service delivery	Pearson Correlation	.815**	.760**	.650**	1
	Sig. (2-tailed)	.01	.01	.01	
	N	60	60	60	1

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

* . Correlation is significant at the 0.05 level (1-tailed).

According to Table 4.13's Pearson's correlation coefficient of $r=0.815$, cost leadership has a positive association with service delivery. Pearson's correlation between focus method and service delivery was 0.760, with a significance level of 0.01. Focus strategy, on the other hand, exhibited a substantial positive association correlation with service delivery, with a Pearson's correlation value of 0.650.

4.7 Regression Analysis

Regression analyses were used to ascertain how logistics firms is supported by competitive strategies by utilizing the determination coefficient (r^2) and also to forecast the connection among variables by use of β coefficient. Multiple regression analyses were conducted to evaluate how much of the dependent variable (service delivery) was predicted by five parameters (cost leadership, differentiation and focus strategy).

4.7.1 Model Summary

Predictors and dependent variables were examined using multiple regressions. The model is summarized in Table 4.12.

Table 4. 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.846	.652	.582

a. Predictors: (Constant), cost leadership, differentiation and focus strategy

Source: Field Data (2021)

In Table 4.12 at significance level of 0.005, the outcomes show that R and R² were 0.920 and 0.846 respectively. Competitive strategy response and service delivery have a good association of R=0.846. While the model could account for 84.6% of the variation in service delivery, an additional 15.4% might be ascribed to characteristics not included in the model.

4.7.2 Goodness of Fit of the Model

Analysis of Variance (ANOVA) and a regression model were employed to analyze the data, which was appropriate. Table 4.13 illustrates this.

Table 4.13: ANOVA

Model		Sum Squares	of Df	Mean Square	F	Sig.
1	Regression	.245	3	.063	1.465	.013 ^b
	Residual	1.173	56	.043		
	Total	1.165	59			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Cost leadership, Differentiation and Focus strategy

Source: Field Data (2021)

Table 4.13 shows the ANOVA results. The f statistic is 1.465 at a significance level of 5%, according to the Table in this chapter. There is a p value of $0.013 < 0.05$ that is significant. This suggests that competitive strategy parameters play an important role in predicting service delivery.

4.7.3 Model Regression Coefficients

The presentation in Table 4.14 shows significant values, t-statistics, standardized and unstandardized coefficients.

Table 4. 14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B (β)	Std. Error			
(Constant)	.279	.756		2.121	.001
Cost leadership	.256	.239	.145	1.981	.000
Differentiation	.174	.159	.254	2.476	.000
Focus strategy	.149	.125	.315	2.248	.019

a. Dependent Variable: Service Delivery

Table 4.14's regression coefficients reveal a link between logistics businesses' competitive tactics and the quality of their service. $P=0.000 < 0.05$, $p=0.000 < 0.05$, and $p=0.019 < 0.05$ for cost leadership, differentiation, and focus strategies, respectively. This Significance test was conducted at $\alpha=0.05$ in which the significance exists when p records a value < 0.05 . The results show that the parameters of strategic response possess a significant with service delivery.

The linear model then stands to be;

$$Y=0.279+0.256X_1+0.174X_2+0.149X_3$$

According to the findings, increasing the cost leadership parameter in relation to competitive strategies by a single unit will result in a 0.256 change in service delivery, increasing the differentiation strategy parameter in relation to competitive strategy by a single unit will result in a 0.174 change in service delivery, and increasing the focus

strategy in relation to competitive strategy by a single unit will result in a 0.149 change in service delivery when all other independent factors are held constant.

4.8 Discussion of Findings

Logistics companies have a strong focus on cost leadership, according to research. As evidence, we might point to the assertions that reduce costs by automating and outsourcing more processes and leveraging the lessons learned from prior endeavors. According to Wheelen and Hunger (2015), a multinational firm aims to be the industry's lowest-cost manufacturer. This makes a customer-focused approach important (Stern & Stalk, 2013). Customer-focused marketing is giving customers amazing value across all aspects of the business.

Logistics companies have implemented a differentiation approach to some degree, according to research. The following assertions provided support for this claim: maintaining prices below those of the competition. The uniqueness of our brands enhances product choice by customers and giving customer service in a unique manner. According to Kochan, et al., the results are consistent (2008) unique items targeted to a certain set of clients are called a "focused differentiation approach." Consumer loyalty, strong profitability, low competition, and customer awareness are all important components of this company model.

Logistics companies have embraced a focus approach to some degree, according to research. Devotion of resources for market leadership in this niche and Efficient and efficient service for the limited strategic market were cited as supporting this claim. The findings agree with Ong'olo (2004) explains focus strategy as the act of targeting a

particular market segment. This entails creating, promoting, and selling specialized goods or services.

According to the findings, competitive strategies and service delivery have a positive relationship. So as to discover how service delivery is impacted by competitive strategies in logistics firms, regression analysis was used. The determination coefficient was determined as an excellent match for the data, with $R^2=0.846$, indicating that it is a reliable predictor. The statistical significance of the entire model of regression was shown by the p-value of 0.000 (<0.05). These findings confirm those of Ngaira (2018), who found that the most important competing tactics had a beneficial impact on the quality of service provided.

The results of the research also pertain to the Dynamic capabilities permit a company to generate, deploy, and protect the intangible possessions that sustain superior long-term enterprise performance (Teece, 2007). Those organizations which build strong capabilities record high profits, while those that fail are streaked out in a stormy business environment. The findings show that competitive strategies for it to be implemented firm has to have enough resources. Wu (2006) asserts that businesses may prosper by enhancing resources that provide unusual sources of competitive advantage.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results, conclusions, suggestions, and limitations of the study, as well as offers some research-related advice. This is done in accordance with the study's objective.

5.2 Summary of Findings

Research was conducted on the effect of competitive strategies on logistics service delivery as part of this project. Most of the logistics companies in Nairobi County Kenya have been in business for more than four years and employ between 301 and 600 people. Most of the logistics firms in Nairobi County Kenya have between 5 to 10 branches in Kenya. It was discovered that logistics companies rely heavily on the cost-leadership approach. This was backed by the following statements; continuously reducing cost across the value chain, utilizing knowledge from previous experiences and increase in automation and outsourcing. Customer-focused marketing is giving customers amazing value across all aspects of the business.

Logistics companies use differentiation and focus strategies to a modest amount, according to the findings. Statements like as: maintaining pricing below those of the rival. The uniqueness of our brands enhances product choice by customers and giving customer service in a unique manner. The test of a business strategy is the performance in the

marketplace. A strong business strategy would be one that mimics or is strongly similar to an already successful strategy.

According to the study, there is a link between competitive tactics and service delivery. This study's regression model has been proved to be a reliable predictor. A variance analysis with a p-value less than 0.05 revealed that the models were statistically significant. Cost leadership, distinctiveness, and focus strategy all had statistical significance. As a result of these initiatives, service quality has been improved as well. Faster and more efficient services are now available to consumers.

5.3 Conclusion of the Study

Majority of the logistics firms in Nairobi County, Kenya under review have a solid experience in competitive strategies and have been in operation for more than 4years and have between 301 – 600 employees. The majority of logistics firms have five to ten locations throughout Kenya. The survey found that logistics companies use a modest amount of differentiation and focus strategies. Competitive strategies have a good and considerable impact on service delivery, according to the findings.

The analysis also found that logistics companies use a cost-leadership approach to a degree. Customer-focused marketing is giving customers amazing value across all aspects of the business. It is different from customer-centric marketing, which gives more importance to profits as the customer and their buying habits are put in the middle of a marketing strategy. Logistics companies have been able to introduce new goods as a result of competitive tactics. As a result, the organization and its partners have gained a lot from these goods.

As a result of this research, we can infer that the cost leadership, differentiation, and focus strategy, as well as service delivery, have a strong connection, making this research model very relevant. As a result of these tactics, the quality of service provided to customers has improved and become more competitive. Faster and more effective service is now available. To speed up and simplify procedures, digital technology have reduced the amount of paper involved. Using mobile and internet banking, customers no longer have the need to go to the branch to get the services they need.

5.4 Recommendations

The outcomes of this research and a review of the literature have led to some suggestions. The first is that we live in a technologically advanced age. A new idea is born every day, and with it, new technologies and advancements. This necessitates the use of competitive logistics techniques. As a consequence, businesses will maintain their social relevance while simultaneously earning a worldwide competitive edge. It is essential that they adapt quickly to stay pace with technological advancements.

The report proposes that banks implement policies and processes that encourage high employee involvement, understanding, and dedication to the company's vision, purpose, and goals. As a result, workers play a vital role in plan execution. Research suggests that industry leaders plan out exactly which components of differentiation strategies are crucial to their sector and spend extensively in those areas so they can provide superior services. To remain competitive in the Kenyan market, logistics must implement structural changes.

Research reveals that all companies are putting more work into developing good strategic responses since competitive strategy has become a critical tool for performance in terms of

cost, flexibility, productivity, and quality in recent years. Management should progress in the direction of developing a positive, expert and propelling workplace that isn't threatening to anybody so everybody can accomplish their objectives without crashes.

5.4 Limitations

The study suffered methodological limitation in regard data collection and presentation since the latter was achieved using structured questionnaire thereby denying the respondents opportunity to elaborate on their response for the purpose of implications in regards to competitive strategies. Further, the respondents' responses were subjective and they were likely to suffer from common method bias, therefore, conclusions and recommendation emanating from this study must be considered alongside adequate implication what statistical facts in regard to competitive strategies. .

The study faced some challenges. These challenges had to be countered by the researcher in order to get the information required. The main challenge was availability of some respondents. Being executive managers of the firm, finding time to interview them was not easy considering their busy schedules. In order to counter this challenge, several cancellations and rescheduling of interview meetings had to be done.

As part of the strategic decision-making process, sensitive information must be handled with care. As a result of these concerns, respondents are more likely to keep their responses private. This made it difficult to persuade the interviewees of the value of being honest in their responses. Researchers had to explain to participants that the study was for academic purposes only, and not to conduct an investigation, in this case.

5.5 Suggestions for Further Studies

This research is a cross-sectional study using a quantitative method. Cross-sectional research was chosen as the most suitable strategy for dealing with challenges due to a limited time and money available. This methodological approach did not allow respondents to give implication of their response as they were limited to structured responses. As a result, more research should use a mixed methodological approach to allow for triangulation and enhance arguments on competitive strategies.

This study only focused on Logistics firms within Nairobi Country. This leaves gaps in the effect of competitive strategies on other firms such as airline companies, large-scale farms, manufacturing firms, motor firms amongst others. The impact of competing tactics on other industries' service delivery should be studied in the future.

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APPENDICES

Appendix I: Questionnaire

The data gathered in this survey are for scholarly purposes only and will be used in partial fulfillment of a Masters Research project to examine the “influence of competitive strategies on service delivery among logistics firms in Nairobi County Kenya”. Each and every piece of information collected will be treated with the tightest of confidence. There are 6 sections.

Section One: Organizational Characteristics

Please tick the most appropriate

1. In which logistics firm do you work? (Enter below)

2. For how long has the logistics firm been in operation? (tick one)

Less than 4 years 4-8 years Above 8 years

3. How many permanent employees are there in your logistics firm (tick one)

Less than 400 401 - 800 Above 800

4. How many Branches does your logistics firm have in Kenya? (tick one)

Less than 10 10-20 20-30 More than 30

SECTION B: COMPETITIVE STRATEGIES

To what extent do you agree with the following attributes on competitive strategies exhibited by your firm. Using a scale of 1-5, tick the appropriate answer from the alternative provided. 1=No extent, 2=little extent, 3=Moderate extent, 4=Great extent, 5=Very great extent.

Component	1	2	3	4	5
Cost leadership strategy					
Continuously reducing cost across the value chain.					
Utilizing knowledge from previous experiences.					

Increase in automation and outsourcing.					
Exploitation of the entire economies of scale.					
Operation of facilities at capacity that is maximum.					
Differentiation strategy	1	2	3	4	5
Keeping prices lower than those of the competitor.					
The uniqueness of our brands enhances product choice by customers.					
Giving customer service in a unique manner.					
The variety offered by the firm has increased reliability of our service in the industry					
Good communication channels to ensure customer acquisition and retention					
Focus strategy	1	2	3	4	5
Focus on selling Products/Services to a particular market niche.					
Devotion of resources for maintaining market leadership in this niche.					

Innovate specific Product /Service for the niche.					
Efficient and effective service for the narrow strategic market.					
The services tailored to the market needs					

SECTION 3: SERVICE DELIVERY

To what extent do you agree with the following statements regarding service delivery in your firm? Using a scale of 1-5,tick the appropriate answer from the alternative provided.1=No extent,2=little extent, 3=Moderate extent 4=Great extent,5=Very great extent.

Service Delivery	1	2	3	4	5
Responsiveness					
The firm employees are happy and willing to serve customers					
Employees tell customers exactly when services will be performed					
The employees are not too busy to respond to user requests					
The employees are willing to assist customers emergency cases					
Reliability	1	2	3	4	5

The firm is dependable and consistent in resolving complaints or problems of customers					
The firm perform services right the first time					
The firm delivers network services in a timely manner					
The management delivers its services					
Assurance	1	2	3	4	5
The support staff have the required skills to resolve problems and answer questions					
The employee behavior instill confidence in the customers					
The employee are consistently courteous to the customers					
The employees' behavior instills confidence in customers					
Empathy	1	2	3	4	5
The employees give customers individual attention					
The employees are committed to ethics and promote ethical behavior in the work place					
Services are adjusted to suit individual customer needs					
The operating hour are convenient to all customers					

Thank You

Appendix II: Logistics Firms in Nairobi County

- 1 Access Africa Logistics
- 2 Aero marine Logistics (K) Ltd
- 3 Andy Forwarders Ltd
- 4 Alexandria Freight Forwarders Ltd
- 5 Allied Service and Logistics Group Ltd
- 6 American Freight International Ltd
- 7 ~~Ampull~~ Freight Ltd
- 8 APM Global Logistics (Kenya) Ltd
- 9 ~~Aquero~~ Cargo Ltd
- 10 Australian ~~Unitech~~ Freighters (K) Ltd
- 11 ~~Bahaji~~ Forwarders Ltd
- 12 ~~Bemacy~~ Freighters Ltd
- 13 Best Fast ~~Cargo~~ Ltd
- 14 Best Freight Conveyors Ltd
- 15 ~~Bestline~~ Holdings & Logistics Ltd
- 16 ~~Bollone~~ Africa Logistics Ltd
- 17 BOSMAR Freight Services Ltd
- 18 Bridge Freighters & Forwarders International
- 19 ~~Bridgeco~~ International Ltd
- 20 Cargo Direct Shipping & Logistics
- 21 ~~Chasefast~~ Logistics Ltd
- 22 Concise Freighters Ltd
- 23 Continental Cargo Services (Kenya) Ltd
- 24 Cross Border Cargo Ltd (CBC)
- 25 CYKA Shipping & Logistics (EA) Ltd
- 26 Dynamic ~~cargo/jink~~ International
- 27 East African Express Ltd
- 28 ~~Erdig~~ Freighters Co Ltd
- 29 First World Movers & Freighters
- 30 ~~Freightology~~ Cargo Systems Ltd
- 31 ~~Gallion~~ Logistics Ltd

32 Global Cargo Handlers & Logistics Ltd
 33 Global Freight Logistics Ltd
 34 GlobalFlight Worldwide Express (K) Ltd
 35 Great Lakes Auto Tech Intl Ltd
 36 GTS Cargo Logistics
 37 Hellmann Worldwide Logistics
 38 ~~Horsken~~ Freighters
 39 ~~Jedina~~ Cargo Services Ltd
 40 ~~Kahn~~ & ~~Hannington~~ International
 41 ~~Kanfreight~~ (EA) Ltd
 42 ~~Kuipers~~ & ~~Nagel~~ (K) Ltd
 43 Liberty Freighters Ltd
 44 Lloyd Cruise International Ltd
 45 ~~Lodex~~ Freight Express Ltd
 46 ~~Mega~~freight International Co Ltd
 47 ~~Nejon~~ Freight Movers Ltd
 48 Pentagon Freight Forwarders Co Ltd
 49 ~~Prudential~~ Cargo Forwarders
 50 ~~Quiver~~ International Ltd
 51 Sheffield Cargo Logistics Ltd
 52 Signet Freight Forwarders Co Ltd
 53 ~~Standa~~ Logistics Ltd
 54 ~~Sosara~~ Freight Ltd
 55 Swift Global Logistics (K) Ltd
 56 ~~Trades~~ia Logistics (K) Ltd
 57 ~~Trans~~freight Logistics Ltd
 58 ~~Unimark~~ Freighters Ltd
 Union Logistics Ltd
 60 ~~Ufania~~ Freighters Ltd
 61 Victoria International Logistics Ltd
 62 ~~Worldclass~~ Freight Logistics Ltd
 63 Agility Logistics Ltd
 64 Andy Forwarders Services Ltd

65 Caramel Mount Freight Logistics Ltd
 66 Clarion International Shipping & Logistics
 67 CMA CGM Kenya Ltd
 68 Diverse cargo marine Air C&F Service
 69 Dynamite Logistics Ltd
 70 East Africa Cargo Logistics Ltd
 71 Freight Forwarders Kenya Ltd
 72 Freightways Mombasa Ltd
 73 Genius ~~Cleaving~~ & forwarding Co Ltd
 74 Global Fleet Management Solutions Ltd
 75 ~~Grainbulk~~ Haulers Ltd
 76 ~~Hasaki~~ Freight Conveyors Ltd
 77 High Tech Freight Movers Ltd
 78 Inter Freight East Africa Ltd
 79 Inter Ocean (EA) Ltd
 80 Inter-pol Freighters
 81 Intra Speed Ltd
 82 ~~Jamoni~~ Freight (Kenya) Ltd
 83 ~~Kadmus~~ Freight Logistics Ltd
 84 Kampala-Juba Freighters Ltd
 85 Kenya Logistics Network
 86 ~~Kenyon~~freight International Ltd
 87 ~~Letrack~~ Integrated Logistics
 88 ~~Lycop~~ logistics Ltd
 89 Matrix Freight Logistics
 90 Mitchell ~~Cops~~ Freight Kenya
 91 Rail Line Transporters Co Ltd
 92 ~~Safmarine~~
 93 Sabel Freighters Ltd
 94 Scan-spel Freighters Ltd
 95 ~~Sealink~~ Cargo Handling EA
 96 ~~Signon~~ Freight
 97 ~~Spedag~~ Interfreight Kenya Ltd

98 Smiles Cargo Supply Chain Ltd
99 SS Freight Ltd
100 Speedex Logistics
Source: Kentrade report 2020

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