ANALYSIS OF STRATEGIC POSITIONING ON ORGANIZATION PERFORMANCE OF MOBILE TELECOMMUNICATION FIRMS IN NAIROBI COUNTY KENYA

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ABSTRACT

The telecommunications industry has undergone dramatic shifts in its evolution. Since the end of the long-distance monopolies in the early 1980s and local monopolies in 1996, the industry has seen deregulation, innovation strategy, and new market entrants. Furthermore, the study was grounded on Diffusion Innovation Theory and the conceptual framework. The study adopted a descriptive and correlational research designs. Target population of this study comprised of 12,561 employees from Information Technology, Marketing and Procurement Departments: (Safaricom-6,500, Airtel-1,810 and Orange-4,251. The researcher then purposively select 10 managers from Safaricom Company Limited, 10 managers from Airtel and 10 managers from Orange Kenya. The 109 employees were selected through simple random sampling. Primary data was collected using questionnaires and interview schedules. The instruments was validated and tested for reliability through pilot testing. Quantitative data was analysed by use of descriptive and inferential statistics. Qualitative data from the in-depth interviews and focused group discussion were also analyzed and presented appropriately. For the study, the results indicated that innovation strategy had a statistically significant strong effect on the performance (R=0.715) and explained 51.2% of its variation (R^2=.512, P=0.000). The results indicated that Marketing strategy had a statistically significant effect on the performance (R=0.773) and explained 59.7% of its variation (R^2=.597, P=0.000). The unstandardized regression coefficient (β) value of the Marketing strategy was 0.956 with a t-test of 12.229and significance level of p-value=.000. The inferential results indicated that transformational leadership had a statistically significant effect on the performance (R=0.452) and explained 30.4% of its variation (R^2=.204, P=0.000). Lastly, supply chain integration had significant relationship with the performance of sampled telecommunication firms in Kenya. This was achieved through affordable cost, conducive environment, distribution of services and clear logistics strategic plan. However, majority of the respondents disagreed that their organization is currently doing business with companies globally

Key words; Strategic Positioning, Supply Performance, Innovation strategy, Supply chain, Transformational Leadership

1.0 **INTRODUCTION**

1.1 Background to the Study

The strategic Management process is essentially concerned with the decisions the organizations make about their future direction and the development and the implementation strategies which enhanced the Competitiveness of the organizations. Strategy has many different interpretations and dimensions. Some of the definitions of strategy include; A Means of establishing the organizational purpose, in terms of long term objectives, action programmes, and resource allocation priorities. Chandler (1962); the basic characteristics of the match an organization achieves with its environment‟ Hofer and Schendel (1978).

Organization strategic position is concerned with the impact on strategy of the external environment, internal resources and competences, and the expectations and influence of stakeholders. A study by Johnson and Scholes (2005), a consideration of the environment, strategic capability, the expectations the purposes within the cultural and political framework of the organization provides a basis for understanding the strategic position of an organization. In support to this, Howard (2003) defines an organization's strategic position as its perceptual location relative to others. Strategic positioning provides a vehicle for creating organizational focus and a framework for considering resource-allocation questions. Moreover, when an organization articulates its perceptual location, the complexities surrounding these decisions are significantly reduced.

With a strong strategic position, an organization is poised for ongoing success, sustainability, and distinct competitive advantage (Turner, 2008). Some of the parameters around which strategic position is defined as advanced by Howard (2003) include service, quality, access, scope, innovation and demographics. From his study, Porter (1986) stated that strategic positioning is in the perspectives for adopting strategy advanced however, Treacy and Wiersema (1995) consider Porter's perspectives but add a third perspective, focusing on solutions to the customers.

The theory on the relationship between strategic positioning and firms‟ performance has its history to the work of Schumpeter (1942) and a large body of research regarding this relationship exists which has found that strategic positioning is a key component for long-term firm success.

In addition, several scholars argue that organizations that do adopt strategic positioning tend to be more successful than others. However, research has also shown that strategic positioning can be risky and that failure is the most likely outcome of an organization (Cooper, 2001). Furthermore, West and Farr (1989) argued that the benefits of strategic positioning vary and may not accrue at all. Moreover, from his study Cooper and Brentani, (1991) have argued that the relationship can be U-shaped, with high and low levels likely resulting in the highest performance.

Kenya has seen rapid internet growth and even faster mobile phone growth. Encouraged by this development, the government has plans to turn Kenya into East Africa's leader in Information and Communications Technology (ICT). Since 1999, Kenya has experienced radical changes as the liberalization process of the telecommunications sector began. Of vital importance to the process, was the establishment of the Communications Commission of Kenya (CCK) in February of that same year through the Kenya Communications Act, 1978. CCK's role is to license and regulate telecommunications, radio communication and postal services in Kenya. Since then a visible boost has gripped the industry (Mutula, 2008).

From his study, Ndiku (2008) Kenya has since 1999 made commitments in five areas of telecommunication services: Fixed-line telephony; Mobile telephony; Value-added services; Internet; and Audiovisual services. Since then, the Kenyan telecommunication industry experienced a huge growth in the mobile and internet data services whereas a drop in fixed –line telephony, in the year 2012 and the same is likely to continue over till 2017. With increasing subscribers for both mobile and fixed line sectors, the Kenyan telecommunication industry is anticipated to post healthy growth rates in the coming years. With competition heating up between the four mobile subscribers in the country, network expansion is going to play a key role in driving the industry until 2016.

1.2 Statement of the Problem

The telecommunication industry in Kenya is characterized by many players in the market offering similar products to the consumer. Initially, there was no competition as such due to limited number of players. With entry of competitors, for these firms in the industry to remain competitive and be able to attract new customers as well as retain them extensive marketing of products being offered is required. The dismal performance due to competition has caused the application of new strategic positioning to compete for the market by Kenyan telecommunication industries.

Organizations are occasionally faced with challenges that force them to adjust or change from their normal way of doing things or they operate. In the twenty-first century, organization faces a major challenge in managing this change effectively. The cost of failure is high when organizations fail to change in ways necessary for survival, particularly considering their form of ownership. Moreover, change is inevitable and ubiquitous in a rapidly expanding world. Indeed, the major dilemma faced by businesses today is managing strategic change initiatives efficiently and effectively. In support to this, a primary difference between organizations that succeed and those that fail is the ability to respond to the pace of change. However, little is known on effect of strategic positioning on organization performance. Therefore this study analyzed the effect of strategic positioning on performance of telecommunication firms in Kenya.

1.3 Justification

The landscape of the Kenyan Telecommunication industry has seen dramatic changes in the last decade. New companies both local and foreign have emerged some as start-ups others through mergers or acquisitions. Kenya's mobile market has four key players - Safaricom, Bharti Airtel (was Zain), Telkom Kenya (Orange/France Telecom) and Essar Telecom Kenya (known as the brand Yu); all virtually offering similar products in the industry. Moreover, the realization of the fact that the telecommunication companies in Kenya tend to compete each other when it comes to innovation and invention has resulted to offering same products to the target population. The difference with the largest shareholder in the industry, Safaricom Ltd Kenya is that it is a first mover in most of these products. The company entered the market with a disruptive strategy that made their prices cheap and affordable. This led to an establishment of a good customer base that covered almost everyone who owns a mobile phone in Kenya over the years. This has acted as Safaricom competitive edge over the years. The introduction of M-Pesa for instance facilitated money transactions through mobile phones and this feature greatly aided the business sector and raised the economy. Airtel Kenya and Orange telecom initially had this same product but did not lay greater emphasis on it until Safaricom started massive advertising on it. It is therefore important for these companies to identify with the cornerstone that comes with successful strategic directions by creating their fundamentals on the basis of strategic positioning. This would enable them to easily build up proper strategic choices and as such apply relevant strategic actions if they are to ensure they have an equitable share of the market and as such turning the industry into a perfectly competitive one. Moreover, the study was conducted in Nairobi since majority if these organizations main offices are situated in Nairobi hence ease in data collection.

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter contains theoretical and empirical literature related to the study: innovation strategy marketing strategy, transformational leadership and supply chain integration**.** It comprises of knowledge gap.

2.2 Theoretical Literature

A theoretical framework refers to collection of interrelated ideas based on theories. It is a set of prepositions, which are derived and supported by data or evidence. A theoretical framework accounts for or explains a phenomenon. A strategy, from military point of view refers to efficient deployment of resources with the aim of outsmarting rivals in order to gain an advantage (Mintzberg, 1987). It is a plan that provides an organization with the intended course of action and also serves as a guide when dealing with situations.

In management, strategy is a unified, comprehensive and integrated plan designed to ensure that the basic objectives of the enterprise are achieved. As a plan, strategy can be a ploy, which is a specific man oeuvre intended to outwit an opponent or competitor (Mintzberg, Quinn, and Ghoshal, 2002).

Barnely and Hesterly (2008) suggested that a good strategy is one that actually generates a competitive advantage that differentiates an organisation with its competitors by giving it sustainable edge that is valuable, rare and not easy to imitate. Strategy ensures continuity in an organisation by giving coherence and direction to growth of the entire organisation (Ansoff and

McDonnell, 1990). The relationship between strategic positioning and firms‟ performance can be explained by diffusion theory and theory of planned behaviour.

2.2.1 Diffusion Innovation Theory (DIT)

Diffusion is the process by which innovation is communicated through certain channels over a period of time among members of certain social system. An innovation is "an idea, practice, or object that is perceived to be new by an individual or other unit of adoption". "Communication is a process in which participants create and share information with one another to reach a mutual understanding" (Rogers, 1995). The theory of DIT has five basic elements which are ideal for this study. The characteristics of an innovation which may influence its adoption; decision-making process that occurs when individuals consider adopting a new idea, product or practice; characteristics of individuals that make them likely to adopt an innovation; consequences for individuals and society of adopting an innovation; and communication channels used in the adoption process.

2.2.2 Theory of Planned Behaviour

The theory of planned behaviour (TPB) was started as the Theory of Reasoned Action in 1980s to predict individual‘s intention to engage in certain behaviors at specific time in point and location (Ajzen 1991). The behavioral intentions are determined by attitude, Subjective norm, intentions, social norms and perceived behavioral control.In telecommunication industry user's attitude toward using modern telecommunication devices for getting information, giving information or responding to information and making purchase is based by the organization strategic positioning in the economy.

2.3 Strategic Positioning

Positioning is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market. The goal is to locate the brand in the minds of consumers to maximize the potential benefit of the firm. (Kotler & Keller, 2006). When a firm or provider establishes and maintains a distinctive place for itself and its offerings in the market, it is said to be successfully positioned. (Al Ries and Trout, 1972) Positioning must establish a position for the product firm in the customers mind should be distinctive providing one simple consistent message and must set the product/firm apart from competitors. It should be noted that a firm cannot be all things to all people and therefore must focus. To be successful in the long term, the operations of a firm must be completely different from those traditional business counterparts. That is the strategic positioning decision of a Telecommunication firm must establish its own unique 3 competitive advantages over its traditional business competitors and sustain its on regular basis (Klinkerman, 2000; 2001).

2.4 Firm performance

According to Kotler, Gregor as well as Rodgers (1989) a business does not perform well by accident. Good performances occur because the people directing its affairs interact well with the environment, capitalizing on its strengths and eliminating underlying weaknesses. To operate successfully in a changing environment, the business should plan its future objectives and strategies. Wilson et al (2008) offers an approach to a firm's performance that it should incorporate the degree to which a specific practice satisfies strategic requirements, effort required to produce the satisfaction as well as the effect of uncontrollable variables on the program. He also identified a set of principles pertaining to quality marketing practices that entail doing it in an effective way rather than just the planning part of it. This entails tendency not to ignore managerial role as well as the causal link of strategy causes practice also has a reverse link in some circumstances, which is similar to ex post rationalization.

Boag (1987) defines a means of assessing the performance of marketing programs by avoiding limitations of measures that focus on either financial or non-financial measures for instance efficiency. This is done by focusing on the effectiveness via a measure of satisfaction. The effort includes skills that are exercised by a marketing programs manager and the support structures provided. Factors beyond the firm's control but affect performance of the marketing program such as competitor's actions, distribution channel changes as well as legal / economic / demographic variables are also considered. Wilson et al (2008) operationalised a testable model of marketing performance assessment that is the adjudged quality of marketing programs, directed by strategy since they are executed at the market place. It seeks to combine effectiveness as well as efficiency in assessing performance.

2.5 Conceptual Framework

As Strategy ensures continuity in an organization by giving coherence and direction to growth of the entire organization, its relationship with the firms" performance can be explained by diffusion theory and theory of planned behavior. However, it is known that there are two groups of factors that could influence the strategic positioning of an organization: internal organizational factors and external environmental factors.

From this study literature, an organization Performance is how well or badly a firm is performing both financially and non-financially. One of the goals of strategic planning is to make profits besides realizing other financial and non-financial benefits. Contends that formal Strategic Planning links short, intermediate and long-range plans. Based on its different definitions, organization performance appears to be a consensus that is a multidimensional concept. Strategic positioning to the study will base on, innovation strategy, marketing strategy, transformational leadership and supply chain integration was the study independent variable. Organization performance whose attributes are Customer satisfaction, Profitability, Market share and Customer base as its attributes was the study dependent variable.

Independent Variables **Dependent Variable**

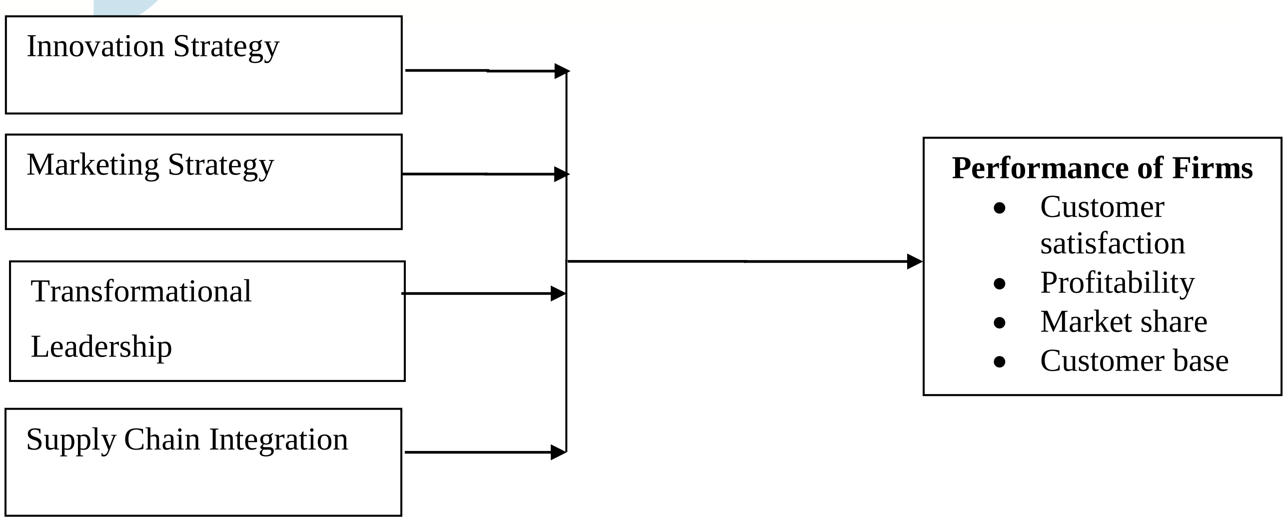

Figure 1: Conceptual framework Showing Interaction of Variables

Source: self-conceptualization (2016)

2.6 Research Gap

From the review of the relevant literature, it is relevant that most studies on strategic positioning both locally and internationally, for instance, internationally a study done on world market segmentation and brand positioning strategies; and another study on strategy orientation analysis in the mobile phone case business. Locally, a study was done on the use of strategic positioning to achieve sustainable competitive advantage at Safaricom Limited and another study was done on determination of strategic positioning of newly chartered public universities in Kenya. However, these studies did not outline the role of strategic positioning on performance, and more specifically in the telecommunications industry in Kenya

3.0 RESEARCH DESIGN AND METHODOLOGY

The research adopted a descriptive and correlation research designs. Correlation research aims to ascertain if there are significant associations between two variables (Reid, 1987), in this study between strategic positioning and performance of telecommunication firms. According to Kothari (2004), descriptive design method tends to provide description of characteristics or individuals in a given area of study. This facilitated the collection of information directly and indirectly from the respondents in a large study area according (Mugenda & Mugenda, 2003). This research design was used to accurately portray the characteristics of a particular individual, situation, area or even a group. Descriptive research design is advantageous due to the following reasons: Firstly, it often yields accurate results since the subject under study is always observed in a completely natural environment without affecting their normal behavior in any way. Secondly, compared to quantitative experiments, descriptive research designs is inexpensive and less time-consuming and the researcher also has no power over manipulating independent variables their characteristics are already known to the researcher.

The target population of this study comprised of the staffs working in the marketing and research & development departments at the headquarters of telecommunication companies in Kenya. Therefore, the target population of this study comprised of 12,561 employees from Information

Technology, Marketing and Procurement Departments: (Safaricom-6,500, Airtel-1,810 and Orange-4,251) (Safaricom, Airtel and Orange Companies Limited, Human Resource Department Data, 2016).

The respondents were obtained using coefficient of variation. Nassiuma (2000) asserts that in most surveys or experiments, a coefficient of variation in the range of 21 % to 30 % and a standard error in the range of 2 % to 5 % is usually acceptable. The Nassiuma's formula does not assume any probability distribution and is a stable measure of variability. Therefore, a coefficient variation of 21% and a standard error of 2 % was used in this study. The lower limit for coefficient of variation and standard error was selected so as to ensure low variability in the sample and minimize the degree of error.

$$S = \frac{N(Cv)^2}{(Cv)^2 + (N-1)e^2}$$

Where:

S = the sample size.

N=Population Size

Cv = the coefficient of variation.

e = standard error.

Therefore, the sample size of all employees was:

$$S = \frac{12561(0.21)^2}{(0.21)^2 + (12561-1)\ 0.02^2} = 109.299 = 109 \textit{ employees.}$$

These 109 employees was apportioned in three firms as follows:

Safaricom: 6500/12561x109 = 56 employees

Airtel: 1810/12561x109 = 16 employees

Orange: 4251/12561x109 = 37

The researcher then purposively selected 10 managers from Safaricom Company Limited, 10 managers from Airtel and 10 managers from Orange Kenya. The 109 employees were selected through simple random sampling. The simple random sampling or probability sampling was used so that each and every one in the target population has an equal chance of inclusion.

For the purpose of this study the researcher used structured questionnaire to supplement the interviewing which offers a greater chance for the respondents to express and explain their answers easily. This is a technique in which the researcher meets the respondent and asks him questions directly. It might also be through questions in which the respondent is supposed to fill out the answers. “Interviews are the appropriate method to use when you wish to understand their (the interviewees) opinions and beliefs about a particular situation.” Daymonand Holloway, (2002).

4.0 RESULTS AND DISCUSSIONS

4.1 Response Return rate

One hundred and nine questionnaires were administered to the sample population. One hundred and three were returned while 6 of the respondents did not honor their obligation. The response rate was 94.44%. This response rate was excellent since it surpassed the minimal value of 50% response rate prescribed for statistical analysis (Mugenda & Mugenda, 2003).

4.2 Demographic Characteristics of the Sample

The demographic information of the respondents is considered very crucial not only for subsequent discussions of the findings but also for the authenticity and generalization of the results. This section, therefore, presents respondents’ background information which is considered crucial for discussions in this study such as gender, age, and education level and job experience.

4.3 Gender of the Respondents

Chi-square test conducted on gender gave ($\chi^2_{16,0.01}$ 6.218) which showed that there was highly significant (P<0.01) variation among gender. From the responses, 41 (40.0%) indicated that they were female while 62(60%) indicated that they were male. The results showed that there were more male than females who participated in this study as shown in Figure 2

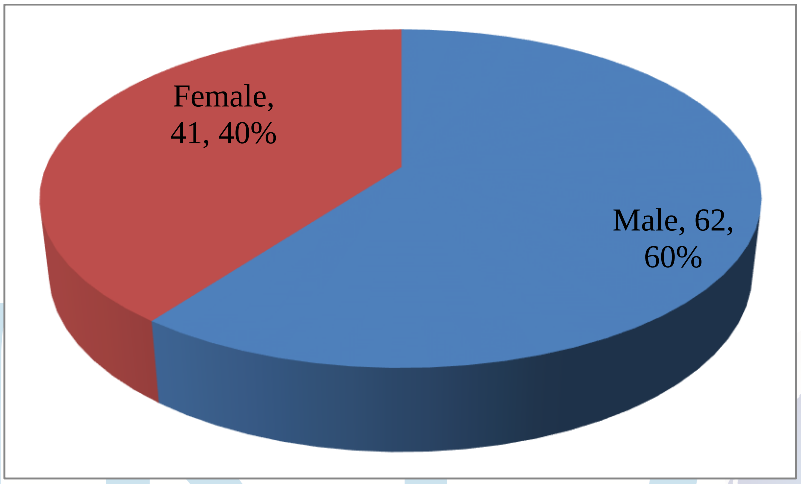

Figure 2: Gender of the respondents

4.4 Education of the respondents

Chi-square test conducted on education level gave ($\chi^2_{16,0.01}$ =280.655) which showed that there was highly significant (P<0.01) variation among education level. Among the respondents, 2 (2%) were KCSE graduate, 26 (25%) were college certificate, 26 (25%) were college diploma while 41 (40%) were bachelors' graduates. Further, 7 (7) of them were having master degree while one of them was a PhD holder as shown in Figure 4.2

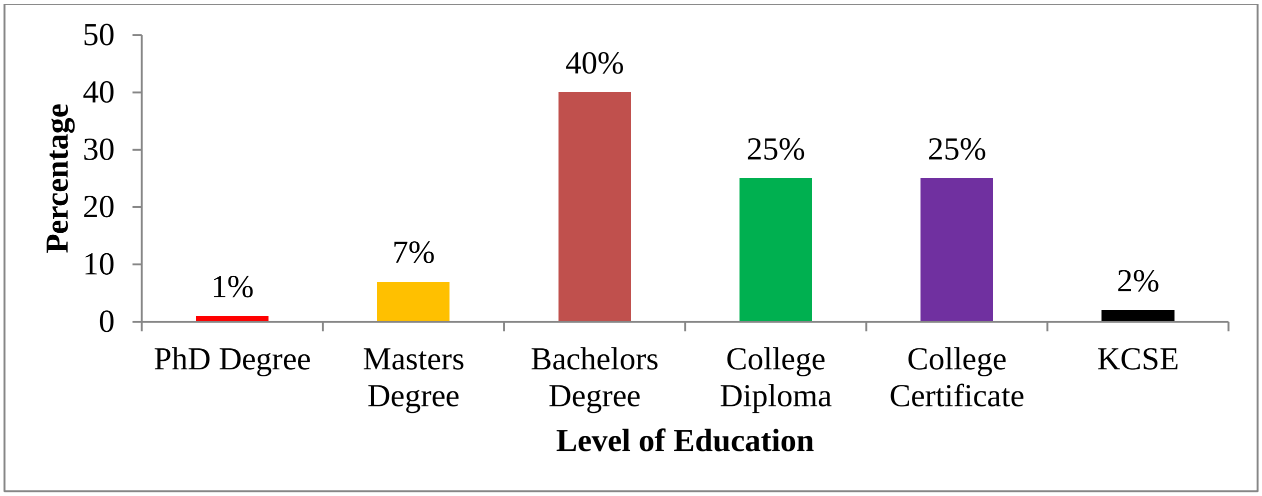

Figure 3: Education of the respondents

The findings revealed that, majority of the respondents were literate with above college certificate that would aid the researcher in collection of data and explaining to them what the study is mandate to achieve.

4.5 Regression Results of Marketing strategy and Organizational performance

Regression analysis was used to tell the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (organizational performance) which can be predicted from the independent variable (Marketing strategy).Table 6 shows the analysis results.

Table 1: Regression Results of marketing strategy and Organizational performance

Model	R^2	Adj. R^2	B	SE	Beta	t	df	F	Sig.
(Constant)			.609	.307		1.986			
Marketing strategy	.597	.593	.956	.078	.773	12.229	(1,102)	149.548	.000

b. Dependent Variable: Organizational performance

a. Predictors: (Constant), Marketing strategy

The results revealed a coefficient of determination (r^2) of 0.597. Meaning Marketing strategy can explain 59.7% of the variance in performance of telecommunication firms in Nairobi, Kenya.

The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of (1, 102) = 149.548, P<0.01, which was large enough to support the goodness of fit of the model in explaining the variation in the dependent variable .It also means Marketing strategy is a useful predictor of organizational performance .

The intercept value for performance is 0.609 this implies that if the effect of Marketing strategy is fixed to zero then the performance was significantly at 0.609, P<0.05. The unstandardized regression coefficient (β) value of marketing strategy was 0.956 with a t-test of 12.229 and significance level of p< .001. This indicated that a unit change in marketing strategy will result to change in organizational performance by 0.956 significantly. The regression equation to estimate the financial performance was hence stated as:

Financial Performance = 0.609+0.956Marketing strategy

4.6 Correlation between Supply chain integration and organizational performance

The Pearson correlation analysis was used to investigate the relationship between Supply chain integration and organizational performance. In establishing the effect of Supply chain integration on performance of telecommunication firms, the study established a coefficient of correlation (r) as 0.546**. The results indicated that the relationship between Supply chain integration and organizational performance is slightly moderate positive and significant (r = .546**, p< 0.01). The objective tested fourth hypothesis $H_0$4: There is no significant effect of Supply chain integration on performance of telecommunication firms. Since the significance level is less than 0.05, there was insufficient evidence to accept the null hypothesis as the Supply chain integration had significant effect on the performance of telecommunication firms. This imply that the organizational performance increase with increase in Supply chain integration and decrease in Supply chain integration lead to decrease in organizational performance. The results are as shown in are Table 11

Table 2: Correlation between Supply chain integration and Organizational performance.

		Supply chain integration	Organizational performance
Supply chain integration	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	103	
Organizational performance	Pearson Correlation	.546**	1
	Sig. (2-tailed)	.000	
	N	103	103

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

4.7 Regression Results of Supply chain integration and Organizational performance

Regression analysis was used to explain the amount of variance accounted for by one variable in predicting another variable. Regression analysis was conducted to find the proportion in the dependent variable (organizational performance) which can be predicted from the independent variable (Marketing strategy).Table 12 shows the analysis results.

Table 1: Regression Results of Supply chain integration and Organizational performance

Model	R^2	Adj. R^2	B	SE	Beta	t	df	F	Sig.
(Constant)			.100	.645		.155			
Supply chain integration	.299	.292	1.077	.164	.546	6.558	(1,102)	43.001	.000

b. Dependent Variable: Organizational performance

a. Predictors: (Constant), Supply chain integration

The results revealed a coefficient of determination (r^2) of 0.299. Meaning Supply chain integration can explain 29.9% of the variance in performance of telecommunication firms in Nairobi, Kenya. The adjusted r square attempts to produce a more honest value to estimate r square for the population. The F test gave a value of (1, 102) = 43.001, P<0.01, which was large enough to support the goodness of fit of the model in explaining the variation in the dependent variable .It also means Supply chain integration is a useful predictor of organizational performance .

The intercept value for performance is 0.100 this implies that if the effect of Supply chain integration is fixed to zero then the performance was significantly at 0.100, $P<0.05$. The unstandardized regression coefficient (β) value of Supply chain integration was 0.299 with a t-test of 5.090 and significance level of $p< .001$. This indicated that a unit change in Supply chain integration will result to change in organizational performance by 0.299 significantly. The regression equation to estimate the financial performance was hence stated as:

Financial Performance = 0.100+0. 299X Supply chain integration

4.8 Performance of telecommunication firms in Kenya

Performance was measured using non-financial indicators which comprised of Customer satisfaction, Market share and Market share and financial indicator using profitability. To determine performance, each respondent was asked to evaluate the organizational performance with respect to the following four dimensions: Customer satisfaction, Profitability, Market share and Customer base. The findings were first presented using descriptive statistics comprising of frequency, percentage and means them multiple regression was applied as follows

4.8.1 Descriptive statistics: performance

The respondents were presented with four indicators of the performance and they were expected to state their extent of agreement. The results are presented in Table 13

Table 4: Performance of telecommunication firms

Performance	SD	D	NS	A	SA	Mean
Customer satisfaction	4 (3.88%)	2 (1.94%)	14 (13.59%)	13 (12.62%)	70 (67.96%)	**4.3883**
Profitability	2 (1.94%)	8 (7.77%)	12 (11.65%)	13 (12.62%)	68 (66.02%)	**4.3301**
Market share	5 (4.85%)	8 (7.77%)	13 (12.62%)	14 (13.59%)	63 (61.17%)	**4.1845**

Customer base	1 (0.97%)	9 (8.74%)	19 (18.45%)	10 (9.71%)	64 (62.14%)	**4.2330**

Table 13 revealed that, 70 (67.96%) of the respondents strongly agreed that there had been an increase in customer satisfaction due to strategic position, 13 (12.62%) of the respondents agreed on the same though 14 (13.59%) were neutral and 2 (1.94%) of the respondents disagreed and 24 (3.88%) strongly agreed (mean = 4.3883). Majority of the respondents, 70 (67.96%) strongly agreed that there had an increase in customer satisfaction as a result of strategic positioning

The finding also indicated that 68 (66.02%) of the respondents strongly agreed that the profit level has increased with the strategic position, 13 (12.62%) of the respondents agreed on the same and 12 (11.65%) were neutral. However, 8 (7.77%) of the respondents disagreed and 2 (1.94%) strongly agreed (mean = 4.3301). Over half of the respondents, 68 (66.02%) strongly agree that their profitability has increased.

The findings revealed that 63 (61.17%) of the respondents strongly agreed that the market share had increased since inception of strategic positioning while 14 (13.59%) of the respondents agreed on the same statement and 13 (12.62%) remained neutral. Nonetheless, 8 (7.77%) of the respondents disagreed with statement and 5 (4.85%) strongly agreed (mean = 4.1845). Majority of the respondents, 63 (61.17%) strongly agreed that level of market share has increased due to strategic positioning

From the findings, 64 (62.14%) of the respondents strongly agreed the strategic positioning has significantly increased the Customer base while 10 (9.71%) of the respondents agreed on the same with 19 (18.45%) remained neutral. It was further revealed that 9 (8.74%) of the respondents disagreed with statement and 1 (0.97%) strongly agreed (mean = 4.2330). Majority of the respondents strongly agreed that strategic position has resulted to increase in customer base.

During interview, the researcher sought to know from Safaricom manager if their performance was as a result of strategic positioning or other factors not in this study. One of the mangers stated that:

Safaricom been in top is not matter of chance or lucky, the firm came after then Kencell but due to aggressive marketing practices, innovations and supply chain *integration has seen its revenue increase, market share increase and lastly profit shooting up.*

It was also noted that Safaricom achieved this high performance due to initial market strategies that aimed to reach majority of the customers. This enabled her to earn revenue as majority of her customers were loyal and any innovation strategy introduced in market has resulted to increase in revenue. Some of her products such as Mpesa, Mshwari and Skiza tunes have gained popularity not only in Kenya but also beyond border. Orange on the hand inherited infrastructure of Telkom Kenya which has assisted her gain a portion of market although facing stiff competition from Safaricom and Kencell.

4.8.2 Multiple Regression for Strategic Positioning Dimensions on Organizational Performance

Multiple Linear Regression analysis for Strategic Positioning dimensions on Organizational Performance was done so as to find out the effect of Strategic Positioning dimension jointly on the Organizational Performance of Telecommunication firms in Kenya. This aided in coming up with the coefficients of the study model as well as R square of the study. The results are as shown in Table 14

Table 2: Regression Analysis of Independent Variables and Organizational Performance

R	R^2	Adjusted R^2	df	F	Sig.
.881a	.776	.767	(3,102)	84.783	.000[b]

a. Predictors: (Constant), Supply chain integration, market strategy, transformational leadership, Strategy innovation

b. Dependent Variable: Organizational Performance

In Table 14, the findings further established that the linear relationship between Organizational Performance and the four predictor variables; the strategy innovation, market strategy, transformational leadership, transformational leadership and Supply chain integration is positive and linear. The coefficient of correlation was 0.881, (r=0.881). The coefficient of determination (r^2) was 776, and this shows that 77.6% of the variations in the Organizational Performance can be explained by the three predictor variables in the study and the remaining 22.4% of the variations in Organizational Performance is explained by other factors not captured in the model.

From the ANOVA results the F test gave a value of $F\ (3,102) = 84.783$, $p < .01$, which was large enough to support the goodness of fit of the model in explaining the variation in the dependent variables. It also means Strategic Positioning is a useful predictor of Organizational Performance.

Table 6: Coefficients of the Independent Variables and Organizational Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	-2.077	.457		-4.545	.000
SI	.480	.071	.384	6.729	.000
MS	.557	.076	.450	7.374	.000
TL	.286	.108	.138	2.657	.009
SCM	.329	.109	.167	3.029	.003

a. Dependent Variable: Performance

From Table 15, all independent variables carried a positive predictive power as P<0.05. The intercept value for performance is -2.077 this implies that if Strategic positioning (strategy innovation, market leadership, transformation leadership and supply chain integration) is held at zero or it is absent, the performance was significantly -2.077, p<0.05. This indicates that in absence of Strategic positioning, the performance of telecommunication firms in Kenya would be negative (loss) due to the competitive nature of telecommunication industry. The partial regression coefficient of transformation leadership is 0.286 this shows that when market leadership, supply chain integration and strategy innovations are controlled, transformation leadership with a beta of 0.286 is at statistically significant level and is a good predictor of performance implying that an increase in transformation leadership by one percent will result to significant increase in performance by 0.286.

The partial regression coefficient of market leadership is 0.557 this shows when leadership, supply chain integration cost and strategy innovations are controlled; market leadership with a beta of 0.557 is at statistically significant level and is a good predictor of performance implying that an increase in market leadership by one percent will result to significant increase in performance by 0.557. Similarly, the partial regression coefficient of supply chain integration is 0.329 this shows when market leadership, transformation leadership and strategy innovations are controlled; supply chain integration with a beta of 0.329 is at statistically significant level and is a good predictor of performance implying that an increase in supply chain integration by one percent will result to significant increase in performance by 0.329.

Lastly, the partial regression coefficient of strategy innovation is 0.480 when market leadership, supply chain integration and transformation leadership are controlled; strategy innovation with a beta of 0.480 is at statistically significant level and is a good predictor of performance implying that an increase in strategy innovation by one percent will result to significant increase in performance by 0.480. A regression of the four predictor variables against performance established the multiple linear regression model as below as indicated in Table 4.16:

Organizational Performance = -2.077 + 0.286TL+0.557MS + 0.329SCM+0.480SI

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1SUMMARY

The first objective of the study was to ascertain the effect of innovation strategy on the organizational performance of telecommunication firms in Kenya. To achieve this objective, it was hypothesized that there is no significant effect of innovation strategy on performance of telecommunication firms. The findings revealed telecommunication firms emphasized design of telecommunication device application (75.73%), customer motivation (76.7%) and user knowledge (79.61%) of telecommunication device application in their innovation strategy. The results indicated that innovation strategy had a statistically significant strong effect on the performance (R=0.715) and explained 51.2% of its variation (R^2=.512, P=0.000). The unstandardized regression coefficient (β) value of the innovation strategy was .894 with a t-test of 10.289 and significance level of p-value=.000.

The second objective of the study was to establish the effect of transformational leadership on the organizational performance of telecommunication firms in Kenya. To achieve this objective, it was hypothesized that marketing strategy has no significant effect on performance of telecommunication firms. In regard to marketing strategy, the applications were user friendly (74.76%), give the user full control of marketing service (76.7%), searching of information about services been offered in the market in enhancing customer performance (78.64%) and to enhance effectiveness and efficiency (76.7%) and personalization which enhances great satisfaction (71.84%). The results indicated that Marketing strategy had a statistically significant effect on the performance (R=0.773) and explained 59.7% of its variation (R^2=.597, P=0.000). The unstandardized regression coefficient (β) value of the Marketing strategy was 0.956 with a t-test of 12.229and significance level of p-value=.000.

The third objective of the study was to establish the effect of transformational leadership on the organizational performance of telecommunication firms in Kenya. To achieve this objective, it was hypothesized that the there is no significant relationship between transformational leadership and the organizational performance of telecommunication firms in Kenya. The results revealed that transformation leadership has resulted to increase in revenue (75.73%), increase in telecommunication services and application subscriptions (75.73%), Telecommunication industry opportunities be seized and threats be met (73.79%) and addressing unusual problem situation and resolving of conflicts (78.64%). The inferential results indicated that transformational leadership had a statistically significant effect on the performance (R=0.452) and explained 30.4% of its variation (R^2=.204, P=0.000).

The last objective of the study was to evaluate the effect of supply chain integration on performance of telecommunication firms. To achieve this objective, it was hypothesized that Supply chain integration has no significant effect on performance of telecommunication firms. The results revealed that, there use of telecommunication device through affordable cost (71.84%), conducive environment for development of telecommunication applications and services (76.7%), use mobile communication in distribution of services (75.73%) and clear logistics strategic plan (74.76%). The results indicated that supply chain integration had a statistically significant moderate effect on the performance (R=0.546) and explained 39.9% of its variation (R^2=.299, P=0.000). The unstandardized regression coefficient (β) value of the supply chain integration was 1.077 with a t-test of 6.558 and significance level of p-value=.000.

5.2 Conclusion

From the findings, the researcher concluded that strategic positioning had significant effect on the performance of telecommunication firms in Kenya. Of all the independent variable, Marketing strategy had greatest significant effect on the performance (R=0.773**, P<0.01) and it explained up to 59.7% of variance in performance leaving 40.5% to be explained by other factors. When other variables are controlled, a change in marketing strategy by a unit would results to a significant change in performance by 0.956. However, of all the independent variable, transformational leadership had least significant effect on the performance (R=0.452**, P<0.01) and it explained up to 20.4% of variance in performance leaving 79.6% to be explained by other factors. When other variables are controlled, a change in transformational leadership by a unit would results to a significant change in performance by 0.938

Basing on the first hypothesis, the findings revealed that there is significant relationship between innovation strategy and performance of sampled telecommunication firms in Kenya. This was shown design of application per various personal abilities which enhanced customer motivation through required knowledge they poses. However, majority of the respondents were unsure on persistent usage and confident in the use of telecommunication devices.

There was significant relationship between marketing strategy and performance of sampled telecommunication firms in Kenya. Telecommunication devices applications were found to be user friendly, ease to learn and use as they gave user full control of marketing services. Also, searching information about services offered in the market enhances customer performance and efficiency and effectiveness of the process due to personalization.

Transformational leadership had significant relationship with performance of sampled telecommunication firms in Kenya. The study concluded that there has been increase in revenue, increase in subscription as well as addressing unusual problem situations and resolve most conflicts. However, majority of respondent disagreed that they performed in accordance with standard practices and methods while other were unsure on freedom to select which methods to use and organization leadership can be roughly positioned in the future.

5.3 Recommendations

The study concluded that strategic positioning had significant effect on the organizational performance of telecommunication firms in Kenya. The following recommendations were made based on the conclusion of the study.

On innovation strategy, telecommunication firms in Kenya should design device applications and services that would enable the user to use them persistently for unforeseeable future. This can be done through increasing the confidence of the user

On Market strategy, telecommunication market in Kenya is not level; the government through CAK should come up with regulation that would ensure none of the firms is dominant in the market. Likewise, telecommunication firms in Kenya should improve on their design of applications so that they are easy to learn and use. Also, they should base their strategic position on customer focus instead of industry insight so us to understand what customer need in the market.

On transformational leadership, telecommunication firms in Kenya should ensure that they have flexible procedures and well-defined standard practices that give their customer freedom to select which methods would enhance their performance. Further, employees should be allowed independently as well as a team with provision of expressing their knowledge and experiences with the management.

On supply chain integration strategy, telecommunication firms in Kenya should have various integration including vertical and horizontal integration. This would enable the firms to do business with both locally and globally companies thereby enable them to reduce their cost of operation and production as they maximize their profits.

Lastly, based on general objective of the study, the study recommends that right-based approach should be used to create value for each strategic positioning adopted by the commercial banks. This should be done based on the organization structure that is needed to support it implementation.

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