

**INFLUENCE OF STRATEGIC MARKETING PRACTICES ON
COMPETITIVE ADVANTAGE OF THE TAXI HAILING FIRMS IN
NAIROBI, KENYA**

FRANKLIN MURITHI NJILU

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DECLARATION

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

Signature



Date: 11th September 2022

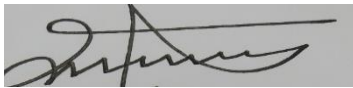
Franklin Murithi Njilu

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Franklin Murithi Njilu

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

Signature...



Date 11th Sept 2022...

Prof. Justus Munyoki

Professor,

Faculty of Business and Management Science,

University of Nairobi

DEDICATION

I dedicate this project to my family who gave me invaluable support in the completion of this program due to their understanding and patience throughout the two years of study.

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TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
ABBREVIATIONS AND ACRONYMS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Research Problem.....	5
1.3 Research Objective.....	7
1.4 Value of the Study.....	7
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Theoretical Foundation.....	9
2.3 Empirical Review.....	12
2.4 Conceptual Framework.....	17
2.6 Summary of Literature and Knowledge Gaps.....	18
CHAPTER THREE RESEARCH METHODOLOGY.....	20
3.1 Introduction.....	20
3.2 Research Design.....	20
3.3 Population.....	20
3.4 Data Collection.....	21
3.5 Data Analysis.....	21
CHAPTER FOUR.....	23
RESEARCH FINDINGS AND DISCUSSION.....	23
4.1 Introduction.....	23
4.2 Response Rate.....	23
4.3 Strategic Marketing Practices of the Taxi Hailing Firms in Nairobi, Kenya.....	23
4.4 The Influence of Strategic Marketing Practices on the Competitive Advantage.....	27

4.5 Discussion	29
CHAPTER FIVE	33
SUMMARY, CONCLUSION AND RECOMMENDATIONS	33
5.1 Introduction.....	33
5.2 Summary of the Findings.....	33
5.3 Conclusion	34
5.4 Recommendations for Management and Policy	36
5.5 Limitations of the Study.....	36
5.6 Suggestions for Further Research	36
REFERENCES.....	38
APPENDICES	44
Appendix I: Questionnaire	44

LIST OF TABLES

Table 2.1: Summary of Literature and Knowledge Gaps	18
Table 4.1: Social Media Marketing	24
Table 4.2: Relationship Marketing	24
Table 4.3: Content Marketing Strategies	25
Table 4.4: Differentiation strategy	26
Table 4.5: Overall ranking of the strategic marketing practices	26
Table 4.6: Model Summary	27
Table 4.7: ANOVA Results	27
Table 4.8: Beta Coefficients and Significance.....	28

LIST OF FIGURES

Figure 2.1: Conceptual Framework	17
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ABBREVIATIONS AND ACRONYMS

NTSA National Transport and Safety Authority

RBV Resource-Based View

ABSTRACT

This study was set out to achieve the following two objectives: to establish the strategic marketing practices of the taxi hailing firms in Nairobi, Kenya; and to establish the influence of strategic marketing practices on the competitive advantage of the taxi hailing firms in Nairobi, Kenya. The study was anchored in the resource-based theory, dynamic capability theory, the social exchange theory and Porter's Theory of competitive advantage provided anchorage to the study. Relevant empirical literature was reviewed that informed the development of the conceptual framework. Descriptive cross sectional survey design was adopted targeting 43 taxi hailing firms in Nairobi and census was undertaken. Information from these participants was collected in its primary form and analyzed descriptively and inferentially. It emerged from the results on the first objective that relationship marketing was the highly adopted strategic marketing practice among the taxi hailing firms in Nairobi (M=3.90) followed by social media marketing (M=3.85), differentiation strategy (M=3.81) and lastly content marketing strategies (M=3.75) respectively. On the second objective, the study noted that content marketing strategy ($\beta=0.401$, $t>1.96$ & $p<0.05$) exerted the greatest and significant effect on competitive advantage of taxi hailing firms in Nairobi followed by relationship marketing ($\beta=0.377$, $t>1.96$ & $p<0.05$), differentiation strategy ($\beta= .301$, $t>1.96$ & $p<0.05$) and lastly social media marketing ($\beta=0.243$, $t>1.96$ & $p<0.05$). The study concludes that the taxi hailing firms in Nairobi had adopted strategic marketing practices to a great extent and these significantly predicted their competitive advantage. The study recommends that since content marketing strategies and relationship marketing strategies were seen to have greater influence on competitive advantage, the study recommends that marketing managers of the taxi hailing firms in Nairobi should make significant improvement and review of these aspects for significant realization of competitive edge. The policy makers in the taxi hailing firms in Nairobi should formulate relevant policies on strategic marketing so as to significantly impact on competitive edge of their firms.

CHAPTER ONE: INRODUCTION

1.1 Background to the Study

Competitive advantage is the ability of the firm to leverage the available unique and non-imitable resources to create value that competitors cannot copy (Quaye & Mensah, 2019). Competitive advantage safeguards the long term survival and viability of the firm. It helps the firm to create more value to the customers as compared to other rival firms within an industry. Gaining of competitive advantage requires firms to have a long term orientation hence strategic marketing (Owaga, 2018). The role played by strategic marketing in aiding the firm to gain competitive advantage cannot be overlooked. Presently, the main focus of the marketing professionals is how their efforts would contribute towards long survival of the firm, even as it operates in the increasingly turbulent environment. However, a clear interplay between strategic marketing practices and competitive advantage has remained poorly understood and under-researched (Aghazadeh, 2015).

The dynamic capability theory and Porters Theory of Competitive advantage were used to provide anchorage to the study. Developed by Teece (1990), the dynamic capability theory require that firms continuously renew, reconfigure and rebuilt their competencies so as to remain viable within the changing business environment. This theory therefore supported the need for firms to continuously adopt and modify their strategic marketing practices in response to the changes in the environment so as to gain competitive advantage. The Porters Theory of Competitive advantage was advanced by competitive responses among firms guided by five key forces: the forces to new entrants, rivalry between other entities, bargaining power of the suppliers and customers as well as the threats arising from substitute products. Thus, this theory was used to

underpin the concept of competitive advantage of the firm. The social exchange theory, argues that relationship between different parties are sustained when there are mutual benefits (Homans, 1958). The social exchange theory therefore provided anchorage to relationship marketing, an important aspect of strategic marketing.

Taxi hailing firms in Kenya operate in the larger transport sector which is highly competitive with a number of participants. In Nairobi, these tax hailing firms have not attained full potential of the traveling needs of the daily population. For instance, out of the daily population of 4.5 million people in Nairobi, these tax hailing firms have only attained 2% of this overall daily travelling number of people (ICDC, 2012). Furthermore, most of the customers using these tax hailing firms are those from sought to establish the strategic marketing practices of these tax hailing firms and how they have contributed towards competitive advantage.

1.1.1 Strategic Marketing Practices

Strategic marketing is a process that allows firms to differentiate themselves from other rival business in the industry by placing emphasis on their strengths to generate value to customers (Abusafrita, 2016). Generally, strategic marketing deals with the adapting of marketing mix-elements to environmental forces. It evolves from the interplay of the marketing mix elements and the environmental factors (Li. et al, 2000). Therefore, the function of strategic marketing practices is to determine the nature, strength, direction, and interaction between the marketing mix- elements and the environmental factors in a particular situation. According to Lavie (2006), the aim of the development of an organization's marketing strategy development is to establish, build, defend and maintain its competitive advantage. Strategic marketing practices and tactics are concerned

with taking decisions on a number of variables to influence mutually-satisfying exchange transactions and relationships.

Typically, marketers have a number of tools they can use; these include mega-marketing and the so-called 4Ps of marketing, among others. Marketing seems easy to describe, but extremely difficult to practice (Kotler, 1999). Marketing is one of the salient and important organic functions which help to service organizations to meet their business challenges and achieve set goals and objectives. Strategic marketing practices provide the avenue for utilizing the resources of an organization in order to achieve its set goals and objectives. Strategic marketing can be recognized on the basis of its various measures covering social media, relationship marketing, marketing research, segmentation, targeting, marketing capabilities, differentiation, positioning and marketing mix. This study focused on social media marketing, relationship marketing, marketing capabilities and differentiation strategy.

1.1.2 Competitive Advantage

Competitive advantage is the edge gained by the firm that lasts for a long time since it cannot be duplicated by other rivals in the industry (Kotler, 2012). As shared by Barney (1991), existence of non-substitutable, unique and non-imitable resources help the firm to attain competitive advantage. Competitive advantage originates from the generic approaches covering costs, differentiation and differentiation (Porter, 1985) and these helps the firm to attain above average outcomes. Competitive advantages stem from the sale support, manufacturing or design of the product in the firm. Competitive advantage ensures that the product offering of the firm are regarded as superior relative to the existing ones in the market. Competitive advantage is pegged on the ability of the

firm to generate more revenues or take up a larger market share relative to other firms (Gharehbashlani & Seify, 2014).

According to Ngetiie (2010), the key factors that determine competitive advantage in the firm include issues to do with location of the business, market programs that are relevant and having in place quality management systems. Kuncoro and Suriani (2018) noted that innovation of new products is a key factor that enables the firm to attain competitive advantage. Quaye and Mensah (2019) indicated that innovation in design and packaging of new products help the firm to attain competitive advantage. Njuguna (2009) indicated that it is through organizational learning that knowledge resources and capabilities which are hard to be imitated can be developed in the firm and this may drive competitive advantage in the firm. Hakkak and Ghodsi (2015) shared that a firm can gain competitive advantage through sound implementation of the balance scorecard (BSC). Literature provides different indicators of competitive advantage, for instance product quality, customer service, cost flexibility and manufacturing efficiency. The other common measures of competitive advantage include market share, profits, customer loyalty and repeated purchase (Aghazadeh, 2015). This study will operationalize competitive advantage in terms of market share and customer satisfaction.

1.1.3 Taxi Hailing Firms in Nairobi, Kenya

Taxi industry in Kenya operates within the larger transport sector that is regulated by the National Transport and Safety Authority (NTSA). The industry has experienced significant growth driven by a rise in population whose traveling needs cannot be fully met by the public transport vehicles. It is projected that the tax industry undergo 95,080 trips on a daily basis and this number is expected to grow by 70,520 trips before the year 2025 (ICDC, 2012). In a study conducted by ICDC (2012),

it was shown that the Nairobi human population was roughly 3.2 Million. The report further deduced that the day population was 4.5 Million people. It was further established that the taxi mode of travelling only met 2% of the total daily travelling needs of the identified day population. The total amount of taxi trips per day were estimated at 95,080 with a prediction to expand to 165,600 trips in the year 2025. According to the report, the Kenya taxi industry has undergone tremendous evolution from the customary one car one-man business model to the current company taxi business model. In the 1970's, the report further established that taxi services were mainly a preserve for the high-end members of the society as evidenced by the used top of the art vehicles. Those days were predominantly dominated by Kenatco Taxis Limited that operated as the only taxi company.

On the contrary, low income and middle-income groups used public transportation as the preferred mode of transportation. However, the trend begun to change as companies soon realized the essence to primarily concentrate on their core operations in the late 1990s. Few companies emerged to take advantage of up-and-coming businesses hence undertook to compete with the monopolistic Kenatco. As more and more firms were incorporated after the new millennium, the Corporate Taxi Association was formed in the year 2004. The association orates that the number of taxi vehicles is 2,000 belonging to a total of 30 companies, the association further estimates an annual taxi industry turnover of Kshs 2.7 Billion (ICDC 2010). There are 43 taxi hailing firms in Nairobi, Kenya.

1.2 Research Problem

Marketers have realized the need to leverage on strategic marketing practices in order to gain competitive advantage. Strategic marketing practices allow an organization to increase its market share and attract new customers while retaining the loyal ones besides growing profitability of the

firm (Hakkak & Ghodsi, 2015). These are important indicators of competitive advantage as the firm operates in a given industry. Competitive advantage enables the firm to create value to customers that competitors can rarely duplicate. Competitive advantage extends throughout the future of the firm as the firm exists in a given industry (Quaye & Mensah, 2019).

The taxi hailing firms in Nairobi have grown tremendously since the turn of the century. However, this growth has not been without challenges. Most of the customers relying on these taxi firms as means of transport range from middle to upper class (ICDC, 2012). Furthermore, the growth in these taxi firms has not been at par with the constantly increasing population of people in Nairobi. In fact, the increasingly turbulent environment has forced some of these taxi hailing firms like Delight Cabs Ltd to rebrand and reposition in the market so as to remain viable. Other taxi hailing firms are still struggling in this challenging environment as they seek to devise relevant ways of remaining competitive (ICDC, 2012). These taxi hailing firms have a great potential of gaining long term competitive advantage, given the fact that the population in the country has always been on a positive trajectory. The key challenge is implementing relevant strategic marketing practices that would help them to attain competitive advantage and thus contribute towards the growth of the economy as a whole.

The available studies include Farha, Koku, Al-Kwif and Ahmed (2019) who did a comparative study in Canada and Qatar focusing on service marketing practices. It was shown that in both countries, there are more similarities in service quality as compared to the differences. In Nigeria, Mustapha (2017) looked at the marketing mix strategy and performance of small firms noting a positive link. This means that strategic marketing mix strategy enables the firm to perform. A similar study conducted among bottling firms in Nigeria by Daniel (2018) largely focused on

marketing strategies and their link with performance noting a significant link. These studies create contextual gaps since they were not conducted in Kenya.

Locally in Kenya, Kimutai (2015) looked at strategic marketing practices and their link with ability of the firm to perform focusing on flower firms. It was shown that advertisement was the largely adopted strategic marketing practice. Rakula (2016) looked at marketing practices and performance with specific focus on Phoenix of East Africa Assurance Company Ltd where the established practices were found to have a direct link with performance. Owaga (2018) did an inquiry into strategic marketing management practices adopted by small firms involved in manufacture of garments as far as their competitive positioning is concerned.

From the reviewed studies, there are gaps since some were done in other contexts at country level away from Kenya. Other studies were done on firm performance as dependent variable and not competitive advantage. To fill these gaps, the present study was guided by the research question: what is the influence of strategic marketing practices on the competitive advantage of the taxi hailing firms in Nairobi, Kenya?

1.3 Research Objectives

- i. To establish the strategic marketing practices of the taxi hailing firms in Nairobi, Kenya
- ii. To establish the influence of strategic marketing practices on the competitive advantage of the taxi hailing firms in Nairobi, Kenya

1.4 Value of the Study

The management of the respective taxi hailing firms operating in Nairobi would be able to examine their strategic marketing practices so as to gain competitive advantage. The policy makers within taxi hailing firms would be able to formulate relevant policies with respect to strategic marketing

practices and competitive advantage. The study would contribute towards the available literature on strategic marketing practices and competitive advantage. Future scholars carrying out related studies would be able to review literature of this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is set out to review the theories that provided anchorage to the inquiry. The link between strategic marketing and competitive advantage is also indicated. The past empirical studies are reviewed with the emerging gaps being discussed. The conceptual framework is indicated with the variables and the related indicators.

2.2 Theoretical Foundation

The study was guided by the resource-based theory, dynamic capability theory, the social exchange theory and Porter's Theory of competitive advantage as discussed below:

2.2.1 Resource-Based Theory

The resource-based view (RBV) of the firm argues that competitive advantage and subsequently performance depends on historically developed resource endowments (Wernerfelt, 1984). Consequently, firms, in particular marketing (Hooley et al., 2001), should build on resources that contribute to their ability to produce valuable, rare, imperfectly imitable and non-substitutable market offerings in a manner that is either efficient or effective (Hunt & Morgan, 1995). As Fahy and Smithee (1999) argue, intangible resources and capabilities, such as organizational learning (Santos-Vijande et al., 2005) and customer knowledge (Webster, 1992) are especially difficult to duplicate and thus, provide a meaningful basis for marketing practices. As such, intangible resources and capabilities have the potential to become distinctive competencies for the firm (Blois & Ramirez, 2006).

There is evidence in practice and academic research that firm competencies and resources are key factors of assessing a firm's future value potential (Möller & Törrönen, 2003) and, thus, supplier selection in business markets (Golfetto & Gibbert, 2006). According to Ritter (2006), this refers

to process and market competencies in particular (routines related to the properties and characteristics of the firm's value-creation process and the value transfer between the firm and its environment). There has been an emerging discussion within market-orientation research, as originated by Kohli and Jaworski (1990) and Narver and Slater (1990), on the moderating effects of environmental variables on the relationship between market orientation and business performance (Kaynak & Kara, 2004). However, much remains unsettled, while the same applies to contextual moderation of competitive advantage with regard to other marketing phenomena (Auh & Menguc, 2007).

2.2.2 Dynamic capability theory

The theory was developed by Teece, Pisano and Shuen (1997) and it discusses the way through which an entity can develop and deploy the available resources so as to gain competitive advantage. Dynamic capability refers to the extent when an entity is in position of ensuring that its resources have undergone integration, reconfiguration, renewal and recreation as a result of the turbulences in the environment. These activities work to ensure that the firm is competitive and thus viable as it seek to operate. In order to gain superior performance, the theory raises the need for the firm to ensure that its capabilities have undergone alteration and refinement such that they are well aligned with the changing environment.

According to Teece (2007), dynamic capabilities are simply the competencies that shape integration, building and reconfiguration of internal resources in light of the increasingly changing environment. Dynamic capability is used in reference to the need of the entity to seek and sustain their competitive positions. Ideally, dynamic capability involves the modification of short term competitive advantages so as to realize competitive advantage. This theory was used to provide

anchorage to the indicator of marketing capabilities that a firm may leverage on to gain competitive advantage.

2.2.3 Porters Theory of Competitive Advantage

The theory was advanced by Porter in 1985 and argues that the firms and nations should ensure that the policies that they pursue result into goods of high quality which are latter sold at higher prices within the market place. The theory operates on the notion that existance of natural resources are not necessarily good for the growth of the economy. Porter (1980) argues that there are three key generic strategies that enable the firm to gain competitive advantage: cost leadership, differentiation and focus strategy. The theory further raises the need for the firm to pursue these three strategies in a wholly single-minded way for substantial realization of competitive advantage in the firm. This will be the main theory of the study since it relates with competitive advantage as the dependent variable in the present inquiry.

2.2.4 Social Exchange Theory

It was Homans who developed this theory in 1958 and it argues that cost benefit analysis shape all the existing relationships. The theory argues that whenever a relationship breeds more negative gains as opposed to the postive ones, one may choose to do away with such a relationship. The theory argues that people contribute their efforts to others with expectation that equal measures will be received back. Furthermore, people who obtain more from others should also put in more efforts to reciprocate equal efforts and returns. Relationships between entities are best sustained when there are expectations for mutual rewards and benefits.

The theory has been critiqued such that it operates on assumption that the ultimate drive of any relationship is intimacy and that human relationships are perceived to be linear. However, this assumption is not true (Miller, 2005). Despite these criticisms, this theory was used to support the indicator of relationship marketing and how it contributes towards competitive advantage in the firm.

2.3 Empirical Review

Social media marketing is revolutionizing the way businesses carry out operations by providing innovative ways for marketing products and services to customers and enhances competitive advantage (Kwayu, Lal & Abubakre 2018). Different social media platforms and tools for instance Facebook has provided an avenue where firms can target and reach a huge customer following which key in growing the market share of the firms. Through social media, firms can generate value both for themselves and for their customers (Manzoor, 2018). These views were corroborated by Musee (2015) who indicated that social media platforms like Facebook pages can be specifically designed and customized to boost the sales of the products and sales of the firm. Social media is a platform that can allow firms to form strategic relationship with customers and this is likely to increase the market share of then business. Social media profiles make it easy for the firm to obtain information on customers when it comes to preparation of quotations. Social media also strive to promote word of mouth and this is key in enhancing competitive advantage of the firm (Mäki, 2016). As noted by Kwayu *et al.* (2018), social media is playing a critical role in shaping competitive advantage of the firm through product development.

Relationship marketing arises when the firm creates, develop and keeps the terms of trade with customers so as to enhance competitive advantage (Rosa & Rua, 2020). Unlike the classic marketing whose key focus is on transaction, relationship marketing extends further and

recognizes the need to establish and maintain relationship between sellers and buyers for competitive advantage (Maina 2016). Thus, relationship marketing help firms to keep customers, develop relationships and enhance the attractiveness of such relationship which the components of competitive advantage. Relationship marketing helps firms to bring on board new and loyal customers while lowering the associated costs of advertisement and this helps the firm to gain competitive advantage (Zarei, Lalisarabi & Topraghlou, 2019). The unique feature about relationship marketing is that it places more weight on the need for the firm to keep mutual and long term relationship between sellers and buyers which enhance competitive advantage of the firm. Relationship marketing enhances customer loyalty in the firm which in turn contributes towards competitive advantage (Wetosi *et al.*, 2017). According to Gharehbashlani and Seify (2014), firms that embrace relationship marketing highly recognize the long term value that can be derived from customers which may increase repeated purchases, customer satisfaction and retention. Ocholla (2020) that the level of trust in customers, customer satisfaction and retention as well as the use of technologies are key components of social media marketing that give competitive edge to the firm. According to Virginia (2016), the key principles that shape relationship marketing includes the need to collect, coordinate and analyse precise data on customers that hells the firm to come up with strategies that enhance its competitive advantage.

Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action. It is a process that is integrative where a firm leverage the available resources (both intangible and tangible) to have a clear understanding of the complex yet specific needs and preferences of the customers and establish a superior brand (Ejrami, Salehi & Ahmadian, 2016). Content marketing can allow the firm to react to the changes in the environment

including the rapid advancement in technologies to create unique and offer unique products and services. Literature indicate various content marketing covering pricing, development of new products, marketing communication, market information management, selling, marketing planning as well as marketing implementation (Kumar, Sharma & Gupta, 2017). Pricing capability allows the firm come up with prices that respond to competition and changes in the market. Product development capability allows the firm to come up and launch products that are well aligned with the needs of the customers Morgan, Feng & Whitley, 2018). Distribution capability ensures that the firm has established well developed relationships with its intermediaries and suppliers. Marketing communication capability allows the firm to effectively manage promotion and communication interventions while meeting the needs of the market. Marketing planning capability arises when the firm has integrated, combined and reconfigured its resources through establishment of marketing strategies for success of the entity in the market (Qureshi, Aziz & Mian, 2017). There are two broad set of factors that influence the marketing capabilities of the firm; the external (market turbulence and technological advancement) and internal factors (entrepreneurial and market orientation). In order to attain competitive advantage, firms leverage the available marketing capabilities (Chahal & Kaur, 2013).

Differentiation strategy allows the firm to provide unique products to its customers to remain viable and gain competitive advantage. Excellent product performance and customer satisfaction are two critical factors driving firms to engage in differentiation (Widuri & Sutanto, 2019). Differentiation strategy enable firms to offer quality and unique products that meet the needs of the customers and thus competitive advantage (Gakuya & Njue, 2018). The various activities carried out by the firm that has implemented differentiation include ensuring that products are offered to the customers at a premium price and significant investment in research and

development activities (Demba, Ogal & Muli, 2019). Adoption of differentiation strategy require firms to embrace technology with workers who have high level of knowledge besides having in place specialized assets so that the resultant products are distinct from other competitors in the market (Tuva, 2015). Differentiation strategy helps the firm to provide superior value to its customers and this is the right step towards realization of competitive advantage. A firm can differentiate its products and services through provision of products with high quality, offering after sale services, attractive design of the products and value addition (Atikiya, Mukulu, Kihoro & Waiganjo, 2015).

In Nigeria, Onikoyi, Olaniyan, Adenuga and Zubair (2020) looked at strategic marketing practices and their link with non-financial performance focusing on firms of manufacturing concern. By adopting descriptive design, it was shown that the link between strategic marketing and performance was positive and significant. The indicators of strategic marketing adopted in this study include environmental scanning and segmentation strategies. Onu and Akinlabi (2018) focused on strategic marketing and its link with profitability of financial institutions in Nigeria. The inquiry was supported by descriptive survey design where a total of 100 staff was targeted. It was noted that strategic marketing and profitability of the entity are significantly linked with each other.

With a focus on commercial banks operating in Libya, Abusafrita (2016) focused on bringing out the rate of adoption of strategic marketing planning. In addressing the formulated research questions of the study, an integrative approach was adopted supported by triangulation. It was shown that the banks under consideration had comprehensive strategic plans, although the process was affected by several limitations. Akinyele (2011) also focused on strategic marketing and the ability of firms in gas and oil industry of Nigeria to perform. The inquiry was supported by a

survey research method and it was shown that strategic marketing significantly drive the ability of the firm to be positioned in the increasingly dynamic environment. Through this, the firm is better placed to develop new products and services that best meet the needs of the customers.

Another study was done by Owaga (2018) to link strategic marketing management practices and their link with competitiveness of the garment making small firms in Nairobi. Cross sectional descriptive design were embraced targeting 10 firms where it was shown that the strategic marketing practices that the firms in consideration had adopted contributed towards competitiveness of the businesses. Some of the strategic marketing practices although with least contribution towards competitiveness shared by the study include place and promotion. On the other hand, some of the least embraced strategic marketing practices include package and product branding.

The link between strategic marketing practices and performance of financial entities with reference to Sidian Bank was evaluated by Afande (2013). The adopted design was case study methodology and it was shown that the various strategies that the bank had embraced in response to competitive land scape include cost reduction, provision of customer service that is outstanding, the need to improve operational efficiency, controlling service/product quality, targeting markets that are specific (niche marketing) and provision of speciality services (products) to meet the needs of the customers.

In a study conducted by Kimutai (2015), the focus was on strategic marketing and performance of flower firms. Leveraging descriptive cross sectional survey design, the inquiry did share that global markets are characterised by high level of competition and this require firms to adopt strategic marketing practices so that they are competitive. It was shown that entities place more emphasis

on the attributes of the products when carrying out marketing activities. It was shown that majority of the firms have embrace advertising as a strategy to promote the products followed by internet. With a focus on motor firms in Kenya, Kipkosgei (2012) looked at strategic marketing practices and their link with performance. The adopted design was cross sectional in nature where it was shown that strategic marketing significantly influences performance of the entity.

2.4 Conceptual Framework

Figure 2.1 is the conceptual framework of the study:

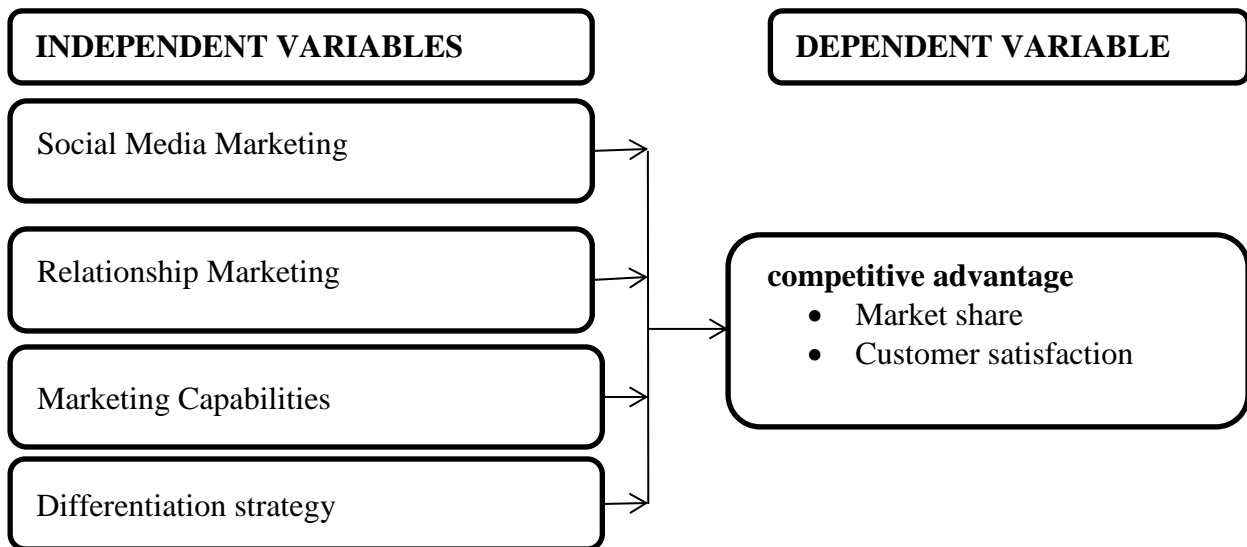


Figure 2.1: Conceptual Framework

2.6 Summary of Literature and Knowledge Gaps

Table 2.1 gives a breakdown of the reviewed studies with the gaps to be filled

Table 2.1: Summary of Literature and Knowledge Gaps

Author & Year	Study	Findings	Gaps	Focus of present study
Onikoyi <i>et al.</i> (2020)	strategic marketing practices and their link with non-financial performance focusing on firms of manufacturing concern	The link between strategic marketing and performance was positive and significant.	The study focused on non-financial performance as the dependent variable, it was also done in Nigeria	The present study covered competitive advantage as the dependent variable, it was done in Kenya
Owaga (2018)	to link strategic marketing management practices and their link with competitiveness of the garment making small firms in Nairobi	the strategic marketing practices that the firms in consideration had adopted contributed towards competitiveness of the businesses	Competitiveness was the dependent variable in this study	Competitive advantage was the dependent variable in the present inquiry
Onu and Akinlabi (2018)	strategic marketing and its link with profitability of financial institutions in Nigeria	strategic marketing and profitability of the entity are significantly linked with each other	The study covered financial institutions in Nigeria with profitability as the dependent variable	The present study focused on taxi businesses in Kenya with competitive advantage as the dependent variable
Abusafrit a (2016)	focused on bringing out the rate of adoption of strategic marketing planning	Banks under consideration had comprehensive strategic plans, although the process was affected by several limitations.	This study was done in Libya with strategic marketing planning as the only variable	The present study was done in Kenya to link strategic marketing and competitive advantage

Kimutai (2015)	strategic marketing and performance of flower firms	global markets are characterised by high level of competition and this require firms to adopt strategic marketing practices so that they are competitive	The study looked at performance as the dependent variable and it was done among flower firms in Kenya	Competitive advantage was the dependent variable in the present inquiry
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CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the methodology that were adopted in answering the research questions. The chapter looks at the design, target population, data collection and analysis.

3.2 Research Design

The study adopted descriptive cross sectional survey design to achieve the stated objective. Mugenda and Mugenda (2003) argue that a descriptive design provides an account of the way things are in their original state. Through cross sectional design, the study was able to cover different taxi firms operating in Nairobi over a similar time interval. The survey design allowed the researcher to cover all the taxi firms in Nairobi. Thus, through this design, the researcher was able to provide a description of the existing link between strategic marketing and competitive advantage of the taxi firms in Nairobi. Other relevant past studies that adopted this design include Kimutai (2015) who focused on strategic marketing and performance of flower firms. Kipkosgei (2012) looked at strategic marketing practices and their link with performance among motor firms in Kenya. Owaga (2018) to link strategic marketing management practices and their link with competitiveness of the garment making small firms in Nairobi

3.3 Population

The study targeted 43 tax hailing firms operating in Nairobi. Taxi hailing firms are those businesses that operate within the larger transport sector as the rival of the public service vehicles. Most of these firms have leveraged technology to provide services to customers; customers can access their services by installing an application in their mobile phones. Since the population was relatively small, census was used and thus all the 43 firms were covered. Mugenda and Mugenda (2004)

argue that when the population is less than 200, census would be ideal. The use of census allowed the researcher to gather relevant information on strategic marketing and competitive advantage from all the taxi firms.

3.4 Data Collection

The study collected primary data with the use of the questionnaire. The questionnaire contained three sections, section A gave the general information, and B covered information on strategic marketing while section C had information on competitive advantage. The questionnaire was self-administered to the respondents, so as to give the researcher an opportunity to interact with the respondents and handle any concerns and issues encountered while handling it. The respondents were the marketing managers/officers of the respective firms; they were selected because they had relevant information to share on strategic marketing and competitive advantage of their firms.

3.5 Data Analysis

Data analysis is the whole process, which starts immediately after data collection and ends at the point of interpretation and processing data (Wolcott, 1994). Being a descriptive study, descriptive statistics such as frequency distributions, percentages, frequency tables and pie charts were used to summarize and relate variables obtained from the administered questionnaires. Data that was gathered from the questionnaires was analyzed quantitatively using SPSS computer software version 21 in order to generate both descriptive and inferential statistics. Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study. Regression coefficient was used to interpret the relationship between the dependent variable and the independent variables. Descriptive analysis such as mean scores and standard

deviation were used to describe each variable. In order to draw relevant inferences, regression analysis was conducted with the model as specified below:

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

Where: Y = Competitive advantage (measured by market share)

β_0 = Constant

β_1 β_2 β_3 and β_4 =coefficient

X_1 = Social Media Marketing

X_2 = Relationship Marketing

X_3 = Content Marketing

X_4 = Differentiation strategy

ε = Error Term

Tables were used to present the findings after analysis.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter is set out to document the findings of analysis based on study data that was gathered from the inquiry. The chapter is structured into the analysis of the response rate and the presentation of results based on the objectives.

4.2 Response Rate

A total of 43 questionnaires were administered to 43 marketing managers from the tax hailing firms operating in Nairobi. From these questionnaires, 33 of them were dully filled and returned to the returned to the researcher which represented a response rate of 76.7%. As documented by Mugenda and Mugenda (2003), a response rate of above 70% is deemed as sufficient to support the analysis of the findings.

4.3 Strategic Marketing Practices of the Taxi Hailing Firms in Nairobi, Kenya

The study sought to establish the strategic marketing practices that had been adopted by the tax hailing firms operating in Nairobi, Kenya. The subsequent section provide an overview of the findings.

4.3.1 Social Media Marketing

The adoption of social media marketing among the studied firms was determined and presented as shown in Table 4.1.

Table 4.1: Social Media Marketing

Statements on Social Media Marketing	Mean	Std. Dev
Facebook page is specifically customized to boost the sales of the products	4.12	.857
Social media allow firms to form strategic relationship with customers	3.96	.728
Facebook allow this firm to reach a huge customer following	3.93	.933
Social media help the firms to generate value for themselves customers	3.69	.918
Social media profiles make it easy for the firm to obtain information on customers	3.57	.936
Average	3.85	0.874

Source: Field Data (2022)

Table 4.1 indicates that social media marketing was greatly practiced among the studied tax haling firms operating in Nairobi, Kenya (M=3.85, SD=0.874). It was established that Facebook page was specifically customized to boost the sales of the products (M=4.12, D=.857) and that social media allowed firms to form strategic relationship with customers (M=3.96, SD=.728). The study established that Facebook allowed the firm to reach a huge customer following (M=3.93, SD=.933) and that social media helped the firm to generate value for their customers (M=3.69, SD= .918). It emerged from the study that social media profiles made it easy for the firm to obtain information on customers (M=3.57, SD=.936).

4.3.2 Relationship Marketing

Table 4.2 is a breakdown of the descriptive statistics on relationship marketing.

Table 4.2: Relationship Marketing

Statements on Relationship Marketing	Mean	Std. Dev
The firm recognizes the long term value that can be derived from customers	3.96	.769
The firm maintains long-term relationship with suppliers	3.93	.788
The firm cultivates long term relationship with customers	3.90	.723
Relationship marketing helps the firms to bring on board new customers	3.87	.992
Relationship marketing enhances customer loyalty in the firm	3.84	.618
Average	3.90	.778

Source: Field Data (2022)

The findings in Table 4.2 indicate that on overall, relationship marketing had been greatly adopted by the studied firms (M=3.90, SD=0.778). The study established that the firm recognized the long term value that could be derive from customers (M=3.96, SD=.769) and that the firm maintained long-term relationship with suppliers (M=3.93, SD=.788). The study observed that the firm cultivated long term relationship with customers (M=3.90, SD=.723) and that relationship marketing helped the firm to bring on board new customers (M=3.87, SD=.992). It emerged that relationship marketing enhanced customer loyalty in the firm (M=3.84, SD=.618).

4.3.3 Content Marketing Strategies

Table 4.3 is an overview of the content marketing strategies that were adopted by the studied firms.

Table 4.3: Content Marketing Strategies

Statements on Content Marketing Strategies	Mean	Std. Dev
The firm can effectively manage product promotion efforts	3.81	.635
The firm do develop products that are well aligned with the needs of the customers	3.81	.846
There are well developed networks with suppliers	3.75	.867
The prices respond to competition	3.69	1.074
The firm is able to reconfigure its resources to meet changes in environment	3.69	.728
Average	3.75	.830

Source: Field Data (2022)

The findings in Table 4.3 indicate that content marketing strategies had been adopted to a large extent by the studied firms (M=3.75, SD=0.830). Respondents shared that their firm could effectively manage product promotion efforts (M=3.81, SD=.635) besides developing products that were well aligned with the needs of the customers (M=3.81, SD=.846). The study noted that there were well developed networks with suppliers (M=3.75, SD=.867) and that the prices responded to competition (M=3.69, SD=1.074). It emerged that the firm was able to reconfigure its resources to meet changes in environment (M=3.69, SD=.728).

4.3.4 Differentiation strategy

The findings on differentiation strategy were determined and summarized in Table 4.4.

Table 4.4: Differentiation strategy

Statements on Differentiation strategy	Mean	Std. Dev
After sale services are provided to customers	3.87	.892
The firm provides unique products to its customers	3.84	.712
The firm offers quality products	3.84	.565
The firm provide superior value to its customers	3.78	.780
Products are offered to the customers at a premium price	3.72	1.097
Average	3.81	.809

Source: Field Data (2022)

The findings in Table 4.4 indicate that the studied firms had adopted differentiation strategy (M=3.81, SD=0.809). The study noted that after sale services were provided to customers (M=3.87, SD=.892) and that the firm provided unique products to its customers (M=3.84, SD=.712). Respondents shared that their firm offered quality products (M=3.84, SD=.565) and that the firm provided superior value to its customers (M=3.78, SD=.780). Products are offered to the customers at a premium price (M=3.72, SD=1.097). The overall ranking of the strategic marketing practices that had been adopted by the studied in order of importance is provided in Table 4.5.

Table 4.5: Overall ranking of the strategic marketing practices

Variable	Mean	Rank
Relationship Marketing	3.90	1
Social Media Marketing	3.85	2
Differentiation strategy	3.81	3
Content Marketing Strategies	3.75	4

Source: Field Data (2022)

The findings in Table 4.5 indicate that relationship marketing was the highly adopted strategic marketing practice among the Taxi Hailing Firms in Nairobi (M=3.90) followed by social media

marketing (M=3.85), differentiation strategy (M=3.81) and lastly content marketing strategies (M=3.75) respectively.

4.4 The Influence of Strategic Marketing Practices on the Competitive Advantage

The study sought to determine the influence of strategic marketing practices on competitive advantage. This objective was realized through regression analysis with results as summarized in Table 4.6.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836	.699	.656	1.05536

Source: Field Data (2022)

- a. Dependent Variable: Competitive Advantage
- b. Predictors: Relationship Marketing, Social Media Marketing, Differentiation Strategy, Content Marketing Strategies

The findings in Table 4.6 indicate that 69.9% change in competitive advantage of the Taxi Hailing Firms in Nairobi, Kenya is explained by strategic marketing practices. This means that there are other factors apart from strategic marketing practices that exert an equal influence on competitive advantage of these firms which should be the focus of further studies. The ANOVA results were determined and the results summarized as shown in Table 4.7.

Table 4.7: ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	72.329	4	18.082	16.235	.000 ^b
Residual	31.186	28	1.114		
Total	103.515	32			

Source: Field Data (2022)

- a. Dependent Variable: Competitive Advantage
- b. Predictors: Relationship Marketing, Social Media Marketing, Differentiation Strategy, Content Marketing Strategies

The ANOVA results in Table 4.7 indicate that on overall, the regression model of the study linking strategic marketing practices and competitive advantage was significant (F=16.235, p<0.05). Table 4.8 is a summary of the beta coefficients and the significance.

Table 4.8: Beta Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.492	3.268		1.069	.294
Social Media Marketing	.243	.091	.054	2.570	.043
Relationship Marketing	.377	.147	.356	2.558	.016
Content Marketing Strategy	.401	.108	.545	3.705	.001
Differentiation Strategy	.301	.107	.291	2.813	.014

Source: Field Data (2022)

- a. Dependent Variable: Competitive Advantage
- b. Predictors: Relationship Marketing, Social Media Marketing, Differentiation Strategy, Content Marketing Strategies

The results in Table 4.8 indicate that on average, content marketing strategy ($\beta=0.401$, $t>1.96$ & $p<0.05$) exerted the greatest and significant effect on competitive advantage of Taxi Hailing Firms in Nairobi followed by relationship marketing ($\beta=0.377$, $t>1.96$ & $p<0.05$), differentiation strategy ($\beta= .301$, $t>1.96$ & $p<0.05$) and lastly social media marketing ($\beta=0.243$, $t>1.96$ & $p<0.05$). It can therefore be inferred that strategic marketing is a positive and significant predictor of competitive advantage of Taxi Hailing Firms in Nairobi. Based on the non-standardized coefficients we obtain the regression equation:

$$Y=3.492+0.243X_1+0.377 X_2+0.401 X_3+0.301 X_4$$

Where X_1 =Social Marketing, X_2 =Relationship Marketing, X_3 =Content Marketing Strategies and X_4 = Differentiation Strategy

4.5 Discussion

The first objective sought to establish the strategic marketing practices of the taxi hailing firms. From the findings, relationship marketing was the highly adopted strategic marketing practice among the Taxi Hailing Firms in Nairobi ($M=3.90$) followed by social media marketing ($M=3.85$), differentiation strategy ($M=3.81$) and lastly content marketing strategies ($M=3.75$) respectively. Strategic marketing is a process that allows firms to differentiate themselves from other rival business in the industry by placing emphasis on their strengths to generate value to customers (Abusafrita, 2016). Generally, strategic marketing deals with the adapting of marketing mix-elements to environmental forces. It evolves from the interplay of the marketing mix elements and the environmental factors (Li. et al, 2000). Therefore, the function of strategic marketing practices is to determine the nature, strength, direction, and interaction between the marketing mix- elements and the environmental factors in a particular situation. According to Lavie (2006), the aim of the development of an organization's marketing strategy development is to establish, build, defend and maintain its competitive advantage. Strategic marketing practices and tactics are concerned with taking decisions on a number of variables to influence mutually-satisfying exchange transactions and relationships.

It was established that Facebook page was specifically customized to boost the sales of the products ($M=4.12$, $D=.857$) and that social media allowed firms to form strategic relationship with customers ($M=3.96$, $SD=.728$). The finding agrees with Musee (2015) who indicated that social media platforms like Facebook pages can be specifically designed and customized to boost the sales of the products and sales of the firm. The study established that Facebook allowed the firm to reach a huge customer following ($M=3.93$, $SD=.933$) and that social media helped the firm to generate value for their customers ($M=3.69$, $SD=.918$). The finding is consistent with Kwayu, Lal

and Abubakre (2018) who shared that social media marketing is revolutionizing the way businesses carry out operations by providing innovative ways for marketing products and services to customers and enhances competitive advantage.

The study established that the firm recognized the long term value that could be derive from customers (M=3.96, SD=.769) and that the firm maintained long-term relationship with suppliers (M=3.93, SD=.788). The finding is supported by Gharehbashlani and Seify (2014) who observed that firms that embrace relationship marketing highly recognize the long term value that can be derived from customers which may increase repeated purchases, customer satisfaction and retention. The study observed that the firm cultivated long term relationship with customers (M=3.90, SD=.723) and that relationship marketing helped the firm to bring on board new customers (M=3.87, SD=.992). Wetosi *et al.* (2017) observed that the unique feature about relationship marketing is that it places more weight on the need for the firm to keep mutual and long term relationship between sellers and buyers which enhance competitive advantage of the firm. Relationship marketing enhances customer loyalty in the firm which in turn contributes towards competitive advantage.

Respondents shared that their firm could effectively manage product promotion efforts (M=3.81, SD=.635) besides developing products that were well aligned with the needs of the customers (M=3.81, SD=.846). This finding is echoed by Morgan, Feng and Whitley (2018) who noted that product development capability allows the firm to come up and launch products that are well aligned with the needs of the customers. The study noted that there were well developed networks with suppliers (M=3.75, SD=.867) and that the prices responded to competition (M=3.69,

SD=1.074). This result is consistent with Kumar et al. (2017) pricing capability allows the firm come up with prices that respond to competition and changes in the market.

The study noted that after sale services were provided to customers (M=3.87, SD=.892) and that the firm provided unique products to its customers (M=3.84, SD=.712). The finding agrees with Gakuya and Njue (2018) who differentiation strategy enables firms to offer quality and unique products that meet the needs of the customers and thus competitive advantage. Respondents shared that their firm offered quality products (M=3.84, SD=.565) and that the firm provided superior value to its customers (M=3.78, SD=.780). The result is empirically supported by Atikiya et al. (2015) who observed that differentiation strategy helps the firm to provide superior value to its customers and this is the right step towards realization of competitive advantage.

On the second objective, the study documented that 69.9% change in competitive advantage of the Taxi Hailing Firms in Nairobi, Kenya is explained by strategic marketing practices. This is consistent with who Mustapha (2017) looked at the marketing mix strategy and performance of small firms noting a positive link. Daniel (2018) largely focused on marketing strategies and their link with performance noting a significant link. Kimutai (2015) looked at strategic marketing practices and their link with ability of the firm to perform focusing on flower firms where it was shown that advertisement was the largely adopted strategic marketing practice. Rakula (2016) looked at marketing practices and performance with specific focus on Phoenix of East Africa Assurance Company Ltd where the established practices were found to have a direct link with performance.

It can therefore be inferred that strategic marketing is a positive and significant predictor of competitive advantage of Taxi Hailing Firms in Nairobi. The finding is supported by Onikoyi,

Olaniyan, Adenuga and Zubair (2020) observed that the link between strategic marketing and performance was positive and significant. Onu and Akinlabi (2018) noted that strategic marketing and profitability of the entity are significantly linked with each other. Akinyele (2011) noted that strategic marketing significantly drive the ability of the firm to be positioned in the increasingly dynamic environment. Owaga (2018) showed that the strategic marketing practices that the firms in consideration had adopted contributed towards competitiveness of the businesses. Kipkosgei (2012) shared that strategic marketing significantly influences performance of the entity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter is set out to provide a summary of the analyzed findings guided by the specific objectives. The conclusions and recommendations as well as the limitations of the inquiry are also detailed. The areas for further investigation are also pointed out. The chapter further outlines the areas that require further research.

5.2 Summary of the Findings

This study was set out to achieve the following two objectives: to establish the strategic marketing practices of the taxi hailing firms in Nairobi, Kenya and to establish the influence of strategic marketing practices on the competitive advantage of the taxi hailing firms in Nairobi, Kenya. The study resource-based theory, dynamic capability theory, the social exchange theory and Porter's Theory of competitive advantage provided anchorage to the study. Relevant empirical literature was reviewed that informed the development of the conceptual framework. Descriptive cross sectional survey design was adopted targeting 43 marketing managers from the taxi hailing firms in Nairobi and census was undertaken. Information from these participants was collected in its primary form and analyzed descriptively and inferentially and a summary of the findings is set out below.

The first objective sought to establish the strategic marketing practices of the taxi hailing firms. From the findings, relationship marketing was the highly adopted strategic marketing practice among the taxi hailing firms in Nairobi followed by social media marketing, differentiation strategy and lastly content marketing strategies respectively. This therefore implies that that taxi hailing firms in Nairobi had adopted strategic marketing practices to a greater extent. Relationship

marketing allowed the studied firms to recognize the long term value that could be derive from customers and maintain long-term relationship with suppliers. Through social media marketing, the Facebook pages of the studied firms were specifically customized to boost the sales of the products and that social media allowed firms to form strategic relationship with customers. The differentiation strategy allowed the studied firms to offer after sale services to customers and provide unique products to its customers. Content marketing allowed the studied firms to effectively manage product promotion efforts and develop products that were well aligned with the needs of the customers.

The second objective of the study was to determine the influence of strategic marketing practices on the competitive advantage of the taxi hailing firms in Nairobi, Kenya. It emerged from the results that over half of variation in competitive advantage of the taxi hailing firms in Nairobi, Kenya is explained by strategic marketing practices that had been adopted. Besides, content marketing strategy exerted the greatest and significant effect on competitive advantage of taxi hailing firms in Nairobi followed by relationship marketing, differentiation strategy and lastly social media marketing. It can therefore be inferred that strategic marketing is a positive and significant predictor of competitive advantage of taxi hailing firms in Nairobi.

5.3 Conclusion

Competitive advantage accrues to firms that possess unique capabilities, competences or products relative to competitors in the industry. Presently, firms are not just seeking to gain an edge in the operations but such should be sustainable over time. Sustainable competitive advantages is hard for the rivals to replicate and the firms stands to enjoy the associated and accruing benefits for a long period of time. It is undisputable that the taxi hailing firms in Nairobi were seeking to gain competitive advantage from their operations. This conclusion is supported by the Porter's theory

of competitive advantage whose main argument is that there are three key generic strategies that enable the firm to gain competitive advantage: cost leadership, differentiation and focus strategy.

Strategic marketing is not a new concept in the taxi hailing firms in Nairobi as it has been embraced to a great extent. In particular, the taxi hailing firms in Nairobi have highly adopted relationship marketing followed by social media marketing, differentiation strategy and lastly content marketing strategies respectively. While relationship marketing allowed the studied firms to recognize the long term value that could be derive from customers and maintain long-term relationship with suppliers, social media marketing allowed these firms to specifically design their Facebook pages to boost the sales of the products. Similarly, while differentiation strategy allowed the studied firms to offer after sale services to customers and provide unique products to its customers, content marketing allowed the studied firms to effectively manage product promotion efforts and develop products that were well aligned with the needs of the customers.

Over half of variation in competitive advantage of the taxi hailing firms in Nairobi, Kenya is explained by strategic marketing practices that had been adopted. Besides, content marketing strategy exerted the greatest and significant effect on competitive advantage of taxi hailing firms in Nairobi followed by relationship marketing, differentiation strategy and lastly social media marketing. Thus, strategic marketing is a positive and significant predictor of competitive advantage of taxi hailing firms in Nairobi. The interplay between relationship marketing and competitive advantage is best illustrated and underpinned by the social exchange theory whose key argument is that relationships between entities are best sustained when there are expectations for mutual rewards and benefits.

5.4 Recommendations for Management and Policy

The results were that strategic marketing practices had been adopted by the taxi hailing firms in Nairobi. Therefore, the study recommends that the marketing managers of the taxi hailing firms in Nairobi should align their goals and objectives of their departments with the strategic direction of their respective firms. Since content marketing strategies and relationship marketing strategies were seen to have greater influence on competitive advantage, the study recommends that marketing managers of the taxi hailing firms in Nairobi should make significant improvement and review of these aspects for significant realization of competitive edge. The policy makers in the taxi hailing firms in Nairobi should formulate relevant policies on strategic marketing so as to significantly impact on competitive edge of their firms.

5.5 Limitations of the Study

The study was limited to information that was gathered in its primary form guided by the questionnaire. Such information can be subjective as it only reflects the perceptions and feelings of the respondents concerning a particular issue under consideration. The study was further limited to a small sample of 43 units that affects the generalization of the findings to larger units.

5.6 Suggestions for Further Research

Regression results indicated that strategic marketing explained 69.9% of the competitive advantage of the taxi hailing firms in Nairobi. This implies that there are additional factors that also have an effect on competitive edge of these firms that future studies need to focus. Thus, the study recommends future studies to be conducted to explore the challenges hindering the adoption or full optimization of the strategic marketing practices in the taxi industry in Kenya. Besides, the focus of further studies should be on other variables like growth or operational performance aside

from competitive advantage as a dependent variable. Away from the taxi hailing firms, the focus of further studies should be on other contexts for instance, the banking industry, insurance industry and telecommunication industry among others.

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APPENDICES

Appendix I: Questionnaire

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender?

Male

Female

2. Is the firm:

Locally Owned

Foreign owned

Both locally and Foreign owned

3. Kindly indicate your level of education

College Education

Undergraduate Degree

Post graduate degree

Other.....

4. Kindly indicate the number of years you have worked in your current position

Less than 5 years

5-10 years

10-15 years

Over 15 years

SECTION B: STRATEGIC MARKETING

4. Below are several statements on Social Media Marketing. Kindly indicate the extent of your agreement on each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statements on Social Media Marketing	strongly disagree	disagree	neutral	agree	strongly agree
Facebook allow this firm to reach a huge customer following					
social media help the firms to generate value for themselves customers					
Facebook page is specifically customized to boost the sales of the products					

Social media allow firms to form strategic relationship with customers					
Social media profiles make it easy for the firm to obtain information on customers					

5. Below are several statements on Relationship Marketing. Kindly indicate the extent of your agreement on each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statements on Relationship Marketing	strongly disagree	disagree	neutral	agree	strongly agree
The firm maintains long-term relationship with suppliers					
The firm cultivates long term relationship with customers					
Relationship marketing helps the firms to bring on board new customers					
Relationship marketing enhances customer loyalty in the firm					
The firm recognizes the long term value that can be derived from customers					

6. Below are several statements on content marketing strategies. Kindly indicate the extent of your agreement on each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statements on Content Marketing Strategies	strongly disagree	disagree	neutral	agree	strongly agree
The prices respond to competition					
The firm do develop products that are well aligned with the needs of the customers					
There are well developed networks with suppliers					
The firm can effectively manage product promotion efforts					
The firm is able to reconfigure its resources to meet changes in environment					

7. Below are several statements on Differentiation strategy. Kindly indicate the extent of your agreement on each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statements on Differentiation strategy	strongly disagree	disagree	neutral	agree	strongly agree
The firm provides unique products to its customers					
The firm offers quality products					
Products are offered to the customers at a premium price					
The firm provide superior value to its customers					
After sale services are provided to customers					

SECTION B: COMPETITIVE ADVANTAGE

8. Kindly indicate the average market share of your firm

Less than 20%

21-40%

41-60%

61-80%

Above 81%

9. Kindly rate the level of customer satisfaction with product offerings in your firm

Less than 20%

21-40%

41-60%

61-80%

Above 81%

10. Kindly indicate the level of customers loyalty in your firm

Less than 20%

21-40%

41-60%

61-80%

Above 81%

Thank you