



**STRATEGY IMPLEMENTATION PRACTICES AND COMPETITIVE ADVANTAGE  
AMONG SELECTED PRIVATE HOSPITALS IN NAIROBI, KENYA**

**Mwongera Risper Gacheri. St. Pauls University**

**Dr. Julius Kahuthia Mwangi Phd St Pauls University**

**Dr. Wanjiku Kinyanjui. St Pauls University**

**ABSTRACT**

As a guide for making good decisions, strategic implementation practice has been found to be a useful tool for improving an organization's performance. In the face of significant obstacles posed by fierce industry competition, MP Shah, Aga Khan, and Avenue Hospitals are competing with other health sector players for market share. Many private hospitals have underperformed as a result of the widespread assumption that strategy issues are intended to apply to them. This study investigated strategy implementation practices and competitive advantage of private hospitals in Nairobi City County. The study sought to determine how leadership style affect competitive advantage. Contingency Theory was used in the study. The results showed that there is a positive and statistically significant effect of Leadership Styles has significant and direct effect on Competitive Advantage. The discoveries show that executing the public authority guidelines decidedly influences upper hand in chosen clinics in Nairobi.

***Keywords: Business strategy, competitive advantage, leadership style, Strategy implementation practices***

**Background of the Study**

Current organizations are working under tough times which is becoming fundamental for the associations to give a lot of consideration to key administration which is a critical component for association endurance. Competitors are waiting for the company to make mistakes because it is not alone in the market. One approach to expanding seriousness in particular consistency of corporate system with a characterized upper hand of the organization. Implementing strategies is a crucial component of any organization's growth and success. The organization can find potential solutions to the changes that are typical today with the assistance of well-established strategic management. Based on the following pillars, various definitions of strategic management exist: a drawn-out

structure, key administration as a wellspring of upper hand, achievement, and long-haul business execution (Hron, 2013). Strategic implementation practice is a useful tool for improving an organization's performance because it serves as a guide for making good decisions. The fast idea of progress in the climate requires a bunch of points of view not quite the same as the thing is required during stable times. Therefore, strategic implementation practices must be modified to enable organizations in the development of the projected goals and how to achieve them. This ought to be with regards to its capacities, requirements, and the climate in which it works (Michael, 2015).

According to Andrews (2016), crucial aspects of strategic implementation practices include the entire process of the strategy. It is an assortment of administrative choices and activities that have an orientation on the drawn-out execution of a company. Coulter (2015) says that strategic management practices are a series of steps taken in a holistic way to make it easier to create and use a competitive advantage. These procedures guarantee that the company can define the direction they wish to take and this is determined by pattern which if followed in making decision of the company which determined its success. By establishing the company's purpose and operational framework, strategic management practices also focus on the company's current and future orientation. According to Robinson (2017), the utilization of strategic management practices enables managers at every level of the organization to participate in the planning, implementation, and control of the organization's operations.

Objectively, the need to put a strategy into action is to make a company better able to deal with competition (Kinyua, 2014). A strategy has a provision for a basis for what needs to be done to achieve the desired results. This is way in which a firm selects the best course of action with an aim of defining the organizational goals. All industries irrespective have strategies which by far are linked to competitive advantage in the organization. Otiso (2018) takes note of that associations work in conditions that represent a ton of difficulties and responsiveness is a basic for staying serious. The awareness includes knowing the climate precisely and forming proper techniques for transformation and arrangement with ecological circumstances.

As indicated by Quinn (2011), execution of a technique involves making an interpretation of procedure right into it that has the capacity of empowering the association to acknowledge results or results that are alluring and that well contrasts and the goals of the venture. The executives of associations are basically expected to arrange and structure the functional exercises the firm

ceaselessly (Pearce, 2012). Technique execution contains different sub-exercises that are managerial in nature and consequently includes the coordination of assets and skills of a firm with the point of understanding the essential goals as planned.

At global level, the Taiwanese National Health Insurance Administration encountered serious financial challenges owing to escalating medical related costs which obliged them to change from “fee for fee service” to “global budget” so as to survive in the competitive market (Aikins, 2018). In United States, the dwindling healthcare system has had adverse effects on workforce, employers and families who prospect for high performing and healthy workforce in a competitive economy. Many health centers in US, were stretched during the COVID-19 period and are yet to recover fully (Healy, 2019).

In Africa the competitive clout of many private healthcare facilities is wanting. In Nigeria for example, there are a myriad of challenges that have bedeviled many private hospitals ranging from rising patient complaints; few medical practitioners; lack of medicines; lack of medical equipment’s and low morale among the health workers owing to poor remuneration (Akinyele, 2020). Similarly, Uganda is equally facing analogous set of challenges. Many private hospitals do not have modern equipment owing to their exorbitant costs and lack of financing. Furthermore, private health facilities in Uganda have not been in a position to attract specialists in the health sectors owing to poor pay in many of these hospitals (Ooko, 2019). Africa as a whole has dilapidated healthcare system which has catalyzed healthcare tourism, for instance close to 6,000 people leave Ghana on monthly basis to seek Treatment abroad.

In Kenya, a bulk of private hospitals continue to encounter challenges since vast of households suffer financial constraints as out of pocket expenditure is needed before treatment is done, and even during emergencies, many patient die since private hospitals are not willing to treat households who are not in a position to cover their medical expenses (Ndunge 2019). Many private hospitals in Kenya are expensive compared to public hospitals and in most cases they have low capacities which curtails their competitiveness. Furthermore, there have been incidences where hospitals collude with patients to defraud health care insurance providers and this made premiums to be expensive hence disadvantaging majority of employers (Gok Ministry of Health report, 2021).

### **1.1.1 Strategic Implementation Practices**

System execution rehearses are characterized by this concentrate as the basic inner hierarchical

variables that ought to be thought about and tended to for effective procedure execution. The degree to which arranged procedures will accomplish wanted results in each hierarchical still up in the air by these elements. These practices integrate organization obligation, definitive culture, staff expertise, monetary arrangement cycle and affiliation structure (Craving and Wheelen, 2017). For their growth and success, some organizations believe that strategic management must be implemented. Then again, a few different associations are of the assessment that it is important to zero in on the outcomes paying little mind to how appealing and wonderful the technique is and that results ought to be observed as a system. These businesses hold the belief that there are a variety of approaches that can be taken to achieve the objectives, some of which may involve a combination of adaptability and prior experience sufficient in achieving the organizational goals without running a risk of having to alter the management strategy or be committed to it.

As a result, a company that adheres to strategy implementation orientation strives to ensure that these principles are considered within the company when implementing strategies. Methodology execution is the way to authoritative execution in that associations ought to execute different techniques to accomplish further developed execution. According to Kihara, Kihoro, and Bwisa (2016), an organization's survival depends on how its stakeholders run it, and the process of putting strategies into action is what sets it apart. (Aaltonen & Ikavalko, 2017).

A procedure by which an organization transforms policies and strategies into actions through creating programs and procedures is called implementation of strategic practices in private hospitals. The practices of strategy implementation are crucial to the success of the execution of a strategy. According to Dooley, Fryxell, and Judge (2016), system execution rehearses are the fundamental inside hierarchical elements that should be thought about and tended to for fruitful methodology execution. The degree to which arranged procedures will accomplish wanted results in each hierarchical still up in the air by these elements. The board responsibility, authoritative culture, staff ability, the planning method, and the association's design are among these practices. This study adopted leadership style, resource adequacy and staff competence as measures of strategy implementation practices.

### **1.1.2 Competitive Advantage**

According to Smith and Flanagan (2006), a company's competitive advantage is something that sets it apart from competitors and keeps it alive and growing. However, businesses' biggest marketing

oversight is not fully capitalizing on their competitive advantage. Other businesses do not possess a competitive advantage, even though they believe they do. The advantage is available to others, but they do not make use of it. Businesses are finding it increasingly challenging to maintain their competitive advantage in the globalized world of today. Organizations are infiltrating to new business sectors, contest is getting harder, and clients have the choice to pick from nearby creation, however from the overall creation. The business faces an increasing need for adaptability, flexibility, and quality.

In the UK, Eden and Ackermann (2013), asserts that an organization gains competitive advantage when it develops characteristics that enable it to produce better results than its rival. Natural resources, cutting-edge technologies, and highly trained and skilled personnel are all examples of the attributes. A company, product, or service's competitive advantage is what differentiates it from competitors in the market and encourages customers to choose it. Conversely, Moses (2014) defines competitive advantage as the condition that enables businesses or nations to produce equivalent goods and services at a lower cost. Past performance indicators can be used to analyze competitive advantage measurement, according to Magretta (2015). For example, the portion of the overall industry, item cost, net edge, monetary execution (benefit, deals development and return of speculation).

## **1.2 Statement of the Problem**

Ooko (2015) says that private hospitals in Nairobi County have had to operate in a very difficult economic environment because the shilling has lost value against the dollar; since prices are always high, businesses' sales, profitability, and sustainability are affected. The normal act of expecting that system issues are intended to apply to private medical clinics have added to underperformance of various confidential emergency clinics (Mitchell, 2019). These organizations must recognize the essence and significance of strategy implementation procedures. There is developing requirement for private emergency clinics to comprehend the significance of system execution as this will pivot their exhibition. Only when a business has a unique and a valued strategy which is well differentiated from the others in the market can make it in achieve the desired competitiveness. This is one of the strategic assets that Barney (2019) considers to be literally controlled and allows a company to create and execute strategies with an aim of expanding the company's horizons through efficiency and effectiveness. This can result in sustained competitive advantage. Because they provide the public with essential services and goods and have contributed to the creation of jobs, the private hospitals in

Nairobi are well-known.

Competitive advantage has been the subject of research in Kenya, both domestically and internationally. Quihong and Tiorini (2019) did a concentrate on upper hand in East Asia which has a unique regulatory, economic and cultural setting; Wasunga (2018) conducted research on obstacles that affect private hospitals in Kenya's competitive advantage and failed to look at its potential linkage with the strategy implementation practices. A study by Nyambura (2017) examined the impact of strategic management practices on the effectiveness of Kenyan microfinance institutions and therefore findings cannot be generalized to private hospital setting since it has a dissimilar institutional framework. Muhindi (2012) investigated the factors that influence mission hospitals in Kiambu County's adoption of strategic plans and leadership, resource adequacy and staff competence were not among the factors assessed leading to conceptual disparities. According to the study, successful strategy implementation depends on organizational structure, culture, leadership, and resource allocation. In any case, the review majored on reception of key preparation in mission emergency clinics and didn't examine inward factors influencing execution of the well thought out courses of action. Kamau (2015) investigated the institutional factors that influence the implementation of strategic plans in Kitui Central Sub County government hospitals and overlooked competitive clout as one of the key element. Even though FBIs have 30-40% of Kenya's hospital beds, this study did not include their participation. The above examinations were directed utilizing various factors which were intended to contrast and the ongoing review and tried to affirm whether they tended to the gaps in the current. As a result, the purpose of the study was to fill this knowledge gap by evaluating the strategy implementation practices and competitive advantage of private hospitals in Nairobi, Kenya.

### **1.3 General Objective**

To determine the effect of strategy implementation practices on competitive advantage of private hospitals in Nairobi, Kenya.

#### **1.3.1 Specific Objectives**

- i. To determine the effect of leadership style on competitive advantage of private hospitals in Nairobi, Kenya.

## 1.4 Research Questions

The study was guided by the following research questions

- i. What is the effect of leadership style on competitive advantage of private hospitals in Nairobi, Kenya?

## Theoretical Literature Review

This help in the development of hypotheses to be tested and establishing which theories that exists and their relationship.

### Contingency Theory

In 1971, Hickson proposed contingency theory. The political view of strategic contingencies, or bargaining and negotiation features of a leader or subunit that demonstrate great power or dependability of another subunit in an organization, served as the foundation for Hickson's concept. By distributing power across all departments and subunits, Hickson (1971) defined power as the organization's dependent variable. The hypothesis proposes that contingent chiefs are adaptable in picking and adjusting to compact methodologies to suit change in circumstance at a specific period in the running of the association. In Fiedler's piece from 1993, he depicts how two key factors add to feasible or compelling power and points out them as "the personality of the trailblazer and how much the situation gives the trailblazer power, control and effect over the situation" (Robbins, 2017).

There are two essential inspirational ways of thinking for pioneers' authority characters. Trailblazers can be task roused or relationship moved. The Least Preffere Co – Worker Score (LPC), is the way Fiedler proposes people decide their inspiration inclination. As per Defender, the second variable that decides achievement is the specific situation and how much the pioneer feels in charge of their activities. The contingency model developed by Fred Fiedler centered on an organizational leadership contingency model. The connection between the favorable circumstances and the leadership style is depicted in this model. The LPC was developed by Fielder as a metric for assessing a leader's style. They are asked to rate 16 to 22 items on a scale of one to eight based on their memory of a coworker with whom they had the most difficulty working. According to Fiedler (1993), a test taker with a high score is relational, while a test taker with a low score is more task-oriented.

The same leaders have a significant impact on how the strategies are put into action, thereby

determining the much-needed success in the organization (Cheng, 2020). Because an organization's strategic direction is determined by the type of leadership in place, the theory is pertinent to this investigation. Strategies can only be crafted and executed when there is a strong management in place with proper systems. According to Cheng (2020), strategy follows structure. The management of an organization also sets the standard for quality. The way financial resources can be utilized to provide high-quality services varies depending on the type of management that is in place (Abba, 2018).

There are a lot of people who disagree with the theory. The Least Preferred Co-Worker Scale also has a problem: if they score near the middle of the range, it could be hard to tell what kind of leader they are. In general, contingency theory doesn't give a clear explanation as to why leaders who use leadership style tend to accomplish more as compared to the other. Additionally, the LPC scale's poor correlation with other standard leadership measures is a source of criticism. The contingency theory's premise is straightforward: managers should act in accordance with the circumstances. However, when implemented, this becomes extremely complicated. The analysis of different horizons which has different perspectives is a necessity in the determination of an occurrence in which management must be involved.

As a result, time management is significant to managers as they may choose to take a shortcut rather than conduct a thorough analysis of all these variables. The fundamental nature of contingency theory is reactive. It almost suggests what managers can do in a particular circumstance. The environment of an organization is the super system, and management can also be applied to the supra-system. According to Northouse (2007), managers are obligated to manage the environment to avoid the environment's negative aspects.

Typically, high-quality leadership style enhances competitive advantage by influencing an organization's performance using this hypothesis, which is applicable to the study. This theory says that leaders should make sure they get along well with the people who work for an organization. The organization's overall performance improves as a result of smooth operation. In general, an organization's overall quality of service is influenced by a wide range of factors and situations that influence strategy implementation. Since strategies involve a greater amount of change, particularly during the implementation phase, it is necessary to adopt alternative management theories (Cheng, 2020). This theory is essential therefore in linking leadership style, government regulation, resource



adequacy, and staff competence and competitive advantage.

### **McKinsey 7S Framework**

The McKinsey Consulting organization's two consultants, Robert Waterman, and Tom Peters, created the McKinsey 7S framework in the early 1980s. The model is a powerful instrument for assessing and examining inner situational shifts inside an association. It relies upon 7 key parts, which conclude the affiliation's flourishing, which should be connected and adapted to conveying synergistic outcomes (Peters, 1980). Scholastics and experts have generally utilized the model since it was presented, and it keeps on being one of the most broadly involved apparatuses for vital preparation. Rather than the customary efficiently manufactured effects of capital, framework, and hardware, it looked to introduce an accentuation on HR (Delicate S) as the way to worked on authoritative execution. The model's goal was to exhibit how seven organization parts: An organization's design, technique, abilities, staff, style, frameworks, and shared values can be in every way adjusted for viability. According to Waterman, Peters, & Phillips (1980), the model's most important feature is the fact that each of the seven areas is connected to the rest of the business, and any change in one area must be reflected in the rest of the business for it to be effective.

According to Hayes (2014) the model can be used to help with figuring out what should be realigned to improve execution or to safeguard arrangement (and execution) during different sorts of progress. Whatever the sort of progress - modifying, new cycles, legitimate solidification, new systems, change of organization, and so forth - the model can be used to appreciate how the various leveled parts are interrelated, accordingly ensure that the greater impact of changes made in one district is contemplated. Ravanfar (2015) says that the McKinsey 7S model has been criticized in equal measure despite its contribution to various organizational configurations. The McKinsey 7S model depicts only the most essential components for explaining the interdependence of the organization's key processes and factors, ignoring the significance of the external environment. According to Alshaher (2013), it is more of a general approach to ensuring the equilibrium of the organizational components. When used as a gauge at the beginning and end of a change management project to ensure that an organization's 7S areas are aligned, the McKinsey 7S framework example performs better. For the actual change strategy and planning, it makes more sense to use a different change management tool or model. This study's leadership style is supported by this framework because leaders in an organization are agents of change. The impact of strategic management practices on the competitive advantage of private hospitals is evidence of the suitability of the theory in this study.

## **Empirical Literature Review**

In-depth review on empirical studies relating to leadership style, resource adequacy and staff competence and competitive advantage is undertaken in this section.

### **Leadership Style and Competitive Advantage**

Perry's (2019) study on the impact of transformational leadership on an organization's competitive advantage found out that it influences competitive advantage in the organization. This study established that transformational leadership significantly increases an organization's competitive advantage. The study's target population was 251 people from various Malaysian logistic companies. From the review examination, it demonstrated that charm part of authority and item or administration in advancement arose as the main factors that impact hierarchical upper hand of an association.

In Iraq, Atan (2018) focused on the effect of leadership on an organization's competitive advantage. The role of intrinsic motivation as a mediator. The main goal was to find out how leadership affects an organization's competitive advantage. The study used a quantitative research approach and included 351 respondents from three large, state-funded colleges in Iraq. According to the findings of the investigation, moral administration strongly sympathizes with resident conduct within the organization and disagrees with turnover goals. In addition, the finding indicated that inherent propel completely negates the connection between autocratic leadership and competitive advantage in organizations.

Strategic leadership's impact on South African quoted insurance companies' competitive advantage was the subject of a 2019 study by Fourie. The review laid out that groundbreaking authority style assumes a significant part in affecting upper hand in an association. Expressive examination plan and separated arbitrary testing were utilized in the review. The device that was utilized in information assortment was the poll which was semi organized and both meta - logical relapse and relative significance examinations reliably showed that groundbreaking administration had an expansion impact over conditional authority (contingent award) in foreseeing individual-level relevant execution and group level execution. Individual-level task performance was not predicted by transformational leadership over contingent reward, contrary to the study's expectations. Individual-level task performance variation was incrementally explained by contingent reward instead of transformational leadership.

In Uganda, Bhoke (2019) analyzed the impacts of groundbreaking and shared administration styles on upper hand in the assembling business in Uganda. The primary goal is to determine whether punishments and rewards are linked to performance and how much a superior's intervention before and after a problem affects competitive advantage. Participants were chosen at random from a sample of 200 people. An orderly testing technique was utilized to choose the workers for information assortment. The representatives chose were consulted by utilization of a poll during their ordinary working hours. The strict adherence to all essential and significant ethical issues was observed. The study demonstrated that there is a correlation between managerial roles and task completion efficiency, as well as a positive relationship between leadership and competitive advantage in relation to contingently rewarding employees. The respondents' opinions appeared to support the notion that worker output is directly influenced by management behavior.

Muchiri (2019) did a concentrate because of authority rehearses on economical upper hand of private medical clinics in Kenya. The study looked at the leadership styles of Kenyan accredited hospitals from level three to level six. The study findings established that the qualities of leadership had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage. It in any case, compelled its discoveries to private clinics just and didn't handle the MES projects in the Level 4 and 5 public clinics.

Research by Otieno (2018) explored the impact of administration on upper hand in confidential colleges in Kenya. 36 organizations were the focus of the study. The study used a mixed research approach with exploratory and descriptive designs to select 249 institution leaders. The methodology used was stratified sampling. The study found a relationship which was positive and which was directly related to leadership and competitive advantage of private

### **Research Design**

In this research, a descriptive correlational research design was used. Cooper (2018) says that a descriptive correlational research design looks at how two or more variables (or more) relate to one another without the researcher controlling or manipulating any of them. It's a type of quantitative research that doesn't use experiments. Descriptive correlational studies are preferred since it probes the association among the study variables using quantitative methods (Creswell, 2018).

## RESEARCH FINDINGS AND DISCUSSION

### Regression Analysis for Leadership Style

Multiple linear regression was conducted to determine the magnitude and direction of the relationship between leadership style and competitive advantage. The findings in Table 4.10 show that leadership style significantly predicted competitive advantage in selected private Hospitals in Nairobi,  $\beta = -0.463$ ,  $t = -2.235$ ,  $p < .05$ . This shows that effective leadership style competitive advantage in selected private Hospitals in Nairobi. Thus, the study findings conclude that leadership style significantly predicts competitive advantage in selected private Hospitals in Nairobi.

The findings of this study mirror those of Perry's (2019) who established that transformational leadership significantly increases an organization's competitive advantage. Similar findings are reported by Iraq and Atan (2018) who suggested that leadership positively affects organization's competitive advantage. The findings of this study Bhoke (2019) who suggested that managerial roles, and task completion efficiency has a positive relationship with competitive advantage in relation to contingently rewarding employees support findings of this study. The findings of this study mirror those of Muchiri (2019) who established that the qualities of leadership had a statistically significant positive impact on private hospitals in Kenya's sustainable competitive advantage.

### Summary of the Study

The study sought to establish the relationship between leaderships style and competitive advantage based on the first research objective. The study revealed that applying an effective leadership style strongly and significantly contributes to competitive advantage among the selected private Hospitals in Nairobi. It revealed leadership style is key in achieving a competitive advantage.

### Conclusion of the Study

The findings indicate that implementing effective leadership style significantly and positively affect competitive advantage in selected private Hospitals in Nairobi. Leadership style meaningfully affect competitive advantage", The outcomes showed that there is a positive and measurably tremendous impact of Authority Styles affects Competitive advantage. Administration style is the most important asset in a private hospital needs to arrive at the degree of being a market chief. Through the right leadership style inside the private hospital, going down start to finish reasonable competitive advantage can be accomplished.

## REFERENCES

- Aaltonen, P. & Ikavalko, H. (2017). Middle Manager's role in strategy implementation: Middle Manager's view, paper presented at the 17<sup>th</sup> EGOS colloquium in Lyon, France, July 5- 7.
- Abba, M. (2018). Explored and critique of contingency theory for management accounting research. *Journal of Accounting and Financial Management*, 4(5), 22 - 28.
- Abdelkader, B. & Abed, B. (2016). The effect of information technology on competitive advantage of a firm: The role of environmental uncertainty. *The International Journal of Management Science and Information Technology*, 22 (3), 16 - 39.
- Agha, S., Alrubaiee, L. and Jamhour, M. (2019). Effects of Core Competence in Competitive Advantage and Organizational Performance. *International Journal of Business and Management*, 4 (6), 192 - 204.
- Aikins, I. (2018). Assessing the role of quality service delivery in client choice for healthcare: A case study of Bechem Government Hospital and Green Hill Hospital. *European Journal of Logistics Purchasing and Supply Chain Management*, 2 (3), 1 - 23.
- Akinyele, S. (2017): Impact of strategic planning on Organizational performance and survival, *Research Journal of Business Management*, 11(1), 62 - 67.
- Al Amin, O., M. & Maina, J. (2020). Organizational Resources and Competitive Advantage of Airline Companies Operating in Kenya, *Journal of Strategic Management*, 4(3), 50 - 68.
- Alice, B., C., Francis, O., & Jennifer, M. (2018). Effect of cost leadership strategy on organization performance of logistics firms at Jomo Kenyatta international Airport, Kenya. Zenodo.
- Alrifae. M, Wahab. A., & Alsheikh, A. (2021). The Effect of High-Performance WorkSystem with Behavioral Factors in Jordanian Hospitals: A Literature Review. *Linguistica Antverpiensia*, 31 (5), 3327 - 3344.
- Alshaher, A. A. F. (2013). The McKinsey 7S model framework for e-learning system readiness assessment. *International Journal of Advances in Engineering & Technology*, 6(5), 1948- 1966.
- Amin, M. (2016). Social Science Research: Conception, Methodology and Analysis. Makerere University Press, Kampala
- Andrews, Z. (2016). Strategic management of platform business ecosystem using artificial

- intelligence supported human-computer interaction technology. *Management and Information Technology Journal*. 29 (4), 47 - 61.
- Arend, R. J., & Bromiley, P. (2009). Assessing the dynamic capabilities view: spare change, everyone? *Strategic Organization*, 7(1), 75-90.
- Asongu, A. & Odhiambo, N. (2019), Governance and social media in African countries: An empirical investigation," *Telecommunications Policy*, Elsevier, 43(5), 411- 425.
- Atan, L. (2018). Influence of leadership on organizational competitive advantage in Iraq. *Journal of Global Entrepreneurship*. 11 (5) 15 - 24.
- Auka, Z. (2018). Tactics Oriented Competitive Intelligence Practice and Performance of Firms listed on the Nairobi securities Exchange, Kenya. *International Journal of Science, Arts and Commerce*, 5, (9), 15 - 22.
- Bakibinga P, Kisia L, Atela M, Kibe PM, Kabaria C, Kisiangani I. (2022). Demand and supply-side barriers and opportunities to enhance access to healthcare for urban poor populations in Kenya: a qualitative study. *BMJ Open*. 12.
- Bani, F. (2019). The Impact of Core Competences on Competitive Advantage: Strategic Challenge. *International Bulletin of Business Administration*, 6 (4), 93 -104.
- Banker, R., Mashruwala, & Tripathy, A. (2014). Does a differentiation strategy lead to more sustainable financial performance than a cost leadership strategy? *Management Decision*, 52(5), 872 - 896.
- Barnes, D. & Decker, S. (2019). Understanding strategic planning and the formulation and implementation of strategic plans as a way of knowing: The contributions of actor-network theory. *International Public Management Journal*, 12(2), 172 - 207
- Barnes, L. et al., (2019). An exploratory study on Competitive Intelligence Practices as an Emerging Approach to Quality Excellence. *Indian Journal of Management Science*, 1 (1), 71-78.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17 (5), 99 - 120.
- Barney, J. (2019). *Gaining and Sustaining Competitive Advantage*, 2<sup>nd</sup> Edition. New Jersey, USA: Pearson International Education.
- Bhoke, S. (2019). Effects of transformational and shared leadership styles on competitive advantage in the manufacturing industry in Uganda: *An International Journal*, 45(3), 377 - 386.
- Bimenyimana, A. (2018). Competitive strategy implementation and organizational performance in

Rwanda; A case of Bralirwa Ltd. Rwanda.

Bora, B., D. & Wainaina, L. (2020). Internal Organization Dynamics and Competitive Advantages: A Study of Kenya Airways. *International Journals of Academics & Research*, 2(2), 45 - 51.

Boselie, S. (2017). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS quarterly*, 24(1), 169 -196.

Bowman, C., & Ambrosini, V. (2003). How the Resource based and the Dynamic Capability Views of the Firm Inform Corporate-level Strategy. *British Journal of Management*, 14(4), 289-303.

Burnti, K. (2019). New Paradigm Approaches in Strategic Human Resource Management. *Group and Organization Management Journal*, 19(2), 141-59.

Bushardt, M. (2019). How to Improve Sustainable Competitive Advantage from the Distributor and the Supplier Networks: Evidence from the Paper-Making Industry in China. *Sustainability*, 10 (8), 1 - 13.

Cader, M. (2016). Impact of Core Competency on Competitive Advantage of Banking Firms in Sri Lanka. *International Journal of Scientific Research and Innovative Technology*, 3 (7), 665 - 680.

Chen, T. (2021). Research on sustainable management strategies for the machine tool industry during the covid-19 pandemic in Taiwan. *Sustainability Journal*, 13 (3), 134 - 149.

Cheng, Y. (2020). Contingent organization-public relationship (COPR) matters: reconciling the contingency theory of accommodation into the relationship management paradigm. *Journal of Public Relations Research*, 32(4), 140 -154.

Christensen, S. (2016). Resource Integration, Reconfiguration, and Sustainable Competitive Advantages: The Differences between Traditional and Emerging Industries. *Sustainability*, 11(1), 1 - 20.

Consumer Insight (2016) Customer Insight report

Cooper, D. (2018). *Business Research Methods*, 8<sup>th</sup> Edition, USA: McGraw-Hill.

Coulter, K. (2015). Marketing strategies for foreign expansion of companies originating in small and open economies: The consequences of strategic fit and performance. *Journal of International Marketing*, 20(2), 25 - 48.