

**CONTINUOUS IMPROVEMENT SYSTEMS AND COMPETITIVE
POSITIONING IN THE REAL ESTATE AGENCY SECTOR IN
KENYA**

**BY
NJENGA DANSON NGUGI**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
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DECLARATION

I NJENGA DANSON NGUGI, of registration number D61/72796/2014, do hereby declare that this is my original work and that it has not been presented in any other University for the award of the degree of Master of Business Administration or any other degree.

Signature:.....Date:.....

SUPERVISOR’S DECLARATION

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

Signature:.....Date:.....

Mr. Job Mwanyota
School of Business,
University of Nairobi.

DEDICATION

To my loving parents, Mr. and Mrs. Njenga. Thank you for your love, trust and faith in me in all my endeavors. You are the best.

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I thank the Almighty God for seeing me through in my studies and for every prayer answered. I thank my supervisor Mr. Job Mwanyota and Dr. Joseph Aranga for their constructive criticisms in effort to better my work. I am grateful for the companionship of my friends Jasmine Wangai, Miriam Cherotich, Martin Mbugua, Pam Otieno, Frashiah Nyambura, Sheila Yaya, Lewis Olaka, Sarah Wanja, Donah Simiyu, Reph Ojwang, Ronald Kiilu, Rhoda Mbucho, Fridah Kinya and Faith Wanja. May God bless you all.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of Variance
Cap	-	Chapter
CI	-	Continuous Improvement
CIS	-	Continuous Improvement Systems
EARB	-	Estate Agents Registration Board
ICT	-	Information and Communications Technology
ISO	-	International Organisation for Standardisation
IT	-	Information Technology
KBT	-	Knowledge Based Theory
KNBS	-	Kenya National Bureau of Statistics
QMPs	-	Quality Management Principles
RBV	-	Resource Based View
SGT	-	Strategic Group Theory
TQM	-	Total Quality Management
TQS	-	Total Quality Service

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ABSTRACT

The study was conducted within the Kenyan context and it focussed on two main objectives. The first objective was to establish the extent to which Continuous Improvement Systems (CIS) have been adopted by real estate agencies in Kenya in the process of competitive positioning. The second objective was to examine the relationship between continuous improvement systems and competitive positioning with special focus on real estate agencies in Kenya. The researcher conducted the study using correlational survey. A sample survey was conducted whereby samples were picked from three clusters of the population of real estate agencies operating in Kenya depending on the location of their headquarters. The clusters included Nairobi, Mombasa and other counties. The study found out that a majority of real estate agencies appreciate and implement the eight quality management principles (QMPs) that form the basis of continuous improvement systems. The indicators of sustainable competitive positioning were however averagely rated and not as highly achieved as the QMPs. It was also noted that most real estate agencies are aware of such continuous improvement systems as benchmarking, ISO standards and total quality management (TQM) but there was a poor implementation of ISO standards and TQM. The study also found out that there is a great positive correlation between continuous improvement systems and competitive positioning. The recommendations made included the training of real estate agencies on the importance of continuous improvement systems, how to implement the same and incorporate it in their processes and systems and on how to achieve and utilize both institutional and resource capital which are attributes of competitive positioning. Real estate agencies should also endeavor to have top management support, mutually beneficial supplier relationships and share mutually beneficial information with their competitors via such methods as inter-agency contracts.

Key words: continuous improvement systems, competitive positioning, quality management principles, total quality management, benchmarking, ISO 9000 standards and estate agency.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

This paper examines the different types of Continuous Improvement Systems (CIS) adapted in real estate agencies and evaluates the current level of awareness and attitude of the aforesaid firms in Kenya towards quality issues. The study also examines how the real estate agencies have adopted CIS in the process of competitive positioning to achieve a competitive advantage in the sector. Kumar (2010) defines Continuous Improvement as an ongoing effort aimed to improve products, services or processes. These efforts can seek ‘incremental’ improvement over time or ‘breakthrough’ improvement all at once. Eight quality management principles (QMPs) behind the philosophy of CIS will be looked into and their relationship with competitive positioning (CP) analyzed. Competitive positioning can be said to be that which sets an organization or its’ product or service apart from its competitors. Competitive positioning is about defining how the organization will differentiate its offering and create value for its market. Borch and Roaldsen (2007) from a sub strategy viewpoint define it as the implementation of tools that relate the firm to customers in the market and restrict competition through the creation of entry barriers.

The study was anchored on three theories one of which is the resource-based theory (RBT) of the firm. This theory, according to Barney (1986), emphasizes on the importance of firm’s rare, valuable, in-imitable and non-substitutable resources in sustaining competitive advantage in the market. With the aforesaid resources, *ceteris paribus*, a firm should achieve a better competitive position over its competitors. Penrose’s (1959) knowledge based theory (KBT) appreciates knowledge as the most important organization resource. Information or knowledge pertaining what customers perceive as ‘quality’ or ‘best quality’

is key in contributing to competitive advantage. The strategic group theory (SGT) whose proponent was Porter (1980) brings out the aspect of competitive positioning for real estate agencies that have similarity in target sub-markets, strategies and service quality.

Globally, many organizations today, including real estate agencies, aim at achieving high standards of quality and ensuring continuous improvement in the production of their products or services. They focus on adopting quality management systems in their everyday operations which is beneficial to the firm and its stakeholders. The real estate industry in Kenya has been a great investment endeavor proven by the ever increasing demand for built up space as noted by Mang'eli (2013), be it residential, commercial, industrial or mixed use. This demand and good returns on investment has attracted a lot of new entrants in the industry including both local and international property developers, contractors, real estate agencies, quantity surveyors, architects among others. Some of the real estate agents who are new entrants in the market do not have any formal training in real estate related discipline (Mang'eli, 2013). It is imperative for organizations such as real estate agencies to establish quality systems to ensure that the organization goals and processes are customer oriented. CIS have existed for a while but applicability in real estate agencies in Kenya is not adequately documented.

1.1.1 Continuous Improvement Systems

Haraburda and Zilafro (2012) infer CIS to mean the processes and tools that collectively focus upon results, use a team approach, require informed decision making by management, focus on customers and markets and require firm leadership for long-term effectiveness. There are basically two types of quality management systems in operations management and they include radical improvement systems and continuous improvement

systems. Maletic, Maletic and Gomiscec (2012) note that continuous improvement consists of establishing customer requirements (internal or external), meeting the requirements, measuring success, and continuing to check customers' requirements to find areas in which improvements can be made. Three of the most common quality management systems within this category include total quality management (TQM), Benchmarking and ISO 9000 and 9001 Standards.

Several studies suggest that TQM is a long term focus on management through customer satisfaction. They further note that the philosophy behind TQM is geared toward the improvement of products or services and the culture within the work place (Sui Pheng, 1996; Slack, Chambers and Johnston, 2010). The methods for implementing this approach comes from the contribution of several works done by several quality leaders (Feigenbaum 1961; Crosby, 1979; Ishikawa, 1985; Deming 1986; Juran, 1986). Benchmarking on the other hand can be used to compare how a company's products or services compare with those of other companies in the same industry and even outside the industry. Ajelabi and Tang (2010) provide that benchmarking is a systematic and continuous measurement process of continuously comparing and measuring an organization's business processes against business leaders anywhere in the world to gain information which will help the organization to improve its performance.

The third quality management system is ISO Standards which are set out by the International Organization for Standardization which is an NGO membership organization and the developer of voluntary international standards. According to ISO (2016), ISO International Standards aim at ensuring that products and services are not only safe and reliable but also of good quality. ISO (2016) further comments that from a business

perspective, the aforesaid standards serve as strategic tools which are geared toward reducing costs, improving productivity and ensuring that waste and errors are kept to a minimum. The standards provide guidance to firms with a long term view to achieve both customer satisfaction and the consistent improvement in the quality of goods or services.

1.1.2 Competitive Positioning

Competitive positioning, from a resource-based view, can be said to be an organization's endeavors to strategically position itself among the market leaders by maximizing on its resources. Darling (2001) argues that positioning is what is done in the minds of prospective consumers through the various components of the market offering. Real estate agencies position themselves in the market place on the basis of service quality offered, particular geographic coverage covered, extent of diversity of services offered among other strategic groupings. This is in line with Porter (1980) who comments on strategic group theory later discussed in the chapter.

One of the major decisions to be made by an agency firm is the choice of its competitive position within the market. Porter (1980) discusses five major forces that affect a firm's decision on this that need to be put in consideration. These include the threat of new entrants, level of industry rivalry, threat of substitutes and the bargaining power of buyers and that of suppliers. All these form a knowledge base necessary for the each real estate agency.

1.1.3 Continuous Improvement Systems and Competitive Positioning

Most researches try to explain a relationship between CIS and competitive positioning but hardly explain the relationship between the principles behind the said continuous

improvement systems with competitive positioning. An example is explained by Attiany (2014) who focusses the relationship between benchmarking and competitive positioning. He notes that benchmarking is a means that can be utilized to learn from others and it assists an organization to compare its systems, processes or procedures with the best practices of the best-in class performers to achieve improvement in performance to attain competitive advantage.

He further notes that benchmarking will gain more momentum as the quality movement progressively becomes the approach to modern competitiveness. Reed, Lemak and Mero (2000) on the other hand show how TQM is capable of not only generating a competitive advantage but also providing sustainability. ISO (2009) provides that ISO 9004 provides information that can be used to go beyond ISO 9001, to fortify the competitive position and to provide improvements to operational efficiency.

1.1.4 Real Estate Agency

Real Estate Agency is a line of business which involves a 'principal' and an 'agent'; in this case the principals are either buyers or sellers/landlords of property who engage the real estate agent to manage or find either a buyer, seller or tenant for their property. The remuneration paid to the agent in this case is commission, a percentage of the sale price or of the annual rent achieved by the respective properties.

The growth in the built environment in Kenya is evident from the Kenya National Bureau of Statistics (KNBS, 2014) which provides for the exponential growth in locally consumed cement from 2,671, 3,085, 3,870, 3,991 to 4,266 thousand tons in the period of 2009-2013. The growth in the industry is also manifested by the exponential growth in the total value of approved building plans as provided in Table 1.1 below.

Table 1.1: Value of Building Plans approved by Nairobi County and other Counties, 2009-2013

Year	KSh Million		
	Nairobi	Other Towns ¹	Total
2009	78,303.7	15,888.4	94,192.1
2010	96,100.0	35,730.0	131,830.2
2011	112,842.8	43,614.3	156,456.1
2012	135,128.2	45,985.5	181,113.7
2013	190,646.5	52,487.8	243,134.3

Source: KNBS (2014)

The growth in real estate development in Kenya has attracted and led to the proliferation of real estate agencies in Kenya in effort to capitalize on this opportunity to offer services of property management, property sales and lettings. Most of these firms do not offer exceptional services and this is manifested by poor scheduling of rental reviews, creation of protected tenancies, poor physical state of buildings, improper records keeping of such data as tenancy schedules and poor customer relations. A need arises to address on how to achieve improved service quality through adoption of continuous improvement systems.

Real estate agency in Kenya is governed by the Estate Agents Act Cap 533 of the laws of Kenya. There are more sophisticated buildings in Kenya today including shopping malls, office parks, holiday homes, gated communities or mixed-use and multi-unit dwellings all of which require specialized professional management. Apart from the aforesaid Act and the Estate Agents Registration Board of Kenya established as per the Act, there is a need of ensuring quality service provision by the said real estate agencies.

1.2 Research Problem

Research has been done globally regarding CIS in varied disciplines. However, there is inadequate information regarding the relationship between the adoption of CIS and its influence on competitive positioning of a firm. The growth in real estate development in Kenya has attracted and led to the proliferation of real estate agencies in Kenya. Most of these firms do not offer exceptional services and this is manifested by poor scheduling of rental reviews, creation of protected tenancies, poor physical state of buildings, and improper records keeping of such data as tenancy schedules. Competition and Markets Authority (2014) notes poor customer relations between property managers and property owners as one of the problems experienced.

There is therefore a need to inform the sector of how CIS can be adopted to improve both service quality and competitive positioning. ISO (2015) advocates for seven Quality Management Principles (QMPs) that will be analyzed in the sample survey. These include customer focus, evidence-based decision making, engagement of people or staff, leadership, process approach, improvement and relationship management.

Studies have been done regarding service quality management in real estate agency sector in other countries such as ‘Implementing Quality in property management – The case of Singapore’, (Chin and Khee, 1999). Some of the works done in relation to Service Quality Management in Real Estate Agency Kenya include ‘An investigation into service quality determinants and effectiveness in real estate agency in Nairobi’ (Mang’eli, 2013). Other service-quality researches have been done in Kenya in such fields as Solid Waste Management, Thermal power stations, petrol distribution firms, fishing industry, multinational pharmaceutical firms, hotel industry, select ministries, ICT Industry, public

primary schools, universities, financial institutions, horticulture industry, constituency development funds (CDF), banking sector, sugar manufacturing firms and geothermal energy sector. The key research questions to be addressed in this study include: What is the level of quality awareness in the real estate agency sector in Kenya?; What is the extent to which QMPs and CIS such as ISO 9000 quality standards, Total Quality Management and Benchmarking practices have been adopted by the real estate agencies in effort to achieve competitive advantage? What is the relationship between CIS and CP?

1.3 Research Objectives

This study aims at achieving the objectives outlined below:

- a) To establish the extent to which Continuous Improvement Systems have been adopted by real estate agencies in Kenya in the process of competitive positioning.
- b) To examine the relationship between Continuous Improvement Systems and competitive positioning with special focus on real estate agencies in Kenya.

1.4 Value of the Study

The relevance of this study is threefold in that it is of great value to the scholarly world, professional practice and for policy formulators. The research is of a great significance to real estate practitioners such as real estate agents, property managers, facilities managers and valuers/appraisers. The information generated will be utilized by the real estate agencies in improving the quality of service in their day to day activities and in improving internal processes.

It is also imperative to note that quality management is inadequately addressed in some specialized undergraduate degree courses such as Real Estate and Property Management,

therefore the research is relevant for academic purposes. It creates a wonderful foundation for lecturers and students to tap into the theoretical and empirical reviews provided in the study.

The research also forms part of an information resource relevant to policy makers regarding matters pertaining to real estate. Legislators are able to base their decisions on readily available research in say formulating by-laws or acts of parliament. The information is also important for professional bodies in setting quality standards to be met by the subject real estate agencies. Examples of such bodies include the Institute of Surveyors of Kenya and the Estate Agents Registration Board.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section primarily focusses on two aspects of research, the first of which pertains the theories that revolve around the subject which is continuous improvement systems in relation to competitive positioning. The theories and their respective proponents are discussed with respect to the research topic. The final section of the chapter focusses on empirical research about previous researches done in relation to continuous improvement systems and competitive positioning.

2.2 Theoretical Review

Quality is a common word used in the corporate world and it normally implies the ability of a product or service to meet customer expectations. Deming (2000) is credited for one of the best definitions of quality to be ‘A predictable degree of uniformity and dependability at low cost and suited to the market’. ISO 9000 (2005) provides for the definition of quality as the degree to which a set of inherent characteristics fulfills requirements; the requirement here being a need or expectation that is stated, generally implied or obligatory. There are three theories that seem to have a linkage between continuous improvement systems and competitive positioning. They include Resource Based View (RBV) Theory, Knowledge Based theory (KBT) and Strategic Group Theory (SGT).

2.2.1 Resource Based View Theory

A CIS can be a major resource for a company in effort to beat competition. The Resource Based View Theory of the firm according to Barney (1986) emphasizes on the importance

of firm's rare, valuable, in-imitable and non-substitutable resources in sustaining competitive advantage in the market. The theory according to Barney (1991) assumes that organizations within a similar industry, market or group may be heterogeneous in nature meaning that the strategic resources that each organization controls may be unique to itself and not common to any other competing firm. Secondly, the model assumes that these rare resources are not necessarily mobile across organizations therefore the heterogeneity may be long-lived. He adds that the RBV theory of the firm inspects the implications of the aforesaid assumptions for the analysis of sources of sustained competitive advantage.

The design of a CIS that meets the aforesaid characteristics creates an opportunity for an organization to position itself ahead of its competitors. However, the theory has been criticized by Priem and Butler (2001) who note that different resource configurations can generate the same value to firms and thus would not be competitive advantage. They add that the RBV perspective doesn't constitute a theory of the firm and that the conditions of law like generalizations of empirical content, nomic necessity and generalized conditions are not met.

2.2.2 Knowledge Based Theory

Information or knowledge about the availability of willing and able buyers, sellers, lessors and lessees or generally varied aspects of the property market for any real estate agency is a key input for the firm's decision process to competitively position itself within the market place. The knowledge is aimed at achieving higher property sales and lettings. The ability to tap into new information and to adopt the same in the organization's business processes is relevant in achieving competitive advantage. Mang'eli (2013) notes that it is imperative for real estate agency firms to know what determines customer satisfaction, how to meet

such determinants, and ways of rendering customer-oriented service quality if they want to keep their clients' needs fulfilled.

Penrose (1959) in Knowledge Based Theory appreciates knowledge as the most important resource of an organization. Relevant and timely information is enough to create a better opportunity for an organization. One of the eight management principles mentioned by ISO (2015) necessary for a CIS is factual decision making. This principle just like the KBT appreciates the importance of knowledge in an organization.

2.2.3 Strategic Group Theory

Different real estate agencies across the market choose to operate within particular segments or sub-markets depending on their strategic goals, mission and vision. The market segments can be created on the basis of several clusters say on the basis of economic welfare which includes high, middle and low-income earners within the populace. Other firms may opt to segment the market on the basis of property-user; either residential, industrial or commercial/retail segments.

Strategic groups in the agency market may be identified on the basis of service quality, service diversity, extent of branding, number of segments served or geographic coverage. These agencies focus on particular submarkets and through such differentiation, they aim at competitively positioning themselves over competing firms. This can be said to be in line with the SGT whose proponent was Porter (1980) who notes about the similarity in organizations that focus on the same sub-markets or have similar strategies and service quality.

2.3 Quality Management Principles in Continuous Improvement Systems

Kumar (2010) defines continuous improvement (CI) as an ongoing effort to improve products, services or processes. These efforts can seek ‘incremental’ improvement over time or ‘breakthrough’ improvement all at once. CIS according to Haraburda and Zilafro (2012) basically mean processes and tools that collectively focus upon outcomes, use a team approach, require strong leadership and factual decision making and focus on customers and markets for long-term effectiveness. Oakland (1999) mentions CI to be one of the quality initiatives that are applied to achieve competitive excellence.

There are eight QMPs that can be utilized by top management to lead the organization toward improved performance. These include customer focus, informed decision making, leadership, staff involvement, system and process approaches to management, continual improvement and mutually beneficial supplier relationships (ISO (2015)). All these principles can be geared toward achieving CI and maintaining a competitive position within the market place; the constant adoption of the principles by a real estate agency would ideally contribute to sustainable competitive advantage. ISO (2015) explains about the eight QMPs and their benefits in line with CI philosophy. It defines ‘principle’ as a basic belief, a theory or rule that has a key influence on the way in which something is done.

2.3.1 Customer Focus Principle

ISO (2015) notes that understanding current and future needs of the target customers and other stakeholders of the organization contributes to the sustained success of the firm. The main aim of quality management is to meet customer’s needs and expectations. A firm should always strive to exceed the expectations of its clients. ISO (2015) explains that

sustained success is realized when a firm attracts and retains customers' and other interested parties' confidence. Every encounter with the customers provides an opportunity to create more value for them.

The benefits of this principle include customer satisfaction, loyalty and repeat business. It also leads to expanded customer base, enhances the reputation of the organization and leads to improved profitability and market share. The actions one can take to adapt the principle as noted by the organisation include recognizing the importance of both direct and indirect customers and understanding their current and future needs or expectations. ISI (2015) also mentions the need for the firm to align its objectives in line with the needs or expectations of its customers. The next action that can be taken is liaising with customers, ensuring the delivery of products or services to customers and constantly monitoring their needs.

2.3.2 Leadership Principle

While focusing on leadership, ISO (2015) reveals that the alignment or synchrony of staff personal goals with the goals of the firm, through unity of purpose and unity of direction, enables the firm to align its strategies, policies and endeavours toward achieving its goals. It notes the benefits of the principle to include improved communication across the organization hierarchy vertically and horizontally, improved coordination amongst departments, enhanced organizational processes and better achievement of the organization's objectives in an effective and efficient manner.

The other advantage is the resultant improvement in the capacity of staff members and the quality of service rendered by the staff and organization at large. ISO (2015) further provides for an action plan for this principle. The first is to communicate the organization's vision, mission, strategy, policies and processes throughout the organization. The creation

of sustainable shared values, fairness and ethical models for behavior at all levels across the organization hierarchy should then be done followed by establishment of a culture of integrity, trust and organization-wide commitment to quality.

2.3.3 Principle of Engagement of People

Gabcanova (2011) mentions that organization staff who are highly-motivated and loyal represent the foundation of a competitive company. ISO (2015) notes that people who are empowered and competent across the entire organization hierarchy are essential to enhance its capability to create or transform and deliver value. It adds that to manage an organization effectively and efficiently, it is imperative to involve all personnel at all company levels and to respect them.

The recognition, empowerment and improvement of staff-competence facilitates the engagement of staff in achieving the firm's quality objectives. Some of the benefits of the principle include improved understanding, enhanced trust, personal development and satisfaction. The directives of implementing this principle include communication with staff members to enhance understanding of the significance of their individual contribution, promotion of their teamwork and actions of facilitating open discussion and sharing of knowledge, experience and challenges.

2.3.4 Principles of Process and Systems Approaches

ISO (2015) manages to discuss about Process and System principles explaining that predictable or desirable results are achieved in the event that the organization objectives, activities and processes are understood and managed in a correlated manner. The interdependence of the processes improve the coherence and function ability of the entire system. Quality management systems are basically made up of interrelated processes. ISO

(2015) further mentions the benefits of the principles to include improvement in the firm's ability to attain value added consistent and predictable results. It also contributes to improved alignment of the company efforts toward key processes and systems.

Moreover, the principles enhance both efficient use of resources and lead to optimized performance through effective process management. The organization provides for an action plan for this principle starting with formulation of goals of the processes and systems necessary to achieve the said plans and the allocation of responsibility for managing processes. The organization should also be informed of its capabilities and determine the resource-shortage sectors prior to action.

2.3.5 Improvement Principle

ISO (2015) provides that successful firms during their operations tend to focus on improvement and that the rationale for CI principle is that it is vital for a firm to ensure it maintains its current desirable levels of performance and is flexible to the changes of the external and internal environments. The principle is also important for the organization to create new opportunities. ISO (2015) further notes the benefits of the principle to include improved organizational capabilities through improved processes, customer satisfaction, improved use of root-cause analysis and preventive and corrective actions. It also includes enhanced motivation for innovation.

The actions that can be taken include promotion of the improvement philosophy across the organization hierarchy including the education and training of staff on the same. To successfully promote and complete improvement projects people involved should be competent. More actions include developing and deploying the requisite processes necessary for the implementation of the improvement projects throughout the entire

organization. The review of the latter should then be done followed by the integration of improvement considerations into the development of new or modified goods, services and processes. Once improvement is achieved, it should be recognized and acknowledged.

2.3.6 Evidence based Decision Making Principle

(ISO (2015) appreciates the complexity and uncertainty of decision making process. It often utilizes numerous sources of data or inputs followed by the interpretation of the same, a process which may at times be subjective. It is essential to understand the relationships between variables and the potential unintended results or consequences. The use of factual information followed by an in-depth analysis of the same often leads to improved objectivity and confidence in the decision making process.

(ISO (2015) further notes that the benefits of the principle include improved decision-making processes, operational effectiveness, improved analysis of process performance and ability to achieve objectives. The actions outlined by the organization for this principle include the determination of the key indicators necessary for decision making followed by their regular measurement. This process should be constantly monitored. Data needed by the relevant stakeholders should be availed in sufficiently accurate, reliable and secure nature. The people involved should also be competent to analyze, evaluate data and make decisions.

2.3.7 Relationship Management Principle

ISO (2015) provides that for sustained success, relationship management by an organization of such interested parties such as supplier and partner networks is of great importance. The aforesaid parties tend to influence the performance of an organization.

Organizations that manage relationships with all of their stakeholders tend to optimize their impact on their performance and are likely to achieve likely to be achieved sustained success.

The key benefits of the principle as mentioned by ISO (2015) are enhanced performance of the organization and its interested parties and the achievement of a mutual understanding of goals and values among interested parties. Ideally, the principle should lead to increased capability of the firm to create value for interested parties through sharing resources and competence and also lead to achievement of a well-managed and stable supply chain of goods and services.

Quality management principles as discussed in the previous subsections form the backbone of continuous improvement systems (CIS) adapted by most successful organisations. Some of the CIS adopted by different organisations in varied industries include Total Quality Management (TQM), benchmarking and ISO 9000 Standards. Several studies (Chang, 2005; Oakland, 2000) appreciate total quality management as a management philosophy that, through leadership support has developed incrementally over time using CI as an important driver. Slack et al (2010) define TQM as an effective system for integrating the quality development, quality maintenance and quality improvement efforts to the various groups in an organization so as to enable production and service at the most economical levels which allow for full customer satisfaction. Apart from TQM, Gupta, McDaniel and Kanthi (2005) mention about Total Quality Service (TQS), the only difference being that the end result is a service.

Another system that focuses on continuous improvement in an organization is Benchmarking. To achieve CI, there is a need for benchmarking to be constantly carried

out. Several studies (Kelly, 1994; Elmuti and Kathawala (1997) note that benchmarking is the process of studying the best-in-class products, services, processes or procedures of successful organizations and using the aforesaid investigations as reference points and models to achieve improvement.

The third quality system, ISO 9000, refers to a series of international standards on quality management which were in the year 1987 developed by the International Organization of Standardization (ISO) based in Geneva. It was introduced to assist companies to design, develop and implement effective quality management systems. Buttle and Jayne (1999) provide that ISO 9000's main objective was to ensure the conformity of products and services to predetermined standards. Chin and Khee (1999) argue that ISO standards main focus are on the quality of systems as opposed to the quality of products or services. ISO certification can therefore be said to mean that an organization has endeavored to adapt and ultimately achieved detailed documented approach to achieving consistency of desired results / output.

2.4. Empirical Review on Continuous Improvement Systems and Competitive

Positioning

Porter (1980) mentions that competitive positions could be looked at from three perspectives, that is - cost, differentiation and scope. In his theory, managers had a high influence on the industry structure and in positioning their respective companies relative to others. Some of the concepts explored in his book included market signaling, barriers to exit, switching costs, broad versus focused strategies and cost versus differentiation.

According to Porter's (1980) school of thought, an organization opts to pursue one of two types of competitive advantage. The first is via lower costs relative to the firm's

competitors and the second being the differentiation of its products or services along dimensions perceived by its customers to be of higher value. A firm may also opt one of two types of scopes; either focus (offer its products / services to selected submarkets or segments of the market) or industry-wide, that is offer its product / service across numerous market segments. Zhang, Shen, Wu and Peng (2010) in their study find that strict and efficient quality control and planning capability of a firm is one of the major core competitiveness indicators for an organization. Continuous Improvement Systems in this study are perceived as some of the tools or processes relevant for a firm in achieving and sustaining its market position.

Savolainen (1999) in "Cycles of continuous improvement" approaches CI from the perspective of organizational renewal and looks at CI implementation as a managerial ideological change process. She notes that as the entire organization pursues the renewal, the prevailing management ideologies are undergoing change; at the same time the management itself functions as a catalyst in bringing about a change in thinking and practices. Renewal processes are thus deemed to be complex and involve multilevel managerial processes.

Savolainen (1999) finds that the shaping of an ideology were in effort for the firm to better encounter the poor economic situation. She adds that the continuous improvement ideology is a fundamental amalgam of knowledge which is a basis of competitive advantage that cannot be copied or stolen, it must be accomplished and earned through one's efforts. To sum up, she notes that the most significant factors emerging in the process of CI development were the support by top management, the role of external expert, staff involvement and the tactic of gradual progress with persistent persuasion. Savolainen

(1999) in her findings notes that there is a great possibility of an organization creating a competitive potential that is less likely to be imitated by competitors through the implementation of CI systems or philosophies. She adds that CI may act as a mental buffer during periods of environmental challenges.

Researches done by Attiany (2014), Reed et al (2000) and ISO (2009) explain the relationship between the quality management systems, within the realm of CIS, and competitive positioning but they hardly explain the relationship between the principles behind the said systems and competitive positioning. They have brought into light the relationship between benchmarking and competitive positioning and that between TQM and competitive positioning. They note that TQM is capable of not only generating a competitive advantage but also providing sustainability. ISO (2009) on the other hand provides that ISO 9004 provides information one can use to reinforce the competitive position and to provide improvements in processes and systems of the firm to achieve operational efficiency.

Table 2.1: Resource and Institutional Capital as sources of Sustainable Competitive Advantage

Key aspects	Resource capital	Institutional capital
Definition	Value-enhancing resources and capabilities of the firm	Contextual factors that enhance optimal use of resource capital
Examples	Superior distribution channels, short production cycles, lean cost structures, patented competencies, nonappropriable management talent, loyal customer base, superior management–employee relations	Cultures of continuous improvement, management emphasis on resource innovation, interfirm knowledge sharing, training programs and information technology systems that accelerate resource adoption
Key success factor	Procurement and protection of rare inimitable resources and capabilities	Effective management of the resource decision context
Ways to enhance capital	Formal resource evaluation systems, global benchmarking of resource practices, use of interindustry links for resource information, rewards and promotional advances for resource champions, horizontal communication flows	Incentive systems tied to resource innovations and competency sharing, investment in feedback mechanisms on resource performance, hiring criteria based on resource expertise, team-based structures
Factors that deplete capital	Security leaks, hiring away of key personnel, lack of management emphasis on loyalty, trust, or dependability	Stagnant cultures, management loyalty to outdated traditions, vested interests in the status quo

Source: Oliver (1997)

Oliver (1997) from a different angle brings into light the aspects of a firm that help an organization achieve and maintain its competitive position. She suggests that both resource capital and institutional capital as shown in Table 2.1 above are crucial to sustainable competitive advantage. The institutional context here refers to rules, norms, and beliefs surrounding economic activity that define or enforce socially acceptable economic behavior. She proposes a model, shown in Table 2.1, and develops propositions based on the model at the individual firm, and interfirm levels of analysis to explain optimal resource decisions and firm heterogeneity.

Oliver (1997) brings into light the significance of both the concept of resource capital and that of institutional capital to explain how the model can be utilized in effort to predict

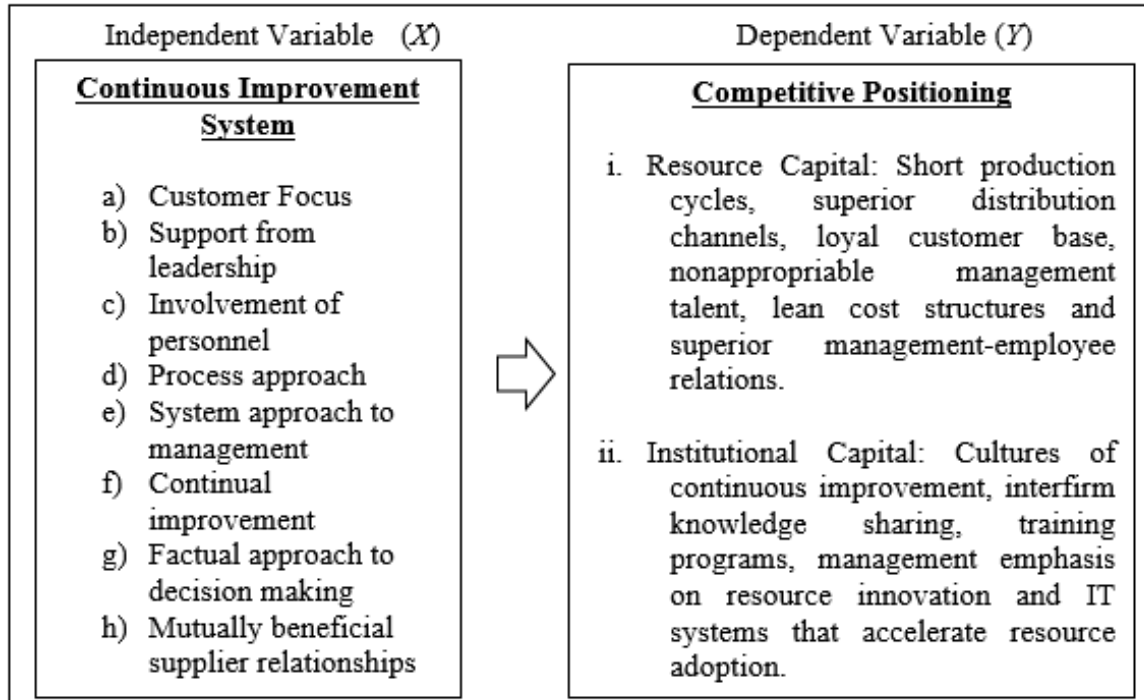
competitive advantage of an organization. From observation of the list provided by Oliver (1997), it can be deduced that most of the elements provided within institutional and resource capital can also be applied in service industries. The existence of the resource and institutional capital in organization as shown in Table 2.1 above can be said to be the key indicators of the achievement of sustainable competitive advantage, therefore competitive positioning of the said firm.

The resource capital necessary for sustainability of competitive positioning in a service organization includes superior inter-branch communications and linkages and short customer waiting times between service request and service provision. Lean cost structures (systems or philosophies of minimizing company costs) and nonreplicable management talent (competent and rare management in place) are also important. Moreover, loyal customer base and superior management-employee relations form part of the resource. For the case of institutional capital some of the indicators of the same in a service firm include cultures of continuous improvement, management emphasis on resource innovation, sharing of relevant information with other real estate agencies, training programs for staff and IT systems that fast-track resource adoption.

2.5. Conceptual Framework

Table 2.2 below shows the relationship between continuous improvement systems and competitive positioning. The factors that make up resource and institutional capital play a major role in enabling a firm to achieve and maintain its competitive position. These factors may be said to be by and large facilitated by the adoption of CI systems that basically encompass the eight QMPs.

Table 2.2: The Relationship between Continuous Improvement Systems and Competitive Positioning in an organization.



Source: Author, (2016)

The study aims at bringing out the relationship between the 8 Quality Management Principles and competitive positioning through correlation analysis. The researcher will ask respondents questions on a Likert scale (rated 1-5) pertaining both the independent and dependent variables. The scores of all respondents will then be analyzed and generalizations of the relationship between the aforesaid variable and the real estate industry will thus be made.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology used in collecting, analyzing and presenting data. It includes description of the research design, the research context, population under study, development and validation of research instruments and the procedure of data collection and data analysis.

3.2 Research Design

The researcher conducted the study using correlational survey. Correlational survey normally aims at bringing out the relationship between two variables in this case the independent and dependent variables, that is, continuous improvement systems and competitive positioning. This is in effort to make generalizations about the real estate industry in Kenya. A sample survey was conducted whereby samples were picked from three clusters of the population of real estate agencies operating in Kenya depending on the location of their headquarters. The clusters include Nairobi, Mombasa and other counties. The researcher further randomly selected the samples from the three lists of the entire population across the country so as to minimize biasness in selection.

3.3 Study Population

The subject stakeholders that formed the respondents of the survey were real estate agencies registered and operating in Kenya. The population of real estate agencies comprises of all real estate agencies in Kenya registered with the Estate Agents Board (EARB). According to the EARB of Kenya (2015), there were 331 registered real estate agents as at 31st March 2015 some working for estate agencies and other for businesses

unrelated to estate agency. The number of estate agencies (organizations) represented are 171 in number – the population.

3.4 Sampling Technique and Sample Size

The sample chosen adequately included players in the aforesaid three submarkets. The sample size is drawn from the formula presented by Nachmias & Nachmias (1996) illustrated below assuming a confidence level of 95% and that the response achieved from the sample would be within –ve 5 or +ve 5 of the true state of the population targeted.

$$n = \frac{Z^2 pqN}{e^2 (N-1) + Z^2 pq}$$

Where:

N = Population size

n = Sample size

q = 1- p

p = Sample population estimated to have characteristics being measured. Assume a 95% confidence level of the target population

e = Acceptable error (e = 0.05, since the estimated should be 5% of the true value).

Z = The standard normal deviate at the required confidence level = 1.96

Source: Nachmias and Nachmias (1996)

$$n = \frac{1.96^2 \times 0.95 \times (1-0.95) \times 171}{0.05^2 \times (171-1) + 1.96^2 \times 0.95 \times (1-0.95)} \quad n = 51 \text{ real estate agencies}$$

The researcher selected a sample of 51 real estate agencies from three clusters that comprise 14 real estate agencies headquartered in Mombasa, 140 in Nairobi and 17 from other regions (Kisumu, Nyeri, Nakuru and Kilifi), all from the entire population summing up to 171 real Estate Agencies as earlier mentioned in section 3.3. The sample size selected from each cluster (region) was calculated as follows:

$$\text{Nairobi: } (140/171) * 51 = 42$$

$$\text{Mombasa: } (14/171) * 51 = 4$$

$$\text{Other regions: } (17/171) * 51 = 5$$

3.5 Data Collection

The study used primary data collected from real estate agencies through questionnaires with both open and closed ended questions. The respondents were one real estate agent for every estate agency. The pertinent questions asked aimed at finding out the level of awareness of QMPs and CI systems such as ISO 9000 standards, TQM and Benchmarking and the extent to which they have been adapted by the organizations. Other indicators under study included but were not limited to qualitative data regarding the industry's perception on quality of service rendered by the agencies and the general feel of the level of competition and progress within the market.

The semi-structured questionnaire was largely grouped into four sections gathering information from the subject organizations from a general perspective. The focus was then narrowed down to particular issues about the said firms intended to address the research objectives then broadened to questions pertaining continuous improvement systems and competitive positioning. This can be termed as an hour-glass approach.

The researcher adapted different formats of questions from open-ended, closed-ended, matrix and contingency questions in effort of achieving the objectives of study using the guidelines provided by Mugenda (1999). The Likert psychometric rating scale was adopted for particular questions especially those regarding peoples' attitudes or other qualitative attributes. The researcher administered the questionnaires by sending them via email to the respondents. The researcher also dropped and picked some of the questionnaires from the respondents in instances where the latter were in close proximity to the researcher.

3.6 Data Analysis

The analysis of the data collected was made from the data entries made in tables in effort to make generalizations of the real estate agency sector in Kenya and to address the objectives raised earlier in the study. The objectives are: to establish the extent to which continuous improvement systems have been adopted by the aforesaid real estate agencies in Kenya in the process of competitive positioning and; to examine the relationship between continuous improvement systems and competitive positioning with special focus on real estate agencies in Kenya.

The ratings for the independent variables numbered 'X₁ – X₈' for each organization was matched by the respective average rating (composite rating) of the attributes of the dependent variables 'y₁ – y₁₁', for each organization sampled. A regression analysis of the aforementioned two variables was analyzed using the model below:

$$\text{Where } Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8$$

'Y' is composite score for competitive positioning

'a' is the intercept of the model

b₁, b₂, ..., b₈ are the coefficients

X₁ - Customer Focus, X₂ - Support from leadership, X₃ - Involvement of personnel

X₄ - Process approach, X₅ - System approach to management

X₆ - Continual improvement, X₇ - Factual approach to decision making

X₈ - Mutually beneficial supplier relationships

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter discusses about the findings of the research in line with the research objectives which include: to establish the extent to which continuous improvement systems have been adopted by the aforesaid real estate agencies in Kenya in the process of competitive positioning and; to examine the relationship between continuous improvement systems and competitive positioning with special focus on real estate agencies in Kenya. Other aspects that the study covers as provided by the respondents include the duties involved in estate agency, the property market outlook including the level of competition, service quality levels and the level of awareness of key aspects of service quality.

The chapter is divided into four sections. The first section provides a brief overview of the real estate agency sector in Kenya and the qualifications, roles and responsibilities of estate agents involved in the field of estate agency in Kenya. The second section analyses the level of awareness of key terms in service quality and the service quality rating within the real estate agency sector. The third section analyses the extent to which estate agencies have adopted some of the continuous improvement systems in their businesses and the relationship between continuous improvement systems and competitive positioning with special reference to estate agency in Kenya. The last section provides the conclusion of the findings of the chapter.

4.2 The Real Estate Agency Sector in Kenya

4.2.1 Overview of the property market

From the questionnaires received from the target respondents, a response rate of 35 out of 51 was achieved symbolizing a response rate of about 68% of the sample size. The respondents provided information regarding the property market outlook and the estate agency sector. The real estate agencies operate on different levels targeting varied geographical areas. Most of the registered estate agencies operate on a national level, some on a regional or local level and a few internationally. This is summarized in Figure 4.1.

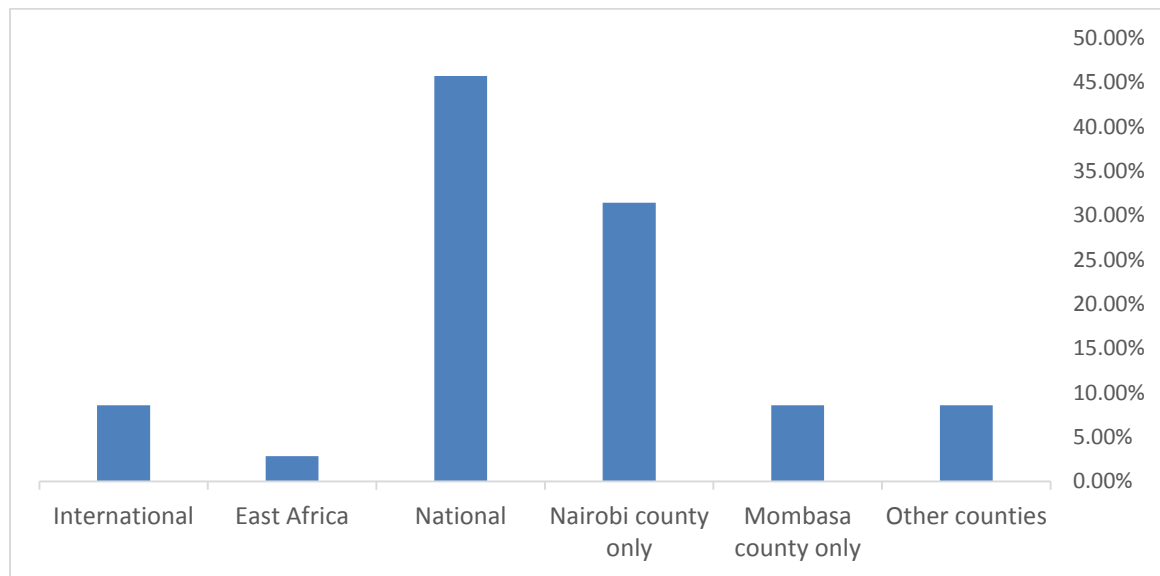


Figure 4.1: Areas of Operation of the Registered Estate Agencies in Kenya

Source: Field survey (2016)

The respondents provided different ratings of the level of competition within the real estate agency industry. A majority of the estate agencies rated the level of competition to be very high. In comparison to the organization performance in previous years, a majority of the estate agencies reported to have experienced less sales and lettings over the current year.

A few agencies however reported more lettings in the current year and others rated similar sales and lettings as the previous years. This information is presented in Figures 4.2 and 4.3 below:

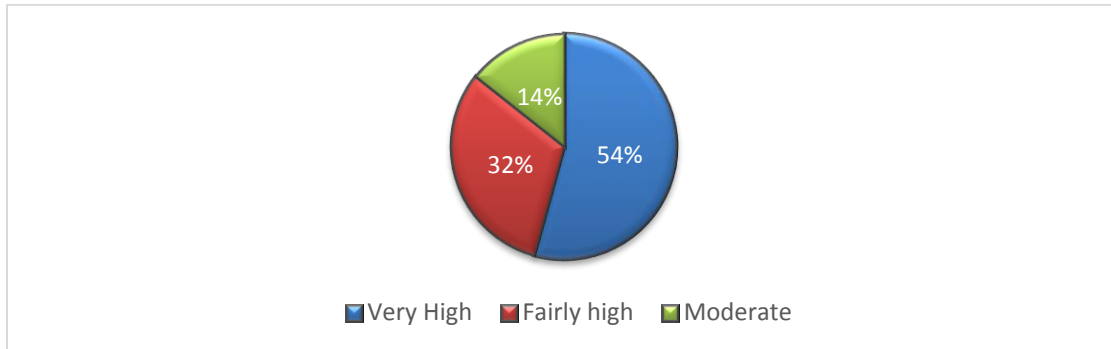


Figure 4.2: Rating of the Level of Competition in the Real Estate Agency Sector

Source: Field survey (2016)

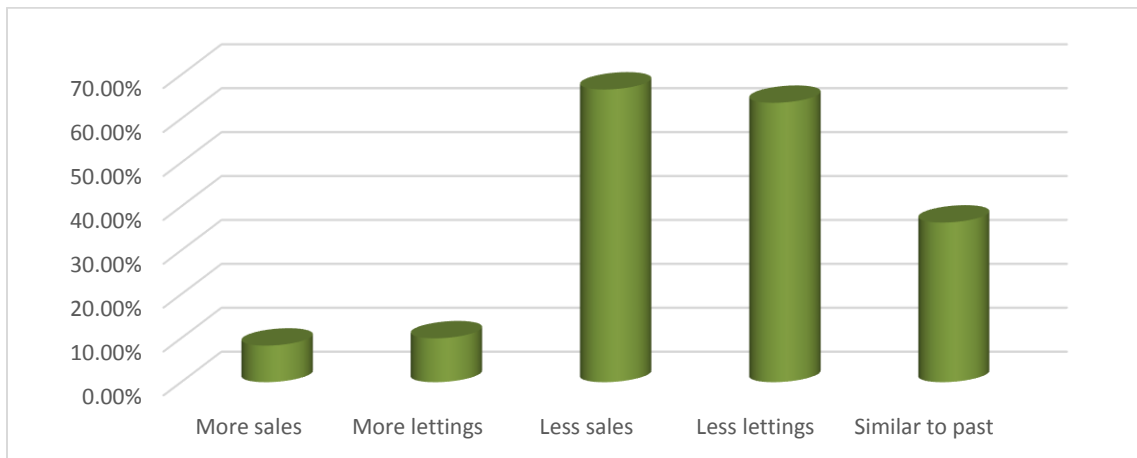


Figure 4.3: Current performance of Real Estate Agencies in Kenya as compared to previous years

Source: Field survey (2016)

A majority of real estate agencies provided several reasons that may have caused them to experience less sales and lettings as compared to the previous years. These include the

perceived political insecurity heightened by the oncoming general elections leading to less demand for properties. There were also high mortgage / interest rates experienced in the first half of the year. The few estate agencies that reported more lettings were those mainly operating in Nairobi County and this was attributed to the change in demographics and entry of multinational organizations seeking to rent premises.

4.2.2 Qualifications of Real Estate Agents and Roles of Real Estate Agencies in Kenya

A majority of practicing and registered real estate agencies were noted to be operational for more than 10 years. Most of the registered estate agents within the real estate agencies are holders of Bachelor's Degrees from Kenyan based academic institutions. The minimum certification noted was a Diploma. The different lines of specialization within the sector include residential sales, retail lettings, residential lettings, commercial sales and lettings and property / facilities management.

The roles involved in real estate agency include but are not limited to: property management and letting, preparation of letters of offer and tenancy schedules, handling of handover processes, lease management, preparation of service contracts, advertising and promotion, public relations, risk and financial management. A majority of real estate agencies provided that most of the properties managed by the subject fell in the region of between Kshs. 20 million and 50 million and those in excess of 50 million. This symbolized a target market of middle class and high income class clientele. The aforesaid estate agencies were involved in marketing a few properties that lied in the region of Kshs. 2 million to 10 million.

4.3 Service Quality in the Real Estate Agency Sector

The real estate agencies provided a higher rating of ‘good service quality’ of the services rendered by a majority of real estate agencies in Kenya. Slightly fewer number of respondents were indifferent about the quality of services rendered by most of the real estate agencies while others rated the quality of service as ‘poor’. There was no rating of ‘very good service’ or ‘very poor service’ achieved. This is as summarized in Figure 4.4 below. The reasons for poor service quality as noted from some of the respondents were untrained practicing real estate agents and loopholes in some of the laws governing estate agency.

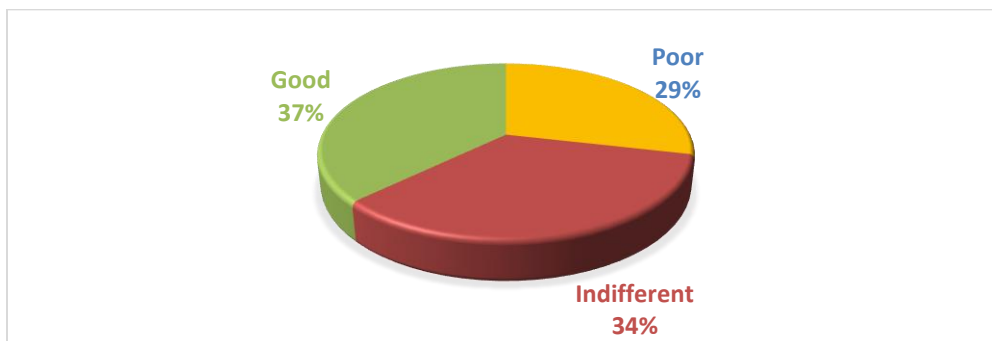


Figure 4.4: Rating of Quality of Service rendered by majority of Real Estate Agencies

Source: Field survey (2016)

From the responses achieved from the study, it was noted that almost all the respondents were aware of Benchmarking practices and a considerable number had applied the same in improving their service quality. The awareness by real estate agencies about ISO 9000 Standards was fairly high but its implementation by the aforesaid organizations was almost nil. A few real estate agencies were aware about Total Quality Management but fewer number of them reported to have practiced it. Generally, the rating of the implementation

of continuous improvement systems within the real estate agency sector was low. This is summarized in Figure 4.5 below:



Figure 4.5: Level of Awareness and Implementation of Continuous Improvement Systems

Source: Field survey (2016)

4.4 Continuous Improvement Systems and Competitive Positioning in the Real Estate Agency Sector

The research conducted collected information in regard to estate agencies' perception on the importance of the eight quality management principles behind continuous improvement systems. These principles include customer focus, employee involvement, top management support, informed decision making, adoption of continuous improvement philosophy, organization-wide process and systems approach and mutually beneficial supplier relationships. The ranking of the average ratings achieved from the most highly rated Quality Management Principle (QMP) to the least rated are as shown in the table 4.1 below.

The principle rated as the most important is customer focus while the least rated principle is mutually beneficial supplier relationships.

Table 4.1 Ranking of the Average Ratings of the Level of Importance of the Quality Management Principles

	Quality Management Principle	Average rating	Inference
1	Customer Focus	4.86	Very Important
2	Informed Decision Making	4.74	Very Important
3	Top Management Support	4.51	Very Important
4	Employee Involvement	4.46	Important
5	Continuous Improvement Philosophy	4.20	Important
6	Process Approach to Management	4.03	Important
7	System Approach to Management	3.91	Important
8	Mutually Beneficial Supplier Relationships	3.89	Important

Source: Field survey (2016)

The estate agencies also provided for ratings of their achievement of the indicators of sustainable competitive positioning which can be classified into two groups and these are resource capital and institutional capital. The resource capital attributes include superior inter-branch linkages, short customer waiting times, lean cost structures, non-replicable management talent, loyal customer base and superior management-employee relations. The attributes of institutional capital on the other hand include cultures of continuous improvement, management emphasis on resource innovation, sharing information with other real estate agencies, training programs for staff and IT systems that accelerate

resource adoption. The ratings of the levels of achievement of the indicators of competitive positioning are as provided in table 4.2 below.

Table 4.2 Ranking of the Average Ratings of the Level of Achievement of the indicators of Competitive Positioning

	Indicators of Competitive Positioning	Average rating	Inference
1	Loyal customer base	4.24	High
2	Short customer waiting times between service request and service provision.	3.75	High
3	Information technology systems that accelerate resource adoption.	3.74	High
4	Management emphasis on resource innovation.	3.625	High
5	Superior management-employee relations.	3.62	High
6	Nonreplicable management talent (Very good and rare management in place).	3.47	Average
7	Cultures of continuous improvement	3.38	Average
8	Lean cost structures (Systems or philosophies of minimizing company costs).	3.37	Average
9	Superior inter-branch communications and linkages.	3.18	Average
10	Training programs for staff.	2.97	Average
11	Sharing of information with other real estate agencies.	2.94	Average

Source: Field Survey (2016)

The real estate agencies rated the achievement of most of the attributes/indicators to be average save for a high achievement of short customer waiting times, loyal customer base and IT systems that accelerate resource adoption. The attributes that generally had a lower rating included the sharing of information with other estate agencies and training programs

for staff, both of which fall under institutional capital. This is as summarized in table 4.2 above. 51.4% of the real estate agencies generally had a high average rating of achievement of the indicators of competitive positioning, 42.9% had an average rating while 5.7% had low rating of achievement of the same.

The regression model $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8$ discussed in section 3.6 is also analyzed and the model summary is as provided in tables 4.3, 4.4 and 4.5 below. Table 4.1 below shows that the continuous improvement systems accounted for a 46.1% variation in the composite score for competitive positioning with adjusted $R^2 = 29.5\%$ which was a slightly large effect according to Cohen (1988).

Table 4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.461	.295	.47410

Source: Field survey (2016)

a.: Predictors: (Constant) - Mutually beneficial supplier relationships, employee involvement, factual decision making, organization-wide process approach, customer focus, top management support, adoption of continuous improvement philosophy, and organization-wide systems approach.

Table 4.4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.003	8	.625	2.782	.023 ^b
	Residual	5.844	26	.225		
	Total	10.847	34			

Source: Field survey (2016)

The dependent variable (Y) is a composite score for competitive positioning. Where 'b' represents the predictors (constant). These include mutually beneficial supplier relationships, employee involvement, factual decision making, organization-wide process approach, customer focus, top management support, adoption of continuous improvement philosophy and organization-wide systems approach.

Statistically, continuous improvements systems significantly predicted the competitive positioning of the firm: $F(8, 26) = 2.782, p < 0.05$.

Table 4.5: Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-1.880	1.607			
	C. F.	.372	.329	.234	1.130	.269
	EMP. INV	.179	.243	.160	.736	.468
	TOP M. S.	-.130	.231	-.129	-.562	.579
	F. D. M.	.522	.255	.410	2.049	.051
	C.I. PHIL	.075	.185	.106	.406	.688
	PROCESS A.	.347	.397	.435	.874	.390
	SYSTEMS A.	-.173	.350	-.234	-.494	.625
	M.B.S.R.	-.039	.149	-.046	-.260	.797

Source: Field survey (2016)

From table 4.5 above, the values of the equation $a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8$ are given as:

Composite score for competitive positioning (Y) = -1.880 + (0.372) C. F. + (0.179) EMP. INV + (-0.130) TOP M. S. + (0.522) F. D. M + (0.075) C.I. PHIL + (0.347) PROCESS A. + (-0.173) SYSTEMS A. + (-0.039) M.B.S.R.

Where:

- C. F. - Customer focus
- EMP. INV - Employee involvement
- TOP M. S. - Top management support
- F. D. M - Factual decision making
- C.I. PHIL - Continuous improvement philosophy
- PROCESS A - Organization-wide process approach
- SYSTEMS A - Organization-wide systems approach
- M.B.S.R - Mutually beneficial supplier relationships

From the beta coefficients (b1 to b8) achieved for each variable (x1 to x8) it was observed that the Quality Management Principles that had a positive correlation with competitive positioning included employee involvement, factual decision making, customer focus, adoption of continuous improvement philosophy and organization-wide process approach. On the other hand, the QMPs that had a negative correlation according to the data collected included mutually beneficial supplier relationships, top management support and organization-wide systems approach.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is divided into several sections. The first section discusses the summary of findings pertaining continuous improvement systems (CIS) and competitive positioning (CP) within the Kenyan context. The discussion brings out the level of service quality management as rated by real estate agents in Kenya and the relationship between CIS and CP. The second section discusses about the conclusions made regarding the study, the subsequent section discusses about the recommendations while the final section outlines the areas for further research.

5.2 Summary of Findings

The objectives of this study were to establish the extent to which continuous improvement systems have been adopted by real estate agencies in Kenya in the process of competitive positioning and to examine the relationship between continuous improvement systems and competitive positioning with special focus on real estate agencies in Kenya. Data was collected from a sample of 35 real estate agencies, symbolizing a response rate of about 68.6%.

It was established that real estate agencies adopt the eight quality management principles (QMPs) in their day to day operations in effort to achieve sustainable competitive positioning in the market. They regarded the QMPs as important save for a lower adoption of the principles of organization-wide systems approach, top management support and mutually beneficial supplier relationships. There was also minimal implementation of such

continuous improvement systems (CIS) as Total Quality Management and ISO 9000 standards. Most real estate agencies had adopted benchmarking which is the most basic or simplistic CIS.

The ratings for the indicators of sustainable competitive positioning were average and some of the attributes / indicators were lowly rated. The indicators which were lowly adapted by the real estate agencies included training programs for staff and the sharing of information by the subject real estate agencies with other firms (competitors) for their mutual benefit. There was also a high positive correlation of 0.549 between continuous improvement systems adapted by the real estate agencies in Kenya and competitive positioning.

Most real estate agencies (37%) also rated the service quality of a majority of real estate agencies in Kenya as good. 34% of the respondents however were indifferent about the service quality while 29% rated the service quality as poor. Real estate agents revealed some of the causes of poor service quality to be untrained practicing real estate agents and loopholes in some of the laws governing estate agency. Some of the causes of less sales and lettings achieved in the current year as noted by the respondents were high interest or mortgage rates, the closing down of some banks and the general elections fever which makes prospective buyers postpone investments.

5.3 Conclusion

The study concluded that continuous improvement systems or continuous improvement (CI) philosophy is positively correlated with competitive positioning. It is imperative for an organization to adopt all the quality management principles QMPs behind the CI philosophy and these include customer focus, employee involvement, top management support, informed decision making, adoption of continuous improvement philosophy and

mutually beneficial supplier relationships, organization-wide process approach and organization-wide systems approaches.

It is also important for organizations to utilize both resource and institutional capital in effort to achieve sustainable competitive positioning. The resource capital comprises superior inter-branch linkages, short customer waiting times, lean cost structures, non-replicable management talent, loyal customer base and superior management-employee relations while the institutional capital comprises cultures of continuous improvement, management emphasis on resource innovation, sharing information with other real estate agencies, training programs for staff and IT systems that accelerate resource adoption. The study also concluded that there is a need for the training of staff on continuous improvement systems and competitive positioning.

5.4 Recommendations

While focusing on the indicators of competitive positioning, it was noted that most of the real estate agencies did not share mutually-beneficial information with other real estate agencies (competitors). There was also a need for the training of staff that was recognized. The study recommends for the training of staff within the real estate agency sector on continuous improvement systems and competitive positioning.

The study having found out that three of the eight quality management principles were poorly implemented, that is top management support, organization-wide systems approaches to management and mutually beneficial supplier relationships. There is a need for more research and training of staff regarding the three principles. The real estate agencies should also endeavor to share mutually beneficial information with competitors

regarding property and prospective clients. Proper inter-agency contracts should be drawn when both real estate agencies transact with common leads to safeguard their interests.

5.5 Limitations of the Study

This study targeted respondents from varied counties in the country limiting the mobility of the researcher. Inadequate funds also limited the mobility of the researcher only allowing for the physical access to fewer respondents and the sending of questionnaires via email to distant respondents. There was also limited time between receipt of questionnaires by the respondents and the receipt of filled questionnaires by the researcher.

5.6 Recommendations for Further Research

The areas of further research identified by the research include:

- a) An investigation of the adoption of Total Quality Management in the real estate agency sector. The case of Kenya
- b) An investigation of the adoption of ISO 9000 standards in the real estate agency sector in Kenya.

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APPENDICES

Appendix 1: Questionnaire



UNIVERSITY OF NAIROBI
Department of Management Science

The following questionnaire will be used strictly for academic purposes. You are requested to voluntarily fill in information as accurately as possible and any additional relevant information on the blank space at the end. All information collected will be treated with utmost confidentiality. Tick as appropriate or write on the space provided, thank you in advance for your kind assistance.

Questionnaire to Real Estate Agents/Property Managers

1. How long have you worked for the current Real Estate Agency or within the Agency sector?

.....
.....

2. What are your qualifications and main responsibilities within the Agency? Tick where appropriate.

a) Qualification(s)

- Master's Degree
- Bachelor's Degree
- Diploma
- K.C.S.E Certificate Holder
- Other qualifications

What is your area of specialization?

.....

If you have Other qualifications, kindly explain:

.....
.....

b) Responsibilities:

.....

.....
.....
.....

3. How is the Real Estate Agency business going for you today as opposed to a few months or years ago?
- a) More sales this year as opposed to previous years
 - b) More lettings this year as opposed to previous years
 - c) Less sales this year as opposed to previous years
 - d) Less lettings this year as opposed to previous years
 - e) Relatively same level of sales and lettings as previous years

What are some of the reasons for this?

.....
.....
.....

4. How would you rate the level of competition in the Real Estate Agency Sector today?
- Very High Fairly High Moderate
Low Very Low

5. Does your company also offer Property Management services? Yes: No:

If Yes, about how many properties does the firm manage?

- a. 1 – 20 Properties
- b. 20 – 50 Properties
- c. 50 – 100 Properties
- d. More than 100 Properties

6. Which regions does your Agency operate?

Mombasa County Only Nairobi County Only Nationally
Other counties East Africa Internationally

7. Looking at the property-prices per individual property of the properties that you market, kindly advice whether a majority of your properties lie in the range below. Please tick where appropriate:

Ksh. 500,000 – Ksh. 2,000,000: Majority Few None
Ksh. 2,000,000 – Ksh. 5,000,000: Majority Few None
Ksh. 5,000,000 – Ksh. 10,000,000: Majority Few None
Ksh. 10,000,000 – Ksh. 20,000,000: Majority Few None

Ksh. 20,000,000 - Ksh. 50,000,000: Majority Few None
 Above Ksh. 50,000,000: Majority Few None

8. How would you rate the Quality Level of services offered by a majority of Real Estate Agencies in Kenya?

Very Good Good Indifferent
 Poor Very Poor

9. On a scale of 1 to 5, how would you rate the level of importance of the attributes below in the operations of the business? Please **tick** once in the box for every attribute:

1 – Not Important 2 – Less Important 3 – Indifferent
 4 – Important 5 – Very important

	Attribute:	1	2	3	4	5
a)	Customer Focus					
b)	Employee Involvement					
c)	Top management support					
d)	Informed/Factual Decision making					
e)	Adoption of Continuous Improvement philosophy					
f)	Organization-wide Process Approach					
g)	Organization-wide Systems Approach					
h)	Mutually beneficial Supplier Relationships					

10. On a scale of 1 to 5, how would you rate the level at which your organization has managed to achieve the attributes below? Please **tick** once in the box for every attribute:

1 – Very Low 2 – Low 3 – Average
 4 – High 5 – Very High

	Attribute:	1	2	3	4	5
	<i>1. Resource Capital</i>					
a)	Superior inter-branch communications and linkages.					

b)	Short customer waiting times between service request and service provision.					
c)	Lean cost structures (Systems or philosophies of minimizing company costs).					
d)	Nonreplicable management talent (Very good and rare management in place).					
e)	Loyal customer base					
f)	Superior management-employee relations.					
	2. Institutional Capital					
g)	Cultures of continuous improvement					
h)	Management emphasis on resource innovation.					
i)	Sharing of information with other real estate agencies.					
j)	Training programs for staff.					
k)	Information technology systems that accelerate resource adoption.					

11. Were the following terms familiar to you before this interview?

Continuous Improvement Systems: Yes No

ISO 9000 Standards: Yes No

Total Quality Management: Yes No

Benchmarking: Yes No

If Yes, please explain how your agency has applied any of the above in being competitive in the market.

a. ISO 9000 Standards:

.....
.....
.....
.....

b. Total Quality Management:

.....
.....
.....
.....

c. Benchmarking:
.....
.....
.....

12. How important do you feel the above continuous improvement systems (Benchmarking, ISO 9000 certification and Total Quality Management) are necessary for a Real Estate Agency to apply in business to achieve a better competitive position in the market?

i. ISO 9000 standards:

Very important Fairly important Indifferent
Less important Unimportant

ii. Total Quality Management:

Very important Fairly important Indifferent
Less important Unimportant

iii. Benchmarking:

Very important Fairly important Indifferent
Less important Unimportant

13. Is your firm willing to invest or apply any of the quality improvement systems below?

a) Total Quality Management Yes No
b) ISO 9000 Certification Yes No
c) Benchmarking Yes No

Appendix 2: Letter of Introduction:

UNIVERSITY OF NAIROBI



DEPARTMENT OF MANAGEMENT SCIENCE

P.O. Box 83732-80100, Mombasa. *Tel: 041-223540, 020 2059161*

REF: D61/72796/2014

26th June, 2016

RE: NJENGA DANSON NGUGI

The above named is a student at the department pursuing a degree of Masters of Business Administration. He is currently undertaking his academic project titled '*CONTINUOUS IMPROVEMENT SYSTEMS AND COMPETITIVE POSITIONING IN THE REAL ESTATE AGENCY SECTOR IN KENYA*'.

The purpose of this letter therefore is to request you to kindly allow him to access any kind of information/reading material he may require from your organization to enable him complete his project paper successfully.

The information given will be used for research purpose only. For any enquiries, contact the numbers above.

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.....
.....

Appendix 3: List of Registered Estate Agencies in Kenya

NAIROBI			
1.	MILLIGAN INTERNATIONAL LTD P.O BOX 10724-00400 NAIROBI	2.	CAPSTAN KENYA LIMITED BOX 4387-01002 THIKA
3.	GIMCO LTD, P.O. 61551 - 00200, NAIROBI	4.	SILVERROCK LIMITED P.O BOX 52122-00200 NAIROBI
5.	ADVENT VALUERS LIMITED, P.O. BOX 6171 - 00200, NAIROBI	6.	SEMA ESTATE AGENTS P.O BOX 14347-00800 NAIROBI
7.	VILLA CARE LIMITED P.O BOX 66331-00100 NAIROBI	8.	JB MARTINS LIMITED P.O BOX 66618-00800 NAIROBI
9.	MESSRS SWATZ DEVELOPERS LIMITED BOX 958-00100 NAIROBI	10.	CHABRIN AGENCIES LIMITED P.O BOX 16659-00100 NAIROBI
11.	EACKELBERG & CO. LIMITED P.O BOX 180-00200 NAIROBI	12.	VALUE ZONE LTD, P.O. BOX 38715-00600, NAIROBI
13.	KNIGHT FRANK LIMITED P.O BOX 39773-00623 PARKLAND, NAIROBI	14.	AXIS REAL ESTATE LIMITED P.O BOX 70731-00400 NAIROBI
15.	LYNEX HOLDINGS LIMITED P.O BOX 9423-00200 NAIROBI	16.	REGENT MANAGEMENT LIMITED P.O BOX 79487-00200 NAIROBI
17.	TYGON LTD BOX 40228 - 00100, NAIROBI	18.	GATHUMBI & ASSOCIATES, P.O. BOX 53299-00200, NAIROBI
19.	HASSCONSULT LIMITED BOX 14090-00800 NAIROBI	20.	COG CONSULTANTS LIMITED, P.O. BOX 4311-00100, NAIROBI
21.	ARK CONSULTANT LIMITED BOX 42093-00100 NAIROBI	22.	RUBYLAND LIMITED, P.O. BOX 15468-00100, NAIROBI
23.	BROLL KENYA LIMITED BOX 2278-00606 NAIROBI	24.	SPARROW PROPERTY CONSULTING LTD, BOX 28870 - 00200, NAIROBI
25.	MAMUKA VALUERS LIMITED P.O BOX 68075-00200 NAIROBI	26.	SAVANNAH CONSULTING LIMITED BOX 9389-00100 NAIROBI
27.	VALUERLINE CONSULTING LIMITED P.O BOX 50918-00100 NAIROBI	28.	NEO WESTEND VALUERS BOX 57405-00200 NAIROBI
29.	REIGHMAN CONSULT LIMITED P.O BOX 21941-00100 NAIROBI	30.	VIDMERK LTD, P.O. BOX 46226-00100, NAIROBI
31.	SIGNATURE AFRICA PROPERTY CONSULT LTD, P.O.BOX 2833-00100, NAIROBI	32.	MASTERWAYS PROPERTIES LTD, P.O. BOX 38715 - 0060, NAIROBI
33.	PINNACLE VALUERS LIMITED BOX 70731-00400 NAIROBI	34.	HORERIA & COMPANY BOX 43990-00100 NAIROBI
35.	GAMAR INVESTMENTS, P.O. BOX 6296-00200, NAIROBI	36.	METROCOSMO LIMITED, P.O. BOX 40656 - 00100, NAIROBI
37.	NEEMA MANAGEMENT LTD, P.O. BOX 19527 - 00202 (KNH) NAIROBI	38.	REAL APPRAISAL LIMITED BOX 3326-00100 NAIROBI
39.	COLBURNS HOLDINGS LTD, P.O. BOX 41922 - 00100, NAIROBI	40.	TYSONS LIMITED P.O BOX 40228-00100 NAIROBI
41.	PDM (K) LIMITED BOX 20311-00200 NAIROBI	42.	TERESTAM MANAGEMENT P.O BOX 13951-00100 NAIROBI

43.	VENTURE PROPERTIES BOX 54025-00200 NAIROBI	44.	AMAZON VALUERS LIMITED P.O BOX 17147-00100 NAIROBI OR 3220-800100 MOMBASA
45.	REALKEN INTERNATIONAL LIMITED BOX 64575 NAIROBI	46.	LLYOYD MASIKA LIMITED BOX 45733-00100 NAIROBI
47.	INTERNATIONAL VALUERS(K) BOX 1300 - 00502, NAIROBI	48.	CRYSTAL VALUERS LIMITED BOX 10205-00100 NAIROBI
49.	CHAPTER PROPERTY CONSULTANTS LIMITED BOX 59211-00200 NAIROBI	50.	PARADISE HOME & PROPERTIES P.O BOX 23604-00200 NAIROBI
51.	MAHALE ESTATE LIMITED BOX 74411-00200 NAIROBI	52.	BAGEINE KARANJA MBUU LIMITED P.O BOX 07366-00200 NAIROBI
53.	MENCIA MANAGEMENT LIMITED BOX 14088-00100 NAIROBI	54.	ENA PROPERTY CONSULTANT LIMITED BOX 56599-00100 NAIROBI
55.	KERIASEK & CO. LIMITED P.O BOX 73744-00100 NAIROBI	56.	STEAM PLANT LIMITED UNITED SHELTER P.O BOX 64108-00620 NAIROBI
57.	ALLIED VALUERS LIMITED BOX 57584-00200 NAIROBI	58.	PRECISION VALUERS P.O BOX 67 - 00502, KAREN
59.	PREMIER VALUERS LIMITED BOX 200-00200 NAIROBI	60.	KARAGU AND MWANGI LIMITED BOX 10169-00100 NAIROBI
61.	MORGAN WRIGHT LIMITED BOX 51743-00100 NAIROBI	62.	REGAL REAL ESTATE CONSULTANTS BOX 42073-00100 NAIROBI
63.	INTEGET LTD, P.O. BOX 16274 - 0010, NAIROBI	64.	CORNERSTONE INTERNATIONAL LIMITED BOX 10218-00100 NAIROBI
65.	LANGATA LINK LTD, P.O. BOX 15097-00509, NAIROBI	66.	EMM CONSULT LTD, P.O. BOX 79780-00100 NAIROBI
67.	NW REALITE LTD, BOX 61551 -00200, NAIROBI	68.	ACUMEN VALUERS LTD, BOX 43848-00100, NAIROBI
69.	LUSTMAN & COMPANY LIMITED BOX 46846-00100 NAIROBI	70.	LANDMARK REALTORS LTD, BOX 14815 - 00100, NAIROBI
71.	DANCO LTD. BOX 2350 - 00100, NAIROBI	72.	HOMELANDS HOLDING BOX 7894 - 00200, NAIROBI
73.	SORTMASTER INVESTMENT LTD, BOX 756 - 00600, NAIROBI	74.	VERITY MANAGEMENT LTD, BOX 5814 - 00100, NAIROBI
75.	NJIHIA MUOKA RASHID CO. LTD, P.O. BOX 67959 - 00100, NAIROBI	76.	GREEN GAIN CONSULTANT LTD, BOX 25713 - 00100, NAIROBI
77.	PRUDENTIAL VALUER LTD, BOX 11812-00100, NAIROBI	78.	CITISCAPE VALUER, BOX 16062 - 00100, NAIROBI
79.	RROSWALD & CO LTD, BOX 40285 - 00100, NAIROBI	80.	FINELAND LTD, P.O. BOX 47408 - 00100, NAIROBI
81.	HERITAGE PROPERTY CONSULTANT, BOX 21722 - 00100, NAIROBI	82.	EBONY ESTATE AGENTS, P.O. BOX 591-00200, NAIROBI

83.	EAST END PLAZA BOX 61458-00200 NAIROBI	84.	KENALLEN INVESTMENT LTD, P.O. BOX 25000 - 00100, NAIROBI
85.	VENMIC CONSULTANTS LTD, P.O. BOX 10421 - 00200, NAIROBI	86.	PERL URBAN PROPERTY CONSULTANTS, P.O. BOX 4685 - 00100, NAIROBI
87.	PARAGON PROPERTY VALUERS LTD, P.O. BOX 43499 -00100, NAIROBI	88.	GIMARA ENTERPRISES LIMITED BOX 1313-00621 VILLAGE MARKET
89.	MUITU & COMPANY LIMITED BOX 10094-00400 NAIROBI	90.	VALUECONSULT LIMITED, P.O. BOX 60129 - 00100, NAIROBI
91.	SUBUBIA LTD, P.O. BOX 42671 - 00100, NAIROBI	92.	ALLTOP INVESTMENT LTD, P.O. BOX 16199-00100 NAIROBI
93.	BERGET PROPERTY INVESTMENT BOX 62401-00100 NAIROBI	94.	ALLIANCE REALTOR LTD, P.O. BOX 17100 - 00100, NAIROBI
95.	JOE MUSYOKA CONSULTANTS LIMITED BOX 24146-00502 NAIROBI	96.	VERA PROPERTIES LIMITED BOX 55967-00200 NAIROBI
97.	MANSIONS VALUERS, P.O. BOX 10297 - 00100, NAIROBI	98.	NDURUNGI REAL ESTATE BOX 1737 - 00100, NAIROBI
99.	SEB ESTATES LIMITED BOX 47778- 00100 NAIROBI	100.	KENVAL REALTOR LTD, BOX 2901 - 00100, NAIROBI
101.	NGOTHO PROPERTY CONSULTANT LTD BOX 1870 - 00606, NAIROBI	102.	ROYAL VALUERS LTD, P.O. BOX 62034, NAIROBI
103.	BLUEHILLS REAL ESTATES, BOX 18017 - 00100, NAIROBI	104.	ARICPOINT PROPERTIES LTD, PO.BOX 693-00600, NAIROBI
105.	METROPOLIS PROPERTY LTD, BOX 4235 - 00200, NAIROBI	106.	MUIGAI COMMERCIAL AGENCY, P.O. BOX 10297 - 00100, NAIROBI
107.	NISHANI MANAGEMENT, BOX 14903 - 00100, NAIROBI	108.	GUARDIAN PROPERTIES LTD BOX 70336 - 00400 NAIROBI
109.	LLYOYD MASIKA LIMITED BOX 45733- 00100 NAIROBI	110.	KIRAGU & MWANGI LTD, BOX 10169 - 00100, NAIROBI
111.	CENTENARY VALUERS LIMITED BOX 43013-00100 NAIROBI	112.	CMT REALTOR LTD, P.O. BOX 8539 - 00200, NAIROBI
113.	NICKY NZIOKA & COMPANY BOX 48974 NAIROBI	114.	MUDAS PROPERTY SERVICES LTD, BOX 50981 - 00200, NAIROBI
115.	NJOME & SONS LTD, P.O. BOX 57262 - 00100 NAIROBI	116.	PROPERTY TRENDS, P.O. BOX 42941 - 0010, NAIROBI
117.	PETRUM VALUERS, BOX 3285 - 00100, NAIROBI	118.	KENSTATE VALUERS, P.O. BOX 3776 - 00200, NAIROBI
119.	REAL MANAGEMENT SERVICES (2002) LIMITED BOX 46385-00100 NAIROBI	120.	SEDCO CONSULTANTS LIMITED BOX 73441-00200 NAIROBI
121.	GIG AND CREATIONS LIMITED BOX 50823-00100 NAIROBI	122.	PEAKSCALE LIMITED P.O BOX 46742-00100 NAIROBI
123.	ACL - P.O BOX 16804-00620 NAIROBI	124.	EQUITY ESTATE LTD, BOX 49785 - 00100, NAIROBI
125.	SYAGGA & ASSOCIATES BOX 26060 - 00504, NAIROBI	126.	ROMA VALUERS ENVIRONMENTAL & PROPERTY CONSULTANTS BOX 1931-00100 NAIROBI
127.	RYDEN INTERNATIONAL LIMITED BOX 40827-00100 NAIROBI	128.	DARIMA PROPERTIES (K) LIMITED BOX 18711-00500 NAIROBI

129.	ROACK CONSULT LIMITED P.O BOX 21800-00400 NAIROBI	130.	MAESTRO PROPERTIES LIMITED BOX 30088 NAIROBI
131.	WAINAINA REAL ESTATE LTD, BOX 74194 - 00100, NAIROBI	132.	ADVENT VALUERS & ESTATE AGENT LIMITED BOX 45733-00100 NAIROBI
133.	PROPERTY WISE, BOX 66264 - 00100, NAIROBI	134.	NINJAH ENTERPRISES LTD, BOX 7102-00300, NAIROBI
135.	NDUATI WAMAE & ASSOCIATES CO. LTD, BOX 10304 - 00400, NAIROBI	136.	URBAN AFRICAN LIMITED BOX 18960-00500 NAIROBI
137.	SUNDOWN VALUERS & REALTORS LTD, BOX 57427 - 00200, NAIROBI	138.	HALLMARK VALUERS LTD, BOX 10057 - 00100, NAIROBI
139.	DUNHILL AFRICA VLAUERS LTD BOX 2211-00202, NAIROBI	140.	CHALAN MARKETIN SERVICES BOX 69376 - 00400, NAIROBI
MOMBASA			
1.	PICOTT PLACE PROPERTIES P.O BOX 88705-80100 MOMBASA	2.	SHIMONI ENTERPRISES P.O BOX 82801-80100 MOMBASA
3.	MAINA CHEGE & COMPANY LIMITED P.O BOX 90344-80100 MOMBASA	4.	GIGI AND COMPANY LIMITED P.O BOX 80654-80100 MOMBASA
5.	PAUL WAMBUA VALUER BOX 43518-80100 MOMBASA	6.	WESCO PROPERTY BOX 43356 MOMBASA
7.	JIWA PROPERTIES LIMITED BOX 89891 MOMBASA	8.	KILIRU & COMPANY VALUERS & ESTATE AGENTS BOX 41591 - 80100, MOMBASA
9.	ELEGANT INVESTMENT (1996) LIMITED BOX 88950-80100 MOMBASA	10.	CORAL PROPERTY CONSULTANTS LIMITED BOX 80017-80100 MOMBASA
11.	WYCO VALUERS CO., P.O. BOX 86984 - 20100, MOMBASA	12.	AMESNET ENTERPRISES LIMITED BOX 1015-80100 MOMBASA
13.	TORNSON AGENCIES LIMTED P.O BOX 84599-80100 MOMBASA	14.	SAAD YAHYA & ASSO. BOX 14687 - 80100, MOMBASA
OTHERS			
1	ADN ADVISORY VALUERS P.O BOX 17476-20100 NAKURU	2	JOSEKINYAGA ENT LIMITED, P.O. BOX 219 - 00242, KITENGELA
3	LEGEND VALUERS BOX 3970 KISUMU	4	JOSTIKA CONSULTANT LIMITED BOX 40 ONGATA RONGAI
5	LUWAFO PROPERTIES LIMTED BOX 45 THIKA	6	VALENTINE FIRST VENTURES (K) LIMITED BOX 2355-1000 THIKA
7	MWALIMU AGENCIES COMPANY LIMITED P.O BOX 1965 NYERI	8	CHIPRO ENTERPRISE ESTATE AGENT, P.O. BOX 457, KALIMONI
9	JAMES ESTATE AGENTS LTD, BOX 2188, NYERI	10	TOPMARK VALUERS LIMITED BOX 6599-1000 THIKA
11	NJORO ENTERPRISES BOX 3750 - 20100, NAKURU	12	ZOOM REAL ESTATE AGENCIES BOX 1563-00900 KIAMBU
13	GENERAL MARKETING SERVICES LTD, BOX 75-10100 NYERI	14	SUMMER COMMERCIAL AGENCIS, P.O. BOX 16409, NAKURU

15	FOCUS MANAGEMENT LTD, P.O, BOX 15858 - 20100, NAKURU	16	ADD PROPERTY CONSULTANTS, P.O. BOX 628 - 40100, KISUMU
17	GUINNESSE ESTATE AGENTS LTD, BOX 231 - 80108, KILIFI		

Source: EARB (2015)