

**INFLUENCE OF ENTREPRENEURIAL MARKETING
ORIENTATION ON COMPETITIVE ADVANTAGE
AMONG MOBILE SERVICE PROVIDERS IN KENYA**

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**Influence of entrepreneurial marketing orientation on competitive
advantage among mobile service providers in Kenya**

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DECLARATION

This thesis is my original work and not been presented for a degree in any other university.

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DEDICATION

This work is dedicated to my mum Florence Wanjiku, my dear wife Veronica Muringi, my son Victor Kamau and my daughter Evelyne Wanjiku for all that they have sacrificed to see my vision achieved. And now unto the Lord Most High for knowledge and all immeasurable provision, I say thank you LORD.

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ABBREVIATIONS AND ACRONYMS

| | |
|----------------|--|
| ANOVA | Analysis of Variance |
| CAK | Communication Authority of Kenya |
| CCK | Communications Commission of Kenya |
| CBD | Central Business District |
| EM | Entrepreneurial Marketing |
| EO | Entrepreneurial Orientation |
| ICT | Information Communication Technology |
| MO | Market Orientation |
| MSP | Mobile Service Provider |
| PERVAL | Perceived Value |
| RBV | Resource Based View |
| RL | Resource Leveraging |
| SERQUAL | Service Quality |
| SME | Small and Medium Enterprises |
| SO | Strategic Orientation |
| UNCTAD | United Nations Conference on Trade and Development |
| USD | United States Dollars |

DEFINITION OF TERMS

- Competitive Advantage** Competitive advantage means achieving a bigger gap than your competitors between the value your customers see in your product and the costs you incur in providing that product (Pietersen, 2010). Customer perceived value ratio of customer perceived benefits to customer perceived costs (Miles & Darroch, 2006).
- Economic value** Products objective monetary worth to a customer, adjusted for availability of competitive substitute products (Smith & Nagle, 2005).
- Emotional value** the perceived utility derived from product's capacity to arouse feelings or effective state (Nasution, Mavondo, Matanda, & Ndubisi, 2011).
- Entrepreneurial Marketing (EM)** -Entrepreneurial marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, pro-activeness, and may be performed without resources currently controlled (Kraus, S., Harms, R. & Fink, M., 2009).
- Entrepreneurial Orientation (EO):** This refers to the strategy-making practices and decision-making styles of managers in identifying and exploiting opportunities. It is a mind-set – an

entrepreneurial perspective – that is reflected in a firm’s ongoing behaviour (Covin & Lumpkin, 2011).

Entrepreneurship

The creation of new economic activity; that is new to the firm and which also changes the product or service offerings that are available on a market. It is exemplified by the introduction of genuinely innovative products or services, which may shift consumption patterns and attract follower entrants, thus re-structuring industries or creating a new one (Davidsson, 2015) .

Firm’s Resources

Those assets that are tied semi-permanently to the firm; including financial, physical, human, commercial, technological, and organizational assets used by firms to develop, manufacture, and deliver products and services to its customers (Barney, 2014).

Functional Value

The perceived utility derived from product’s capacity for functional, utilitarian, or physical performance (Nasution *et al.*, 2011).

Innovation

Innovation involves the ability at an organizational level to maintain a flow of internally and externally motivated new ideas that are translatable into new products, services, processes, technology applications, and/or markets (Thomas, Painbe’ni & Barton, 2013).

| | |
|-------------------------------|---|
| Market orientation | dealing with existing customer needs and the proactive discovering, understanding and fulfilling of latent customer needs (Narver, Slater & MacLachlan, 2004). |
| Marketing | Marketing is the activity set out by institutions as a processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Achrol & Kotler, 2012). |
| Pro-activeness | an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment (Covin & Lumpkin, 2011).Production oriented marketing Production orientation as a marketing strategy emphasizes on production efficiency, wide coverage, low prices (Achrol & Kotler, 2012). |
| Resource leveraging | stretching resources much further than others have done in the past; getting uses out of resources that others are unable to realize; using other people's (or firm's) resources to accomplish one's own purpose; complementing one resource with another to create higher combined value; using certain resources to obtain other resources" (Morris, Schindehutte & LaForge, 2002) |
| Risk-taking propensity | Risk-taking reflects on the propensity to devote resources to projects that pose a substantial possibility of failure, |

along with chances of high returns (Qureshi, Mian & Oswego, 2010).

Strategic orientation firm's strategic directions implemented to create the proper behaviours for the continuous superior performance of the business (Narver *et al.*, 2004).

Strategy The managers' plan about how to gain and sustain competitive advantage (Drucker, 2012).

Symbolic (social) value this refers to positive consumption meanings that are attached to self and/or communicated to others. This hinges on the brand reputation or company reputation in balancing people, profit and planet – environment (Rintamaki, Kuusela & Mitronen, 2007).

ABSTRACT

The research aimed at determining the influence of entrepreneurial marketing (EM) on competitive advantage (CA) among mobile service providers (MSPs) in Kenya. It was based on a population of about 30.4 million MSPs, with sample size $n=291$ obtained from a systematic random sample of customers visiting MSP's customer service centers in Nairobi on a cross section survey. The research design was explanatory with a mixed research method including both quantitative and qualitative items in questionnaires. Four explanatory variables (entrepreneurial orientation (EO), market orientation (MO); strategic orientation (SO) and resource leveraging (RL) were adopted from reviewed literature to develop a conceptual framework on EM as a means to develop a marketing function that is alert to opportunities for creating, promoting, and delivering value to consumers so as to cause favourable CA to the MSP. Data collected was analysed using SPSS version 23.0 and reported using descriptive and inferential statistics. Correlation coefficient was used to determine any relationship between the research variables while multiple linear regressions models were used to describe the nature of these relationships. It was found that except for RL, all the hypothesized explanatory variables had significant contribution to CA ($p=0.05$). Therefore, it was concluded that the phenomena of skewed CA among the MSPs in Kenya was due to the different EM orientation of the firms. The study recommended further study on the interaction of EO and RL, and MO since their interaction terms (EO_RL and EO_MO) reported some perplexing negative coefficient. Based on the findings obtained, the study recommends that CAK should focus on encouraging the MSPs to adopt EM instead of concentrating on price controls of services. It also recommends that the out-competed MSPs should focus more on creating, promoting, and delivering superior value to their consumers by being innovative, pro-active and taking necessary risks to exploit potential opportunities instead of price-wars. This is study therefore, is important to application of theory of entrepreneurship in marketing as a means to grow a firm's competitive advantage.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

New competitive landscape is a fact that companies must constantly contend with. The contemporary business environment can be characterized in terms of increased risk, decreased ability to forecast, fluid firm and industry boundaries. Therefore, there is need for a new managerial mind-set that involves unlearning traditional management principles and taking new structural forms that not only allow for change but also help create it (Morris *et al.*, 2002).

Entrepreneurial marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, pro-activeness, and may be performed without resources currently controlled (Kraus *et al.*, 2009). The central part of the study focused on influence of entrepreneurial marketing orientation on competitive advantage of a firm. Miles and Darroch (2006) suggested that the ability to effectively and efficiently harness entrepreneurship to create superior value offerings for customers determines which firms succeed in the marketplace.

1.1.1 Global perspective on EM

Kraus *et al.* (2009) discussed an alternative conceptualization of Entrepreneurial Marketing (EM) that can be understood as “marketing with an entrepreneurial mind-set”. They combined the definition of marketing with two conceptualizations of entrepreneurship (entrepreneurial orientation and entrepreneurial management) to arrive at a definition of EM as the organizational function of marketing by taking into account

innovativeness, risk taking, pro-activeness and the pursuit of opportunities without regard for the resources currently controlled. This conforms to the findings that large firms can leverage on entrepreneurial marketing processes to gain advantage (Miles & Darroch, 2006). The findings suggested that, in free and open markets, entrepreneurial marketing processes can be strategically employed to create superior value for the firm's customers and owners.

In a research paper entitled "Entrepreneurial Marketing as a Coping Strategy within an Economic Crisis"; Hatak, Schmid and Roessl (2013) found that EM was a general success factor for SMEs that coped with global financial crisis successfully in the Austrian economy. While some SMEs coped with the global financial crisis successfully, others faced existential problems, leading to the question as to what strategies helped the successful enterprises find their way out of the crisis. Further, Hatak *et al.* (2013) used pro-activeness, risk-taking, innovativeness, customer intimacy, customer value, market driving and resource leveraging as the explanatory variables in the research problem. Similarly, using a sample size 560 SMEs in the Turkish manufacturing industry Hacıoglu, Eren, and Celikkan (2012) analysed results revealed that pro-activeness, innovativeness, customer intensity, resource leveraging dimensions of entrepreneurial marketing are positively related with innovative performance. Therefore, both Hatak *et al.* (2013) and Hacıoglu *et al.* (2012) findings that EM contributed to success of the enterprise have supported the conceptual framework by Morris *et al.* (2002) in relating CA to EM of a firm in the contemporary competitive business environment.

1.1.2 Local perspective on EM

In Kenya the subject of EM is still at its infancy as compared to the attention given to firm's CA as a topic of study. Gathenya (2012) and Otieno *et al.* (2012) found that if a

firm has a superior market position, or competitive advantage, it will generate superior financial returns over its competitors. Moreover, Namusonge (2014) found that firms in Kenya differed among themselves (by sector type) with respect to their competitive strategies. For instance, the mobile phone industry is very competitive such that for such an enterprise to survive, aggressive marketing should be undertaken (Rumba, 2008). It has also been found that marketing capabilities contribute significantly to the Mobile Service Providers (MSP) intermediary organizations' performance in Kenya (Muathe, Karanja and Thuo, 2014). Therefore, in view of relating firm's entrepreneurial practice to competitive advantage Nasution *et al.* (2011) proposed a model to measure product, process and administrative innovation capability for a firm in relation to the firm's competitiveness.

The Mobiles Services Sector in Kenya has been a great success story. By the end of the first quarter of the 2012/13 financial year, there were a total of 30.4 million subscriptions representing a mobile penetration of 77.2 percent up from 75.4 percent recorded during the previous quarter. This growth in the mobile services sector is a remarkable achievement given the fact that total fixed lines were recorded as 248,300 during the quarter down from 262,711 subscriptions in the previous quarter, posting a decline of 30.2 percent (CCK, 2012). However, regardless of this success depicted by this report, the country's four mobile service providers had mixed performance. Safaricom enjoyed a subscriber market share of 63%, followed by Airtel at 17%, Yu at 10%, and Orange at 10%. Over and above that Safaricom recorded 77.5% of all calls, 93.7% of SMS market, and 72.6% of data market share. This shows that although 35.5% claimed to subscribe to other mobile networks they mostly used Safaricom services handing it a pre-tax profit of USD 300 million with a return on investment of 0.3125 (Safaricom, 2013). These statistics point to the unmatched superior position of Safaricom among its competitors. The key question is; why this un-paralleled superior position in contrast to its competitors?

Extant literature exist that can be posited to explain this phenomenon. The classical works of Schumpeter (1943) as cited in Kraus *et al.* (2009) identified innovation as the critical dimension of economic change. He argued that economic change revolves around innovation, entrepreneurial activities, and market power. Further, Schumpeter (1934) attempted to prove that innovation-originated market power could provide better results than the invisible hand proposition by Adam Smith and price competition by traditional marketing theories (Saylor Foundation, 2012). In view of this background the mobile services sector needs to embrace entrepreneurial marketing strategies based on innovation to achieve competitive advantage. This was the focus of this study to establish how the extent that entrepreneurial marketing orientation could have contributed to the skewed competitive position of the sector's market leader.

1.2 Statement of the Problem

The landscape of mobile service providers in Kenya exhibits an extreme variance where one provider seems to be enjoying unparalleled market lead with over 63% market share and over 80% business volume and the other three providers sharing the rest (Moraa & Mwangi, 2012; Croft, 2010). This state of affairs has persisted over a number of years despite the fact the Communications Authority of Kenya (CAK), has tried different interventions in an attempt to restore equilibrium in this sector. The effect of this problem is what UNCTAD (2011) calls "walled garden" mobile operators, where they charge their own users much less and exorbitant rates across other providers. For example, the leading provider charges up to 7.5 times more to send the same amount of money to a user on another mobile network compared to sending it within the Safaricom's *M-PESA* (mobile money transfer system) network. Through their dominant position the market leader continues reporting the highest profits in the region year to year while the competitors are struggling to remain profitable. But despite this, the provider has a captive market of many users by the fact that even after CCK introduced

“number portability” where users could move to another provider while retaining their allocated mobile number, the intervention also failed to bring any significant change (Kagwathi, Kamau, Njau, & Kagiira, 2013). This phenomenal competitive advantage, where the customer is persistently locked in by one competitor while the competitor is locked out almost indefinitely, needs to be unravelled.

Although firms in Kenya differed among themselves (by sector type) with respect to their competitive strategies (Namusonge, 2014) mobile phone industry is very competitive such that for such an enterprise to survive, aggressive marketing should be undertaken (Rumba, 2008). EM orientation of a firm is capable of contributing significantly to this competitive advantage and if sustained can cause an enterprise to gain a dominant market position (Habtay & Holmen, 2009; Ghobakhloo *et al.*, 2011). Therefore, this study attempted to determine the influence of entrepreneurial marketing orientation on the competitive advantage among four mobile services providers in Kenya. The findings obtained were to be used to strengthen theory of entrepreneurship in the domain of entrepreneurial market strategies and also propose a solution for encouraging success of the other mobile service providers in Kenya. Extant literature quotes Schumpeter’s argument that the problem is not so much with the new ideas but their successful economic implementation. Hence more than the ordinary managerial competence is required for successful economic implementation of an innovation (Fagerberg, 2009). Therefore, this study investigated the influence of Entrepreneurial Market orientation variables of entrepreneurial orientation, market orientation, strategic orientation and resource leveraging on Competitive Advantage among mobile service providers in Kenya.

1.3 Research Objectives

The research objectives for the study have been divided into the general or overall objective and the specific objectives of the study.

1.3.1 General Objective

The general objective of this study was to determine the influence of entrepreneurial marketing orientation on competitive advantage among mobile service providers in Kenya.

1.3.2 Specific Objectives

Further, the specific objectives of this study included:

1. To determine the influence of entrepreneurial orientation on competitive advantage among mobile service providers in Kenya.
2. To establish influence of market orientation on competitive advantage among mobile service providers in Kenya.
3. To examine the extent that's strategic orientation influence competitive advantage among mobile service providers in Kenya.
4. To determine influence of resource leveraging on competitive advantage among mobile service providers in Kenya.

1.4 Research Hypothesis

H₀₁: Entrepreneurial orientation has no significant influence on competitive advantage among mobile service providers in Kenya.

H₀₂: Market orientation has no significant influence on competitive advantage among mobile service providers in Kenya.

H₀₃: Strategic orientation has no significant influence on competitive advantage among mobile service providers in Kenya.

H₀₄: Resource leveraging has no significant influence on competitive advantage among mobile service providers in Kenya.

1.5 Significance of the Study

This study was intended to contribute to academic theory development in application of entrepreneurship in the domain of marketing by use of EM strategies in response to building of CA of a firm. It aimed at describing relationships between various variables operationalized by a conceptual model derived by the researcher using extant literature on entrepreneurial marketing and its influence on a firm's competitive advantage. The findings were expected to be useful for the turbulent market environment in corporate entrepreneurship industry by informing the industry players on appropriate EM strategies that can strengthen the firm's competitive advantage. Further, the findings of this study were supposed to inform policy-makers on potential interventions that may work to resolve the current problem posed by the skewed performance of firms in the mobile sector in Kenya.

The concept of EM focuses on proactive identification and exploitation of opportunities necessary for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation through entrepreneurial marketing (Martin, 2009; Morris *et al.*, 2002; Thomas *et al.*, 2013). Kenya is very competitive and turbulent requiring a unique marketing mix for strategic positioning (Manica & Vescovi, 2011; Rumba, 2008). Moreover, the mobile services

sector is the most vibrant of all ICT activities in Kenya contributing over USD 1.56 billion to Kenya's Gross National Income (UNCTAD, 2011). Therefore, this study should significantly contribute to necessary knowledge to maintaining balanced competition among the MSPs for a robust mobile services sector.

1.6 Scope

The study focused on 30.4 million customers of mobile service providers in Kenya as the target population (CCK, 2012). The mobile service providers in Kenya included were Safaricom Limited, Airtel Kenya Limited and Orange Mobile Limited; Yu Mobile (Essar Communications Limited) was merged with Airtel Kenya following its cessation of business in favour of Airtel Kenya buyout during the course of the research. In this study the independent variables are entrepreneurial orientation, market orientation, strategic orientation and resource leveraging which were measured and correlated to dependent variable of CA of each mobile service provider. The findings of the study have been analysed and generalized to the entire Mobile Service Sector in Kenya. However, the findings might also be applicable to other business sectors of the economy as an objective reflection of how EM can contribute to CA of a firm. The study attempted to determine whether the current phenomenal CA of the leading mobile service provider against waning performance of the others correlates to the mobile service provider's EM orientation.

1.7 Limitations of the study

While utilizing the findings of the study one should take into account that, the results obtained from this study relied on data obtained from both the firm and the customers in the target population. However, 82% of the firm respondents were Mobile Service Provider's dealers and partners since most of the Mobile Service Providers' employees declined to respond citing prohibition by their legal department. This limitation has

however, been mitigated by the fact that MSPs use the dealers and partners as their integral actors to the extent that they handle the largest proportion of sales and distribution of products and services on behalf of the MSPs. The dealers and partners are also the major protagonists of the MSP's internal and external innovation channels in a closely knit web of product development, distribution and commercial exchanges. Therefore, these dealers and partners were adequately involved in the strategy making processes of their channel MSPs and so were treated as capable of accurately responding to the data collection instruments of this study. The pilot study that was conducted to confirmed the validity of this assumption and so the limitation could not have had significant impact on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a detailed review of existing key concepts, theories and empirical literature on EM and CA. In so doing it relates the existing knowledge to the topic of study progressively with relevant theoretical frameworks and summarizes the factors of study into a conceptual framework to study the phenomenon under investigation. An empirical review of existing literature is also presented to discuss previous findings similar to the research topic. It reviews their methodology, statistical analysis, findings and discussions. This empirical review carries along a critique of the reviewed literature to pinpoint consistencies and inconsistencies in the literature, the limitations or problems in the existing research; and thus identify research gaps, implications on theory and practice and the areas that have thus been recommended for further research.

2.2 Theoretical Framework

This theoretical framework consist of a review of a number of theories that were posited to provide a lens to view the perplexing the phenomenon of skewed CA of one mobile service provider in Kenya while the other competitors are extremely outdone. Theories advancing EM emphasize on entrepreneurship and marketing interface paradigm to explore how well existing marketing models fit their environment and depict processes found in entrepreneurial organizations (Miles *et al.*, 2015; Omar & Idris, 2010). The central focus of the EM is the marketing orientation interfaced with entrepreneurial proclivity. This overlap represents an integrative concept that brings in creative approaches to risk management, resource leveraging, and value creation for the

customer. (Hacioglu *et al.*, 2012; Hatak *et al.*, 2013; Miles & Darroch, 2006; Morris *et al.* 2002).

2.2.1 Theory on Competitive Advantage

CA can be defined as a positional superiority, based on the provision of superior customer value or the achievement of lower relative costs. To gain competitive advantage, companies can adopt two strategies, either differentiation of their products or cost leadership so as to develop higher quality product and service or by satisfying customer's needs at a lower cost (Gathenya, 2012; Otieno *et al.*, 2012). Strong emphasis on service differentiation has been found to lead to higher quality of service (Gebauer, Fischer & Fleisch, 2010). However, for the most part, consumers are unaware of the true cost of production for the products they buy. Instead, they simply have an internal feeling for how much certain products are worth to them. Therefore, it is this customer's perceived value of a good or service that ultimately affects the price that he or she is willing to pay for it. A customer value is measured by the ratio of benefits the customer gets versus the burden they endure. Therefore, quality of service and customer perceived value can adequately drive CA of a firm. When customer value drives strategy, firms can grow faster, generate higher profits and deliver better shareholder value. A customer value proposition delivers a combination of values; economic value, functional value, emotional value and symbolic (social) value to the customer (Rintamaki *et al.*, 2007).

2.2.2 Entrepreneurial Orientation Theory

The term "entrepreneurial orientation" has been used to refer to the strategy- making processes and styles of firms that engage in entrepreneurial activities (Covin & Lumpkin, 2011). In an earlier study, Miller (1983) characterized an entrepreneurial firm as "one that engages in product - market innovation, undertakes somewhat risky ventures, and is first to come up with "proactive" innovations, beating competitors to the

punch”. He used the dimensions of innovation, pro-activeness, and risk-taking to measure entrepreneurship. These three dimensions have been adopted by most previous studies (Anderson, Kreiser, Kuratko, Hornsby & Eshima, 2015; Covin & Wales, 2012; Gathenya, 2012). Although the term EO has been used to widely refer to the set of personal psychological traits, values, attributes, and attitudes strongly associated with the motivation to engage in entrepreneurial activities (McClelland, 1962), EO is also a firm-level construct and is closely linked to strategic management and the strategic decision making process (Covin & Wales, 2012).

Extant literature on entrepreneurship state that there is close relationship between innovation and market structure. Schumpeter (1934) stressed the innovative role of the entrepreneur – creating new combinations, doing new things by recombining parts of what is already being done. Further, innovation creates a monopoly position and the defence of which brings further innovation to maintain a virtuous circle. Once a company, through innovation, achieves a monopoly position it then tends to reinforce this position, controlling and extending the period of benefit due to agreements with partners on innovation and patents (Fagerberg, 2009; Laino, 2011). Continued innovation creates a string of the so-called Schumpeterian rents based on temporary monopolies and the extent of how long these competitive advantages can be enjoyed is determined by the speed of imitability by competitors (Rothaermel, 2013).

Within the firm there are three types of strategic risks: venturing into the unknown, committing a relatively large portion of assets, borrowing heavily (McKelvey & Bagchi-Sen, 2015). The degree to which managers are willing to make large and risky resource commitments - those which have a reasonable chance of costly failures can typify a firm risk-taking behaviour, such as incurring heavy debt or making large resource commitments, in the interest of obtaining high returns by seizing opportunities in the marketplace (Covin & Lumpkin, 2011). Operationalizing firm-level risk taking remains

an area for future development but presently the accepted and widely used scale is based on Miller (1983) approach to entrepreneurial orientation which measures risk taking at the firm level by asking managers about the firm's liking to engage in risky projects and managers' preferences for bold versus cautious acts to achieve firm objectives.

Pro-activeness is an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment (Covin & Lumpkin, 2011; Gathenya, 2012). By exploiting asymmetries in the marketplace, the first mover can capture unusually high profits and get into leadership on establishing brand recognition. Thus, taking initiative by anticipating and pursuing new opportunities and by participating in emerging markets also has become associated with entrepreneurship. A proactive firm is a leader rather than a follower, because it has the will, with competitive aggressiveness and foresight, to seize new opportunities - even if it is not always the first to do so (Covin & Lumpkin, 2012).

2.2.3 Marketing Orientation Theory

Earlier studies have found that marketing processes in entrepreneurial marketing did not follow traditional marketing mix variables of price, place, promotion, and product. Instead entrepreneurial marketers “live” continuously with the market, their vision and customers’ preferences present in their minds, constantly thinking of how to improve customer value. When they recognize a way to use marketing to gain CA they tend not to be constrained by their previous conceptualization of strategy, but quickly adapt their strategy to the new set of opportunities (Hills, Hultman & Miles, 2008).

Distinct but complementary views of market orientation (MO) have emerged in the literature namely: MO as a corporate culture that puts customers’ interests first Deshpande, Rohit and Zaltman (1993), (as cited in Teck, 2012), MO as a combination of

customer orientation and competitor orientation (Narver *et al.*, 2004) and MO as the generation and dissemination of, and responsiveness to, market intelligence/information (Kohli & Jaworski (1990) as cited in Teck, 2012). MO is seen as an organizational behaviour that develops capabilities to acquiring market intelligence, disseminating them within the company, and responding by developing products that fulfil market needs, all of which can result in a firm's CA. Market oriented firms are those that implement the marketing concept which states that to achieve business goals and objectives, firms must determine the customer needs and wants of their target customers and deliver the satisfaction more efficiently and effectively than competitors (Njeru & Kibira, 2014).

Further, marketing literature reflects a remarkable variety of definitions of market orientation. MO can be split into three main streams: behavioural perspective, cultural perspective and system based perspective. In behavioural perspective MO is focused on organization-wide market intelligence generation, dissemination, and responsiveness to the information (Kohli & Jaworski (1990), as cited in Teck, 2012). Cultural perspective on the other hand is where MO is reflected through the values and attitudes of the organization in providing superior customer value through paying attention to current and emerging customer needs (Narver *et al.*, 2004). Lastly, system-based perspective conceptualizes MO in terms of different organizational activities. The management system is divided into five subsystems: organization, information, planning, controlling, and human resource. A market oriented strategy contrasts production and sales orientation by balancing on customer intensity, product quality and aggressive promotion. A firm practicing MO will exhibit three behavioural components: a customer orientation, a competitor orientation, and inter-functional coordination along with two decision criteria a long-term focus and profitability.

Customer orientation refers to sufficient understanding of one's target buyers to be able to create superior value for them continuously (Narver & Slater (1990) as cited in Herhausen, 2011). It requires that a seller understand a buyer's entire value chain. Competitor orientation on the other hand requires that the organization must consider not only how well its products suit customer needs but how well it performs relative to its competitors (Poernomo, Nimran, Hamid & Almusadieq, 2013) companies must gather intelligence on the short and long-term strengths, weaknesses, capabilities and strategies of both the key current and the key potential competitors (Narver *et al.*, 2004; Poernomo *al.*, 2013). The analysis of competitors' long-term capabilities, strengths and weaknesses is a key factor in determining MO and culture (Harrison & Shaw, 2004). Employees from every department in a market-driven organization share information about competitors because this information can be used to build CA.

Finally, inter-functional coordination is the coordinated utilization of company resources in creating superior value for target customers. Organizational resources often have conflicting perspectives, priorities, and strategies (Nakata & Sivakumar, 2001). Academicians and practitioners have long argued that synergy among organizational members is needed so value for customers is continuously created (Day, 2012; Alhakimi & Baharun, 2009). A culture of integrating all functions toward creating customer value should lead to MO within the organization and successful implementation of the marketing concept (Harrison & Shaw, 2004).

2.2.4 Porter's Strategic Management Theory

In reference to classical theory by Porter (2008) there are three generic business level strategies that firms use to compete in an industry: the low- cost strategy, the differentiation strategy and the focus strategy. The low-cost leadership strategy occurs when a firm strives to be the lowest cost provider to most customer segments so as to

remain competitive in the market (Kumar, Jones, Venkatesan & Leone, 2011). The differentiators on the other hand strive to create unique products/services at reasonable costs; while the focusers strive to reduce the scope of their intended audience for the product/service by serving a market segment whose needs are different from those of the larger market (Namusonge, 2014).

By use of differentiation strategy a company seeks to develop products that offer unique attributes that are valued by customers. Normally this will allow the company to charge a premium price that will more than cover the extra costs incurred thereby increasing margins and profits. Differentiation can be achieved in a number of ways for example by offering superior quality or performance, unusual or unique features, more responsive customer service, and rapid product innovation (Porter, 2008).

A firm pursuing the focus strategy concentrates on a particular group of customers, geographical markets, or product line segments. The focuser selects a segment or a group of segments in the industry and tailors its strategy to serving them to the exclusion of others. Typically the target segment has buyers with unusual needs from that of other industry segments. By optimizing its strategy for the target segments, the focuser seeks to achieve CA in its target segments. Porter's idea of a focus strategy is basically to reduce the scope of the intended audience for product or service. It is a niche strategy used to reach a market segment whose needs are different from those of the larger market (Namusonge, 2014).

In his original work Porter (2008) argued that companies must choose between low costs or differentiation or they ran the risk of being "stuck in the middle". He argues that rather than choose between the two strategies companies should look to create greater value by using different sets of activities (Porter, 2008). Therefore, Michael Porter's strategic management theory provides a suitable framework to construct the conceptual

framework for the study. Its classical view of firm strategy approach can map into the mobile service providers strategies exemplified by their products and services configurations. Customers may perceive these strategies differently so the instruments presented for data collection allowed collection of data on how the customers perceive each of the service providers in view of their SO (Porter, 2008).

2.2.5 Resource Based View (RBV) Theory

According to a wide literature the RBV theory explains the variances in performance between firms (Gaya, Struwig & Smith, 2013; Grant, 2010; Miles *et al.*, 2015). This theory attributes competitive advantage to the ownership and control of unique bundles of competitive resources. The origin of RBV has been traced to the work of Penrose (1959), (Wernerfelt, 2014; Gaya *et al.*, 2013). However, it is Wernerfelt (1984) who coined and introduced the term, “resource-based view” and argued that the difficulty facing a firm in owning a resource is comparable to difficulties facing the firm when entering an industry. As a result, the resource-based view developed as an explanation of performance differences between firms in the strategic management literature (Thompson, Peteraf, Gamble & Strickland, 2012). The resource-based view is used to determine whether the firm’s initial bundle of resources and subsequent resource configurations are the sources of a particular firm’s CA (Grant, 2010; Miles *et al.*, 2015; Thompson *et al.*, 2012) and to what extent the process of customer value creation is resource dependent (Gaya *et al.* 2013). Customer value creation processes involves how a firm combines core competencies or recombine activities of a firm with the competitive resources to create value for the customer through process and service differentiation, low cost structure and superior customer focus through superior customer responsiveness (Hill and Jones, 2009).

Resources, which are the basic unit of analysis for RBV, can be defined as those assets that are tied semi-permanently to the firm (Wernerfelt, 2014). It includes financial, physical, human, commercial, technological, and organizational assets used by firms to develop, manufacture, and deliver products and services to its customers (Barney, 2014, Gaya *et al.* 2013). To be sustainable, a firm resource must be valuable, rare, and imperfectly imitable and non-substitutable in order to be source of a sustained CA (Barney, 2014; Day, 2012; Qureshi *et al.*, 2010).

In view of this study the RBV theory provides a suitable framework for constructs formation to measure the effect of firm's resource characteristics on the firm's competitive advantage. This RBV theory has been adopted by numerous researches' constructs on entrepreneurial marketing (Hatak *et al.*, 2013; Hisrich, 2012; Morris *et al.*, 2002).

2.3 Conceptual Framework

A conceptual framework is a network, or "a plane," of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy (Jabareen, 2009). Literature review has already provided an overview of concepts that the researcher will adopt to explain the problem of skewed CA among mobile services providers in Kenya. It has detailed the concepts that are presented as explanatory to this problem. The model was operationalized as illustrated by the conceptual framework that follows.

Entrepreneurial Marketing Orientations

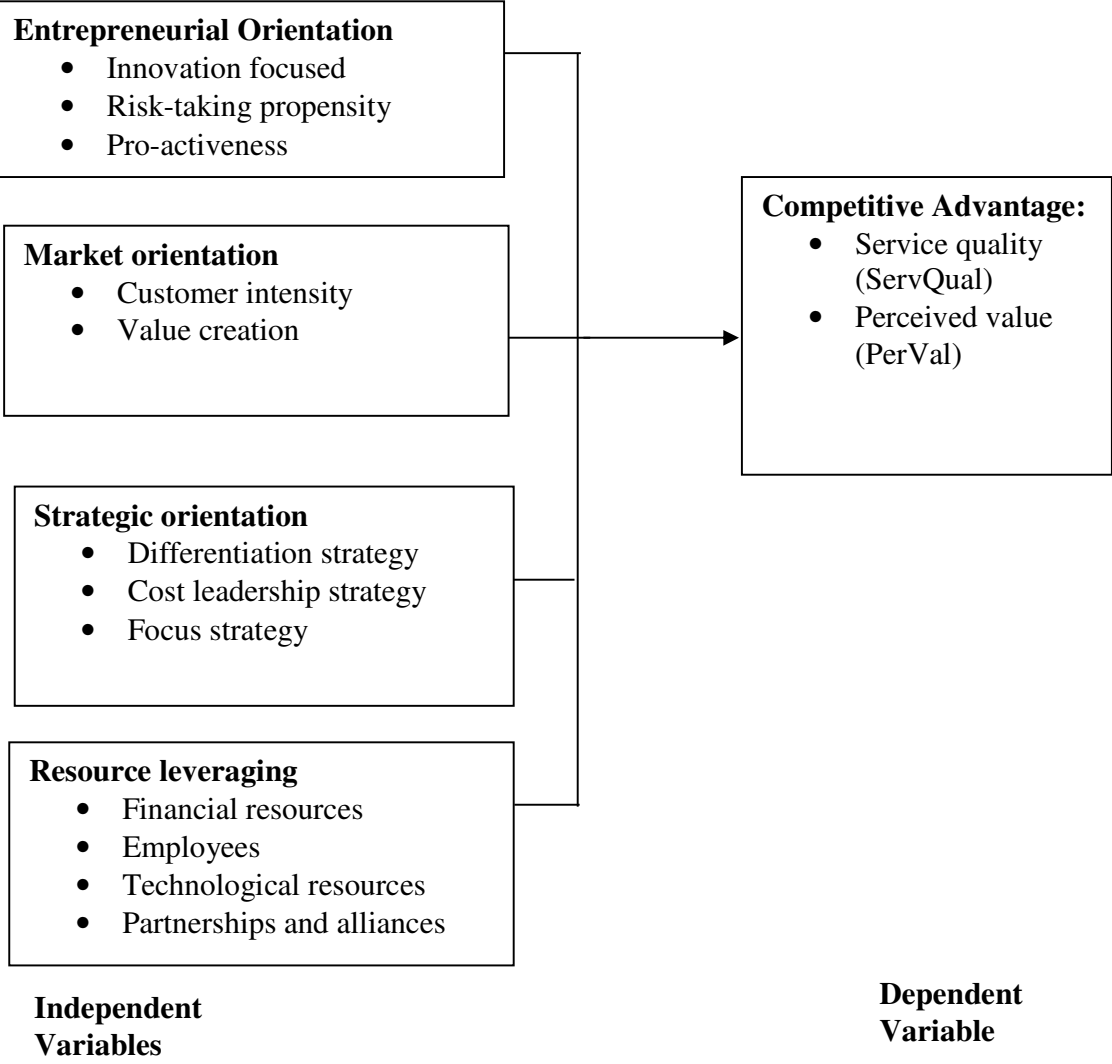


Figure 2. 1: Conceptual Framework on Influence of Entrepreneurial Marketing Strategies on Competitive Advantage among Mobile Service Providers in Kenya

2.4 Review of Literature on Variables

2.4.1 Entrepreneurial Orientation (EO)

EO in an enterprise refers to conceptualizations of enterprise's opportunity recognition and exploitation as an innovative, risk-taking, proactive area of managerial responsibility (Morris *et al.*, 2002; Thomas *et al.*, 2013). It assumes that the pursuit of opportunities will lead to new practices enhancing future success and wealth creation. Extant literature has represented EO measurement using three parameters – innovation, risk-taking propensity and pro-activeness (Gathenya, 2012; Querishi *et al.*, 2010; Venkatraman, 1989a). This construct consists of overall level of innovativeness, risk taking and proactiveness within the firm.

A positive association exists between 'entrepreneurship' and growth-oriented efforts of the firm such that the entrepreneurial firm is generally distinguished in its ability to innovate, initiate change and rapidly react to change flexibly and skilfully. When entrepreneurship is conceptualized as a firm behaviour, it is said to have been observed when a firm displays innovativeness, proactiveness and risk-taking propensity in their strategic decisions. Innovativeness refers to a corporate environment that promotes and supports novel ideas, experimentation and creative processes that may lead to new products, techniques or technologies. Risk-taking reflects the propensity to devote resources to projects that pose a substantial possibility of failure, along with chances of high returns. Proactiveness implies taking initiative, aggressively pursuing ventures and being at the forefront of efforts to shape the environment in ways that benefit the firm (Covin & Slevin, 1989; Covin & Slevin 1994; Davis, Morris & Allen 1991; Miller & Freisen 1983; Zahra & Gravis, 2000), as cited in Qureshi *et al.* (2010).

2.4.1.1 Innovation

Innovation involves the ability at an organizational level to maintain a flow of internally and externally motivated new ideas that are translatable into new products, services, processes, technology applications, and/or markets (Thomas *et al.*, 2013). Thus, the entrepreneurs/managers continually champion new approaches to segmentation, pricing, use of the brand, packaging, customer relationship management, customer credit, logistics, customer communication, and service levels, among other operational activities. Consequently, entrepreneurial marketing encourages innovation and creates and renews CA through customer value propositions in current and new markets (Achrol & Kotler, 2012; Gathenya, 2012; Thomas *et al.*, 2013).

Schumpeter (1934) identifies an entrepreneurial firm is one which combines various input factors to generate value that exceeds the cost of input factors for profit. Further, innovation is argued to involve search for creative, unusual or novel solutions to problems, which take the form of new products or processes being introduced in a firm. It is the introduction of innovation that creates new ways to solve customers' problems that benefit both the customer and the firm. Therefore, it comprises the initiation of processes through which entrepreneurs create, increase wealth by trying new ways and introducing radical changes in the products to eliminate wastages and inefficiencies, reduce cost of inputs, and increase profits (Otieno *et al.*, 2012). According to Venkatraman (1989a) the process innovation involves introduction of new processes, products and services to capitalize on market opportunities and it is considered to occur when a firm has tendency to engage in and support new ideas, novelty, experimentation, and creative processes that are likely to result in new products and services being introduced in the market (Otieno *et al.* (2012). This parameter was measured a firm's observable innovations for products, markets, process and raw materials.

2.4.1.2 Risk-taking

Risk-taking reflects on the propensity to devote resources to projects that pose a substantial possibility of failure, along with chances of high returns (Otieno *et al.*, 2012; Qureshi *et al.*, 2010; Venkatraman, 1989a). These risks are typically manageable and calculated. A high propensity to take calculated risks is considered important to the firm's management; hence, a successful entrepreneurial business is dependent its ability to take calculated chance or risk. The more risk-averse a firm's management is, the more they do not enhance their performance Otieno *et al.* (2012). Risk-taking EO is accomplished with a wide range of devices, including intelligence gathering efforts, test markets, working with lead customers, staged product launches, outsourcing of various activities tied to a new product or service, borrowing or sharing resources, and partnerships with suppliers, distributors and competitors. The risks are not extreme and uncontrollable but instead are moderate, calculated, and manageable (Gathenya, 2012; Morris *et al.*, 2002). The parameter was measured through observations on a firm's tendency to undertake opportunities with potential for high returns even though they demand risky huge resource commitments.

2.4.1.3 Pro-Activeness

As presented in the literature review earlier, pro-activeness has been argued as an initiative of entrepreneurial team to provide the vision and imagination necessary to engage in opportunistic expansion (Barney, 2014, Kraus *et al.* 2009). A proactive firm is a leader rather than a follower, because it has the will, with competitive aggressiveness and foresight, to seize new opportunities - even if it is not always the first to do so (Covin & Lumpkin, 2011). The parameter was measured by the extent that a mobile service provider frequently introduces new products and brands ahead of competition

and characteristic of frequent and extensive technological and product innovation (Gathenya, 2012; Covin & Wales, 2012).

Possession of a proactive competitive posture is the extent to which a firm anticipates and acts on future needs, seeks new opportunities which may or may not be related to the present line of operations, introduces new products and brands ahead of competition, and strategically eliminates operations which are in their mature or declining stages of life cycle (Otieno *et al.*, 2012). It is considered as the introduction of new products and brands ahead of competition, by eliminating operations which are in their mature or declining stages of life cycle (Venkatraman, 1989a).

2.4.2 Market Orientation

EM perceives marketing to be a fully integrated element of the entrepreneurial process. It is a dialogue where expectations are being created and recreated; value proposition of the tangible product is dominated by the value accruing to the consumer of intangible services (Gaddefors & Anderson, 2008). Market oriented marketing therefore involves creating, communicating and delivering value to customers beyond the traditional marketing mix of product, price, placement and promotion (Krauset *et al.*, 2009). It is the organization culture that most effectively and efficiently creates the necessary behaviour for the creation of superior value for buyers and, thus, continuous superior performance for the business (Narver *et al.*, 2004). This variable was measured by customer intensity and value creation. In order to measure these two dimensions, the scale by Narver *et al.* (2004) has been selected. However, in contrast to Morris *et al.* (2002), Narver *et al.* (2004) labelled these dimensions as responsive market orientation (RMO) and proactive market orientation (PMO). However, the meaning is identical. RMO refers to the dealing with existing customer needs – this is the interpretation given to customer intensity;

PMO refers to the discovering, understanding and fulfilling of latent customer needs (Narver *et al.* 2004).

Further, Narver *et al.* (2004), elaborates this concept of market orientation as follows; responsive market orientation, which addresses the expressed needs of customers, and proactive market orientation, which addresses the latent needs of customers—that is, opportunities for customer value of which the customer is unaware. For any business to create and to sustain new-product success, a responsive market orientation is not sufficient and, thus, that a proactive market orientation plays a very important positive role in a business's new-product success. A business that is oriented to creating new products in response to expressed needs by the customer becomes vulnerable to its competitors' who can parallel new product responses resulting in inevitable price competition. Such a business cannot create new insights into value-adding opportunities for the customer and thereby creates little or no customer dependence and foundation for customer loyalty. It is this fact that underlines the importance of proactive market orientation where new-product development is driven by a head-start position of developing new products that the customer is not even aware of but instead are latent and futuristic needs.

2.4.3 Strategic Orientation

Firms must strike a balance in their innovation activities between pioneering initiatives that lead the market and quick, creative adaptation to changes in market circumstances. Morris *et al.* (2002) found that in order to be entrepreneurial in marketing a firm should have strategic flexibility - the ability to quickly recognize changing market needs or conditions, customize products, and serve different markets in different ways by continuously rethinking and making adjustments to the firm's strategies, action plans, and resource allocations, as well as to company structure, culture, and managerial

systems. Such adjustments allow for the fact that management knows where the firm wants to go and how it wants to be positioned, but that there are different ways to get there. Strategy flexibility demands keen insights into the organization's resources, capabilities, and competencies.

The function of marketing must guide the firm's efforts in anticipating how the elements that define an opportunity will evolve over time, and how the firm can adjust in novel ways. Strategic orientation is an important paradigm for entrepreneurship practice in the enhancing of firm performance. Strategic orientation focuses on the firm's present and planned resource deployments and interactions that indicate how a firm will achieve its objectives or desired level of performance. It reflects key areas of marketing leadership, quality leadership, product specialization, cost leadership, and manufacturing leadership (Otieno *et al.*, 2012). Further, the term strategy on its own has been used to refer to the determination of the basic goals of the firm and identification of the long-term courses of action necessary to reach these goals. Strategy has also been viewed as the process by which management analyses the environment, including competitive and customer-related factors and designs a plan to achieve the firm's long-term goals (Qureshi *et al.*, 2010). This usage of the term strategy focuses on the allocation of resources and the development of organizational processes necessary to achieve the long-term goals of the organization.

In this research the focus of the term strategy was more towards the orientation that the firm has taken in capturing and exploiting its market. This according to Porter (2008) is the competitive strategy. It applies to high-tech and low-tech, and service industries. Based on his earlier works Porter (1980) proposed three generic strategies. A company may pursue one or two of the three generic strategies; either lower cost leadership, differentiation, or focus strategy. However, if it is not able to be clear on which generic strategy to take, it gets "stuck in the middle". Therefore, a firm must decide whether to

attempt to gain competitive advantage by offering its products and services at a lower cost than its rivals or differentiate its products and services to make them more attractive than those of competitor and so as to sell them at a much higher price to earn more profits. Finally, the firm must decide whether to target the whole market (broad) with its chosen strategy or to target a niche (narrow) market. A broad strategy targets many markets and a disparate cross-section of customers while a focus strategy target a narrow scope with either differentiation or cost leadership strategy. This yields a quadrant of strategy directions – differentiation, cost leadership, focused differentiation, focused cost leadership (Porter, 1980).

In order for a firm to succeed in cost leadership it needs good access to capital, better process engineering skills, tight cost control, structured organisation and responsibilities, incentives related to quantitative targets for its marketing team, intense supervision of labour, low-cost distribution system, frequent and detailed control reports, and incentives based on meeting strict quantitative targets since its profitability is driven by either high business volumes or lower costs of doing business (Otieno et al., 2012). On the other hand, to achieve differentiation the firm needs a strong marketing abilities, product engineering skills, creative flair, strong capability in basic research, strong co-operation from channels, strong co-operation among functions in research and development, product development, and marketing, subjective measurement and incentives instead of quantitative measures, amenities to attract high skilled labour, such as scientists or creative people.

Finally, it is the combination of the two above generic strategies directed at the particular strategic target market segment that yields the focus strategy coupled with strong understanding of market segments and buyer behaviour. The strategic orientation variable was measured from this view by measuring how customers perceive the strategy used by their mobile service provider using a number of items that are

consistent to characteristics of firm's strategy according to classical strategic management theory. (Porter, 1980; Porter, 2008).

2.4.4 Resource Leveraging (RL)

RL involves skilful approaches to utilization of financial resources, human capital, technology, strategic partnerships and alliances so as to achieve more with little such as effective incorporation of new and emerging technologies to fulfil customer orders accurately and swiftly (Liu, 2010). Where a company's ambition consistently outpaces resources, entrepreneurial marketers can overcome resource constraints in a number of different ways: stretching resources much farther than others have done in the past, getting uses out of resources that others are unable to realize; using other people's (or firm's) resources to accomplish one's own purpose; complementing one resource with another to create higher combined value; and using certain resources to obtain other resources (Morris *et al.*, 2002). In this case one should recognize a resource that is not being used completely, see how the resource could be used in a non-conventional way, get team members to work extra hours, convince departments to perform activities they normally do not perform, or put together unique sets of resources that, when blended, are synergistic (Hatak *et al.*, 2013). To measure this variable the researcher attempted to determine how the customers view the firm's ability to use resources such as financial position, partnerships and technological resources.

2.4.5 Competitive Advantage

Company can only gain CA over its rivals by either performing at a lower costs or performing in a way, that leads to differentiation (Porter, 2008), which creates superior customer value (Huber, Herrmann & Morgan, 2001; Porter, 2008). CA was measured using two parameters – customer's perceived service quality (ServQual) and customer's perceived value (PerVal).

2.4.5.1 Perceived Value (PerVal)

Perceived Value (PerVal) includes economic value, functional value, emotional value and symbolic (social) value to the customer (Rintamaki *et al.*, 2007), as summarized in the table that follows.

Table 2. 1: Perceived Value Parameters as a Measure of competitive Advantage

| PerVal Parameters | Items |
|--|--|
| Quality/Performance (functional value): The utility derived from the perceived quality and expected performance of the Product | has consistent quality is well made has an acceptable standard of quality has poor workmanship (*) would <i>not</i> last a long time (*) would perform consistently |
| Price/value for money (functional value): The utility derived from the product due to the reduction of its perceived short term and longer term costs | is reasonably priced offers value for money is a good product for the price would be economical |
| Social value (enhancement of social self-concept): The utility derived from the product's ability to enhance social self-Concept | would help me to feel acceptable would improve the way I am perceived would make a good impression on other People would give its owner social approval |
| Emotional value: The utility derived from the feelings or affective states that a product Generates | is one that I would enjoy would make me want to use it is one that I would feel relaxed about using would make me feel good would give me pleasure |
| (*) reverse scored. | |

2.4.5.2 Service Quality (ServQual)

Service Quality (ServQual) has been acknowledged as a popular measurement for Competitive Advantage in the service industry environment. For instance, Omindo (2009) used this model to conduct a study on customer perceptions and expectations of quality service in the mobile communication Industry in Kenya. This is so because service quality plays a critical part in shaping customers experiences and how the experiences effect on overall organization's competitive advantage. ServQual model, views service quality as the gap between the expected level of service and customer perceptions of the level received. The creators of ServQual instrument (Parasuraman, Zeithaml & Berry, 1988), used the measurement for customer perceptions of service quality. If what is perceived exceeds the expectations then customers think quality to be high and if what is perceived is below the expectation then customers think quality to be low. The researchers developed ten general dimensions namely: tangibles, reliability responsiveness, competence, courtesy, credibility, security, access, communications, and understanding which are evaluated in ServQual. This model was revised later by Parasuraman *et al.* (1988) based on the result of an empirical study on five service companies, including a telecommunication company too. They noticed that some of the ten dimensions were correlated and refined the model to five dimensions: reliability, responsiveness assurance, empathy, and tangibles. Many researches quoted these five elements to be the most important dimensions to the buyers and these are the parameters that were used by this study, as explained below.

1. Tangibles: This is the appearance of physical facilities, equipment, personnel, and communication material of an organization (Achrol & Kotler, 2012; Wilson, Zeithaml, Bitner & Gremler, 2012). Customers also look for quality in the equipment, facilities, and communication materials used to provide the service (Wilson *et al.*, 2012).

2. Reliability: This is the ability to perform the promised service dependably and accurately is the reliability (Achrol & Kotler, 2012; Wilson *et al.*, 2012). Customers also want performance to be consistent and dependable.
3. Responsiveness: The willingness to help customers and provide prompt service (Achrol & Kotler, 2012; Wilson *et al.*, 2012). Customer must also see service provider as ready and willing to perform.
4. Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence (Achrol & Kotler, 2012; Wilson *et al.*, 2012).
5. Empathy: The provision of caring, individualized attention to the customer (Achrol & Kotler, 2012; Wilson *et al.*, 2012).

2.5 Empirical Review

In the recent times entrepreneurial marketing has become a contemporary area of study on application of entrepreneurship in marketing and also application of marketing in entrepreneurship. The researcher has selected a number of empirical studies that have demonstrated significant contribution in entrepreneurial marketing. This empirical literature is summarized in Table 2.2 that follows:

Table 2. 2: Empirical Review of EM Independent Variables

| Author/ reviewed | Factors | Entrepreneurial orientation | Market orientation | Others |
|-------------------------------------|----------------|---|---|---------------------|
| Morris <i>et al.</i>, 2002 | | Opportunity focus, Pro-activeness, Risk- taking, Innovativeness, | Customer intensity, value creation | Resource leveraging |
| Miles and Darroch, 2006 | | Risk management, Pro-activeness, Opportunity driven, Innovation | Customer intensity, value creation | Resource leveraging |
| Hacioglu <i>et al.</i>, 2012 | | Pro-activeness, Risk- taking, Innovativeness, Opportunity focus | Customer intensity, value creation | Resource leveraging |
| Hatak <i>et al.</i>, 2013 | | Pro-activeness, Risk- taking, Innovativeness | Customer intimacy, Customer value, Market driving | Resource leveraging |

While conducting a study on, “The emergence of Entrepreneurial Marketing: Nature and Meaning”, Morris *et al.* (2002) critically examined the concept of entrepreneurial marketing. They developed seven core dimensions of entrepreneurial marketing: pro-activeness, calculated risk-taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation. The first five dimensions are collectively on entrepreneurial orientation dimensions and last two are on marketing orientation dimensions. Further, Morris *et al.* (2002) extend these dimensions by

resource leveraging, without providing a measurement suggestion. Moreover, although their EM construct is widely, it needs further development because the model was based on academic theoretical principals.

A previous study by Miles and Darroch (2006), examined at the process of how large firms might leverage entrepreneurial marketing processes to gain and renew competitive advantage was explored. The paper applied past research on entrepreneurial marketing and entrepreneurship with examples from a long-term case study of firms in New Zealand, Sweden, the UK, and the USA to illustrate how entrepreneurial marketing processes can be strategically employed by large firms to create or discover, assess, and exploit entrepreneurial opportunities more effectively and efficiently. They adopted risk management, pro-activeness, opportunity driven, innovation, customer intensity, value creation, and RL as the explanatory variables that contributed to this competitive advantage. Their findings gave insights into how large firms leverage entrepreneurial marketing processes to gain advantage. The findings suggested that, in free and open markets, entrepreneurial marketing processes can be strategically employed to create superior value for the firm's customers and owners.

Hacioglu *et al.* (2012) developed hypotheses concerning the effects of dimensions of entrepreneurial marketing on SME's innovative performance and tested seven hypothesis on data collected from a sample of 560 manufacturing SMEs in Turkey using convenient sampling technique via a structured questionnaire derived from previous literature. The hypothesis included; H1: Pro-activeness will be positively related to innovative performance; H2: Opportunity focus will be positively related to innovative performance; H3: Calculated risk taking will be positively related to innovative performance; H4: Innovativeness will be positively related to innovative performance; H5: Customer intensity will be positively related to innovative performance; H6: RL will be positively related to innovative performance; H7: Value creation will be

positively related to innovative performance. The study was based on convenient sampling, which is non-probability sampling. Therefore, the generalization of the findings to the entire population is limited.

Further, Hacıoglu *et al.* (2012) used five-point Likert scales ranging from 1=strongly disagree to 5=strongly agree on items for measuring Entrepreneurial Marketing adopted from Becherer *et al.* (2008). This scale consisted of seven dimensions, namely Proactiveness (3 items), Opportunity Focus (3 items), Calculated Risk Taking (3 items), Innovativeness (3 items), Customer Intensity (3 items), RL (4 items), Value Creation (7 items). To measure a firm's innovative performance, its position was compared to competitors in terms of the items adopted from Qureshi *et al.* (2010) was measured using a five-point Likert scale ranging from 1= much worse to 5=much better.

The hypothesized relationships were tested with data collected through structured questionnaires administered face-to-face to managers of firms located in Turkey. To examine the suitability of the data for factor analysis, the Kaiser-Meyer-Olkin measure of sampling adequacy was used, which was 0.794, indicating that the data were suitable for factor analysis. Eigenvalue was used to determine the number of factors, and only factors with Eigen values over 1 were selected. Results of the exploratory factor analysis (EFA) were that four items were deleted because they showed a weak loading or loaded two different factors.

In overall, 29 items using 5 Likert-type scale' were used to measure entrepreneurial marketing and firm innovative performance. To examine the reliability of the scales used in the study, internal consistency coefficients were used, which varied between 0.61 and 0.83. All scales had reliability figures over 0.60, indicating that the scales used were reliable. The study had the adjusted R² of 15.7 and entrepreneurial marketing explained the 15.7 percent of the variance of the innovative performance and also the four

dimensions of the entrepreneurial marketing had significant effect on innovative performance. Pro-activeness ($\beta= 0.174$; $p= 0.000$), innovativeness ($\beta=0.166$, 0.000), customer intensity ($\beta=0.108$, 0.021) and RL ($\beta=0.110$; $p=0.016$) have significant relationship to innovative performance. Regression analysis results supported H1, H4, H5 and H6 hypotheses. On the other hand H2, H3 and H7 hypothesis were not supported.

In a research paper entitled “Entrepreneurial Marketing as a Coping Strategy within an Economic Crisis” Hatak *et al.* (2013) found that EM was a general success factor for SMEs that coped with global financial crisis successfully in the Austrian economy. While some SMEs coped with the global financial crisis successfully, others faced existential problems, leading to the question as to what strategies helped the successful enterprises find their way out of the crisis. The literature discusses EM as a general success factor in a quantitative study ($n=352$), companies with a strong degree of EM are compared to those with a weak degree.

The empirical findings show that EM correlates strongly positively with the ability of SMEs to cope with a crisis. Hatak *et al.* (2013) used pro-activeness, risk-taking, innovativeness, customer intimacy, customer value, market driving and RL as the explanatory variables in the research problem. Comparing their results with the literature, they raised the question whether cultural differences affect the way in which business owners apply EM, thus leading to the question whether the operationalization of EM has to be contextualized in the dominant environmental culture. They further suggested that integration of entrepreneurial marketing must be reinforced both in the field of entrepreneurship education and in the area of vocational training.

2.6 Critique for Existing Literature Relevant to the Study

Neither is entrepreneurship, marketing or strategic management a surrogate to the other or even a better substitute to each other. They are, rather, different theoretical constructs that can be fully integrated. Value creation and appropriation within the market is the node of the relationship between entrepreneurship and market-driven management (Vallini, & Simoni, 2009). Therefore, the relevance of the reviewed literature in relation to the study points to the need for integration of entrepreneurship theories with strategic management and marketing theories. This way a holistic construct that integrates the entrepreneur, the firm and the customer can be created to extend the knowledge supplied from these three disciplines of business discourse. This construct was applied in this study to help explain EM influence in the problem of skewed competition of the mobile sector in Kenya. It assumed that none of the four explanatory variables of EO, MO, SO and RL can be divorced in the study of a business problem similar to the one investigated in this study.

Entrepreneurial Marketing represents a different approach to envisioning the business itself, its relationship with the marketplace, and the role of the marketing function within the firm. The business is viewed as an “innovation factory”, where all departments and functions are defined in terms of an internal value chain and have an ongoing responsibility for identifying new sources of customer value (Morris *et al.*, 2002). With regard to the marketplace, the firm seeks to lead customers as opposed to reacting to or following them, and attention is devoted to the creation of new markets rather than better serving existing markets.

Although the researcher adapted a conceptual framework by Qureshi *et al.* (2010), the research was cognizant of the fact that the original construct did not consider the effect of a firm’s resources in the firm performance. Therefore, the adaptation of the

conceptual model reflected on RBV theory, that a firm's resources and capabilities/competencies play an explanatory role in its performance and competitive advantage. Therefore, the operational conceptual framework used in the study included entrepreneurial orientation, market orientation, strategic orientation and firm's resources leveraging independent variables to replace other narrow views and constructs and is aligned to what Vallini and Simoni (2009) referred to as holistic and integrated approach to entrepreneurship. While advancing on this new perspective view of entrepreneurship, Vallini and Simoni (2009) argue that the adoption of a holistic perspective induces us to suggest that the firm is in competition not only on the markets to which it delivers its products or services but with all the markets from which it acquires value and to which it delivers value. The entrepreneurial process then is one of creation (acquisition and combination) and distribution of value. The firm confronts its competitors; sometimes it creates alliances with them, to obtain better conditions that best financial resources, employees, material inputs, machineries, and so forth. Therefore, it is inevitable that the firm has to overcome its competitors in its capability to absorb and combine these resources and competencies in order to be able to deliver superior customer value.

In view of the above, the author used an "extended" market-driven approach that drives entrepreneurial management to supremacy in an extended competition space, on all of the firm markets. This is the paradigm of Holistic and Integrated Approach to entrepreneurship that constructs the firm as a system, integrating functional and subjective views and preferences in an overall process of value creation and distribution. The firm as an institution has a place in the economic system as a means for satisfying the needs of a complex set of stakeholders that coagulate around it (Vallini & Simoni, 2009).

Therefore, this competitive environment hosted by the market-place makes the entrepreneur or the entrepreneurial firm a custodian and the driver of this open system in

which it releases its new combinations referred to as innovations. The ability of the entrepreneur to make sustainable economic gains in this construct by winning the customer perception then formed the key subject of study. In reference to entrepreneurship as a characteristic of the firm, a firm shall have CA when it is able to leverage on its resources and proactively exploit opportunities and create more economic value than its rivals. The perceived value of a good, for example, is assigned by customers based on the product's features, performance, design, quality, and so on; and this is the other standpoint to measure CA (Rothaermel, 2013).

Extant literature has argued that marketing and entrepreneurship can be conjoined more completely, creating a new, entrepreneurial paradigm of marketing (Ghobakhloo *et al.*, 2011; Hagtay & Holmen, 2009; Hills, Hultman & Miles, 2008; Miles *et al.*, 2015). The extent that an undertaking demonstrates some amount of innovativeness, risk-taking, and pro-activeness, can be considered an entrepreneurial event and the person behind it an entrepreneur or an entrepreneurial team - in case of an organization. Conventional marketing in practice ignores this orientation which in itself is central to entrepreneurship (Morris *et al.*, 2002).

2.7 Research Gaps

Although the seller is pre-occupied with selling there is little effort to find out what customers want (Achrol & Kotler, 2012). Sales success is therefore short term results. Using the emerging theory of Entrepreneurial Marketing Orientation, there seems to be a growing accumulation of research in this area. However, there are very few articles in Kenya on this area of research to explain to application of entrepreneurship to study the customer value creation as a means to achieving a firm's competitive advantage. Until recently, the two fields of entrepreneurship and marketing have for a long time been regarded as two entirely independent scholarly domains (Hills *et al.*, 2008). Therefore,

there is need for a wider perspective in the study entrepreneurship with holistic integrated systems view. The study investigated how entrepreneurs can enhance the customer value perception of offerings of a business enterprise through application of a merger of orientations relating to entrepreneurial orientation, market orientation and strategic orientation.

2.8Summary

This chapter extensively explored underlying theories that seem to explain the phenomenon of a skewed market competition by reflecting on the firm's EO, MO, SO and RL, and its influence on the competitive advantage. These four independent variables (EO, MO, SO and RL) have been posited as explanatory to the skewed CA of a mobile service providers in Kenya. Earlier research findings on the interrelationship between marketing and entrepreneurship explored were very fragmented so the study attempted to add more knowledge that can contribute to the theory building of entrepreneurial marketing and entrepreneurship practice within the firm. The conceptual framework used attempted to create a holistic view of the business to include the EO, MO, SO and RL, and their influence on the firm's CA measured by PerVal and ServQual models.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the procedures that were used to conduct the study. It presents the research design, target population, sampling techniques and study instruments. It is the structural framework or blueprint of the study. The final part of the chapter dealt on the data collection procedures, data analysis techniques and the research model adopted.

3.2 Research Design

Research design guides the researcher in the planning and implementation of the study, while achieving optimal control over the factors that could influence the study (McGrath & O'Toole, 2012). This research project was based on explanatory research design with mixed research method involving both quantitative and qualitative data collection and analysis. Explanatory studies look for explanations of the nature of certain relationships and is suitable for hypothesis testing to provide an understanding of the relationships that exist between variables. Quantitative research method is based on the measurement of quantity or amount (Kothari, 2015). Qualitative research design on the other hand uses an unstructured or semi-structured research approach to produce insights into behaviour, motivations and attitudes without necessarily quantifying them. It clarifies the participants' view of the context in which they operate (Wilson, 2006). The qualitative research method provides unstructured explanations to reasons behind facts obtained by the quantitative design. Such responses are rich, full, down-to-earth, holistic, real, and their face validity is optimal.

Data was collected by a cross sectional survey approach. A survey involves the collection of information from a sample of individuals through their responses to

questions. The cross sectional survey data collection approach is efficient for systematically collecting data from a broad spectrum of individuals at certain instance in time because many variables can be measured without substantially increasing the time or cost and can allow probability sampling from large populations so that findings of the research are generalizable to the study population.

This research measured four explanatory variables, namely; entrepreneurial orientation (EO), market orientation (MO), strategic orientation (SO) and resource leveraging (RL) of a mobile service provider as perceived by the customer. These variables were be aggregated and regressed against Competitive Advantage (CA) among the mobile service providers as measured by customer perceived value (PerVal) and perceived service quality (ServQual).

3.3 Target Population

A study's target population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population (McGrath & O'Toole, 2012). In this study the population is the customers constituting the subscribers of mobile services providers Kenya.

Firms in Kenya differ among themselves by sector type with respect to their competitive strategies (Namusonge, 2014). In this regard, the mobile phone industry is very competitive such that for an enterprise to survive, aggressive marketing should be undertaken (Rumba, 2008; Muathe, Karanja & Thuo, 2014). The mobile sector in Kenya has had four clear players; namely Safaricom, Airtel, Orange (Telkom) and Yu (Essar). However, with effect of January 2015 Yu's network was absorbed by Airtel after Yu bowed out of the race. It is this out-competition of the majority of MSPs and the

overwhelming competitive position by Safaricom in a backdrop of existential problems of other players that causes concern to the regulators and the sector at large. Existing research findings do not seem to adequately explain this phenomenal problem. Therefore, the study targeted the MSPs' 30.14 million subscribers obtained from CCK (2012) statistics at the commencement of the study in the first quarter of year 2013. The findings of the study were generalized to these customers but may be projected to new customers that have accumulated over the period of the study.

As obtained from CCK (2012), Table 3.1 represents the distribution of the mobile services subscribers at the end of the third quarter of year 2012. Safaricom Limited had 63% market share, Airtel Kenya Limited had 17%, Yu had 10% and Telkom Kenya had 10% on account of the 30.14 million subscribers (CCK, 2012). This clearly indicates that Safaricom has overwhelmingly out-competed all the other three MSPs combined, at 63% market share leaving only 37% to all the other three MSPs. The market share distribution has not changed much during the duration of the study. For example, the Sector Statistics Quarter 3 of 2015, Safaricom had a market share of 67.1%, Airtel had 20.2% and Orange had 10.8% while a new entrant Equitel had 1.9%. Given the fact that Airtel had already acquired YU (Essar Telekom) where their combined market share in Quarter 3 of 2012 was 27%, it means that indeed Airtel was losing ground to Safaricom and the new entrant Equitel. This would mean future projections of the trend are even more worrying about the existence of the remaining competitors of Safaricom.

Table 3. 1: Mobile Subscriptions per Operator (CCK, 2012)

| Mobile Operator | Pre-paid | Post-paid | Total | Market share |
|--------------------------------------|-----------------|------------------|--------------|---------------------|
| Safaricom Limited | 19,045,713 | 175,496 | 19,221,209 | 63% |
| Airtel Kenya Limited | 4,997,807 | 116,189 | 5,113,996 | 17% |
| Yu (Essar Telecom) Limited | 3,001,808 | 1,490 | 3,003,298 | 10% |
| Telkom (Orange) Kenya Limited | 3,089,814 | 4,465 | 3,094,279 | 10% |
| Total | 30,135,142 | 297,640 | 30,432,782 | 100% |

3.4 Sampling Frame

The sampling frame operationally defines proportion of the target population from which the sample is drawn. In view of this study the sampling frame consisted of the mobile service providers service outlets in Nairobi. These records were sourced from the participating MSPs lists of dealers and partners in Nairobi during the period of January 2015; where Safaricom listed 874 dealers in the Nairobi Central Business District (CBD), Airtel zonal catalogue for Nairobi listed 79 outlets in the Nairobi CBD, and Orange Kenya listed 21 outlets in the Nairobi CBD. YU and Airtel outlets were treated jointly following acquisition of YU mobile by Airtel Kenya Limited. Collectively these sales outlets were 974. These sales outlets are service centers that act as touch-points for the customers and they are agents to the Mobile Service Companies thus acting as closely neat partners in firm's business strategy and its implementation. Nairobi was selected because it is the national focal point for all the mobile service providers and it has a complete representation of all the three mobile service operators.

3.5 Sample and Sampling Technique

For the purpose of this study a stratified sample was drawn from the sampling frame of mobile service provider's sales outlets that spread across Nairobi CBD. The stratified sample was drawn from each stratum of the mobile service providers. The customer sample size determination formula and procedure for categorical data was adopted from Bartlett, Kotrlik, & Higgins (2001) as follows:

$$n = \frac{[(z^2 * p * (1-p)) + e^2]}{[e^2 + (z^2 * p * (1-p))]/ N}$$

Where

n= required sample size

z = Confidence level (at 95% standard value =1.96)

p= Estimated largest possible sample size for the desired level of confidence

The formula was applied to the strata of target population distribution to obtain a theoretical sample size of 353units; distributed as follows Safaricom as 267, Airtel as 66 and Orange as 20 units. Since Safaricom sample size was too big as compared to the others, it was adjusted for true sample size using the following formula to provide a sample size of 205 respondents for Safaricom but the rest were retained unadjusted:

$$\text{True Sample Size} = \frac{(n*N)}{(n+N-1)},$$

Where n is the sample size and N is the population size.

Therefore the effected sample size for the entire target population was the sum of sample units by stratum including the true sample size for Safaricom target population to yield

n= 291. As shown in Table 3.2 that follows, the sample selected was distributed as follows Safaricom had 205 units, Airtel had 66 units and Orange had 20 units representing; 23%, 84% and 95% of the target population for Safaricom Limited, Airtel (K) Ltd combined with Yu Mobile, and Telkom (Orange) Kenya Limited respectively.

Table 3. 2: Sample of distribution by number of sales outlets/dealers selected

| Mobile Operator | Number of Sales outlets/dealers | Sample selected | Proportion contributed to the sample |
|-------------------------------|---------------------------------|-----------------|--------------------------------------|
| Safaricom Limited | 874 | 205 | 70.45% |
| Airtel (K) Ltd & Yu Mobile | 79 | 66 | 22.68% |
| Telkom (Orange) Kenya Limited | 21 | 20 | 6.87% |
| Total | 974 | 291 | |

3.6 Data Collection Instruments

The researcher used face to face self-administered questionnaires as data collection instruments. Questionnaires are effective data collection instruments because respondents can provide information on their current and previous behaviour, attitudes and perceptions (Coetzee, 2005). Both structured questionnaires and unstructured questionnaires were used. Structured questionnaires were used to collect quantitative data while the unstructured questionnaires with open ended constructs were used to explain responses by the participants in their own words. The data collected with these questionnaires was coded and summarized for processing. The close-ended questions for quantitative data were designed using a Likert scale for interval data and the degree of

association was summarized into descriptive statistics including mean, percentages, frequencies, standard deviation and Pearson's product moment correlation.

Before conducting the research, the researcher obtained a letter of introduction from the Head of the School of Human Resource Development department of the university. This letter was presented to the responsible officers of the target mobile service provider's customers and service centers during the data collection exercise.

3.7 Data Collection Procedure

Since the research design was explanatory mixed method, both quantitative and qualitative collection procedures were used. To cater for quantitative data collection structured questionnaires were used with predetermined response categories in a Likert Scale of 1 to 7 to assess quantitative characteristics. Quantitative data collection procedures produce results that are easy to summarize, compare, and generalize and was useful for the testing of hypotheses and estimation of the magnitude of contribution of each independent variable to the phenomenon of interest. Qualitative data was collected using open-ended questions to seek general patterns among different participants sampled in this study so as to clarify the quantitative evaluation findings.

3.7.1 Operationalization of Study Variables

Each research variable was operationalized according to parameters established from earlier researchers. The questionnaires were grouped to correspond to the research variables and questionnaire items created accordingly as summarized in Table 3.3:

Table 3. 3: Research Study Variables, Parameters and Research Instruments

| Research variable | Variable parameters |
|--|--|
| General characteristics of variables (Demographic data) | Customer characteristics (Gender, Age, Income, MSP preference) Employee characteristics (Mobile service company represented, relationship with the mobile service company, area of management in-charge, length of service to the firm) |
| Competitive advantage | Service quality (ServQual) Perceived value (PerVal) |
| Entrepreneurial Orientation | Innovation Risk-taking propensity Pro-activeness |
| Market Orientation | Customer intensity Value creation |
| Strategic Orientation | Differentiation Cost Leadership Focus strategy |
| Resource Leveraging | - Financial position - Technology resources - Partnerships and Alliances - Commercial channels |

3.8 Pilot Study

One statistical assumption is that the sampling distribution of the mean is normal when large samples are used $n \geq 30$ (Coetzee, 2005). Therefore, the research study instruments were pilot tested on 35 respondents from mobile service/sales outlets of the three mobile service companies from Nakuru town. Nakuru town is the fourth largest city in Kenya with a blend of both urban and rural setup; and it is accessible to the entire expanse of the Great Rift Valley in Kenya. Since all the three mobile service providers have customer service/sales outlets in Nakuru a stratified convenient sample proportionate to each service provider's market share was obtained in Nakuru to provide 35 units of participants including the firm and customer respondents respectively for each unit. The researcher adjudged the selection of the respondents on account of gender parity, cross-section of wide age groups, and other observable customer characteristics that were encountered in the target population sample. The piloting exercise was used to review the validity and reliability the data collection instruments and the instruments were consequently revised (Mugenda & Mugenda, 2003; Kothari, 2015).

Validity of data collection items is the degree to which each item measures what it claims to measure (Kothari, 2015). The data collection items were tested for content validity. Content validity addresses the match between questions and the content or subject area they intend to assess. This validity test was conducted with help of five experts in the domain of entrepreneurship at different occasions prior to and during the actual piloting who individually reviewed the questionnaires and their recommendations were implemented accordingly.

Internal consistency reliability test was conducted to measures the degree to which all the items in a measurement/test measured the same attribute. Internal consistency implies a high degree of generalizability across the items within the test. Cronbach's

alpha as the most common estimate of internal consistency of items in a scale was used. The Cronbach alpha coefficient and inter-item correlation coefficients are used to assess the internal consistency of the measuring instrument. Coefficient alpha reflects important information on the proportion of error variance contained in a scale. Owing to the multiplicity of the items measuring the factors, the Cronbach coefficient alpha is often considered to be the most suitable tool since it has the most utility of multi-item scales at the internal level of measurement. The Cronbach alpha coefficient is supposed to be between 0 and 1. The higher the coefficient, the more reliable the test. However, a threshold of 0.7 coefficient is a sufficient indicator of reliability of the test items (Webb *et al.*, 2007).

3.9 Data Analysis and Presentation, and Research model

3.9.1 Data Analysis and Presentation

The data collected comprised a mix of quantitative (close ended questions) and qualitative data (open ended questions). The open ended questions in the questionnaire were analysed using content analysis. Content analysis provides a systematic technique for compressing many words into a few categories based in explicit rules of coding (Coetzee, 2005). The qualitative responses on the open ended questions were coded into themes based on certain keywords and phrases that indicated a respondent to view on a particular item. The strength of their response was measured into a numerical Likert scale and a numerical score allocated to indicate their response on a particular item.

The data collected was analysed in descriptive and inferential statistics. Descriptive research is the process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subject in the study. Mugenda and Mugenda (2003) add that the purpose of this type of research is to determine and report things the way they are. While descriptive statistics are used to reveal patterns through

the analysis of numeric data, inferential statistics are used to draw conclusions and make predictions based on the analysis of numeric data. Data analysis has three basic objectives, getting a feel of the data, testing the goodness of the data and testing hypothesis developed for the research (Kothari, 2015; Njuguna, 2008). Upon data collection, only completed questionnaires were analysed. The data collected was organized, coded, analysed and interpreted on the basis of the research questions using descriptive statistics and inferential statistics with Statistical Package for Social Sciences (SPSS) version 23 and Microsoft Excel 2013. SPSS is capable of analysing coded data using statistical models and tests of significance. However, Microsoft Excel is good in summarizing data and frequencies. It is also an easy to use tool and flexible in multiple applications for data analysis.

A descriptive research approach was adopted where associational and comparative statistics were used to analyse the data using SPSS version 23 statistical package, for all the statistical procedures. The choice of statistical procedures was based on the level of measurement achieved in the research. In this study, nominal and interval scales were used as the level of measurement in collecting the biographical data and independent variables measurements. Biographical data involve a single variable and are usually the starting point in descriptive analysis. Biographical data was used to describe the general characteristics of the respondents.

Descriptive data analysis makes use of percentages, frequency distributions, means, and standard deviation for each variable of interest. Frequency distribution shows in absolute or relative (percentage) terms how often (popular) the different values of a variable are among the units of analysis. Biographical and organizational questions are usually categorical - hence it is usual to give frequency distributions of the responses to such questions. Owing to the inherent limitation of scaling psychometrics on

perceptions, the intervals in the level of measurement can only be regarded as approximate equal intervals (Coetzee, 2005).

3.9.2 Research Model

The research used a multiple correlation and coefficient of determination, and multiple linear regression for the research model.

a) Multiple Correlation and Coefficient of Determination

Data from correlational research can be interpreted in causal terms based on theories reviewed by the researcher (Jo *et al.*, 2015). Multiple correlation (R) is a measure of the correlation between the observed value and the predicted value of the criterion variable. Further, the Coefficient of Determination, R Square (R²) indicates the proportion of the variance in the criterion variable which is accounted for by the model. In essence, this is a measure of how well a prediction of the criterion variable can be made by knowing the predictor variables. However, R² tends to somewhat over-estimate the success of the model, and the adjusted R² value therefore gives the most useful measure of the success of the model. R² in the context of this statistical model was being obtained as;

$$R^2 = 1 - (SS_{err}/SS_{tot})$$

Where; sums of squares: $SS_{tot} = \sum y_i - y_{bar}$

$$\text{Explained sum of squares} \quad SS_{err} = \sum (y_i - f_i)^2$$

b) Multiple Linear Regression

Multiple Linear Regression is a statistical technique that allows the researcher to predict the score on one variable on the basis of scores on several other variables. Many researchers use the term “independent variables” to identify those variables they think

will influence some other so-called “dependent variable”. Independent variables are known as predictor variables and dependent variables as criterion variables. If two variables are correlated, then knowing the score on one variable enables the researcher to predict the score on the other. The stronger the correlation, the closer the scores will fall to the regression line and therefore the more accurate the prediction will be. Multiple Linear Regression is simply an extension of this principle, where one variable is predicted on the basis of several others. In multiple regression the researcher does not directly manipulate the independent variables but instead, simply measures the naturally occurring levels of the variables to see if this helps to predict the score on the dependent variable (Coetzee, 2005). This model is represented as follows;

$$Y = \alpha + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + E$$

Where

Y is the dependent variable and α is a constant of Y intercept

$\alpha_1, \alpha_2, \alpha_3$ and α_4 are coefficients of the contributions of the independent variables

$X_1, X_2,$ and X_3 are independent variables E is the error term

c) Statistical Significance Tests

Since large samples were used the Central Limits Theorem was invoked towards the test of hypothesis. Test of hypothesis was done using t-test at 95% level of confidence for earlier hypothesis H₀₁: Entrepreneurial orientation has no influence on competitive advantage among mobile service providers in Kenya, H₀₂: Market orientation has no influence on competitive advantage among mobile service providers in Kenya, H₀₃: Strategic orientation has no influence on competitive advantage among mobile service providers in Kenya, and H₀₄: Resource leveraging has no influence on competitive advantage among mobile service providers in Kenya.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter represents the empirical findings and discussion of the results from the study. The findings outline the characteristics of the sample, including participating firms and customers, measurement development, and the major findings in this study. The first section discusses the measurement development, including validity and reliability considerations of the constructs. The second section introduces the characteristics of the sample and presentation of the results of this study. The last section presents a report on findings of the hypotheses testing.

4.2 Measurement development

Systematic development of the questionnaire for data collection is important to reduce measurement errors (Espina, 2013). The research used a six step process adapted from Espina (2013) that involved background development, questionnaire conceptualization, formatting the questionnaire, checking validity, piloting for reliability testing, and final data collection, analysis and reporting.

Background development was the initial step where the purpose, objectives, research questions and hypothesis of the research were examined. The audience, their background, especially their educational and readability levels, how to access the respondents, and the process to be used to select the respondents (sample versus population) were determined. In the second step, statements/questions for the questionnaire were generated based on the literature reviewed. The content from literature and theoretical framework was transformed into statements or questions. In addition, a link among the objectives of the study and their translation into content was

established. The third step was to format statements or questions, selection of appropriate scales of measurement and questionnaire layout. A Likert scale of 1 to 7 was used to quantify a subject's response on a particular variable. The fourth step was reviewing the draft questionnaire for validity. Validity is the amount of systematic or built-in error in measurement such as, “is the questionnaire measuring what it intended to measure? Is it appropriate for the sample/population? Is the questionnaire comprehensive enough to collect all the information needed to address the purpose and goals of the study? Does the instrument look like a questionnaire?” The validity of the questionnaire was reviewed by the researcher with the help of expert opinion and a new questionnaire was constructed to reflect recommended changes (Coetzee, 2005).

Next, the fifth step was reliability testing where the questionnaires instrument was administered to pilot sample in the field using subjects not included in the final sample. Reliability testing checked for random error in measurement to indicate the accuracy or precision of the measuring instrument by answering the question, “does the questionnaire consistently measure whatever it measures?” The researcher assessed reliability of the questions for consistently measuring what they were meant to measure by collecting pilot data from 35 mobile service outlets belonging to the three mobile service providers in Nakuru town. Data collected from the pilot test was analysed using SPSS version 23 in a "correlation matrix" and "view alpha if item deleted" column was added to identify which questions were not consistent measurements. Items that would substantially improve reliability if deleted were removed from the questionnaire or modified using expert guidance. The reliability coefficient (alpha) can range from 0 to 1, with 0 representing an instrument with full of error and 1 representing total absence of error. Questions that had a reliability coefficient (alpha) of 0.70 and above were retained for such questions are considered of acceptable reliability (Webb *et al.*, 2007).

4.3 Data Collection Process

In the data collection the final questionnaire constructed after pilot testing earlier questionnaire was self-administered by the researcher. A total of 291 MSPs outlets were included in the final study but only 246 paired firm and customer responses were returned. CA was measured by a questionnaire instrument on the customers which was paired to a corresponding questionnaire to the firm visited by the customer for completion of a questionnaire on the independent variables on the firm's characteristics of EO, MO, SO and RL as observed in the firm by the firm actors who included employees, dealers, agents and resellers. The major objective of this study was to determine the influence of EM orientation on CA among mobile service providers in Kenya. The researcher identified a Likert scale of 1 to 7 on the measurement items in order to map the empirical data on the hypothesized measurement model to a magnitude.

The evaluation of scale items and composite scales was used to produce results that were applied to the model's specifications. A confirmatory factor analysis (CFA), including tests for convergent and discriminant validity, and reliability for each measurement item was done and any item with less than 0.7 coefficient alpha reliability was dropped. In the end, the originally proposed conceptual framework model was evaluated using a multiple correlation involving the predictor variables and predicted variable. The findings were that, not only did EO have strong correlation to CA, but it was also correlating significantly with other predictor variables. In order to eliminate possibility of apparent multicollinearity, a re-evaluated conceptual model was used for control purpose, with EO been treated as a moderator for the new relationship comprising of MO, SO and RL as independent variables that influenced CA. The discussion of the results of the research model and the re-evaluated model are presented later in this chapter.

4.4 Reliability Analysis

The reliability of an instrument refers to its ability to produce consistent and stable measurements. The most common reliability coefficient is the Cronbach's alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test - internal coherence of data. The reliability is expressed as a coefficient between 0 and 1. The higher the coefficient, the more reliable is the test. In this study Cronbach Alpha was used to test the reliability of the proposed constructs. The findings are as indicated in Table 4.1. The overall model had a Cronbach's Alpha of 0.774, while the independent variables of EO, MO, SO, RL had 0.911, 0.790, 0.792, and 0.791 respectively; while the dependent variable CA had 0.683 which was very close to 0.7. On the basis of reliability test it was supposed that the scales used in this study were reliable to capture data for the constructs in the conceptual framework.

Table 4. 1: Reliability Statistics

| Variable Name | Parameters | Cronbach's Alpha |
|--------------------------------|-----------------------------|-------------------------|
| Competitive advantage | Service quality | 0.683 |
| | Perceived value | |
| Entrepreneurial orientation | Innovativeness | 0.911 |
| | Pro-activeness | |
| | Risk-taking propensity | |
| Market orientation | Customer intensity | 0.790 |
| | Value creation | |
| Strategic orientation | Product differentiation | 0.792 |
| | Cost orientation | |
| | Focused orientation | |
| Resource leveraging | Financial resources | 0.791 |
| | Technological resources | |
| | Employees | |
| | Partnerships | |
| Overall Model Cronbach's Alpha | Competitive advantage | 0.774 |
| | Entrepreneurial orientation | |
| | Market orientation | |
| | Strategic orientation | |
| | Resource leveraging | |

4.5 Characteristics of the Sample

This section constitutes a report on the demographic characteristics of the respondents. The data was analysed using SPSS version 23.0 using descriptive statistics.

4.5.1 Response Rates

A total of 291 mobile service providers outlets were invited to participate in the final survey between January 2015 and April 2015. A pair of respondents was required for each participating sample unit of a mobile service providers' sales/service outlet, comprising of a management staff and one customer. A total of 246 mobile service provider outlets returned the satisfactorily completed questionnaires representing 63.89% response rate. This response rate is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% is good, while above 70% is rated very good. The recorded good response rate can be attributed to the data collection procedures, where the researcher utilized a self-administered questionnaire where the questionnaires were dropped and respondents left to complete and then questionnaires were picked shortly after.

4.5.2 Characteristics of the Firm's Respondents

As represented in Table 4.2; out of sample n=291 there were 246 employees' questionnaire that successfully completed for analysis. Majority (52.90%) of these employees had worked in their firms for Above 2 years, while 47.1% had worked for 0-2 years. Out of these respondents majority (75.30%) were in Sales/Marketing management and the rest were in other areas of management. The largest proportion (66.30%) of the MSPs partners were at the level of Agent/Reseller, 18.30% were working at MSPs' Service Centres and 15.4% were working at the Dealer centres. Out of the employees

who completed their questionnaires satisfactorily; Safaricom had 74.0%, Airtel had 18.7% and Orange had 7.3% respondents respectively.

Table 4. 2: Frequency distribution of returned responses for the firm’s respondents

| Firm’s Descriptive Statistics | | Units | % |
|--------------------------------------|-----------------------------|-------|--------|
| | Response rate | 246 | 63.89% |
| Years Worked in the Firm | 0 - 2 Years | 114 | 47.10% |
| | Above 2 years | 128 | 52.90% |
| Area of management of the respondent | Research and Development | 19 | 7.90% |
| | Sales/Marketing | 180 | 75.30% |
| | Finance | 27 | 11.30% |
| | General/Branch/Unit Manager | 8 | 3.30% |
| Relationship with MSP | Service centre employee | 45 | 18.30% |
| | Dealer | 38 | 15.40% |
| | Agent/Reseller | 163 | 66.30% |
| MSP represented | Airtel | 46 | 18.70% |
| | Orange | 18 | 7.30% |
| | Safaricom | 182 | 74.00% |

The findings on distribution of the firm’s respondents as shown in Table 4.2 indicate that majority (52.90%) of the employees who responded to the employees questionnaire had adequate knowledge about their firm since they had worked for Above 2 years, while 47.1% had worked for 0-2 years. This is an important observation because it strengthens

the validity of the findings. In regard to the fact that majority (75.30%) of these employees were in Sales/Marketing management it also strongly indicates that majority of the respondents had knowledge of EM orientation of their firm and the strategies that their MSPs were taking in their entrepreneurial combinations at the marketplace. As for the fact the largest proportion (66.30%) of the MSPs partners were at the level of Agent/Reseller, this could be satisfying because Agents/Resellers are the nexus linking the MSPs strategy execution and the retail market. They live and work among the clients and experience the immediate outcome of strategies passed down by the MSP firms to its operational teams. Safaricom response rate of 74% contribution to the total response by the firms' employees was higher than its sample proportion of 70.45% (representing 205 units) to the sample n=291. This was because during the data collection many of the sampled Safaricom dealers/agents were accessible as compared to other MSPs. For, example a few of Airtel operators who were selected in the sample were found to be no longer in operation. In the case of Orange, all the 20 selected sample were reached but 2 of the questionnaires were not satisfactorily completed for analysis and so were treated as ineligible for analysis.

The findings represented by Table 4.2 clearly show a serious disparity of agents and dealers between the MSPs, where Safaricom seems to outdo the other MSPs in a very huge ratio. This means for example, even though the services of the MSPs could be significantly low, is several times harder to get those MSPs' service centers as compared to Safaricom's distribution network that is available at every corner. This findings agree with earlier findings by UNCTAD (2011) and confirms the existence of the problem that was under investigation.

4.5.3 Characteristics of the customer respondents

The customer respondents' characteristics collected included gender, age, monthly gross income and their preferences for each mobile service provider. As shown in Table 4.3; the response rate was 63.89%. Out of the respondents 52.9% were female and 47.1% were male. The largest proportion (63.3%) were Youth (18-35 years) and Minors (Below 18 years). Majority of the customers (63.3%) earned less than Kes 50,000 per month, with only 5.8% earning over Kes 100,000 per month. Safaricom had the largest number of customers who indicated that they would prefer it over the other competitors at 66.3% while Airtel and Orange had a preference rate of 25.6% and 8.1% respectively.

Table 4. 3: Descriptive Statistics of the Customer Respondents

| Customers' Descriptive Statistics | | Units | % |
|--|-------------------------------|--------------|----------|
| | Response rate | 246 | 63.89% |
| Customer respondent characteristics | Male | 114 | 47.1% |
| | Female | 128 | 52.9% |
| Age of Respondent | Minor: Below 18 years | 27 | 11.2% |
| | Youth (18 - 35 years) | 138 | 57.0% |
| | Mid-Age Adult (35 - 60 years) | 68 | 28.1% |
| | Senior Adult (over 60 years) | 9 | 3.7% |
| Income | Below Kes 10,000 | 34 | 16.4% |
| | Kes 10,000 - 49,999 | 97 | 46.9% |
| | Kes 50,000 - 99,999 | 64 | 30.9% |
| | Above Kes 100,000 | 12 | 5.8% |
| MSP subscribed | Airtel | 63 | 25.6% |
| | Orange | 20 | 8.1% |
| | Safaricom | 163 | 66.3% |

The findings represented by Table 4.3 show that there was gender parity among the respondents because 52.9% were female and 47.1% were male. This implies that in the case where gender could have been a bias in the response provided such a likelihood is neutralized. Further, the findings that 63.3% of the sampled customers were not more than 35 years means that the mobile service providers should carefully consider the

interest of this distribution of users who include teenagers and youths as their point of leverage in their products and services. Besides this it is worth noting that there is 11.2% mobile users below 18 years of age. This implies mobile phones are also in significant access by users at the level of primary and secondary schools. Therefore, educators and content developers have an opportunity to reach this 11.2% proportion of the mobile service subscribers who as at Quarter 3 of 2015 stood at 37.8 million subscribers (CAK, 2015). As far as the observation that 63.3% of the customers earned less than Kes 50,000 per month, with only 5.8% earning over Kes 100,000 per month, it means that the products and offerings of the MSPs must target low and middle income earners where the MSP's interest is to reach a large market with its products. However, it would also be attractive to develop high end niche products for the opportunity among the 5.8% high income earners of over Kes 100,000 per month.

The observation that most of the customers indicated that they prefer Safaricom over competitors at 66.3% while Airtel and Orange had a preference rate of 25.6% and 8.1% respectively agree with earlier findings by Kagwathi *et al.* (2013), Moraa & Mwangi (2012) and Rumba (2008). The findings are also close to Sector Statistics Q3 2014-2015 (CAK, 2015), when the data was collected, that indicated that Safaricom had a market share of 67.1%, Airtel had 20.2% and Orange had 10.8% while a new entrant Equitel had 1.9%.

4.5.4 Customer's Preference for Various MSPs

As shown in Table 4.4; Safaricom had the highest preference for all services that ranged between 64.9% for Internet Access and 90.1% for Mpesa services. Airtel came second with a preference between 8.3% for money transfer to 25.6% for calls; while Orange was last with an overall preference of a meagre 6.46% (at least 10 times lower than

Safaricom). The overall preference for Safaricom and Airtel was 76.03% and 17.51% respectively.

Table 4. 4: Frequency distribution of Customer’s MSP preference for Calls

| Service/MSP | Airtel | Orange | Safaricom |
|--------------------|---------------|---------------|------------------|
| Calls | 25.60% | 8.10% | 66.30% |
| SMS | 11.20% | 6.20% | 82.60% |
| Money Transfer | 8.30% | 1.70% | 90.10% |
| Internet Access | 26.00% | 9.10% | 64.90% |
| Other services | 12.00% | 10.00% | 78.00% |
| Overall preference | 17.51% | 6.46% | 76.03% |

The findings represented by Table 4.4 do not indicate of Safaricom large market share but also a unique phenomenon where it was attracting a higher preference than its actual market share. Sector Statistics Q3 2014-2015 (CAK, 2015) when the data was collected, reported that Safaricom had a market share of 67.1%, Airtel had 20.2% and Orange had 10.8% while a new entrant Equitel had 1.9%. However, in Kenya a number of subscribers have more than one mobile phone line and sometimes two lines by different subscribers in one dual line phone. It seems under such circumstances these subscribers would prefer to use Safaricom above the other MSPs. The fact that over 90% preferred Safaricom money transfer service Mpesa should also be investigated as probable cause of further influence of Safaricom as a provider for most of the other services. It is also worth noting that the preference for use of Safaricom in calls and Internet was below

their actual market share – at 66.26% and 64.88% respectively. This means that the other providers were beginning to gain an edge over Safaricom in these two services. Safaricom should therefore re-look at their value proposition for these two services.

4.6 Analysis of the Research Variables

This section covers the analysis of the research variables – both independent and dependent variables. Multiple Correlation and Multiple Linear Regression models were used to summarize the outcome of the data analysis model for this study.

4.6.1 Research Analysis Findings

4.6.1.1 Multiple Correlation Coefficient of the Research Model

As stated earlier, data from correlational research can be interpreted in causal terms based on theories reviewed by the researcher. Multiple correlation (R) was used to measure the correlation between the observed value and the predicted value of the criterion variable. In this case, R Square (R^2) represents the Coefficient of Determination which indicates the proportion of the variance in the criterion variable which is accounted for by the model. The Table 4.5 shows that CA had significant correlation with all the independent variables ($p < .001$) at $R = 0.955$, $R = 0.514$, $R = 0.435$ and $R = 0.529$, respectively for EO, MO, SO and RL respectively.

Table 4. 5: Correlation Matrix of the Research Variables

| | | CA | EO | MO | SO | RL |
|----|-----------------|--------|--------|--------|--------|--------|
| CA | Pearson | 1 | .955** | .514** | .435** | .529** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 246 | 246 | 246 | 246 | 246 |
| EO | Pearson | .955** | 1 | .514** | .385** | .530** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 246 | 246 | 246 | 246 | 246 |
| MO | Pearson | .514** | .514** | 1 | .105 | .314** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | | .101 | .000 |
| | N | 246 | 246 | 246 | 246 | 246 |
| SO | Pearson | .435** | .385** | .105 | 1 | .113 |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .101 | | .078 |
| | N | 246 | 246 | 246 | 246 | 246 |
| RL | Pearson | .529** | .530** | .314** | .113 | 1 |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .078 | |
| | N | 246 | 246 | 246 | 246 | 246 |

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

Variables: Competitive Advantage (CA), Entrepreneurial Orientation (EO), Market Orientation (MO), Strategic Orientation (SO), Resource Leveraging (RL)

The fact that Table 4.5 shows that there is significant correlation between all the research variables confirms that the research model is valid. However, these findings also show at $p < .001$ EO was very strongly correlated to CA at $R=0.955$. This means that 95.5% of MSPs that exhibited satisfactory EO had a positive correlated outcome in terms of the CA observation. It also notable that that EO is also correlated with all the other independent variables at $R=0.514$, $R=0.385$ and $R=0.530$ for MO, SO and RL respectively. This means that where a firm had exhibited significant EO it similarly had 51.4%, 38.5% and 53.0% positively correlating score for MO, SO and RL. In view of these findings the researcher adopted a reviewed research model by treating EO as a moderator and determine if EO could interact with the model representing the other three predictor variables (MO, SO and RL) as they influenced CA. Such a model could help rule out possibility of multicollinearity and determine if there was any interaction between EO and the other predictor variables.

4.6.1.2 Multiple Linear Regression of the Research Model

According to Table 4.6, all the predictor variables are significant; $p < 0.001$ and but RL is not significant ($p=.121$). Therefore the outcome of the research model can be summarized as follows:

$$CA = 1.692 + 0.410 \text{ EO} + 0.285 \text{ MO} + 0.054 \text{ SO} + 0.018 \text{ RL}$$

Table 4. 6: Multiple Linear Regression of the Research Model

| Multiple Regression Model | Linear | Unstandardized | | Standardized | |
|-------------------------------------|--------|----------------|-------|--------------|--------------|
| | | Coefficients | | Coefficients | |
| | B | Std. Error | Beta | t | Significance |
| (Constant) | 1.692 | 0.116 | | 14.645 | 0 |
| EO | 0.41 | 0.023 | 0.653 | 17.719 | 0 |
| MO | 0.285 | 0.035 | 0.289 | 8.098 | 0 |
| SO | 0.054 | 0.013 | 0.075 | 4.188 | 0 |
| RL | 0.018 | 0.012 | 0.03 | 1.555 | 0.121 |

Dependent Variable: Competitive Advantage (CA)

Predictors: Entrepreneurial Orientation (EO), Market Orientation (MO),
Strategic Orientation (SO), Resource Leveraging (RL)

The findings indicated by Table 4.6 imply that CA of a firm can be influenced by EO, MO and SO. However, RL does not seem to significantly influence CA, $p = .121$. These findings therefore seem to confirm that apart from RL all the other three posited explanatory variables for CA are significant at $p < .001$. Therefore, the findings to a large extent agree with earlier studies of Hacıoglu *et al.* (2012), Hatak *et al.* (20013) and Morris *et al.* (2002), who found all the three explanatory variables of EO, MO and SO to influence CA or firm performance. However, it also differs with their findings because in their study they had all found that RL was also significant ($p=0.05$). This may be a subject of further research enquiry. Further analysis was done using a modified research model where EO was treated as a moderator to the multiple linear regression of MO, SO and RL with CA as the dependent variable. The results yielded are presented as follows:

a) Regression of Entrepreneurial Orientation against Competitive Advantage

The ANOVA table in Table 4.7 shows that Regression of EO against CA model was significant, (F(3,242)=912.064, p<0.001).

Table 4. 7: ANOVA Table for Regression of Entrepreneurial Orientation against Competitive Advantage

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|-----------------------|-----------|--------------------|----------|-------------------|
| Regression | 25.325 | 3 | 8.442 | 912.064 | .000 ^b |
| Residual | 2.240 | 242 | .009 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Risk_taking, Innovativeness, Proactiveness

The findings that the regression model of EO against CA was significant (F(3,242)=912.064, p<0.001 confirms that EO as an independent variable can be a predictor of CA.

b) Model Summary Regression of Entrepreneurial Orientation against Competitive Advantage

The model summary in Table 4.8 shows that 91.8% of CA can be explained by EO (i.e. R²=0.918), according to the data analysed.

Table 4. 8: Model Summary for Regression of Market Orientation against Competitive Advantage

| R | R Square | Adjusted Square | RStd. Error of the Estimate |
|-------------------|----------|-----------------|-----------------------------|
| .959 ^a | .919 | .918 | .0962054 |

a. Predictors: (Constant), Risk_taking, Innovativeness, Proactiveness

The findings that 91.8% of CA can be explained by EO could mean that EO is primary to developing a firm’s CA. This is closely tied to entrepreneurship theory by Schumpeter (1934) who identified the innovation aspect in a firm’s EO as a critical dimension of economic change. He argued that firms introduce innovations in order to gain a decisive competitive advantage; an advantage which strikes not at the margins of the profits and the outputs of existing firms but at their foundations and very lives.

c) Regression of Market Orientation against Competitive Advantage

The ANOVA table represented by Table 4.9 shows that the model was significant ($F(1,244)=87.8, p<0.001$).

Table 4. 9: ANOVA Table for Regression of Market Orientation against Competitive Advantage

| ANOVA ^a Model | Sum of Squares | Df | Mean Square | F | Sig. |
|-----------------------------|----------------|-----|-------------|--------|-------------------|
| Regression | 7.294 | 1 | 7.294 | 87.798 | .000 ^b |
| Residual | 20.271 | 244 | .083 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Market Orientation (MO)

The findings that the model for Regression of MO against CA was significant ($F(1,244)=87.8, p<0.001$) confirm that MO as an independent variable can be a predictor for CA.

d) Model Summary Regression of Entrepreneurial Orientation against Competitive Advantage

According to Table 4.10 simple regression of MO against CA explained 26.5% of CA (i.e. $R^2=0.265$).

Table 4. 10: Model Summary for Regression of MO against CA

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .514 ^a | .265 | .262 | .2882297 |

a. Predictors: (Constant), Market Orientation (MO)

The findings that MO could explain 26.5% of CA (i.e. $R^2=0.265$) of an MSP indicates that 26.5% of a firm’s CA can be explained by its MO. Therefore a firm stands a chance of achieving higher CA in its marketplace by assuming positive MO characterized by customer centricity and value creation. These findings agree with Narver *et al.* (2004) who argued that discovering, understanding and fulfilling the latent customer needs is key to achieving CA for a firm. Nevertheless, the findings also indicate that MO alone cannot adequately explain CA because there are other factors which could account for 73.5%. Already according to Table 4.8 EO is another factor that can explain CA.

e) Regression model for Strategic Orientation against Competitive Advantage

According to Table 4.11 the regression model of SO against CA was significant ($F(1,244)=56.9, p<0.001$).

Table 4. 11: ANOVA Table for Regression of Strategic Orientation against Competitive Advantage

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 5.211 | 1 | 5.211 | 56.883 | .000 ^b |
| Residual | 22.353 | 244 | .092 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Strategic Orientation (SO)

The findings that regression of SO against CA was significant ($F(1,244)=56.9, p<0.001$) indicate that SO as a predictor can explain CA as dependent variable, $p<0.001$.

f) Model Summary for Regression of Strategic Orientation against Competitive Advantage

As shown by Table 4.12 18.9% of the output in CA can be explained by SO (i.e. $R^2=0.186$).

Table 4. 12: Model Summary for Regression of Strategic Orientation against Competitive Advantage

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| | .435 ^a | .189 | .186 | .3026755 |

a. Predictors: (Constant), Strategic Orientation (SO)

The findings that 18.9% of the output of CA can be explained by SO (i.e. $R^2=0.186$) indicate that the MSPs strategic orientation accounted for close to 20% of its CA, the rest of close to 80% came from other factors among them EO and MO which have been found to be significant according to Table 4.8 and 4.10. Nevertheless, a firm needs to develop an appropriate strategy for its products and services in order to obtain favourable CA outcome. The findings seem to support classical strategic management theory by Porter (1980).

g) Regression model for Resource Leveraging against Competitive Advantage

According to Table 4.13 the regression model of RL against CA was model was significant ($F(1,244)=95.0, p<0.001$).

Table 4. 13: ANOVA Table for Regression of Resource Leveraging against Competitive Advantage

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 7.724 | 1 | 7.724 | 94.991 | .000 ^b |
| Residual | 19.841 | 244 | .081 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Resource Leveraging (RL)

The findings that model was significant ($F(1,244)=95.0$, $p<0.001$) confirm that RL can be a predictor of CA, although when test in a multiple linear regression that includes EO, MO, SO and RL; RL is not significant. This phenomenon was analysed later in this study.

h) Model Summary for Regression of Resource Leveraging against Competitive Advantage

The results presented in Table 4.14 shows that 28.0% of CA can be explained by RL (i.e. $R^2=0.280$).

Table 4. 14: Model Summary for Regression of RL against CA

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| | .529 ^a | .280 | .277 | .2851555 |

a. Predictors: (Constant), Resource Leveraging (RL)

The findings that 28.0% of CA can be explained by RL (i.e. $R^2=0.280$) imply that skilful utilization of technology, customer networks, partner channels and other material resources can influence the outcome of CA of a MSP firm. These findings agree with the findings of Liu (2010) and Morris *et al.* (2002).

i) Multiple Linear Regression of Market Orientation, Strategic Orientation, and Resource Leveraging against Competitive Advantage

In the modified research model data was analysed using Multiple Linear Regression Model to show how MO, SO and RL influenced CA. According to Table 4.15, it was found that the model was significant ($F(3,242)=94.0$, $p<0.001$).

Table 4. 15: ANOVA Table for Multiple Regression of MO, SO and RL against CA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|-----------|--------------------|----------|-------------------|
| Regression | 14.834 | 3 | 4.945 | 94.002 | .000 ^b |
| Residual | 12.730 | 242 | .053 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Market Orientation (MO), Strategic Orientation (SO), Resource Leveraging (RL)

The findings that the model was significant ($F(3,242)=94.0$, $p<0.001$) agree to the proposition that MO, SO and RL can be used as predictors of CA using a multiple linear regression model.

j) Model Summary for the Multiple Regression of Market Orientation, Strategic Orientation and Resource Leveraging

According to Table 4.16 53.8% of CA could be explained by MO, SO and RL (i.e. $R^2=0.538$).

Table 4. 16: Model Summary for Multiple Regression of Market Orientation, Strategic Orientation and Resource Leveraging

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| | .734 ^a | .538 | .532 | .2293550 |

a. Predictors: (Constant), Market Orientation (MO), Strategic Orientation (SO), Resource Leveraging (RL)

The observation that 53.8% of CA could be explained by MO, SO and RL (i.e. $R^2=0.538$) indicate that MO, SO and RL independent variables even without EO can influence CA. However, due to the earlier findings in Table 4.5 that had shown a high positive significant correlation of EO to CA ($R=0.955$), it was necessary to proceed to evaluate the proposed new research model where EO was represented as a moderator. These findings are represented in Table 4.18 to Table 4.26 later in this chapter.

k) Model Summary for Multiple Regression of Market Orientation, Strategic Orientation and Resource Leveraging against Competitive Advantage

The Table 4.17 shows that all the three independent variable (MO, SO and RL) are significant in a multiple linear regression with $p < 0.001$. The VIF is below 10.0 so there were no signs of multicollinearity between these variables. This multiple correlation can be expressed as:

$$CA = 2.118 + 0.357 MO + 0.254 SO + 0.223 RL$$

Table 4. 17: Coefficients of MO, SO and RL against CA

| Model | Unstandardized | | Standardized | t | Sig. | Collinearity | |
|------------|----------------|------------|--------------|-----------|------|--------------|------------|
| | Coefficients | | | | | Coefficients | Statistics |
| | B | Std. Error | Beta | Tolerance | VIF | | |
| (Constant) | 2.118 | .253 | | 8.373 | .000 | | |
| MO | .357 | .046 | .359 | 7.776 | .000 | .896 | 1.116 |
| SO | .254 | .032 | .355 | 8.047 | .000 | .982 | 1.018 |
| RL | .223 | .027 | .377 | 8.155 | .000 | .895 | 1.118 |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: Market Orientation (MO), Strategic Orientation (SO), Resource Leveraging (RL)

Although the findings obtained from Table 4.17 shows that MO, SO and RL were significant predictors of CA, $p < 0.001$, there was need analyse the data further so as to enhance interpretability of coefficients and reduce numerical instability for estimation associated with multicollinearity, if any, with EO. In order to achieve this centering of variables was adopted because it has been found that, although the inclusion of an interaction term in a regression model by definition creates multicollinearity and its ensuing potential problems, this may be improved via centering (Afshartous & Preston, 2011).

k) Moderated Multiple Linear Model of Market Orientation with Entrepreneurial Orientation Interaction, Using Centered Values.

According to Table 4.18, all the three models with predictors MO; MO and EO; MO, EO and MO_EO entered in that order were significant ($F(1,244)=87.8$, $p < 0.001$; $F(2,243)=1263.7$, $p < 0.001$; and $F(3,242)=881.9$, $p < 0.001$) respectively.

Table 4. 18: ANOVA Table for Moderated Multiple Linear Regression Model of MO with EO Interaction, Using Centered Values

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|-----------------------|-----------|--------------------|----------|-------------------|
| Regression | 7.294 | 1 | 7.294 | 87.798 | .000 ^b |
| Residual | 20.271 | 244 | .083 | | |
| Total | 27.565 | 245 | | | |
| Regression | 25.147 | 2 | 12.573 | 1263.704 | .000 ^c |
| Residual | 2.418 | 243 | .010 | | |
| Total | 27.565 | 245 | | | |
| Regression | 25.255 | 3 | 8.418 | 881.913 | .000 ^d |
| Residual | 2.310 | 242 | .010 | | |
| Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Market Orientation (MO)

c. Predictors: (Constant), Market Orientation (MO), Entrepreneurial Orientation (EO)

d. Predictors: (Constant), Market Orientation (MO), Entrepreneurial Orientation (EO), Market Orientation_Entrepreneurial Orientation (MO_EO)

These findings indicate that CA can be predicted by MO simple linear regression; or a combination of MO and EO cumulatively; or by MO, EO and the interaction term of MO_EO cumulatively.

D) Model Summary of Moderated Multiple Linear Regression Model of Market Orientation with Entrepreneurial Orientation Interaction, Using Centered Values

According to Table 4.19 adding moderator term EO causes a significant change in R² by 0.648, p<0.001 and adding the interaction term MO_EO causes a significant change of R² by 0.004, p<0.001.

Table 4. 19: Model Summary of Moderated Multiple Linear Regression of Market Orientation with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .514 ^a | .265 | .262 | .2882297 | .265 | 87.798 | 1 | 244 | .000 |
| 2 | .955 ^b | .912 | .912 | .0997480 | .648 | 1794.321 | 1 | 243 | .000 |
| 3 | .957 ^c | .916 | .915 | .0977005 | .004 | 11.292 | 1 | 242 | .001 |

a. Predictors: (Constant), Market Orientation (MO)

b. Predictors: (Constant), Market Orientation (MO), Entrepreneurial Orientation (EO)

c. Predictors: (Constant), Market Orientation (MO), Entrepreneurial Orientation (EO), Market Orientation_Entrepreneurial Orientation (MO_EO)

These findings indicate that although MO alone as a predictor of EO can account for 26.5% of CA adding to MO increases the model capacity to predict CA by 64.8% but when the interaction term MO_EO is added it enhance the model by only 0.4%. This

means that all the three combinations of treatments can enhance CA performance of a MSP firm, with $p < 0.001$.

m) Moderated Multiple Linear Regression Model of Strategic Orientation with Entrepreneurial Orientation Interaction, Using Centered Values

According to Table 4.20 the three models with predictors SO; SO and EO; and SO, EO and SO_EO entered in that order were significant ($F(1,244) = 56.9$, $p < 0.001$; $F(2,243) = 1339.5$, $p < 0.001$; and $F(3,242) = 915.7$, $p < 0.001$).

Table 4. 20: ANOVA Table for Moderated Multiple Linear Regression Model of SO with EO Interaction, Using Centered Values

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1 | Regression | 5.211 | 1 | 5.211 | 56.883 | .000 ^b |
| | Residual | 22.353 | 244 | .092 | | |
| | Total | 27.565 | 245 | | | |
| 2 | Regression | 25.272 | 2 | 12.636 | 1339.523 | .000 ^c |
| | Residual | 2.292 | 243 | .009 | | |
| | Total | 27.565 | 245 | | | |
| 3 | Regression | 25.333 | 3 | 8.444 | 915.650 | .000 ^d |
| | Residual | 2.232 | 242 | .009 | | |
| | Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)
b. Predictors: (Constant), Strategic Orientation (SO)
c. Predictors: (Constant), Strategic Orientation (SO), Entrepreneurial Orientation (EO)
d. Predictors: (Constant), Strategic Orientation (SO), Entrepreneurial Orientation (EO), Strategic Orientation _ Entrepreneurial Orientation (SO_EO)

The findings obtained from Table 4.20 indicated Multiple Linear Regressions of SO; SO and EO; and SO, EO and interaction term SO_EO could be used as explanatory models for CA, with $p < 0.001$.

n) Summary for Moderated Multiple Linear Regression Model of Strategic Orientation with Entrepreneurial Orientation Interaction

According to this Table 4.21 adding moderator term EO causes a significant change in R^2 by 0.728, $p < 0.001$ and adding the interaction term MO_EO causes a significant change of R^2 by 0.002, $p < 0.05$.

Table 4. 21: Summary for Moderated Multiple Linear Regression Model of Strategic Orientation with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .435 ^a | .189 | .186 | .3026755 | .189 | 56.883 | 1 | 244 | .000 |
| 2 | .958 ^b | .917 | .916 | .0971253 | .728 | 2126.627 | 1 | 243 | .000 |
| 3 | .959 ^c | .919 | .918 | .0960321 | .002 | 6.564 | 1 | 242 | .011 |

a. Predictors: (Constant), Strategic Orientation (SO)

b. Predictors: (Constant), Strategic Orientation (SO), Entrepreneurial Orientation (EO)

c. Predictors: (Constant), Strategic Orientation (SO), Entrepreneurial Orientation (EO), Strategic Orientation_Entrepreneurial Orientation (SO_EO)

The findings obtained for Table 4.21 indicate that adding EO to the regression model of SO to CA can enhance the extent that the model could predict CA by 72.8% but adding the interaction term of SO_EO only enhances it by 0.02%. This confirms that adding EO to SO could create strategic flexibility that cause ability for a firm to quickly customize products and serve different markets in different ways by continuously rethinking and making adjustments to the firm's strategies Morris et al.(2002).

o) Moderated Multiple Linear Regression Model of Resource Leveraging with Entrepreneurial Orientation Interaction

In reference to Table 4.22, the three models with model 1 predictor: Resource Leveraging (RL); model 2 predictors: Resource Leveraging (RL) and Entrepreneurial Orientation (EO); and model 3 predictors: Resource Leveraging (RL), Resource Leveraging (RL) and Entrepreneurial Orientation (EO), and Resource Leveraging_Entrepreneurial Orientation (RL_EO); entered in that order were significant ($F(1,244)=95.0, p<0.001$; $F(2,243)=1263.6, p<0.001$; and $F(3,242)=887.8, p<0.001$).

The dependent variable was competitive advantage (CA) which was measured by perceived value (PerVal) and service quality (ServQual) of a mobile service provider (MSP). The findings on Table 4.22 therefore are a report on analysis of three different Multiple Linear Regression to evaluate the influence of RL under different models.

Table 4. 22: ANOVA Table for Moderated Multiple Linear Regression Model of Resource Leveraging with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | | Sum of Squares | Df | Mean Square F | | Sig. |
|--------------|------------|-----------------------|-----------|----------------------|----------|-------------------|
| 1 | Regression | 7.724 | 1 | 7.724 | 94.991 | .000 ^b |
| | Residual | 19.841 | 244 | .081 | | |
| | Total | 27.565 | 245 | | | |
| 2 | Regression | 25.147 | 2 | 12.573 | 1263.603 | .000 ^c |
| | Residual | 2.418 | 243 | .010 | | |
| | Total | 27.565 | 245 | | | |
| 3 | Regression | 25.269 | 3 | 8.423 | 887.792 | .000 ^d |
| | Residual | 2.296 | 242 | .009 | | |
| | Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Resource Leveraging (RL)

c. Predictors: (Constant), Resource Leveraging (RL), Entrepreneurial Orientation (EO)

d. Predictors: (Constant), Resource Leveraging (RL), Entrepreneurial Orientation (EO), Resource Leveraging_Entrepreneurial Orientation (RL_EO)

The findings that all the three models with predictors RL; RL and EO; and RL, RL and EO, and RL_EO; entered in that order were significant ($F(1,244)=95.0$, $p<0.001$; $F(2,243)=1263.6$, $p<0.001$; and $F(3,242)=887.8$, $p<0.001$) indicate that the proposition that RL could be combined to EO as a means to create CA for the MSP firms created significant models for the study.

p) Model Summary for Moderated Multiple Linear Regression Model of Resource Leveraging with Entrepreneurial Orientation Interaction

According to Table 4.23 adding moderator term EO to RL caused a significant change in R^2 by 0.632, $p < 0.001$ and adding the interaction term MO_EO causes a significant change of R^2 by 0.004, $p < 0.001$.

Table 4. 23: Model Summary for Moderated Multiple Linear Regression Model of Resource Leveraging with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .529 ^a | .280 | .277 | .2851555 | .280 | 94.991 | 1 | 244 | .000 |
| 2 | .955 ^b | .912 | .912 | .0997516 | .632 | 1750.948 | 1 | 243 | .000 |
| 3 | .957 ^c | .917 | .916 | .0974035 | .004 | 12.857 | 1 | 242 | .000 |

a. Predictors: (Constant), RL

b. Predictors: (Constant), Resource Leveraging (RL), Entrepreneurial Orientation (EO)

c. Predictors: (Constant), Resource Leveraging (RL), Entrepreneurial Orientation (EO), Resource Leveraging_Entrepreneurial Orientation (RL_EO)

The results given by Table 4.23 indicate that RL influence on CA can be enhanced by adding EO by 63.2% and by 0.04% by adding the interaction term of RL_EO. According to Hatak *et al.* (2013) a firm's resources can be blended and be synergistic to create a higher combined value.

q) Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction

According to Table 4.24, the three multiple linear regression models with predictors: model 1 predictors as: Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO); model 2 predictors as Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO); and model 3 predictors as Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO), Resource Leverage_ Entrepreneurial Orientation (RL_EO), Strategic Orientation_ Entrepreneurial Orientation (SO_EO), Market Orientation_ Entrepreneurial Orientation (MO_EO). They were entered in that order and all the three models were significant ($F(3,242)=94.0, p<0.001$; $F(4,241)=687.6, p<0.001$; and $F(7,238)=427.2, p<0.001$).

In all the three Multiple Linear regression the dependent variable was competitive advantage (CA), which was measured by customer's perceived value (PerVal) and service quality (ServQual). PerVal was measured based on Rintamaki et al. (2007) measurements that used economic value, emotional value, and symbolic (social) value. Each of the measures had five items such as whether products and services are reasonably priced, buying their products and services is very easy, and whether MSP shows concern for people, among others. ServQual was measured based on Parasuraman et al. (1988) parameters on tangibles (the appearance of facilities), reliability (ability to perform promised service dependably), responsiveness (willingness to help customers), assurance (knowledge and courtesy to customers), and empathy (being caring and paying individualized attention to customer).

Table 4. 24: ANOVA Table for Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|------------|-----------------------|-----------|--------------------|----------|-------------------|
| 1 | Regression | 14.834 | 3 | 4.945 | 94.002 | .000 ^b |
| | Residual | 12.730 | 242 | .053 | | |
| | Total | 27.565 | 245 | | | |
| 2 | Regression | 25.344 | 4 | 6.336 | 687.628 | .000 ^c |
| | Residual | 2.221 | 241 | .009 | | |
| | Total | 27.565 | 245 | | | |
| 3 | Regression | 25.532 | 7 | 3.647 | 427.191 | .000 ^d |
| | Residual | 2.032 | 238 | .009 | | |
| | Total | 27.565 | 245 | | | |

a. Dependent Variable: Competitive Advantage (CA)

b. Predictors: (Constant), Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO)

c. Predictors: (Constant), Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO)

d. Predictors: (Constant): Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO), Resource Leverage_ Entrepreneurial Orientation (RL_EO), Strategic Orientation_ Entrepreneurial Orientation (SO_EO), Market Orientation_ Entrepreneurial Orientation (MO_EO)

The findings that all the three models in Table 4.24, were significant with predictors: RL, SO, MO in model 1; RL, SO, MO, EO in model 2; RL, SO, MO, EO, RL_EO, MO_EO, SO_EO in model 3; entered in that order were significant ($F(3,242)=94.0$,

$p < 0.001$; $F(4,241) = 687.6$, $p < 0.001$; and $F(7,238) = 427.2$, $p < 0.001$) indicates that not only can each of the EM predictor variables explain the CA of a firm but when combined with EO and their individual interaction terms with EO, they could still explain the CA of the firm.

r) Model Summary for Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction

During analysis of the initial Correlation Analysis of the research variables it had emerged that EO was strongly correlated to the all the other three independent variables. Therefore, to rule out multicollinearity a new conceptual model was introduced where EO was now treated as moderator. The analysis of the new model yielded three multiple regression models for the dependent variable CA (Y variable), three independent variables MO (X1), SO (X2) and RL (X3), as well as the moderator EO (Z variable). When both predictors are quantitative, it is necessary to center the scores on each predictor before forming the product term that represents the interaction. The purpose of centering is to reduce the correlation between the product term and the X1, X2, X3 scores, so that the effects of the X1, X2 and X3 predictors are distinguishable from the interaction. Scores are centered by subtracting the sample mean from the scores on each predictor (Dalal & Zikar, 2012). According to Table 4.25 adding moderator term EO_centered to the three centered independent variables causes a significant change in R^2 by 0.381, $p < 0.001$ and adding the interaction terms MO_EO, SO_EO and RL_EO also causes a significant change of R^2 by 0.007, $p < 0.001$.

Table 4. 25: Model Summary for Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|----------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .734 ^a | .538 | .532 | .2293550 | .538 | 94.002 | 3 | 242 | .000 |
| 2 | .959 ^b | .919 | .918 | .0959910 | .381 | 1140.565 | 1 | 241 | .000 |
| 3 | .962 ^c | .926 | .924 | .0924031 | .007 | 7.360 | 3 | 238 | .000 |

a. Predictors: (Constant): Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO)

b. Predictors: (Constant): Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO)

c. Predictors: (Constant): Resource Leverage (RL), Strategic Orientation (SO), Market Orientation (MO), Entrepreneurial Orientation (EO), Resource Leverage_ Entrepreneurial Orientation (RL_EO), Strategic Orientation_ Entrepreneurial Orientation (SO_EO), Market Orientation_ Entrepreneurial Orientation (MO_EO)

According to these findings when EO was added to the Multiple Linear Regression of RL, MO and SO; it enhanced the multiple regression explanation to the CA by 38.1% and by 0.07% when the interaction terms RL_EO, MO_EO and SO_EO were added. These findings strengthen the overall model of EM theory to the effect that although firms may carry out their traditional management combinations for achieving their market place strategy there is need for a new managerial mindset that involves unlearning traditional management principles and taking new structural forms that not only allow for change but also help create it (Morris *et al.*, 2002). In this regard

entrepreneurship provides the mindset for the strategy-making practices and decision making styles of managers in identifying and exploiting opportunities (Lumpkin, 2009).

s) Coefficients for Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction

The results presented in Table 4.26 represent the coefficients of determination for Moderated Multiple Linear Regression Model of MO, SO, and RL with EO Interaction, Using Centered Values. The first multiple linear regression in the model represents the output of three centred independent variables without the moderator. This model shows that all the three centred independent variables representing MO, SO and RL are significant at $p < 0.001$ and the multiple regression can be resolved as $CA = 6.201 + 0.254 SO + 0.357 MO + 0.223 RL$.

In the second model the moderator centered variable is entered into the first model. At this point only SO plus the entered EO are still significant at $\alpha = 0.05$ but for MO and RL are significant at $\alpha = 0.1$ ($p = 0.055$ and $p = 0.056$ respectively). The multiple regression is $CA = 6.201 + 0.063 SO + 0.041 MO + 0.025 RL + 0.551 EO$.

In the third model the interaction between the moderator and the independent variables is introduced. The output shows that independent variable RL and the interaction term SO_EO are not significant but all the others are significant ($p = 0.05$). Therefore the moderated multiple linear regression model is $CA = 6.222 + 0.055 SO + 0.051 MO + 0.553 EO - 0.098 MO_EO - 0.049 RL_EO$.

Table 4. 26: Coefficients for Moderated Multiple Linear Regression Model of Market Orientation, Strategic Orientation, and Resource Leveraging with Entrepreneurial Orientation Interaction, Using Centered Values

| Model | Unstandardized | | Standardized | T | Sig. | Collinearity | |
|--------------|----------------|------------|--------------|----------|------|--------------|-------|
| | Coefficients | | Coefficients | | | Statistics | |
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 6.201 | .015 | | 424.028 | .000 | | |
| SO | .254 | .032 | .355 | 8.047 | .000 | .982 | 1.018 |
| MO | .357 | .046 | .359 | 7.776 | .000 | .896 | 1.116 |
| RL | .223 | .027 | .377 | 8.155 | .000 | .895 | 1.118 |
| 2 (Constant) | 6.201 | .006 | | 1013.146 | .000 | | |
| SO | .063 | .014 | .088 | 4.394 | .000 | .830 | 1.205 |
| MO | .041 | .021 | .041 | 1.931 | .055 | .725 | 1.380 |
| RL | .025 | .013 | .042 | 1.922 | .056 | .708 | 1.412 |
| EO | .551 | .016 | .877 | 33.772 | .000 | .495 | 2.019 |
| 3 (Constant) | 6.222 | .008 | | 829.497 | .000 | | |
| SO | .055 | .015 | .077 | 3.732 | .000 | .722 | 1.385 |
| MO | .051 | .022 | .051 | 2.359 | .019 | .662 | 1.511 |
| RL | .014 | .013 | .024 | 1.081 | .281 | .630 | 1.587 |
| EO | .553 | .016 | .880 | 34.128 | .000 | .466 | 2.148 |
| SO_EO | -.048 | .029 | -.032 | -1.666 | .097 | .826 | 1.211 |
| MO_EO | -.098 | .036 | -.053 | -2.750 | .006 | .833 | 1.201 |
| RL_EO | -.049 | .021 | -.043 | -2.294 | .023 | .886 | 1.128 |

a. Dependent Variable: CA

While the results presented by Table 4.26 seem to agree with previous findings by Hacıoglu *et al.* (2012), Hatak *et al.* (2013) and Morris *et al.* (2002), there is a disparity about the influence of RL on CA. These results do not confirm that RL as an independent variable is significant in influencing CA. Similarly the interaction of moderator variable EO and SO was not significant in influencing CA ($p=0.1$). However, where the interaction term MO_EO and RL_EO was significant in explaining CA, the correlations were negative ($p = 0.006$ and $p=0.023$ respectively). The cause of this negative coefficient may be a concern for further investigation in future studies.

t) Summary of Results on the Conceptual Model

The results from Table 4.26, model 3, have been summarized in Figure 4.1. These results were applied on a modified conceptual model with EO as moderator and MO, SO and RL as independent variables of CA. They were analysed in a multiple linear relationship with the interaction variables of the EO moderation. According to that analysis as reported earlier in Table 4.26, model 3, and summarized in Figure 4.1; MO and SO were significantly influencing CA of the MSPs ($\beta = .051$, $p = 0.019$; and $\beta = 0.055$, $p < .001$, respectively). However, RL had no significant influence on CA ($\beta = 0.014$, $p = 0.281$). Further, EO was influencing the model relationship of the independent variables to CA ($\beta = 0.553$, $p < .001$). Nevertheless, RL was found to influence CA when combined with EO to create an interaction variable RL_EO ($\beta = -.049$, $p = .0023$). Similarly, the interaction variable of MO and EO was significant ($\beta = -0.098$, $p = .006$) but the interaction variable of SO and EO was not significant in influencing CA ($\beta = -0.048$, $p = .097$). Analysis of the perplexing influence of RL_EO and MO_EO was outside the scope of the study but the researcher recommends that these interaction variables could be considered in future research studies.

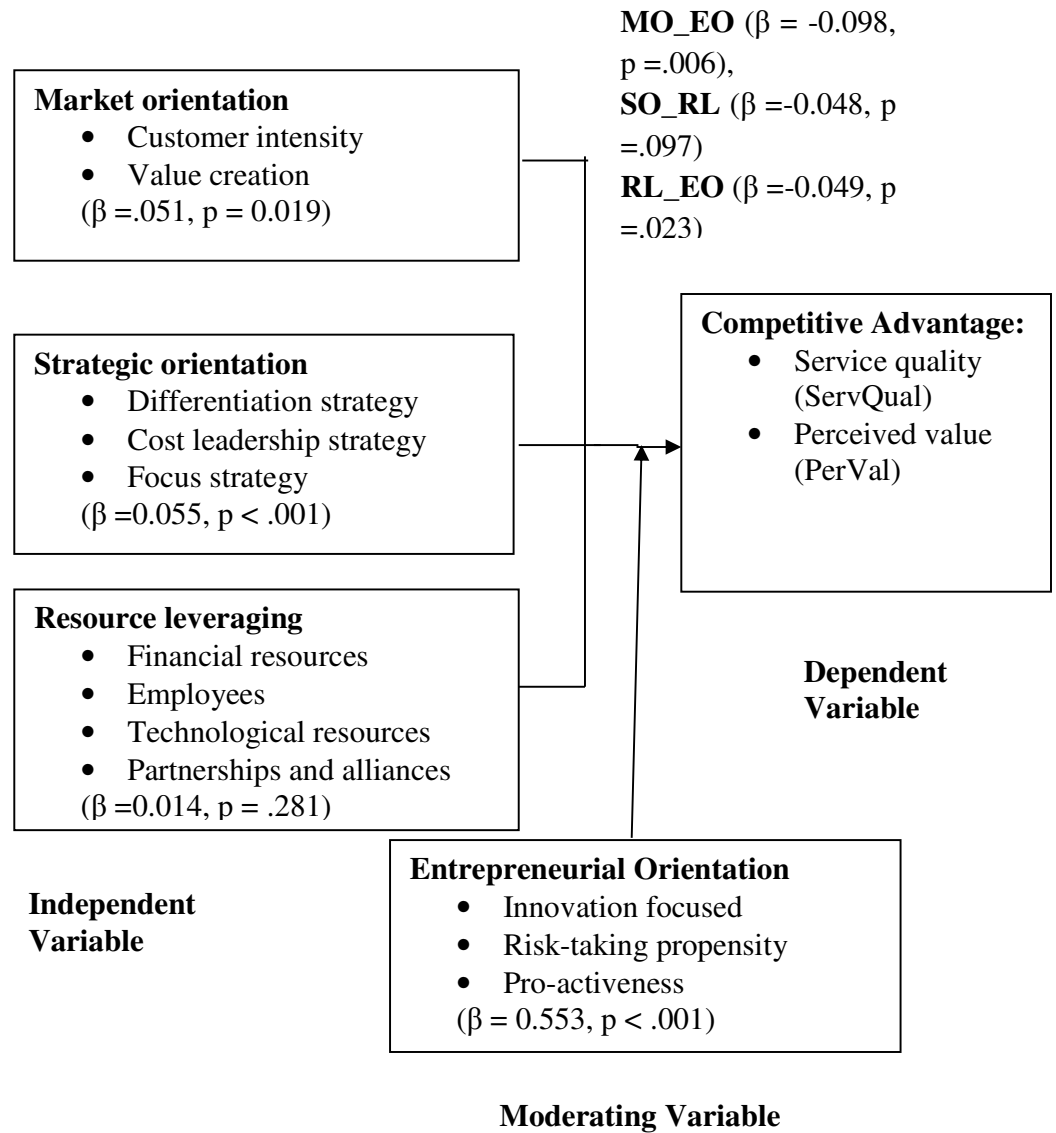


Figure 4.1: Summary of Results on the Conceptual Framework

In view of the summarized results on Figure 4.1, the research variables of EM orientation measured by EO, MO, SO and RL were found to be in support of the research model that they were influencing the CA of the MSPs in Kenya. However, the influence of RL was significant only when it was an interaction variable RL_EO and the new relationship indicated that EO could be said to be a moderator in the relationship instead of an independent variable. The findings agree with earlier findings of Hacioglu et al. (2012), Hatak et al. (2013) and Morris et al. (2002) that the EM variables postulated in the model could influence CA. However, the study also brought in new knowledge about their nature of influence as explained in this results and discussions.

4.6.2 Test of Hypothesis

The research was to test four hypotheses (H₀₁ to H₀₄):

H₀₁: Entrepreneurial orientation has no influence on CA among mobile service providers in Kenya.

Among Mobile Service Providers in Kenya sampled (n = 246), there was a statistically significant difference in influence of EO on CA among mobile service providers in Kenya; $t = 34.128$, $p < .001$, and confidence interval 99%. Therefore, the null hypothesis that EO has no influence on CA among mobile service providers in Kenya was rejected. The data therefore has evidence to support the claim that EO among mobile service providers in Kenya influences the CA.

H₀₂: MO has no influence on CA among mobile service providers in Kenya.

Among Mobile Service Providers in Kenya sampled (n = 246), there was a statistically significant difference in influence of MO on CA among

mobile service providers in Kenya; $t = 2.359$, $p = .05$, and confidence interval 95%. Therefore, the null hypothesis that MO has no influence on CA among mobile service providers in Kenya was rejected. The data therefore has evidence to support the claim that MO among mobile service providers in Kenya influences the CA.

H₀₃: SO has no influence on CA among mobile service providers in Kenya.

Among Mobile Service Providers in Kenya sampled ($n = 246$), there was a statistically significant difference in influence of SO on CA among mobile service providers in Kenya; $t = 3.732$, $p < .001$, and confidence interval 99%. Therefore, the null hypothesis that SO has no influence on CA among mobile service providers in Kenya was rejected. The data therefore has evidence to support the claim that SO among mobile service providers in Kenya influences the CA.

H₀₄: RL has no influence on CA among mobile service providers in Kenya.

Among Mobile Service Providers in Kenya sampled ($n = 246$), there was a no statistically significant difference in influence of RL on CA among mobile service providers in Kenya; $t = 1.081$, $p = .10$, and confidence interval 90%. Therefore, the findings failed to reject the null hypothesis that RL has no influence on CA among mobile service providers in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the findings of the study done. Following the previous chapter on data analysis; this chapter discusses the findings against empirical and theoretical literature available. The conclusion relates directly to the specific research objectives, questions and hypothesis. Finally recommendations were deduced from the discussions and conclusions of the findings.

5.2 Summary of the Findings

The study sought to investigate the influence of Entrepreneurial Marketing Orientation on the CA among Mobile Service Providers in Kenya. Specifically, the study investigated influence of Entrepreneurial orientation, Market orientation, Strategic orientation and Resource leveraging on Competitive advantage. The empirical literature had shown that Entrepreneurial Marketing as a new paradigm in entrepreneurship can cause profound CA for a firm among its competitors in an industry. The study was carried out between late 2012 and early 2016 and targeted customers of mobile service providers in Kenya and was based on statistics by CCK (2012) when the study commenced; where the target population was 30.4 subscribers. This study was completed based on explanatory research design and mixed research method that combined quantitative and qualitative data in a cross sectional survey. Face to face researcher self-administered questionnaires were used that included close ended and open ended items administered on a pair of n=291 sample customer and employee respondents accessed from MSP's customer service centers that were selected using systematic random sampling. The data collected was analysed using SPSS version 23.0

and the results represented in descriptive and inferential statistics and were used to answer the research questions as summarized and discussed in the section that follows:

5.2.1 Objective 1: To determine the influence of mobile service provider's EO on CA among mobile service providers in Kenya.

The finding of the study revealed that EO of the mobile service provider in Kenya positively influenced its Competitive Advantage. There was a very strong correlation between EO of the firm and its competitive advantage. This has shown that when a mobile service provider embraced innovation, pro-activeness and a risk-taking propensity practices, it resulted in a higher competitive advantage. Firms which customers found to be innovative, pro-active and risk-taking as characterized by frequent better products and service offerings, tendency to lead than follow or be the first with better offerings, as well as its tendency to engage in risky ventures that created new offerings for customers; were also found to have high competitive advantage. This further indicates that adopting an EO could be a source of CA for a firm such as mobile service providers in Kenya.

5.2.2 Objective 2: To establish how MO influenced CA among mobile service providers in Kenya.

MO was measured by customer intensity and value creation observed by the customers in regard to a mobile service provider that they were using. In view of this it was found that a firm that exhibited customer intensity and one which customers found to engage them in value creation, it seemed to derive greater competitive advantage. This variable was also correlated to EO and its interaction term using centered values was obtained, which also indicated that it was significant ($p < 0.01$).

As both EO increased and MO increased, the CA of a firm also increased. However, in the beginning EO within the interaction was the major driver of CA. However, as both MO and EO increased a firm employing more MO seemed to overtake that which simply employed EO as the key driver of competitive advantage. This means at the early growth of the firm EO is the most significant variable between EO and MO that can cause CA but it can be overtaken by MO as the firm matures.

This agrees with the Schumpeterian Theory and Kirzner Theory in that while entrepreneurial innovations can create new combinations that cause disruption in the market equilibrium only continued innovation creates a string of the so-called Schumpeterian rents based on temporary monopolies and the extent of how long these competitive advantages can be enjoyed is determined by the speed of imitability by competitors (Rothaermel, 2013). Therefore, to Kirzner the firm must keep on generating series of innovations to start new growth curves such that the innovation curve becomes an S-curve (Rogers, 2003). This therefore means that both EO and MO are key factors in influencing a firm's competitive advantage. However, EO may be the strongest contributor of such influence but unless new combinations are introduced from time to time, its significance will wane and be overtaken by MO and possibly slow down the future outlook of the CA of the firm. So for EO to remain of sustained significant influence there must be frequent new innovations in the firm.

5.2.3 Objective 3: To evaluate how SO influenced CA among mobile service providers in Kenya.

The finding of the study indicate SO is a significant factor in influencing CA of the firm. This was measured using parameters drawn from the Michael Porter's theory on Strategy. It included differentiation, cost leadership and focus strategy. Individually each of the strategies contributed differently to the overall strategy of the firm and hence the

CA of the firm. Firm's perceived as differentiators had higher CA than cost leaders and those using focused strategy. However, cost leadership made the least contribution as a parameter that influenced a customers' preference of a certain mobile service provider. This could explain why customers continue to use certain services of mobile service providers more even when such mobile service providers are argued to be more expensive. It means cost leadership comes third in consideration by mobile service customer in the preference when choose their subscription. Paramount was that if the mobile service provider services were unique and more satisfying to them, then they would consider such a provider. Secondly, if the provider was able to package their services to focus on various categories of users, with tariffs relevant to them this again was a win. Merely being cheap was not attractive to customers. The variable had strong correlation with EO so the interaction between them was measured to determine its contribution to CA. However, at $p=0.1$ it was not found significant.

5.2.4 Objective 4: To determine influence of RL on CA among mobile service providers in Kenya.

RL involves the set of processes used to exploit a firm's capabilities to take advantage of specific markets' opportunities and create value for customers and wealth for its owners in the marketplace (Cai & Wang, 2009). This variable was measured by how a firm used its financial, technological, employees, and partnerships resources. According to the findings of the study, RL was not significant ($p=0.1$) in influencing CA of a mobile service provider. However, there was strong correlation of RL and EO. By use of EO as a moderator a third variable was created from the interaction of EO_centred and RL_centred and its contribution to CA was measured. It was found that the combination of interaction of EO and RL was significant ($p=0.05$). This means if the strategy of RL is done in line with EO it can yield positive contribution to influence of the CA. Although, the findings agree with RBV theory that a firm can gain CA by leveraging on its

resources they have demonstrated that this can only be attained when the firm combine RL with EO instead of merely assuming that a firm will achieve a competitive advantage just because it has a better combination of unique resources. Furthermore, this combining of RL and EO needs further research because the results also indicated that there was a tendency for competitive advantage to start going down at some point with over leveraging even when combining competitive advantage. For example, customers indicated that although their MSP seemed to have a good assembly of resources this did not significantly influence their perceived value or service quality. These findings bring in new knowledge that RBV theory at the onset of the firm is not significant in contributing to competitive advantage unless it is combined with EO. Therefore, even a firm without significant resources can adequately compete with a firm with a lot of resources and still deliver higher perceived value to customer and even better service quality. What matters more is how well this firm combines its resources with a favourable entrepreneurial orientation.

5.3 Conclusions

The crux of this study was to determine the influence of EM orientation on competitive advantage of MSPs in Kenya. Based on previous studies, the components of EM were expected to have positive relation with competitive advantage of MSPs in Kenya. The output given from the findings indicate the following in relations to the objectives of the study:

5.3.1 Overall influence of the EM factors on CA.

There is a significant positive relationship between the four components of EM namely Entrepreneurial Orientation (EO), Market orientation (MO) and Strategic orientation (SO). However, in the perspective of a customer Resource Leveraging (RL) did not significantly influence the customer's

preference to an MSP, hence it was not indicated as significant to influence CA of an MSP. The findings agree with earlier empirical study by Morris *et al.* (2002) who using a seven EM dimensions (opportunity focus, pro-activeness, innovation-focused, customer intensity, risk management, resource leveraging, and value creation) that EM significantly influenced CA of a firm. More specifically, this study has strengthened the findings of Miles and Darroch (2006) on the process of how large firms might leverage entrepreneurial marketing processes to gain and renew CA.

5.3.2 Influence of Entrepreneurial Orientation on Competitive Advantage

Entrepreneurial orientation was found to strongly explain CA of MSPs in Kenya with $\beta = 0.410$ at $p < 0.001$. These findings indicated strong similarities with Hacıoglu *et al.* (2012) that EO variables of; Pro-activeness and Innovativeness influenced CA of SMEs in Turkey ($\beta = 0.174$; $p < 0.001$) for pro-activeness and ($\beta = 0.166$, $p < 0.001$) for innovativeness. However, Hacıoglu *et al.* (2012) omitted the parameter of risk-taking characteristic as a parameter for explaining EO orientation. Further, Hatak *et al.* (2013) found that EO, could explain CA; $\beta = 0.553$, $p < 0.001$.

5.3.3 Influence of Market Orientation on Competitive Advantage

Market orientation was also found to significantly explain level CA among MSPs in Kenya with $\beta = 0.285$, $p < 0.001$. These results similarly agree with findings of Hacıoglu *et al.* (2012) who found that MO (equivalent of customer intensity) had $\beta = 0.051$, $p = 0.019$. These findings ascertain that MO could be a significant factor that was influencing the CA of MSPs in Kenya.

5.3.4 Influence of Strategic Orientation on Competitive Advantage

Strategic orientation was found to be a significant factor that could explain CA of a mobile service provider in Kenya; $\beta=0.054$, $p<0.001$. These findings confirm the findings of Qureshi *et al.* (2010) who found that SO can explain CA, $\beta=0.1129$, $p=0.05$. This implies that SO can influence the CA of MSP in Kenya. Therefore, the type of SO that a firm takes such as differentiation, cost leadership or focus strategy can affect the perceived value and service quality it delivers to its customers, which in essence add up to the competitive advantage of the firm in its market industry.

5.3.5 Influence of Resource Leveraging on Competitive Advantage

Resource Leveraging was not found significant in explaining influence of EM on CA of mobile service provider in Kenya; $\beta=0.018$, $p=0.121$. This findings agree EM theory that EM may be performed without resources currently controlled a firm through the capability of the firm to manage customer relationships in ways that benefit the organization and its stakeholders, and that is characterized by innovativeness, risk-taking, and pro-activeness (Kraus *et al.*, 2009). For example, some of the MSPs have been able to grow their distribution through innovative business models such as agency run service centers and therefore cut down on costs of setting up branches. These agents use their own capital to deliver services on behalf of the MSPs and therefore the MSPs that utilize this model effectively are able not only to spread and increase market share but they also manage to reduce their cost of business.

Therefore, the study concludes that MSPs have ability to effectively compete if they adopt EM variables of EO, MO and SO. However, RL alone was not found to be significant unless when combined tactfully with EO in a means that the firm is innovative, pro-active and with necessary risk taking propensity.

5.4 Recommendations

In view of the summarized findings and conclusions of this study the entrepreneurial marketing predictor factors of EO, MO and SO have been found as significant in explaining the superior CA been enjoyed by Safaricom as compared to the other mobile service providers in Kenya. Therefore, the study recommends the following:

5.4.1 Areas of further research

In regard to further research, this study is a millstone to grid for future research in this area, particularly in Kenya. The findings emphasize the importance of the components of EM, particularly entrepreneurial orientation, market orientation, and strategic orientation in influencing CA of mobile service providers in Kenya. Since the study's findings that RL is not significant in explaining the CA of MSPs in Kenya, does not seem to agree with empirical findings of earlier researchers reviewed, it may be necessary to determine whether this means that in spite of huge or limited resources, the entrepreneurial team of the losing mobile service providers could still should employ the other explanatory variables that we found significant leaving out RL. Further, it may be necessary to study this phenomenon further and determine why would interaction of RL and EO, or interaction of MO and EO yield a negative coefficient n while explaining CA. Does it mean that RL and MO can reach a point of diminishing return when combined with EO? If this is so, it may necessary to know the optimal level of mixing MO and EO, and RL and MO to yield the best outcome CA.

5.4.2 Recommendations to the Industry

MSPs that are outcompeted by Safaricom should adopt a new outlook and embrace entrepreneurial marketing by fostering a positive entrepreneurial orientation involving innovativeness, pro-activeness, and risk taking propensity together with a market oriented approach and requisite strategic orientation that suits their target market. The firms should also be customer intensive in their MO by focusing on understanding customer needs and fulfilling them rather than creating products that they find themselves capable of. They should also know that mere aggressive sales campaign in total disregard of perceiving its customers' needs cannot influence their competitive advantage.

Further the firms should also develop their strategy towards differentiated services more than concentrating on cost reduction which creates on "price wars" for such strategies do not seem to deliver better perceived value or service quality, which are parameters that determine competitive advantage of the firm. The study also supports the need to encourage the outcompete MSPs not to concentrate on building of their resources or asset base but instead use creative innovations on exploiting its customer relationships, partnership models such as agency distribution and other strategic business partnerships.

5.4.3 Recommendations to the policy makers

The findings support recommendation that Communications Authority of Kenya (CAK) should not just focus on strategies for regulating price among the mobile service industry players to counter dominance but should recommend that players work on their firm strategies in line with entrepreneurial marketing orientation by adopting rapid innovations, coupled with pro-active opportunity driving or pro-active opportunity

driven, and accepting to risk in seizing opportunities that are uncertain rather than jump into the bandwagon when the leader has already launched into the deep. The players should also be advised on the need to focus on customer intensity so as to create better customer value in their propositions that yield differentiated products that focus on the varying needs of their customers and their market niche. Where such firms leverage on their resources of technology, partnerships, employees and financial assets; they should also know the limits of such leveraging since excess leveraging can also be counter-productive. For, example employees have a limit of the workload they can handle therefore, they need to grow their resources beside trying to exploit effectively and efficiently what they have.

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APPENDICES

Appendix 1: Introduction letter

GEOFFREY GITAU KAMAU

P.O. BOX 717 - 00600

Nairobi, KENYA.

Dear Respondent,

RE: DATA COLLECTION

I am a student at the JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY pursuing Degree of Doctor of Philosophy in Entrepreneurship. I am currently conducting a Research study on INFLUENCE OF ENTREPRENEURIAL MARKETING ORIENTATION ON COMPETITIVE ADVANTAGE AMONG MOBILE SERVICE PROVIDERS IN KENYA to fulfil the requirements of AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY IN ENTREPRENEURSHIP. You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study only.

Thank you in advance for your co-operation.

Yours faithfully,

GEOFFREY GITAU KAMAU

Appendix 2: Customer Questionnaire

INTRODUCTION: This is a research questionnaire to help me complete a research on *Influence of Entrepreneurial Marketing Orientation on Competitive Advantage, Among Mobile Service Providers in Kenya*. I am undertaking the research in an exercise to fulfil my requirements for award of Doctor of Philosophy Degree of Jomo Kenyatta University of Agriculture and Technology (JKUAT). For any questions, kindly contact me on email: gitaugk@gmail.com.

INSTRUCTIONS: (1) Answer each question as per the instructions provided.

(2) Your name or identification is not required.

(3) Your observations shall be confidential.

CUSTOMER QUESTIONNAIRE

Welcome

| | | | | |
|---|---|----------------------------------|--------------------------|--------------------------|
| 1 | Gender | | <i>Tick one</i> | |
| | | Male | <input type="checkbox"/> | <input type="checkbox"/> |
| | | Female | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Age | | <i>Tick one</i> | |
| | | Below 18 Years | <input type="checkbox"/> | <input type="checkbox"/> |
| | | Youth (18 - 35 years) | <input type="checkbox"/> | <input type="checkbox"/> |
| | | Middle Age Adult (35 - 60 years) | <input type="checkbox"/> | <input type="checkbox"/> |
| | | Senior Adult (over 60 years) | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Monthly Gross Income Level (Optional to answer) | | <i>Tick one</i> | |
| | | Below Kshs 10,000/= | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | |
|-----|---|---------------------------|--------|-------------------------------|
| | | Kshs 10,000/= to 49,999/= | | |
| | | Kshs 50,000/= to 99,999/= | | |
| | | Above Kshs 100,000/= | | |
| 4 | Which Mobile Service Provider do you prefer to use for: | | | |
| (a) | | | | |
| | Service | Airtel | Orange | Safaricom <i>(Specify)</i> |
| | Calls | | | |
| | SMS | | | |
| | Money transfer | | | |
| | Internet access | | | |
| | Other services | | | |
| 4 | State the name of mobile service provide you want to give feedback for, (or the one | | | |
| (b) | which you had visited for services, if you are from a service shop): | | | |
| | | | | |

5. Competitive Advantage

| | How much you agree with the following statements about the mobile service provider you stated in 5 above? Tick one | Very Strongly Disagree | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Very Strongly Agree |
|------|--|------------------------|-------------------|----------|---------|-------|----------------|---------------------|
| SQT1 | They have up-to-date equipment. | | | | | | | |
| | Tick your rating of these statements (<i>as in previous page</i>) | V S D | SD | D | N | A | SA | VS A |
| SQT2 | Their physical facilities are not visually appealing at all. | | | | | | | |
| SQT3 | Their outlets and customer centres are very attractive. | | | | | | | |
| SQT4 | Their marketing materials are very attractive. | | | | | | | |
| SQT5 | Product packaging is always visually attractive. | | | | | | | |
| SQR1 | The firm keeps service promises on time always. | | | | | | | |
| SQR2 | Their network can be relied on most of the time. | | | | | | | |
| SQR3 | They have many and frequent service failures. | | | | | | | |
| SQR4 | The firm is not always dependable. | | | | | | | |
| SQR5 | Their services are timely always. | | | | | | | |
| SQR6 | Products and services are always easy to use. | | | | | | | |
| SQS1 | They never alert me when their services down. | | | | | | | |

| | | | | | | | | |
|------|---|---|----|---|---|---|----|---------|
| SQS2 | Their support networks solve my problems very quickly. | | | | | | | |
| SQS3 | Their employees are very helpful to customers. | | | | | | | |
| SQS4 | Their customer support is always difficult to access. | | | | | | | |
| SQS5 | Customer service centres services are very good. | | | | | | | |
| SQA1 | Employees are very trustworthy. | | | | | | | |
| SQA2 | One feels in very good hands when using their services. | | | | | | | |
| SQA3 | Employees are harsh and unkind. | | | | | | | |
| SQA4 | Employees are very knowledgeable of their products and services. | | | | | | | |
| SQA5 | One feels confident when dealing with their agents or employees. | | | | | | | |
| SQE1 | The firm is very caring to its customers. | | | | | | | |
| SQE2 | My individual needs in the business are attended very well. | | | | | | | |
| SQE3 | When customers have problems, the firm is never sympathetic. | | | | | | | |
| SQE4 | In case of a problem, they are very reassuring. | | | | | | | |
| SQE5 | They have no feelings for their customers. | | | | | | | |
| | Tick your rating of these statements (<i>as in previous page</i>) | V | SD | D | N | A | SA | VS A |
| PVE1 | Most of its products are reasonably priced. | | | | | | | |
| PVE2 | Services are too expensive as compared to benefits | | | | | | | |

| | | | | | | | | | |
|------|--|--|--|--|--|--|--|--|--|
| | obtained. | | | | | | | | |
| PVE3 | The benefits of consuming products/services exceed the sacrifice. | | | | | | | | |
| PVE4 | I get value for money for most of the services. | | | | | | | | |
| PVE5 | Most of their services are affordable to me. | | | | | | | | |
| PVF1 | Their products and services are very important to me. | | | | | | | | |
| PVF2 | Service standards are not good most of the times. | | | | | | | | |
| PVF3 | Service delivery is very fast. | | | | | | | | |
| PVF4 | Reliability is guaranteed for most of their services. | | | | | | | | |
| PVF5 | Buying and using their services is very easy. | | | | | | | | |
| PVM1 | It feels good using their services. | | | | | | | | |
| PVM2 | Am strongly attached to their products and services. | | | | | | | | |
| PVM3 | Their services have no sense of taste and style. | | | | | | | | |
| PVM4 | Their products are very exciting and trendy. | | | | | | | | |
| PVM5 | They are likable. | | | | | | | | |
| PVS1 | They show strong concern for people and social needs. | | | | | | | | |
| PVS2 | They have good business practices. | | | | | | | | |
| PVS3 | They are uncaring and profit hungry. | | | | | | | | |
| PVS4 | They are environmentally friendly in their business. | | | | | | | | |
| PVS5 | Their reputation and behaviour is very poor. | | | | | | | | |
| 6 | How do you generally rate the service quality of the mobile service provider you have responded for against its competitors? | | | | | | | | |

| | |
|----|---|
| | <p>Extremely Low [] Very Low [] Low [] Average []</p> <p>High [] Very High [] Excellent []</p> <p>Explain the reason for your rating above.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> |
| 7 | <p>How do you generally rate the value you obtain from the services of your the mobile service provider you have responded for against its competitors?</p> <p>Extremely Low [] Very Low [] Low [] Average []</p> <p>High [] Very High [] Excellent []</p> <p>Explain the reason for your rating above.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> |
| 8. | <p>Briefly describe your observations about the mobile service provider's entrepreneurial orientation (how good it is in creating innovations, risk taking to do new business and pro-activeness in taking opportunities):.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Describe the extent to which the firm concentrates on customer needs and</p> |

| |
|--|
| <p>preferences.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Describe the extent that the firm balances between differentiating itself with high quality services versus providing low prices.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>State your views on how well the firm uses its resources – partners, customers, employees and finances, among others in order to achieve more than its competitors.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> |
|--|

Thank you

Appendix 3: Employee's Questionnaire

INTRODUCTION: This is a research questionnaire to help me complete a research on *Influence of Entrepreneurial Marketing Orientation on Competitive Advantage, Among Mobile Service Providers in Kenya*. I am undertaking the research in an exercise to fulfil my requirements for award of Doctor of Philosophy Degree of Jomo Kenyatta University of Agriculture and Technology (JKUAT). For any questions, kindly contact me on email: gitaugk@gmail.com.

INSTRUCTIONS: (1) Answer each question as per the instructions provided.

(2) Your name or identification is not required.

(3) Your observations shall be confidential.

Mobile Service Provider Staff/Agents Questionnaire

Welcome

Name of the mobile service provider for which you are an employee, dealer, agent or reseller

Airtel [] Orange [] Safaricom [] other: (*specify*)

Tick your type of relationship with the mobile service provider that you mentioned above:

[] Service Centre Employee

[] Dealer

[] Agent/Reseller

Tick which area of management that you are responsible for:

Research and development

Sales/Marketing

Finance

General Manager or head of a branch/unit/section

Other (specify):

How long have you worked in this company? Years

Entrepreneurial orientation

| 5 | As a team member of the mobile service company you belong to. Rate these statements: | Very Strongly | Strongly | Disagree | Neutral | Agree | Strongly Agree | Very Strongly |
|------|---|---------------|----------|----------|---------|-------|----------------|---------------|
| | Tick one | | | | | | | |
| EOI1 | We often create new better products and services that change the industry. | | | | | | | |
| EOI2 | We innovate new and easier ways for customers to access services. | | | | | | | |
| EOI3 | Our company often finds new ways to gain more customers in new markets. | | | | | | | |
| EOI4 | The company assists customers to use the mobile phone for very many different applications. | | | | | | | |
| EOI5 | The company does not like changing it ways of business. | | | | | | | |
| EOR1 | We do not fear to venture to the unknown. | | | | | | | |
| EOR2 | Firm frequently commits large portions of resources to risky promising opportunities. | | | | | | | |
| EOR3 | Risky attractive opportunities are | | | | | | | |

| | | | | | | | | |
|-----------------------|---|-----|----|---|---|---|----|-----|
| | avoided. | | | | | | | |
| EOR4 | Managers are allowed to make bold business decisions. | | | | | | | |
| EOR5 | Firm dares huge risky projects. | | | | | | | |
| | | | | | | | | |
| EOP1 | Firm has will and foresight to quickly seize new opportunities. | | | | | | | |
| EOP2 | Firm is always a step ahead in new better service offerings. | | | | | | | |
| EOP3 | The firm is active in driving the market rather than reacting to it. | | | | | | | |
| EOP4 | Many times the firm is last in introducing new products and services to customers. | | | | | | | |
| EOP5 | It actively seeks opportunities for investment. | | | | | | | |
| 6. Market orientation | | | | | | | | |
| | Tick your rating of these statements <i>(as in previous page)</i> | VSD | SD | D | N | A | SA | VSA |
| MOP1 | The firm tries to excel in products and services that it is good at without focusing on customer preferences. | | | | | | | |
| MOP2 | Most of its products and services are very popular with customers. | | | | | | | |

| | | | | | | | | |
|------|---|--|--|--|--|--|--|--|
| MOP3 | Customers often complain of its rates on products and services. | | | | | | | |
| MOP4 | We concentrate on familiar products instead of delivering what customer wants. | | | | | | | |
| MOP5 | Selling same products and services is pursued rather than introducing new products needed by customers. | | | | | | | |
| MOS1 | We aggressively conduct market campaigns in hoping sell more without identifying our customers' needs. | | | | | | | |
| MOS2 | Advertising and promotion alone helps us to sell more. | | | | | | | |
| MOS3 | We try to selling more than developing better customer relationships. | | | | | | | |
| MOS4 | Pushing sales is primary ahead of studying customer needs. | | | | | | | |
| MOS5 | Customers buy more because of our aggressive campaigns only. | | | | | | | |
| MOC1 | Our marketing is centered on customer needs. | | | | | | | |
| MOC2 | Development of continuous relationship with customer is actively promoted. | | | | | | | |
| MOC3 | Customers are encouraged to give | | | | | | | |

| | | | | | | | | |
|------|--|--|--|--|--|--|--|--|
| | feedback on our products and services. | | | | | | | |
| MOC4 | The firm makes effort to maintain contacts with many of its customers. | | | | | | | |
| MOC5 | The firm tries to anticipate new customer needs and wants even before they emerge. | | | | | | | |

7. Strategic Orientation

| As a team member of the mobile service company you belong to. Rate these statements: | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Very Disagree |
|--|---|----------------|-------|---------|----------|-------------------|---------------|
| | Tick one | | | | | | |
| SOC1 | Offering the lowest price than our competitor is our concern. | | | | | | |
| SOC2 | Most of our products and services are the cheapest as compared to competitors'. | | | | | | |
| SOC3 | We lead with best prices in the market for most products. | | | | | | |
| SOC4 | Customers tell us our products and services are too expensive for them. | | | | | | |
| SOC5 | No competitor can beat us in terms of pricing. | | | | | | |
| SOD1 | The company tries to provide unique valuable products. | | | | | | |
| SOD2 | The products and services offered are second to none. | | | | | | |
| SOD3 | Our products/services are unique at reasonable costs. | | | | | | |
| SOD4 | Customers are willing to pay more because our services are better. | | | | | | |

| | | | | | | | | |
|------|--|--|--|--|--|--|--|--|
| SOD5 | We believe few quality customers are better than being cheap. | | | | | | | |
| SOF1 | The company focuses on a small market segment that has different needs from the larger market. | | | | | | | |
| SOF2 | Anybody can buy and use our products and services. | | | | | | | |
| SOF3 | The products/services are not meant for the larger market. | | | | | | | |
| SOF4 | Only a few customers find our products/services relevant. | | | | | | | |
| SOF5 | Our products/services target a special type of buyers. | | | | | | | |

8. Resource Leveraging

| | Tick your rating of these statements (<i>as in previous page</i>) | VSD | SD | D | N | A | SA | VSA |
|------|--|-----|----|---|---|---|----|-----|
| RLP1 | The firm has good product partners in its service delivery channels. | | | | | | | |
| RLP2 | Service and distribution channels partners are carefully selected to ensure they add adequate value. | | | | | | | |
| RLP3 | All business partners are adequately equipped and used. | | | | | | | |
| RLP4 | Business partners contribute a lot to the firm. | | | | | | | |

| | | | | | | | | |
|------|---|--|--|--|--|--|--|--|
| RLP5 | The firm does not utilize its partners adequately. | | | | | | | |
| RLC1 | The firm tries to gain maximum revenue with business opportunity from its customers. | | | | | | | |
| RLC2 | Utilizes customers' social networks to capture their families and friends circles. | | | | | | | |
| RLC3 | There are good strategies such as loyalty points to keep the customer locked in with us. | | | | | | | |
| RLC4 | The firm always tries to earn more from existing customers. | | | | | | | |
| RLC5 | Customers are always encouraged to consume more of our services. | | | | | | | |
| RLE1 | The firm stretches output of employees to the maximum. | | | | | | | |
| RLE2 | Employees of the firm are encouraged to achieve more. | | | | | | | |
| RLE3 | Firm convinces employees to willingly perform more value adding duties beyond their job expectations. | | | | | | | |
| RLE4 | Employees' competency and efficiency is delivered. | | | | | | | |
| RLE5 | Employees are underutilized. | | | | | | | |
| RLM1 | Firm tries to gain most from its financial investments. | | | | | | | |

| | | | | | | | | |
|------|---|--|--|--|--|--|--|--|
| RLM2 | Assets are well used to gain the most for the firm. | | | | | | | |
| RLM3 | Financial investments targets high value business returns. | | | | | | | |
| RLM4 | Firm promptly adopts new technologies to better customer needs. | | | | | | | |
| RLM5 | We are very wasteful of our resources in general. | | | | | | | |

| | |
|-----|--|
| 9. | <p>a) As compared to your competitors how do you rate the quality of services you give to your customers?</p> <p>Extremely Low [] Very Low [] Low [] Average []</p> <p>High [] Very High [] Excellent []</p> <p>b) As compared to your competitors how do you rate the value of services you deliver to your customers against the costing of your services and products?</p> <p>Extremely Low [] Very Low [] Low [] Average []</p> <p>High [] Very High [] Excellent []</p> |
| 10. | <p>Briefly describe your observations about the mobile service provider's entrepreneurial orientation (how good it is in innovations, risk taking and pro-activeness):</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Describe the extent to which the firm concentrates on customer needs and preferences.</p> <p>.....</p> <p>.....</p> |

| | |
|--|--|
| | <p>.....</p> <p>Describe the extent at which the firm balances between differentiating itself by high quality services and providing low prices.</p> <p>.....</p> <p>State your views on how the firm exploits its resources – partners, customers, employees and finances, among others in order to achieve more than its competitors.</p> <p>.....</p> |
|--|--|

Thank you

Appendix 4: List of Safaricom Dealers – Nairobi CBD

| Dealer | Location | | | |
|---------------------------------|-------------------------------------|----|-----------------------------------|---------------------------------------|
| | | | Jimleen Communications Limited | Accra Road |
| 1 Ricom Communication Ltd. | 20th century plaza, Mezzanine Floor | 20 | | |
| 2 Fabric mobile | 680 Hotel | 21 | Beyuz Limited ,1/2/3/4/5/6/7 | Accra Accra Road |
| 3 Trioluck 3 | 680 Hotel | 22 | Lakestar Communications ltd | Accra Road, Mirika Faith Plaza |
| 4 August memorial ventures Ltd | 7th Memorial Park, Moi Avenue | 23 | Jimleen Communications Limited | Accra Road, Superior Arcade |
| 5 Hotel Accra | Accra Hotel | | | |
| 6 Phone For You | Accra Plaza, Accra Road | 24 | Lakestar Communications ltd 2 | Accra road, Tea room |
| 7 Spai Distributors | Accra Rd | 25 | Emmanuel Connections Limited | Accra Taveta Rd |
| 8 Kenya One Telecom | Accra Rd | 26 | Kirinyaga Tea Growers | Accra/Munyu |
| 9 Tricom Technologies-Lambda | Accra Rd | 27 | Autikana Agencies ltd | Afya centre |
| 10 Cincinnati Investment | Accra Rd | 28 | Jormac communication ltd | Afya centre |
| 11 Jays Call Communications Ltd | Accra Rd | 29 | Afya sacco | Afya centre |
| 12 Seph Investments | Accra Rd | 30 | Ndeche communication ltd | Aga khan walk |
| 13 Robbytech Limited | Accra Rd | 31 | Uchumi supermarket | Aga khan walk |
| 14 Emmanuel | Accra Road | | | |
| 15 Best phone Yess | Accra Road | 32 | White Rose Dry Cleaners Ltd | Aga Khan Walk, National Bank Building |
| 16 Telephonica | Accra Road | 33 | Dymake Enterprises | Agip House |
| 17 Jemshan Communication | Accra Road | 34 | National Corporation of Kenya Oil | Agip House Ground Flr |
| 18 Tides Mobiles Ltd | Accra Road | 35 | Sisi Communications Ltd | Agip House, Ground Flr. |
| 19 Twelve Island | Accra Road | | | |

| | | | | | | |
|----|-------------------------------|--------------|--|----|------------------------------------|--|
| 36 | Beacon Ltd | TechNologies | Agriculture House, Harambee Avenue | 53 | World wide communication Ltd | Amber hse |
| 37 | Beacon Ltd | TechNologies | Agriculture House, Harambee Avenue | 54 | Generics Kenya Limited | Annan Shopping Mall |
| 38 | Ramna Ltd | | Am bank House Ground flr, Utali Street | 55 | Limited | Annas Arcade-Taveta Lane |
| 39 | Zamusky Ltd | | Ambala Road,Mungaria House | 56 | Meridian Acceptancies | Anniversary Towers |
| 40 | Blue grass | | Ambala Road,Mungaria House | 57 | Soleca Communications Limited | Anniversary Towers |
| 41 | Peace communication | | Ambala Road,Mungaria House | 58 | Slyde Communications | Arcade House |
| 42 | Centerphones | | Ambassadeur | 59 | Tricom Technologies-Lambda | Archives |
| 43 | Centre Phones | | Ambassadeur ,Short street | 60 | Asili Sacco Limited | Asili House 5th Floor, Muranga Road off Moi Avenue |
| 44 | Dimples Mobile Ltd | | Ambassadeur Hotel Building | 61 | EP Communications Limited | Avenue |
| 45 | Vertex Communications 3 Ltd | | Ambassador Stage,Ambassadeur Building | 62 | Eastzone Distributors | Avenue House, 2nd Floor Kentatta Avenue |
| 46 | Jormac communication ltd | | Amber hse | 63 | Laiser Communication Nanak House | Banda Close, Nanak House, ground Floor |
| 47 | Top connections | | Amber hse | 64 | Laiser Communication Nanak House 1 | Banda Close, Nanak House, ground Floor |
| 48 | Superiorfone communiacion ltd | | Amber hse | 65 | Giro Bank | Banda Street, Hughes Building |
| 49 | World wide communication ltd | | Amber hse | 66 | Sparks Communocations Limited | Banda street, Nanak House |
| 50 | Multi milenia purpose | | Amber hse | 67 | Rams Communication | Banda street, Nanak House |
| 51 | You and me technologies ltd | | Amber hse | 68 | Sunny Electronics 1 | Banda street, portall House |
| 52 | Parcel handlers | | Amber hse | 69 | Sunny Electronics 2 | Banda street, portal House |
| | | | | 70 | Sunny Electronics main | Banda street, portal |

| | | | | | | |
|----|-------------------------------|---|--|-----|--------------------------------|----------------------------------|
| | | House | | 90 | Viewpoint | Bus station |
| 71 | Samchi Telecom | Barclays Plaza, Loita Street | | 91 | Teletext Ltd | Bus station |
| 72 | Goldmed Chemist | Bazaar Plaza, Ground Floor, Biashara Street | | 92 | Harps sound | Bus station |
| 73 | Touchline Agencies Ltd | Beauty City, River Road | | 93 | 3G Telcoms | Cannon House |
| 74 | Limited | Berline Chicken inn Kenyatta Avenue | | 94 | Logerhead | Cannon House Gr. Flr. |
| 75 | Cooperative Bank | Biashara Plaza, Ground Floor, Moi Avenue | | 95 | Lane One Communications | Cannon House- Ground Floor |
| 76 | Kenya Commercial Bank Limited | Biashara Street | | 96 | Post Bank Kenya Ltd. | Cannon House- Ground Floor |
| 77 | Quide Konnect | Biashara Street | | 97 | Ghimso Enterprises | Canon House, Room 2 |
| 78 | Siti Communication Ltd | Biashara Street | | 98 | Fast Mobile | Capital House |
| 79 | Rumba Base Limited | Biashara Street | | 99 | Fast Mobile Ltd | Capital House, Tom Mboya |
| 80 | Barclays bank | Bima house | | 100 | Zetort Communications Ltd | Cargen House, Ground Floor |
| 81 | Generations Electronics | Braidwood House, Tom Mboya Street | | 101 | Spiders Mobile | Carol Fish and Chips, Accra Road |
| 82 | Alka Systems Limited | Braidwood House, Tom Mboya Street | | 102 | Salynn | Caxton House |
| 83 | Elam Agencies | Bravia House, Accra Road | | 103 | Express Strategy | Caxton hse |
| 84 | Traps Communications | Brightons House | | 104 | Elgonet Comm. Technology | Caxton Hse |
| 85 | Mtangazaji Sacco | Broadcasting House, Harry Thuku street | | 105 | Maelle Holding East africa ltd | Caxton hse 3rd flr |
| 86 | Sisicom Telecom | Bruce house | | 106 | Ayoon communications | cbd |
| 87 | Samax ltd | Bus station | | 107 | Nomads telecommunication ltd | CBD |
| 88 | Viewpoint | Bus station | | 108 | Broadnet ltd | CBD |
| 89 | Berricon Agencies ltd | Bus station | | 109 | Broadnet ltd | CBD |
| | | | | 110 | Generation insight | CBD |

| | | | | | |
|-----|------------------------------|--|-----|-------------------------------------|---|
| 111 | Broadnet ltd | CBD | 129 | Macro Communication | City Market |
| 112 | Generation insight | CBD | | Faricom Enterprises | City Market |
| 113 | Cosin Business | CBD | 130 | Limited | |
| | Kinfoone communication | CBD | 131 | Marti Telecom | City Market |
| 114 | ltd | | 132 | Gfam Enterprises | City Market |
| | Kinfoone communication | CBD | 133 | Jobliu Telcomms Ltd. | City Square, Nairobi |
| 115 | ltd | | 134 | Vesters Ltd | City Stalls |
| | Comet Cyber | Chambeke Tradings, Biashara Street | | Mitex Communications | City Stalls, Tom |
| | | | 135 | Limited | Mboya |
| | Phoneart Solution | Cianda House, Koinange Street | 136 | Jobliu Telcomms Ltd. | Commerce House |
| | | | | Absolute Mobiles | Aligned Commonwealth building, Moi Avenue |
| 118 | Phoneart Solution | Cianda House, Koinange Street | 137 | | |
| | | | | Absolute Mobiles | Aligned Commonwealth building, Moi Avenue |
| | Phoneart Solution | Cianda House, Koinange Street | | | Consolidated Building, Koinange Street |
| 119 | | | 139 | Capital Airtime | |
| | Phoneart Solution | Cianda House, Koinange Street | | | Consolidated Building, Koinange Street |
| | Damco Pharmacy | Cianda House, Koinange Street | 140 | Capital Airtime | |
| | Project procurement services | Cianda market | 141 | Sumac Credit Traders | Consolidated House 2nd Floor, Koinange Street |
| 122 | | | | Consolidated Bank of Kenya [Outlet] | Consolidated House, Koinange Street |
| 123 | Color zone ltd | Cianda market | 142 | | |
| | Nomads telecommunication ltd | Cianda market | 143 | Limited | Contrust House, Moi Avenue |
| 124 | | | 144 | Sammary Traders | Cross Road |
| 125 | Conquest Solution | City Hall | 145 | Parcel Handlers | Cross Road |
| | Suhufi | City Hall Way, Cotts House, Ground Floor | 146 | Ash Glass Investment | Cross Road |
| 126 | | | 147 | Winacom | Crossroads |
| 127 | Angels Beauty | City House, Standard Street | 148 | Parcel Handlers | Crossroads |
| 128 | Cellz-R-Us | City Market | | | |

| | | | | | |
|-----|---------------------------------|--|-----|----------------------------------|---|
| 149 | Mbakazi Enterprises | Crossroads | 168 | Links Mobile Savoy | Dubois road,Off Latema Road |
| 150 | 3G telecom | Crossroads | | | |
| 151 | Andest Bites Limited | Crossroads,Riverroad | 169 | Desturi K Limited | Dubois road,Off Latema Road |
| 152 | Romak Communications | Daisy Lane - Moi Avenue | 170 | Broadnett | Dubois road,Off Latema Road |
| 153 | Jobliu telcoms | Development hse | | Dailysale Communications Limited | Duruma Rd |
| 154 | Agriculture Finance corporation | Development hse | 171 | | |
| 155 | Nakumatt holding | Development hse | 172 | Lexcon Communication Dip | Duruma Rd |
| 156 | Ajabu telcom | Development hse | 173 | Zamursky Agencies | Duruma Rd |
| 157 | Best Solutions Limited | Diamond Exhibition, Stall No 2, Moi Avenue | 174 | Fast Mobile | Duruma Rd |
| 158 | Best Solutions Limited 1 | Diamond Exhibition, Stall No 2, Moi Avenue | 175 | Eleka Enterprises | Duruma Road |
| 159 | Lumitec Communications Limited | Dorobo Road off Mamlaka Road | 176 | Stejossam Invesment Company | Duruma Road |
| 160 | Faidi Development Sacco ltd | Down Town Towers,Duruma Road | 177 | Seph Investment Company Ltd | Duruma Road |
| 161 | Lexcon Communication Ltd | Down Town Towers,Duruma Road/Nyamakima | 178 | Best Phones Ltd | Duruma Road |
| 162 | Mambo communication ltd | Dry wood | 179 | Luzon Communications Ltd | Duruma Road |
| 163 | Comtrail ltd | Dry wood | 180 | Munje investiments | Duruma Road |
| 164 | viewpoint | Dry wood | 181 | Stejossam Invesment Company | Duruma Road |
| 165 | Waden Connections | Du Bois-Tea Room | 182 | Wimtech Communication Ltd | Duruma Road |
| 166 | Kath Communications Limited | Dubois road,Off Latema Road | 183 | Wimtech Communication Ltd | Duruma road |
| 167 | Dazzle Communications | Dubois road,Off Latema Road | 184 | Munje investiments | Duruma Road |
| | | | 185 | Conquest Solutions | Duruma Road |
| | | | 186 | Yashtech Communications Limited | East Gate Exhibition Stall No 1, Moi Avenue |

| | | | | | |
|-----|-----------------------------------|---|-----|--------------------------|---|
| | | | 2 | | Koinange Street |
| 187 | Orpopongi Communications Limited | East Gate Exhibition Stall No 2, Moi Avenue | 205 | Webb Communications 3 | Emperor Plaza, Koinange Street |
| 188 | Eco Bank Kenya | Eco bank towers | | | |
| 189 | Eco Bank Kenya | Eco bank towers | 206 | Webb Communications 4 | Emperor Plaza, Koinange Street |
| | | | 207 | Phone Link Limited | Enka Rasha, Kenyatta Avenue |
| 190 | Limited | Eight to Eight Exhibition, Moi Avenue | 208 | Robbytech Limited | Eureka Hse |
| 191 | Samchi Telecom | El Roi Plaza | | | |
| | | | 209 | Meridian Acceptances Ltd | Fedha Hse |
| 192 | Samchi Telecom | El Roi Plaza-Tom Mboya | 210 | Eco Bank Kenya | Fedha Towers |
| 193 | Jupiter mobiles | Embassy cinema, Du Bois rd | | | |
| 194 | Boisio Koro Holding Ltd | Embassy House | 211 | Family Bank Limited | Fourways Towers, 3rd Floor, Morkta Daddah Street |
| 195 | Keta Cellular Services Ltd. | Embassy House Basement | 212 | Equity Bank Limited | Fourways Towers, 5th Floor, Morkta Daddah Street |
| 196 | Express Strategies Ltd. | Embassy House Gr. Flr. | 213 | Equity Bank Limited | Fourways Towers, Ground Floor. Morkta Daddah Street |
| 197 | Marylyn Enterprises Ltd | Embassy House Gr. Flr. | 214 | Family Bank | Fourwys, Muindi Mbingu |
| 198 | Rupaca communication ltd | Embassy House Gr. Flr. | 215 | Afro Mobile | Fridays Restaurant, Loita House |
| 199 | Twelve Islands Communication Ltd. | Embassy House Gr. Flr. | 216 | DailySale Ltd | Gaberone Road |
| 200 | Dalton Trading Co. Ltd | Embassy House Gr. Flr. Opp. Sheria House | 217 | Strategic Mobile | Gaberone Road |
| 201 | Webb Communication | Emperor Plaza, Koinange Street | 218 | Neypart | Gaberone Road |
| 202 | Webb Communications | Emperor Plaza, Koinange Street | 219 | Load Mover Yes | Gaberone Road |
| 203 | Webb Communications 1 | Emperor Plaza, Koinange Street | 220 | Keta Communication | Gaberone Road |
| | | | 221 | Beckam Enterprises | Gaberone Road |
| 204 | Webb Communications | Emperor Plaza, | 222 | Update Investment | Gaberone Road |
| | | | 223 | Jawap contractors | Gaberone Road |

| | | | | | |
|-----|---------------------------------|--|-----|------------------------------|---|
| 224 | Minimi enterprises | Gaberone road | 242 | Forward mobile | Gill house |
| 225 | Vineyard Communication Ltd | Gaberone road | 243 | Tricom technologies | Gill house |
| 226 | Jenath communication | Gaberone road | 244 | Pentapharm | Gill house |
| 227 | Kenya Commercial Bank Limited | Garden Chambers Plaza, Morkta Daddah Street | 245 | Pentapharm | Gill house |
| 228 | Venture World Limited | Gatakaini | 246 | white international | Gill house |
| 229 | Storm Waves Connections Limited | Gatakaini House Stall No 1, Tom Mboya Street | 247 | Housing finance | Gill house |
| 230 | Vizual Business Systems Limited | Gatakaini House Stall No 2, Tom Mboya Street | 248 | Copymax Limited Printers | Globe Roundabout Stall No 1, Muranga Road |
| 231 | Superiorfones-Metrex computer | Gilfillan House 3rd Floor, Kenyatta Avenue | 249 | Bidii Connections Limited | Globe Roundabout Stall No 4, Muranga Road |
| 232 | Jormac communication ltd | Gill house | 250 | Fay Mobile Ltd | Gloria Hotel, Ronald Ngala |
| 233 | Jormac communication ltd | Gill house | 251 | Network Supplies Limited | Grogon Area, Kirinyaga Road |
| 234 | Jormac communication ltd | Gill house | 252 | Zenivest Revolutions Limited | Grogon Area, Kirinyaga Road |
| 235 | Kenumba communication ltd | Gill house | 253 | EmbComm Net Works Limited | Grogon Area, Kirinyaga Road |
| 236 | Lane one communication ltd | Gill house | 254 | Limited | Grogon-Kirinyaga Rd |
| 237 | Star mobile | Gill house | 255 | Balozi Communication | Grogon-Kirinyaga Rd |
| 238 | Star mobile | Gill house | 256 | Azimio enterprises | Haile selasie |
| 239 | Zetort communication ltd | Gill house | 257 | whiscom Agency ltd | Haile selasie |
| 240 | Combase communication ltd | Gill house | 258 | Nakumatt holding supermarket | Haile selasie avenue |
| 241 | Wellmed pharmaceuticals | Gill house | 259 | Jey jey communication ltd | Haile selasie avenue |
| | | | 260 | Barclays bank | Haile selasie avenue |
| | | | 261 | Ukulima sacco | Haille Avenue, Sellasie |
| | | | 262 | EP communications | Haille Sellasie |

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|-----|---------------------------------|--|-----|-----------------------------------|------------------------------------|
| | Ltd. | Avenue, Ufanisi House-Ground floor | 281 | Baseline Supplies Ltd | Imani House |
| 263 | Phonz U Want Ltd. | Haille Sellasie, CanNon House - Ground Floor | 282 | Twelve Islands Communication Ltd. | Imani House |
| 264 | Matant communication | Haiselasie | 283 | NaNosoft communication Ltd | Imani House, Gr. Flr. |
| 265 | Matant communication | Haiselasie | 284 | Genesis Communicatons Ltd | Imenti House |
| 266 | Generation insight | Hakati | | | |
| 267 | Equity Bank Kenya Ltd. | Harambee Avenue | 285 | Rockfresh Growers Supplies | Imenti House |
| 268 | Magesh Communications Limited | Harry Thuku Road | 286 | Micro Blade | Imenti House |
| | | | 287 | Caribbean Investments | Imenti House |
| 269 | Computex Office Systems Limited | Hazina Towers | 288 | Superior fone Limited | Imenti House |
| 270 | Teachers Connections Limited | Health Link Chemist, Biashara Street | 289 | Generations Electronics | Imenti house |
| | | | 290 | One-line Communicatons | Imenti House |
| 271 | Enlight Communications Ltd. HQ | Hilton Arcade | 291 | Superior Phones 1 | Imenti House |
| 272 | Makarim Agencies Ltd. | Hilton Arcade | 292 | Pioneer Enterprises | IPS Building |
| 273 | Tanga Traders | Hilton Harcade | | | Jaga Pharmacy, Koinange Street |
| 274 | Parachem Pharmacy Ltd. | Hilton Hotel opposite Kencom Bus Stop | 293 | Bell Kenya Limited | |
| 275 | Photolink company Ltd | Hilton Square Nairobi | 294 | Obbitel Communications Limited | Jainsala Road off Tom Mboya Street |
| 276 | Logical Link | I & M Building, Kenyatta Avenue | 295 | Desang Ltd | Jamia Mall |
| 277 | National Bank Limited | ICEA Building, Kenyatta Avenue | 296 | Amal Communications Limited | Jamia Mall |
| 278 | Computex Systems | ICEA Building, Kenyatta Avenue | 297 | Burqa Communication Ltd | Jamia Mall |
| 279 | Dubai Bank | ICEA Building, Kenyatta Avenue | 298 | Aziz Communication | Jamia Mall |
| 280 | Limited | ICEA Building, Kenyatta Avenue | 299 | Gaab Communication | Jamia Mall |
| | | | 300 | Limited | Jamia Mall |
| | | | 301 | Comet Cyber, Davies | Jamia Mall |

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| | Supplies | | | Communications Ltd 1 | Centre,Accra Road | |
| 302 | Limited | Jamia Mall | | 322 | Bell Kenya Limited | Kampas Towers, University Way |
| 303 | Wings Communication | Jamia Mall | | | El Communications Limited | Kanyigi Stalls Stall No 1, Kilome Road |
| 304 | Telewatts Communications Limited | Jamia Mall | | 323 | Obbitel Communications Limited | Kanyigi Stalls, Stall No 2, Kilome Road |
| 305 | Kanant Technologies | Jamia Mall | | 324 | | |
| 306 | Commutel Ltd | Jamia Mall | | | Neo Web Technologies Limited | Kaunda Street, Bruce House, Ground Floor |
| 307 | Kanant Technologies | Jamia Mall | | 325 | | |
| 308 | Sabena Communication Ltd | Jamia Mall | | 326 | Elimu Sacco Society limited | KCS House |
| 309 | Oceanic Communications | Jamia Mall | | 327 | Real Cosult regency casino | KCS Hse |
| 310 | Global technologies | Jamia Mall | | 328 | Phorma Agency | Keekorok Rd |
| 311 | Target Mobile Company Limited | Jamia Mall | | 329 | Jenath | Keekorok Rd |
| 312 | Mobile Link | Jamia Plaza | | 330 | Glory Dandora Enterprises Limited | Keekorok Rd |
| 313 | Mobile Link | Jamia Plaza | | 331 | Mahitaji Enterprises Limited | Keekorok Rd |
| 314 | Mobi Africa | Jamia Plaza | | | | |
| 315 | Visage Mobile Communication | Jamia Plaza | | 332 | Waden Connections | Keekorok Rd/Jainsala |
| 316 | Pwani Cellular | Jamia Plaza | | 333 | Broadnet communication ltd | kenbanco |
| 317 | Commutel Communications Limited | Jamia Towers off Muranga Road | | 334 | Pentapharm | kenbanco |
| | | | | 335 | Pentapharm | kenbanco |
| 318 | Spiders Mobile | Jazz Pub, Moi Avenue | | 336 | Kenya Commercial Bank | Kencom House |
| 319 | Iqra Agencys | Jubilee Insurance hse | | 337 | Jorene enterprises | kenda house |
| | | | | 338 | Jorene enterprises | kenda house |
| 320 | Crescent Communication Ltd | Kafico Shopping Centre,Accra Road | | 339 | Ropem | kenya Cinema |
| 321 | Watkins | Kafico Shopping | | 340 | Samchi Telecoms | Kenya Cinema |

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|-----|---------------------------------|--|-----|----------------------------------|----------------|
| 341 | Photolink company Ltd | Kenya Cinema Gr. Flr. | 360 | Berricom | Kirinyaga Rd |
| 342 | Jobliu Telcomms Ltd. | Kenya Polytechnic | 361 | Tides Mobiles Ltd | Kirinyaga Rd |
| 343 | Dalton Trading Co. Ltd | Kenya polytechnich | 362 | Balozi Communication | Kirinyaga Rd |
| 344 | Stancom ltd | Kenya polytechnich | 363 | Beckam Epl | Kirinyaga Rd |
| 345 | Gulf Africa Bank | Kenyatta Avenue | 364 | Loska | Kirinyaga Road |
| 346 | Housing Finance | Kenyatta avenue | 365 | Rossinet | Kirinyaga Road |
| 347 | White Rose Dry Cleaners | Kenyatta Avenue | 366 | Blessed communication | Kirinyaga Road |
| 348 | Family Bank | Kenyatta Avenue, Pan African House | 367 | Wimtech Communication Ltd | Kirinyaga Road |
| 349 | Generations Insight | Kiarie Exhibition, Accra Road | 368 | Ridgeways | Kirinyaga Road |
| 350 | Sammary Traders | Kiarie Stores-Accra | 369 | Ruinno agencies | Kirinyaga road |
| 351 | Akarim Agencies Ltd | KICC Building, Ground Floor | 370 | Balozi communication | Kirinyaga Road |
| 352 | Com Corp Kenya Limited | Kijabe Street, Muranga Road | 371 | Wimtech Communication Ltd | Kirinyaga Road |
| 353 | Slyde Communications | Kileleshwa | 372 | Luzon Communications Limited | Kirinyaga Road |
| 354 | One Two One | Kilimani | 373 | Samchi Telkom | Kirinyaga Road |
| 355 | Dreamland Agencies ltd | Kimathi hse | 374 | Jey Jey Communications | Kirinyaga Road |
| 356 | Pentapharm Limited | Kimathi Street, Kimathi House, Ground Floor | 375 | Mukmik Power Enterprises Limited | Kirinyaga Road |
| 357 | Pentapharm Limited Main | Kimathi Street, Corner House, Ground Floor | 376 | Faidi Development Sacco | Kirinyaga Road |
| 358 | Comet Cyber | Kirima House 1st Floor, Morkta Daddah Street | 377 | Town Link Communications | Kirinyaga Road |
| 359 | Faidi Development Sacco Limited | Kirinyaga Rd | 378 | Hena Communications | Kirinyaga Road |
| | | | 379 | Orchard Fruit Juice Company | Kirinyaga Road |
| | | | 380 | Lemco Clearing and Forwarding | Kirinyaga Road |

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| 381 | Balozi Communication | Kirinyaga Road | | 402 | Generation insight | Leon House, Tom Mboya |
| 382 | Daily Sale Ltd | Kirinyaga/Park Road | | | | |
| 383 | Phone Experts | Koinange Street | | 403 | Lane Communications Limited | One Loita House Ground Floor, Loita Street |
| 384 | Mwaninge cyber | KTDA | | | | |
| 385 | 3G telcoms | KTDA | | 404 | Roma Telkom Limited | Loita House Ground Floor, Loita Street |
| 386 | Ropem telcom | KTDA | | 405 | Sabir networks | Luthuli |
| 387 | Ropem telcom | KTDA | | 406 | Gaals agencies | Luthuli |
| 388 | Chai sacco | KTDA | | 407 | Brianah communication | Luthuli |
| 389 | Family bank | KTDA | | 408 | Loc 7 Communications | Luthuli Avenue |
| 390 | Family bank | KTDA | | 409 | Al-Amana Communication Ltd | Luthuli Avenue |
| 391 | Block Solutions Limited | Lagos Road | | 410 | Power Networks | Luthuli Avenue |
| 392 | Robbytech Limited | Lagos Road | | | | |
| 393 | | Lankahani Exhibition Stall No 1, Moi Avenue | | 411 | Scorpio Communications | Luthuli Avenue |
| 394 | Orpopongi Communications Limited | Lankahani House 1st Floor, Moi Avenue | | 412 | Sulubei Communication | Luthuli Avenue |
| | | | | 413 | Hallo Communication | Hallo Luthuli Avenue |
| | | | | 414 | Parcel Handlers | Luthuli Avenue |
| 395 | Comet Cyber-Supplies | Davies Lankani Exhibition Stall No 30, Moi Avenue | | 415 | Smart Lines Ltd | Luthuli Avenue |
| 396 | Limited | Latema Road | | 416 | Tiley Communication | Luthuli Avenue |
| 397 | Simwaka Communications | Latema Road | | 417 | Generations Electronics | Luthuli Avenue |
| 398 | Visions Mobile-Latema | Latema Road | | 418 | Hotline ConnectionsLtd | Luthuli Avenue |
| 399 | Salenn Enterprises | Latema/River junction | rd | 419 | Dailysale Ltd | Luthuli Avenue |
| 400 | Limited | Latema/River junction | rd | 420 | Microvave | Luthuli Avenue |
| | | | | 421 | Resilient Communication Ltd | Luthuli Avenue |
| 401 | Dimples Mobile Ltd | Leon House, Tom Mboya | | 422 | Comtech Communications Ltd | Luthuli Avenue |

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| 423 | View Communication Ltd | Power | Luthuli Avenue | | 441 | Surfcity communication ltd | Mang hotel |
| 424 | Mukitel | | Luthuli Avenue | | 442 | Mosecat | Mang hotel |
| 425 | Robbytech Communication Ltd | | Luthuli Lane | | 443 | Total communication ltd | Mang hotel |
| 426 | Karamarda Ltd | Company | Luthuli\Tom Junction | Mboya | 444 | Posta Bank Yes | Market Street |
| 427 | Citi Hoppa | | Maduka Exhibition, Tom Mboya Street | | 445 | Posta Bank market branch | Market Street |
| 428 | Daily Communication Ltd | Sale | Maendeleo Utalii Street | House, | 446 | Magolink Distributors | Mercantile House , Koinange Street |
| 429 | Jadedo Merchants | General | Maendeleo Utalii Street | House, | 447 | Credit Bank | Mercantile House, Koinange Street |
| 430 | Jobal Software Limited | | Maendeleo Utalii Street | House, | 448 | Simba Telecom | Mercantile House, Loiat Street |
| 431 | Capital Realtime | | Maendeleo Utalii Street | House, | 449 | Simba Telecom | Mercantile House, Loiat Street |
| 432 | Magereza Limited | Sacco | Mageso Ground Avenue | Chambers Floor, Moi | 450 | Simba Telecom | Mercantile House, Loiat Street |
| 433 | Romak Communications | | Makutano-Mboya | Tom | 451 | Soleca Communications Limited | Meru South House, Tom Mboya Street |
| 434 | Phonz U Like Ltd. | | Mama Ngina Stt | | 452 | Townlink | Mfangano |
| 435 | Safaritel Ltd. | | Mama Ngina Stt | | 453 | Jogad communication ltd | Mfangano |
| 436 | Zetort Communications Ltd | | Mama Ngina Stt | | 454 | Langley communication ltd | Mfangano |
| 437 | Digitex Ltd. | | Mama Ngina Stt,The Messenger | | 455 | Sala communication ltd | Mfangano |
| 438 | Viva assosites Ltd | | Mamlaka Halls | | 456 | Katimok enterprises | Mfangano |
| 439 | Update Company Ltd | Investments | Mamlaka hostels,Nairobi University | | 457 | Tonycom ltd | Mfangano |
| 440 | Ravanyi Communication | | Mamlaka hostels,Nairobi University | | 458 | Generation insight | Mfangano |
| | | | | | 459 | You and me technologies | Mfangano |
| | | | | | 460 | Nahodha telcoms | Mfangano |

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| 461 | Generation insight | Mfangano | 485 | Wellmed pharmaceuticals | mfangano street |
| 462 | Dailysale | Mfangano | 486 | Zion communication td | mfangano street |
| 463 | Dailysale | Mfangano | 487 | Zion communication td | mfangano street |
| 464 | Generation insight | Mfangano | 488 | Vilcostec | mfangano street |
| 465 | Generation insight | Mfangano | 489 | Fox communication ltd | mfangano street |
| 466 | Kentel | Mfangano | 490 | World wide communication ltd | mfangano street |
| 467 | Wallmack enterprises ltd | Mfangano | 491 | Nomads telecommunication | mfangano street |
| 468 | Dalu wireless | Mfangano | 492 | Slyde communication ltd | mfangano street |
| 469 | Jatel communication ltd | Mfangano | 493 | Charing cross | mfangano street |
| 470 | Tandaza investment | Mfangano | 494 | Zarmusky | Mfangano street |
| 471 | Tandaza investment | Mfangano | 495 | Eazynet communication ltd | Mfangano street |
| 472 | Zenamed Pharmaceuticals | Mfangano Street | 496 | Generations Insight Ltd | Mfangano Street, Tusker |
| 473 | Meridian Acceptances Ltd | Mfangano street | 497 | Limited | Michelles Store, Tom Mboya |
| 474 | Forward Mobiles | Mfangano Street | 498 | Benvin Communications | Miguta-Sokoni Grogon |
| 475 | Townlink | mfangano street | 499 | Warden Connections Limited | Mithoo House, River Road off Moi Avenue |
| 476 | Afro mobiles | mfangano street | 500 | Cosin Business Systems Limited | Moi Avenue |
| 477 | Eastzone distributors | Mfangano street | 501 | Comet Communications Limited | Moi Avenue |
| 478 | Charing cross | Mfangano street | 502 | Ropem Communications Limited | Moi Avenue |
| 479 | Rophat | mfangano street | 503 | Blue Grass Limited | Moi Avenue |
| 480 | Star mobile ltd | mfangano street | 504 | Judoka Connections Limited | Moi Avenue |
| 481 | Star mobile ltd | mfangano street | | | |
| 482 | Best phone | mfangano street | | | |
| 483 | Zenamed pharmacy | mfangano street | | | |
| 484 | Wellmed pharmaceuticals | mfangano street | | | |

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| 505 | K-Rep Bank Limited | | Moi Avenue | 526 | Geos Digital | | Muindi Mbingu Street |
| 506 | Lafey Communications | Land | Moi Avenue | 527 | Barclays Bank Limited | | Muindi Mbingu Street |
| 507 | Fast Mobile | | Moi Avenue | 528 | Cheche Communications Ltd | | Munyu House, Munyu Road |
| 508 | Citi Hoppa | | Moi Avenue | 529 | Lela Communication Ltd | | Munyu Raod |
| 509 | Top Rank | | Moi Avenue | 530 | Generations Insight Ltd | | Munyu Road |
| 510 | Dailysale Communications Limited | | Moi Avenue | 531 | Lexcon Communications Ltd | | Munyu Road |
| 511 | Limited | | Moi Avenue opp Galitos, Moi Avenue | 532 | Express Strategies Ltd | | Munyu Road |
| 512 | Comet Communications Limited | | Moi Avenue, Fine Trade Cyber | 533 | Jora Logistics Ltd | | Munyu Road |
| 513 | Uchumi Supermarket | | Monrovia Street | 534 | Update Investment | | Munyu Road |
| 514 | Geos Digital | | Monrovia Street | 535 | Jemshan | | munyu road |
| 515 | Geos Digital | | Monrovia Street | 536 | Update Investment | | Munyu road |
| 516 | Crown | | Monrovia Street | 537 | Taicom ltd | | munyu road |
| 517 | Prestige | | Monrovia Street | 538 | Genericks kenya | | Munyu road |
| 518 | Dailysale Communications Limited | | Morkta Street | 539 | Samary traders | | Munyu road |
| 519 | Seth Communications | | Morkta Street | 540 | Meridian Acceptances Ltd | | Munyu Road/Kaggio |
| 520 | Macro Communication | | Muindi Mbingu Street | 541 | Rams Communication Ltd | | Munyu Road/Luthuli Avenue |
| 521 | Daily Communication Ltd | Sale | Muindi Mbingu Street | 542 | Commet Cyber Norway Entreprise | | Murang'a House, Accra Road |
| 522 | Target Network LTD | | Muindi Mbingu street | 543 | Estex | | Nacico Chambers |
| 523 | Target Network LTD | | Muindi Mbingu Street | 544 | Robbytech Limited | | Nairobi |
| 524 | Brital Shine Bridges | | Muindi Mbingu Street | 545 | Limited | | Nairobi |
| 525 | Generation Lastel | Insight | Muindi Mbingu Street | 546 | Teachers Communications Limited | | Nairobi |
| | | | | 547 | Davivi Communication | | Nairobi |

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| | | | | Ltd | Pharmacy, Ronald Ngala |
| 548 | Teachers Communications Limited | | Nairobi | | |
| 549 | Visions Mobile | | Nairobi | 567 | Abwad wireless ltd |
| 550 | Mergut Communication | | Nairobi | 568 | Newmark Phamaceuticals Ltd. |
| 551 | Atlantic Communications Limited | | Nairobi Satlls, Stall No 1, Moim Avenue | 569 | Spider Mobile |
| 552 | Nakumatt Holdings | | Nakumatt Lifestyle | 570 | Comet Cyber Limited |
| 553 | Pharmatt Chemists | | Nakumatt Lifestyle | | |
| 554 | Kentak | | Nakumatt Lifestyle | 571 | Haraaf Communications Limited |
| 555 | Frankcom Intergrated Limited | | Nakumatt Lifestyle | | |
| 556 | Wabcom Enterprises Limited | | Nakumatt Lifestyle | 572 | Ridgeways Communications Limited |
| 557 | El-moran Enterprises | | Nanak hse, Banda Lane | 573 | Darl-Carl sam |
| 558 | El-Moran Communication Agency Ltd. | | Nanak hse, Banda Lane | 574 | Mergut Ltd |
| 559 | Bell Kenya Limited | | Narsh House, Morkta Daddah Street | 575 | Wisefiles Trading Company Ltd |
| 560 | Jazz Communication | | National House, Market Street | 576 | Schientch Agencies Ltd |
| 561 | Jazz Communication | | National House, Market Street | 577 | Nespet Ltd |
| 562 | Kanams Ep Com Centre | | Ndumberi Rd | 578 | Robbytech communication |
| 563 | Blocks Solutions Limited | | Nebo Exhibition Stall 1, Moi Avenue | 579 | Benrose |
| 564 | Samchi Telecom | | Nginyo Towers, Koinange Street | 580 | Evergreen |
| 565 | Tricom TechNologies Ltd | | NHC House, Ground Floor | 581 | Rumba investiments |
| 566 | Latest Communications | | Nila | 582 | Sperklink |
| | | | | 583 | Danpharm |
| | | | | 584 | Robbytech Communication Ltd |
| | | | | 585 | Sosmary Investment |

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| | Ltd | Muimbi Road | | | |
| 586 | Ridgeways Office | Nyayo hse | 606 | Charing communication ltd | OTC |
| 587 | Orchard Juices | Odeon,Latema Rd | 607 | Charing communication ltd | OTC |
| 588 | Emmanuel Connections Limited | Off Latema RD | 608 | Jormac communication ltd | OTC |
| 589 | Shshamaney | old mutual building 3rd flr | 609 | Samax Ltd | Parliament Lane, Cannon House |
| 590 | Bright Technologies Main | Old Mutual Building, Kimathi Street | 610 | Alca systems | Philadelphia |
| 591 | Master Piece Company Limited | Old Nation House, Tom mBoya Street | 611 | Samary traders | Philadelphia |
| 592 | Nakumatt holding supermarket | opp city hall | 612 | Batian network | Philadelphia |
| 593 | Stema Communications | Opposite House Imenti | 613 | Flashtel | Phoenix Hse |
| 594 | Kami holdings ltd | OTC | 614 | universal connection | Phoenix Hse |
| 595 | Dailysale | OTC | 615 | Generation Electronics | Phoenix Hse |
| 596 | Hifi electronics | OTC | 616 | Metro wiede ltd | Phoenix Hse |
| 597 | Headline logistics | OTC | 617 | Rocham Enterprises | Pioneer House |
| 598 | Dailysale | OTC | 618 | Barclays Bank Limited | Plaza Corprate, Barclays Plaza |
| 599 | Rochan enterprises ltd | OTC | 619 | Barclays Bank Limited | Plaza Premier Life, Barclays Plaza |
| 600 | Edton technical Engineering | OTC | 620 | Barclays Bank Limited | Plaza Premier, Barclays Plaza |
| 601 | Nescad communication ltd | OTC | 621 | Goldmed Pharmacy Ltd | Polymart Barden House, Powell Nairobi |
| 602 | Lupak communication ltd | OTC | 622 | Aabitel Mobile | Posta Sacco Plaza-Utalii Lane |
| 603 | Edton technical Engineering | OTC | 623 | Alpha Software Ltd | Posta Sacco Plaza-Utalii Lane |
| 604 | Edton technical Engineering | OTC | 624 | Slyde Communications Limited | Posta Sacco Plaza-Utalii Lane |
| 605 | Resilient wanachi ltd | OTC | 625 | Mawaja Communication Ltd | Price Road Off River Road |

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| 626 | Resilient Communication Ltd | | Price Road Off River Road | 646 | Magutu stores | provision | Race course rd |
| 627 | Cosin Systems | Business | Price Road Off River Road | 647 | Mwanzo holding ltd | | Race course rd |
| 628 | Dailysale Communications Limited | | Prime Shopping Mall | 648 | Dialogue communication ltd | | Race course rd |
| 629 | Mwanzo Limited | Holdings | Pumzi Lane - Tom Mboya | 649 | Touchline communication | | Racecourse |
| 630 | Barclays bank | | Queensway | 650 | Joki Agencies Ltd | | Racecourse Road |
| 631 | Barclays bank | | Queensway | 651 | Kipingo ltd | | Racecourse Road |
| 632 | Mergut communication ltd | | Race course rd | 652 | Tamasha impex | | Railways |
| 633 | Centre phones | | Race course rd | 653 | Tamasha impex | | Railways |
| 634 | Mergut communication ltd | | Race course rd | 654 | Rasasi investment ltd | | Railways |
| 635 | Winacom ltd | | Race course rd | 655 | Jorene enterprises | | Railways |
| 636 | Wimtech communication ltd | | Race course rd | 656 | Cellmart Communications Ltd | | Ramogi House,Gaberone Road |
| 637 | Resilient wanachi communication ltd | | Race course rd | 657 | Buzzline Communication | | Rattansi Building, Koinange Street |
| 638 | Dailysale | | Race course rd | 658 | Namuratunga Enterprises Ltd | | Reatta House,Accra Road |
| 639 | Muranga Thika Nairobi sacco | | Race course rd | 659 | Fastfash connections | | Rehema house 4th flr |
| 640 | Ropem telcom ltd | | Race course rd | 660 | Pawasam investment td | | Rehema house 5th flr |
| 641 | Mergut communication ltd | | Race course rd | 661 | Storm Waves | | Reo Mall,Tom Mboya |
| 642 | Jumbo communication ltd | | Race course rd | 662 | Load Mover Yes | | Riata House,Accra Road |
| 643 | Zion communication ltd | | Race course rd | 663 | Economic Traders Limited | Credit | Rihal House, Tom Mboya Street |
| 644 | Cheche telcom ltd | | Race course rd | 664 | Ilexcon communication ltd | | River rd |
| 645 | Charing cross ltd | | Race course rd | 665 | Robbytech Communications Ltd | | River Road |

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| 666 | Isotech Interconnections Ltd | River Road | 687 | | 2 | River Road |
| 667 | Wajuzi | River Road | 688 | Ponamu Ventures Limited | | River Road |
| 668 | 2NK Sacco | River Road | 689 | Generations Insight | | River Road |
| 669 | Kimlink Holdings Ltd | River Road | 690 | Pacific Waves | | River Road 1 |
| 670 | Robbytech Communications Ltd | River Road | 691 | Vineyard Communication Ltd | | River Road, Four Ways |
| 671 | Romak Communication Ltd | River Road | 692 | Jilly communications | | River road, sagret hotel |
| 672 | Cooperative Bank | River road | 693 | Wimtech Communication Ltd | | River Road/Duruma |
| 673 | Batian communication | River road | 694 | Jubliu | | River Road- Nyamakima |
| 674 | Tri com communication | River road | 695 | Spider Mobile | | Riviera Kenchik |
| 675 | Brentcom communication | River road | 696 | Spiders Mobiles | | Riviera Restaurant |
| 676 | Family Bank | River road | 697 | B-Online | | Ronald Ndala |
| 677 | Barclays Bank Ltd | River road | 698 | Cincinatti | | Ronald Ngala |
| 678 | Barclays Bank Ltd | River road | 699 | Loska Communication Ltd | | Ronald Ngala |
| 679 | Venture World Limited | River Road | 700 | Wiresoft Agencies | | Ronald Ngala |
| 680 | keta cellular Limited | River Road | 701 | Broadnett Ltd | | Ronald Ngala |
| 681 | Blue Nile Investment Co.Ltd | River Road | 702 | Generations Insight | | Ronald Ngala |
| 682 | Watkins Communications | River Road | 703 | Anutex | | Ronald Ngala |
| 683 | Danfan Communications Limited | River Road | 704 | Naivas Supermarket | | Ronald Ngala |
| 684 | Faidi Development Sacco | River Road | 705 | Lexcon Communications Ltd | | Ronald Ngala |
| 685 | Denje Technologies Ltd | River Road | 706 | Ropem Telcom Ltd | | Ronald Ngala |
| 686 | Virtual Mobile Communication Ltd | River Road | 707 | Marylin communication | | Ronald ngala |
| | | | 708 | Vitec communication | | Ronald ngala |

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| 709 | Lexcon communication | Ronald ngala | 730 | Mobi-Pay Ltd | Sears Chemist, Banda Street |
| 710 | Vitec communication | Ronald ngala | 731 | Safaricom Centre | Shankadass hse |
| 711 | Resilient wananchi | Ronald ngala | 732 | Spiders Mobile Ltd | SHEIKH KARUME |
| 712 | Robbytech communication | Ronald ngala | 733 | Romak Communication Ltd | Sheikh karume |
| 713 | Robbytech communication | Ronald ngala | 734 | Alca systems | Sheikh karume |
| 714 | Nakumatt holdings | Ronald Ngala | 735 | Tides Mobiles Ltd | Sheikh Karume Exhibition,Sheikh karume Road |
| 715 | Umbrella holdings | Ronald Ngala | 736 | Broadnett | Sheikh Karume Road |
| 716 | Watalamu company ltd | Ronald ngala | 737 | Kens Enterprises Ltd | Sheikh Karume Road |
| 717 | Watalamu company ltd | Ronald ngala | 738 | Timestell | Sheikh Karume Road |
| 718 | Watalamu company ltd | Ronald ngala | 739 | Caribbean Investments Ltd | Sheikh Karume Road |
| 719 | Watalamu company ltd | Ronald ngala | 740 | Flashworld Communication Ltd | Sheikh Karume Road |
| 720 | Samchi telecom | Ronald ngala | 741 | Robbytech Communication Ltd | Sheikh Karume Road |
| 721 | Samchi telecom | Ronald ngala | 742 | Spiders Mobile Ltd | Sheikh Karume Road,Rocks Exhibition |
| 722 | Samchi telecom | Ronald ngala | 743 | Pharmart Chemist | Sheikh Karume Road,Tuskys Express |
| 723 | Dailysale Communications Limited | Ronald Ngala | 744 | Markpoint Communications Ltd | Sheikh karume Stalls,Sheikh Karume |
| 724 | Global world ltd | Ronald ngala,bestlady | 745 | Sheria Sacco | Sheria house |
| 725 | Mountcom agencies | Ronaldngala,soko centre | 746 | Roma Telecom | Simmers Restaurant, Annex KenyattaAveue |
| 726 | Image Connections Limited | Royalty Exhibition Stall No 11A, Moi Avenue | 747 | Joflo Communications Limited | Skymart Exhibition,Tom Mboya Street |
| 727 | Spiders Mobile | Royalty House 1, Moi Avenue | | | |
| 728 | Spiders Mobile | Royalty House, Moi Avenue | | | |
| 729 | Tana communications ltd | Salama house | | | |

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| 748 | Superior Phones Harvesters | - | Smiles,Imenti House | 766 | Limited | Street |
| 749 | Orbit communication | | Soko centre,Ronald ngala | 767 | Orpopongi | Summit House, University Way |
| 750 | Family Bank Limited | | Sonalux House, Moi Avenue | 768 | Peace Communication | Summit House, University Way |
| 751 | Com corp ltd | | St Ellis building | 769 | Hyperdome | Summit House, University Way |
| 752 | MukMik Consultants Ltd. | | St John's House | 770 | Link up Connections Limited | Summit House, University Way |
| 753 | Mobile World 1 | | St.Ellis Building | 771 | Samary traders | Sunbeam |
| 754 | Sahel pharmaceutical | | St.Ellis Building | 772 | Universal connections | Sunbeam |
| 755 | Wams Communication | | Standard Building, 3rd. Floor | 773 | Borderless | Sunbeam |
| 756 | Rhumba base invetment | | Standard house | 774 | Inuka Afrika Company Limited | Sunrays House, Ground Floor, River Road |
| 757 | Satellite Mobile sales Ltd. | | Standard Sreet City House, Ground Floor | 775 | Everything Goes Ltd | Sunrays House, Ground Floor, River Road |
| 758 | Safaritel | | Standard street | | Jays Communications Call Ltd 1/2/3 | Superior Arcade Centre |
| 759 | AT-OL Agencies ltd | | standard street | 776 | | |
| 760 | Nexic Company Limited | | Standard Street, Caxton House, Ground Floor | 777 | Milestone Technology Limited | Taveta Lane, off latema road |
| 761 | Dial-Up Communication | | Standard Street, Building, 3rd Floor | 778 | Stejossam Mobile Accessories | Taveta Lane, off latema road |
| 762 | Mastermind Communication ltd | | Standard Street, Building, 3rd. Floor | 779 | Faida Communications | Taveta Rd |
| 763 | Mobile Talk Shoppe | | Standard Street, Stanley Building | 780 | Faidi Development Sacco Limited | Taveta Road |
| 764 | Fourwinds Communication | | Standard Street, Stanley Building, Basement | 781 | Tahidi Communication | Taveta Road |
| 765 | Jeka-Tech Lakestar Communications | | Standard Street, Stanley Building, Accra Road, | 782 | Angels Beauty Spot | Taveta Road |
| | | | | 783 | Beacon Technology | Tavete Lane |
| | | | | 784 | Equity Bank Limited | Tea Room |
| | | | | 785 | Pay Point | Tea Room |

| | | | | | | |
|-----|---------------------------|--------------|---------------|-----|---------------------------------------|-------------------------|
| 786 | Langley company | trading | Temple Rd | 809 | Generations Electronics | Tom Mboya |
| 787 | RangeChem | | Temple Rd | 810 | East Gate Parcel Services | Tom Mboya |
| 788 | Harps sounds | | Temple Rd | 811 | Spiders Mobiles Limited Shopping Mall | Tom Mboya |
| 789 | Generation insight | | Temple Rd | 812 | Traps Communications | Tom Mboya |
| 790 | Best Phone Yess | | Tena Estate | 813 | Spiders Mobiles Shopping mall 2,3,4 | Tom Mboya |
| 791 | Rumba Base | | Timboloa Lane | 814 | Walmark Enterprises Ltd | Tom Mboya |
| 792 | National Bank | | Times Tower | 815 | Mica Pharmacy | Tom Mboya |
| 793 | Agriculture corporation | Finance | Tom mboya | 816 | KCB | Tom Mboya |
| 794 | College Hill ltd | | Tom mboya | 817 | Waden Connections | Tom Mboya |
| 795 | Spiders mobile ltd | | Tom mboya | 818 | Dailysale Communications Limited | Tom Mboya |
| 796 | Spiders mobile ltd | | Tom mboya | 819 | Finanmark Africa | Tom Mboya |
| 797 | Oil libya kenya | | Tom mboya | 820 | Pharmat | Tom Mboya |
| 798 | Generic communication ltd | kenya | Tom mboya | 821 | Equity Bank Limited | Tom Mboya |
| 799 | Phones paradise | | Tom mboya | 822 | Copy Max | Tom Mboya |
| 800 | One Communications | Tel | Tom Mboya | 823 | Oak wood Communications | Tom Mboya |
| 801 | Blue Grass Limited | | Tom Mboya | 824 | Mobistar | Tom Mboya Kairuthi Shop |
| 802 | Blue Grass Limited | | Tom Mboya | 825 | East Aberdare | Tom Mboya Street |
| 803 | Blue Grass Limited | | Tom Mboya | 826 | Transpesa | Tom Mboya Street |
| 804 | Block Solutions Limited | | Tom Mboya | 827 | Family Bank | Tom Mboya Street |
| 805 | Post Bank Limited | | Tom Mboya | 828 | Eco Bank Limited | Tom Mboya Street |
| 806 | Image Limited | Connections | Tom Mboya | 829 | Generations Electronics | Tom Mboya Street |
| 807 | Phoma Agencies | | Tom Mboya | 830 | Sala Communications | Tom Mboya Street |
| 808 | Spiders Urban | Mobile-Rural | Tom Mboya | | | |

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|-----|-------------------------------------|----------|----------------------------------|-----|------------------------------------|---|
| 831 | Best Phone Limited | Yess | Tom Mboya Street | 849 | Charing Cross Ltd | Tom Mboya-Ukwala Supermarket |
| 832 | Ring Kenya Limited | | Tom Mboya Street | 850 | Joem Enterprises | TransnationalBldng, 3rd Floor |
| 833 | Matant Communications | | Tom Mboya Street | 851 | Katimok Enterprises Ltd | TransnationalBldng, 3rd Floor room334 |
| 834 | Robbytech Limited | | Tom Mboya Street | 852 | Fast Mobile Conection Limited Main | Travel House, Ground Floor, Mama Ngina Street |
| 835 | Dailysale Communications Limited | | Tom Mboya Street | 853 | Cheche Telecom | Travel House, Ground Floor, Mama Ngina Street |
| 836 | Linear Communications Limited | | Tom mboya street | 854 | Spider Mobile | Tropez Bar, Nanak House |
| 837 | Dailysale Communications Limited | | Tom Mboya Street | 855 | Spiders Mobiles | Tropez Restaurant, Nanak House |
| 838 | Limited | | Tom Mboya Street | 856 | Spinder Mobiles 1 | Trust Bank House-Moi Avenue |
| 839 | Master Technologies Ltd | Seed | Tom Mboya Street | 857 | Spinder Mobiles 2 | Trust Bank House-Moi Avenue |
| 840 | Twelve Islands | | Tom Mboya Street | 858 | Stema Communication | Tsavo Road |
| 841 | Crescent Limited | | Tom Mboya Street, Dominion House | 859 | Ropem Telecom | Tsavo Road |
| 842 | Cell Express Limited | | Tom Mboya Street, Dominion House | 860 | Watalaamu Company Ltd | Tumaini House |
| 843 | Tripple Seven | | Tom Mboya Street, Dominion House | 861 | Minimi Enterprise | Tumaini,Accra rd |
| 844 | Best Solutions Limited | | Tom Mboya Street, Dominion House | 862 | Robbytech communication ltd | Tusker house |
| 845 | Limited | | Tom Mboya Street, Dominion Hall | 863 | Comtrail ltd | Tusker house |
| 846 | Taicom Limited | | Tom Mboya Street, Njengi House | 864 | Vilcostec | Tusker house |
| 847 | Cosin Systems Ltd | Business | Tom Mboya(Almas Exhibition) | 865 | Rhumba investment ltd base | Tusker hse |
| 848 | Spiders Mobiles Limited Tom Mboya 1 | | Tom Mboya, Diamond Plaza | 866 | Wabcom | Tuskys Imara |
| | | | | 867 | Impala Credit Limited | Twiga Towers |

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|-----|---------------------------------------|---------------------------------|-------------------|-----|----------------------|----------------|-------|-----|
| 868 | Comet Cyber Limited | Twiga Ground Muranga Road | Towers Floor, | 872 | Com Base Ltd. | Uchumi Flr. | House | Gr. |
| 869 | Teletext Communications Limited | Twiga Ground Muranga Road | Towers, Floor, | 873 | Jobliu Telcomms Ltd. | Uchumi Flr. | House | Gr. |
| 870 | Agape Growers Ltd | Uchumi Flr. | House | 874 | Ring Kenya | Uchumi Flr. | House | Gr. |
| 871 | Vwax Ltd. | Uchumi Flr. | House | | | | | Gr. |

Appendix 5: List of Airtel Dealers – Nairobi CBD

| | Customer Center: Dealer/Agent | Service | Location Address |
|-----|--------------------------------------|----------------|--|
| 1. | 3m Communications | | Mfangano Street And Sheikh Karume Junction, Nyanza House, Ground Floor |
| 2. | Airtel Center | | Koinange Street, Uniafric House, Ground Floor |
| 3. | Airtel Center | | South B : Sarit Centre, , |
| 4. | Airtel Center | | South B : Uniafric House, , |
| 5. | Airtel Center | | South B : Westgate Mall, , |
| 6. | Airtel Center | | South B : Parkside Towers, Mombasa Road, , |
| 7. | Aks Communication | | Upper Hill: Kibera Karanja Road, Near Jamii Villa, Ground Floor |
| 8. | Alena Pharmacy | | Parklands: Masari Road, Diamond Plaza, Ground Floor |
| 9. | All Tech Ltd | | Waterways Bldg, Biashara St, 2nd Flr |
| 10. | Al-Yusra Candy Shop | | Banda Street, Al-Yusra, Ground Floor |
| 11. | Amani Chemist 2 | | Gikomba: Lamu Road Of Digo Road, Opposite Pumwani Bar, Ground Floor |
| 12. | Art | | Moi Avenue, Opposite Kenya Cinema, Ground Floor |
| 13. | Baabax Express Ltd | | Moi Avenue, Diamond Mall, Ground Floor |
| 14. | Bill Investments Limited | | South B : Opposite Furnitures , , |

15. Blue Mattm Shop Gikomba: Jogoo Road, Bama Market Stall 437, Ground Floor
16. Boabab Agencies Ngara Road, Next To Glassmart Ltd
17. Bomazi Chemist South B : Next To Naivas Supermarket , ,
18. Bonacom Harambee Avenue, Embassy House, Ground Floor
19. Bonacom Ltd Harambee Avenue, Embassy House, Ground Floor
20. Cafeelatta Lounge Kimathi Street, Lyric House, First Floor
21. Caleb Ouma South B : Next To Naivas Supermarket , ,
22. Cnb Ventures Upper Hill: Nssf Building, Opposite Nssf Building, Christopher
23. Coop Bank City Hall City Hall Way, Next To Holy Family Basilica, Ground Floor
24. Daphem Enterprise Upper Hill: Hurlingham, Hurlingham Court, David Mureithi
25. Dimples Mobile Accessories Tom Mboya Street, Opposite Ukwala Supermarket, Ground Floor
26. Dimtu Enterprisses Gikomba: 1st Avenue, Diamond Place Hotel, Ground Floor
27. Duta Ajeki Shop Standard Street, Phoenix House, Ground Floor
28. Ebenezar Tailoring Gikomba: Jogoo Road Burma Market, Burma Market, Stall No 7
29. Esther Cyber Standard Street, 680 Hotel, Ground Floor
30. Fontana Bookshop Upper Hill: Strathmore Centre, Strathmore Centre, John

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|-----|-----------------------|--|
| 31. | Gabbytech | Temple Lane, Nairobi Temple, Ground Floor |
| 32. | Geotech Mobiles | Banda Street, Caxton House, Ground Floor |
| 33. | Gigi Tech Services | Imenti House, Tom Mboya St. |
| 34. | Guyolol Shop | Gikomba: Digo Road, Mumbai Plaza, Ground Floor |
| 35. | Hope Chemist | Industrial Area: Mareba Slum, Mareba Slum, Everlyne Ndenga |
| 36. | Jaguar Tech | Uniafric House, Koinange St, 1st Floor |
| 37. | Jamii Sacco Society | South B : Next To Mater Hospital , , |
| 38. | Jason Enterprises | Harambee Avenue, Jeevan Baharat, Ground Floor |
| 39. | Jaysunnet | Moi Avenue, Opposite National Bank, Ground Floor |
| 40. | Kadeliza General Shop | Gikomba: Digo Road, Gikomba Opposite The Chiefs Office, Ground Floor |
| 41. | Kaned Agencies | Gaberone Next To Malindi Dishes, Magu House, Ground Floor |
| 42. | Kapsabet Bus Service | Gikomba: Jogoo Road Country Bus Stall 259, Next To Bridge, Ground Floor |
| 43. | Kenon Hardware | Industrial Area: Opposite City Stadium, Opposite City Stadium, Mary Mbinya |
| 44. | Kianda Star | Upper Hill: Kibera Kianda, Near Bus Terminus, Ground Floor |
| 45. | Kikomba Matresses | Gikomba: New Pumwani Road, Opposite Barclays, Ground Floor |
| 46. | Kimka Emporium | Industrial Area: Next To Barclays Bank, |

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|-----|-----------------------|---|
| | | Next To Barclays Bank, George Kimani |
| 47. | Mama Gramps | Upper Hill: Kibera D.C Area, Dc Place, Ground Floor |
| 48. | Mearash Beauty Shop | Parklands: City Market Crescent, City Market, Ground Floor |
| 49. | Mercy Shop | South B : Opposite Balozi Estate Gate , , |
| 50. | Micmar Chaka Place | Upper Hill: Hurlingham Chaka Road, Chaka Place, Easter Mureithi |
| 51. | Mpw | Muindi Mbingu, Hughes, Ground Floor |
| 52. | My Price Cosmetics | South B : Geff's Guest House , , |
| 53. | Naomi Investments | Embassy House, Embassy House, Ground Floor |
| 54. | Naomi Investments | Parliament Road, Embassy House, Ground Floor |
| 55. | Nasikmah Limited | South B : Winners Chapel , , |
| 56. | Nextel Communications | Munyu Road, Sirikwa House Munyu, Ground Floor |
| 57. | Nyamu Chemist | Industrial Area: Opposite Mosque, Opposite Mosque, Ard Nyamongo |
| 58. | Overt Services | River Road, Stage House, Ground Floor |
| 59. | Paik Investments | Moktar Daddah, Krishna Mansion, First Floor |
| 60. | Pena Enterprisses | Gikomba: Digo Road, Mumbai Plaza, Ground Floor |
| 61. | Phonetech | Industrial Area: Mareba Slum, Mareba Slum, Fred Nguthu Mutua |

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|-----|--------------------------|---|
| 62. | Price Rite Ltd | Parklands: Parklands Road, Shell Petrol Station, Ground Floor |
| 63. | R&Y Services | Utalii Lane, Utalii House, Ground Floor |
| 64. | Rajo Cyber | Kimathi Street, Eagle House, Second Floor |
| 65. | Reeci Enterprises | Tom Mboya Street, Kenda House, Ground Floor |
| 66. | Shelter Investments | Parklands: City Crescent Road, City Park Estate, Ground Floor |
| 67. | Snowline Studios | Koinange Street, Consolidated House, Ground Floor |
| 68. | Sparks Communication | Along Accra Rd Opp. Nairobi Matt, Opposite Nairobi Matt, Ground Floor |
| 69. | Supreme Collections | Parklands: Masari Road, Diamond Plaza, Ground Floor |
| 70. | Sura Beauty | Upper Hill: Kibera Kisumu Ndogo, Near M.S.F Hospital, Ground Floor |
| 71. | Tanya Tradings | Industrial Area: Vumira House, Vumira House, David Kariuki |
| 72. | The Candy Man | Kaunda Street, Vedic House, Ground Floor |
| 73. | Top Up Gas (Sana Sana) | South B : Sana Sana Bar , , |
| 74. | Tripple K | Moi Avenue, Royal House, Ground Floor |
| 75. | Uptown Shop | Upper Hill: Kibera Olympic, Olympic Stage, Ground Floor |
| 76. | Valley Options | Corner House, Kimathi St, 3rd Floor |
| 77. | Viparuko Shop | Gikomba: 1st Avenue, 1st Evenue, Ground Floor |

78. Wabcom Lifestyle Monrovia Street, Lifestyle, Ground Floor
79. Wabcom Ltd Moktar Daddah, Nakumat Lifestyle, Ground Floor

Appendix 6: List of Orange Dealers – Nairobi CBD

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|-----|--------------------------------|---|--|
| 1. | Mobicom | Aga Khan Walk, Reinsurance Plaza | REINSURANCE PLAZA 14TH Floor P. O. Box 10783 - 00100 Nairobi Email: info@mobicom.co.ke |
| 2. | | | |
| 3. | Mobicom | Buru Buru | |
| 4. | Industrial Area Orange Shop | Dar-es Salaam Road, Industrial Area | indashop@orange-tkl.co.ke, P.O. BOX 27700-00507, Telephone No:020-651327/020-559000 |
| 5. | Taj Mall Orange Shop | Embakassi at the Junction of Outering Rd & New eastern by pass | t-mall@orange-tkl.co.ke, P.O. BOX 27700-00507, Telephone No:0770425362 |
| 6. | Extelcomms Orange Shop | Extelcomms House, Haile-Selassie Avenue | extelcomshop@orange-tkl.co.ke, P.O. BOX 30301- 00100, Telephone No:03233603/3001/2 2212325 |
| 7. | Galleria Orange Shop | Galleria Shopping Mall Ground Floor Karen Rd. | galleriaorangeshop@orange- tkl.co.ke, P.O. BOX 27700- 00507, Telephone No:0770425405/0770425352 |
| 8. | Gateway Mall Orange Shop | Gateway Mall, Mombasa road, past Syokimau train station. | gatewayshop@orange-tkl.co.ke, P.O. BOX 30303 00100, Telephone No:3234223 2212212 |
| 9. | Greenspan Orange Shop | Greenspan Mall, Along Savannah Road | greenspanshop@orange-tkl.co.ke, P.O. BOX 30301- 00100, Telephone No:0203233603/3001/2 2212325 |
| 10. | JKIA Orange Shop | JKIA Arrivals Terminal | jkia@orange-tkl.co.ke, P.O. BOX 27700-00507, Telephone |

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|-----|--------------------|--------|--|---|
| 11. | Mobicom | | K.I.C.C., Mezzanine Floor | Harambee Avenue |
| 12. | Mobicom | | Kayole | Kayole Spine Rd |
| 13. | Mobicom | | Kombo Munyiri Road | |
| 14. | Mobicom | | Lavington | Hinga Drive |
| 15. | Mobicom | | Moi Avenue | |
| 16. | Ngara Orange Shop | | Ngara Orange Shop, Ngara Road | ngarashop@orange-tkl.co.ke, P.O.BOX 39385-00623, Telephone No:0202381898 |
| 17. | Prestige Shop | Orange | Prestige Mall, Ngong Road | megashop@orange-tkl.co.ke, P.O. BOX 30303 00100, Telephone No:0202354868 |
| 18. | Sarit Centre Shop | Orange | Sarit Center Shopping Mall, Ground floor | saritorangeshops@orange-tkl.co.ke, P.O.BOX 39385-00623, Telephone No:0203747035 |
| 19. | Mobicom | | Starehe | Pumwani Rd |
| 20. | Mega Orange Shop | | Telephone Hse, Kaunda Street, Opp Holy Family Basilica. | megashop@orange-tkl.co.ke, P.O. BOX 30303-00100, Telephone No:02212212 |
| 21. | Telkom Orange Shop | Plaza | Telkom Plaza Ralph-Bunche Road | plazashop@orange-tkl.co.ke, P.O. BOX 30301-00100, Telephone No:0208025245 |
| 22. | T-Mall Shop | Orange | T-Mall, Ground floor - off Langata/Mbagathi Way roundabout | t-mall@orange-tkl.co.ke, P.O. BOX 27700-00507, Telephone No:0770425362 |