

**STRATEGIC MARKETING MANAGEMENT PRACTICES EMPLOYED
BY LOCAL GARMENT MAKING MSES AND THEIR EFFECT ON
COMPETITIVENESS IN NAIROBI COUNTY, KENYA**

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DECLARATION

This Thesis is my original work and has not been presented for a Degree in any other University or any other award.

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DEDICATION

I dedicate this work to my children Josphine Otwal Otieno and Jesse Francis Otieno who have been my inspiration.

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OPERATIONAL DEFINITIONS OF TERMS

Competitiveness: Ability and performance of the local garment making MSEs to offer apparel that meets quality and standards. It was the dependent variable for the study. It was measured by collecting views of the respondents along the marketing mix variables in line with sales volume, number of clients, number of consistent suppliers and profit margins.

Locally Made Garments: These are garments produced in the Kenyan market.

Managers: Owners of the fashion design companies or people assigned with the role of leading and guiding the business to goal attainment.

Marketing mix: Consists of 4Ps classified by Jerome McCarthy (1960) as Place, Promotion, Price and Product.

Place: A given location where the consumer can buy apparel.

Price: The amount a consumer pays for apparel.

Product: Apparel that satisfies what a consumer demands.

Promotion: All methods of communication used by the fashion designer to provide positive information about his/her apparel.

Management Practices: is a concept that entails making decisions and taking corrective actions to achieve long term targets and goals of the organization. It was measured by collecting the views of the managers' day to day practices guided by the marketing mix variables.

Strategy: A unified, comprehensive and integrated plan formulated to ensure that operational objectives of the MSE are achieved. In this study it was used interchangeably with practices and techniques.

MSEs: The 2012 Micro, Small and Medium Enterprises bill defines a micro enterprise as any firm, trade, service industry or business activity that has an annual turnover that does not exceed Kenya Shilling 500,000 and employs less than 9 people. In this study it was defined using numbers: Micro enterprises less than 10, Small enterprises between 10-49 and Medium sized enterprises 50-99 people.

Operational goals: These are day to day activities put in place by the management to ensure that the firms' strategies are met.

ABBREVIATIONS & ACRONYMS

ACTIF	African Cotton & Textile Industries Federation
AGOA	Africa Growth Opportunity Act
CBD	Central Business District
EPZ	Export Processing Zone
KU	Kenyatta University
NACOSTI	National Commission for Science Technology and Innovation
SC	Supply Chain
MSEs	Micro and Small Enterprises
SPSS	Statistical Package of Social Sciences
SSA	Sub-Saharan Africa

ABSTRACT

The Kenyan local garment making industry is characterized by slow growth and faces stiff competition from low priced imports. Extensive research has been carried out on the evident preference of imported clothes over locally made garments as well as the challenges facing locally made garments. These challenges range from fit to the value offered for locally made garments. However, the practice of managers of Micro and small sized enterprises, abbreviated as MSEs, in the local garment making business as far as increasing their business competitiveness has obtained limited attention. There are gaps in knowledge of both the active and proactive responses of the managers and their strategic management practices directed towards increasing competitiveness in the industry. The study sought to address these gaps in knowledge. The objectives of the study were to: determine the effect of strategic management practices employed by managers in local garment making MSEs with respect to the product concept, the price concept, the promotion concept and the place concept on competitiveness. The conceptual framework for the study was drawn from the 4 Ps of the marketing mix and the Supply Chain (SC) frame work. The study adopted a cross sectional descriptive research design to collect data, analyze and present. A pre- test was carried out on 10 MSEs at the Nairobi Textile who were not included in the final study. The pre-test was carried out to ascertain reliability of the data collection instrument. A Cronbach's value of $\alpha=0.79$ was acquired. Respondents for the main study were selected from garment making MSEs in Nairobi County Central Business District (CBD) registered in the Kenya Business List. Questionnaires served as the data collection instrument to gather in- depth information. Descriptive statistics were used to summarize the independent variables. Regression analysis was used to analyze the effect of each of the marketing mix strategies on competitiveness. ANOVA was used to test the Null hypothesis and to determine the effect of each of the marketing mix variables on competitiveness. The study found out that marketing management practices employed by managers of local garment making MSEs had a statistically significant effect on competitiveness. Price and Product were found to be the highest contributors to local garment making MSEs competitiveness, while Promotion and Place were the least. The uniqueness in garment designs as well as strategies to handle complaints arising from the locally made garments are the variables within the product concept that promoted competitiveness the most. The study also revealed that product branding and package branding were the practices least utilized by local garment making MSEs. R^2 (Coefficient of determination) was found to be at .7136, which implied the marketing mix variables contributed to 71.36% of MSEs competitiveness. The study recommends that the management of all aspects of the marketing mix variables should be enhanced in garment making MSEs to maximize competitiveness.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study

Increasing competition and the country's economic ability to withstand competition in the domestic and foreign markets has become the main task for economic entities. Competitiveness in various firms is associated with the firm's ability to respond to sudden changes in the market as well as their ability to promptly maintain their positions. Success depends on particular actions taken by economic entities, criteria of the evaluation used to determine the competitiveness of entity and the recommendations for improvement (Raudeliūnienė, 2007).

Organizations are faced with a new, more demanding business environment, which is often described as unstable, volatile, hostile, and for the following reasons unpredictable or even chaotic. Market opportunities are arising from the development of science, technology and international markets, i.e. processes outside of a particular organization. As a result the importance of the organization's power to gain and maintain a competitive advantage is heightened. In the long term, the aspiration to gain competitive advantage is not possible without adequate environmental strategy (Korsakienė & Tvaronavičienė, 2012).

Equity Bank, Hivos and the Association of Fashion Designers of Kenya (AFAD) in a study launched in June 2016 compared the local fashion industry to the global market. The results of the study revealed that Kenyan fashion industry grapples with laxity in thought leadership, strategy and direction (Odero, 2016). The industry is characterized by slow growth, over capacity and low priced imports. The embrace of liberalization from

the 1990's, and the elimination of quotas has resulted in the influx of unregulated subsidized imports flooding the local market (Omollo, 2006; Mohamed, 2013 & Chemengich, 2013). Local textile manufacturers supply only 45% of the Kenyan textile market requirements while imported new and used clothes account for 55% with the demand growing at 3.8% annually (Omollo, 2006).

Local garment producers not only have second hand clothing to compete against as was the case previously (Nyangor, 1994; Otieno, 1991), but also cheap new imported clothes that come in disguised as second hand clothing (Mohamed, 2013; Odero, 2016). There is overall high competition especially from China in apparel, with researchers recommending to the Kenya Government to make it easier to sell garments made in Kenya (Mohamed, 2013; Imo & Maiyo, 2012). Extensive research has been carried out on the evident preference of imported clothes over locally made garments as well as the challenges facing the textile industry by (Otieno, 1991; Nyangor, 1994; Imo & Maiyo, 2012; Omollo, 2006; Chemengich, 2013). However, the practice of managers of Micro and Small Enterprises abbreviated as MSEs in the garment making business as far as increasing their business competitiveness has obtained limited attention. Competition has become a critical factor for the expansion of the textile and apparel industry, as a result strategic management and strategic planning have come into prominence (Karabay, 2005).

Strategic Management is a concept that entails making decisions and taking corrective action to achieve long term targets and goals of the organization (Abu Bakar, Tufail, Yusof & Virgiyanti, 2011). It involves taking decisions about all functions of

organization, implementing and controlling (Karabay, 2005). It has to do with planning and ensuring business activities and networks are running as expected with profits (Gachie & Chege, 2010). Strategic management is an important practice that has a strong influence towards a firms' success (Abu Bakar et al, 2011). Longernecker, Petty, Moore & Palich (2006) posit that poor management is one of the main causes of failure in small enterprises. In the face of competition a simple management mistake can lead to the foreclosure of a business (Bowen, Morara & Mureithi, 2009). The success of business requires good management practices (Gachie & Chege, 2010). For a business to have good practices with an excellent supply chain, it has to have clearly defined operational objectives, an operating model with tools that deliver results and a well stated overall business strategy.

Strategic management is the highest level of managerial activity carried out by managers or owner managers depending on the size of MSEs (Njanja, 2009). Managers in the local garment making MSEs handle a host of decisions day by day from product design features, promotional aspects of the fashion house, other places to sell their garments and how to manipulate their prices. Four Ps of the marketing mix by McCarthy are a set of tactical marketing tools that a firm blends to produce the responses they want in the target market (Kotler & Armstrong, 2006). They are tools that have been proven to elicit the desired responses in the practice of managing a business (Kotler, 2005). They are Product, Promotion, Place and Price.

A review of literature reveals several challenges faced by local garment producers. For purposes of this research, these challenges will be summarized under the four Ps as follows:

Product: Research reveals that the Kenyan consumers prefer imported clothes to locally made garments. They argue that local garments change their fit after being worn, run colours, lack style and variety and have no care labels (Imo & Maiyo, 2012).

Promotion: Firstly, studies indicate that there is a stigma associated with local garments making it difficult to sell them. (Imo & Maiyo, 2012). Secondly, most garments lack brand marks making it difficult to know the designer hence making it difficult to promote.

Place: The accessibility of most local garments is limited to the business location and all purchases must be made from the premises.

Price: Local garments are considered too costly for the value they offer (Otieno, 1991; Nyangor, 1994; Imo & Maiyo, 2012; Omollo, 2006; Chemengich, 2013).

While previous research has highlighted the challenges behind the fast collapsing local garment industry, there are gaps in knowledge of both the active and proactive responses of the managers on being competitive. This research sought to investigate the specific activities adapted by managers in local garment making MSEs within the marketing mix variables and their effect on competitiveness.

1.2 Statement of the Problem

Vision 2030 of Kenya has identified the textile industry as an important sector for poverty reduction and employment creation. The industry has the potential of contributing 4 Billion Kenya Shillings to the gross national income (Chemengich, 2013). A major problem that threatens the growth of the local garment industry is the influx of low priced imported clothing. The imported clothes are not limited to the ones popularly known as *Mitumba* as was the case previously, but also new clothes.

A review of literature reflects a rise in the imports of new garments. These garments are considered more affordable and of a higher quality than domestic brands (Imo & Maiyo 2012). Hidden beneath the surface are several factors. Firstly, lack of communication of the value of locally made garments and the promotion of the same (Edwinson & Nilson 2009). Secondly, low quality associated with domestic brands as a product (Imo & Maiyo 2012). Thirdly, the price at which these designs are sold, price justification and how they compare with imported brands (Edwinson & Nilson 2009). The above factors together with the place where local garments are sold have contributed to the local garment making industry remain subdued and uncompetitive.

Research shows that the success of any business depends on good management practice. According to Imo & Maiyo (2012) there is a stigma associated with locally made garments. For the local garment industry to erase this stigma there is need to study the phenomenon in its natural setting and hence gather information from the actual strategic management practice on how the local garment MSEs are run. Literature has focused mainly on the challenges faced by the local garment industry leaving gaps in literature in

the specific processes adopted by the managers of garment making MSEs, their operating models, how they fit into their business and management strategies to fight competition. This study aimed at contributing to the body of knowledge in as far as expediting the sale of locally made garments and eventually growth of the industry in line with the 2030 vision.

1.3 Purpose of the Study

The purpose of this study was to investigate the strategic management practices employed by managers of local garment making MSEs within the marketing mix and their effect on competitiveness within Nairobi County CBD, Kenya.

1.4 Objectives of the Study

The study was guided by the following objectives:

1. To determine the effect of strategic management practices employed by managers in local garment making MSEs with respect to the product concept on competitiveness.
2. To establish the effect of strategic management practices employed by managers in local garment making MSEs with respect to the price concept on competitiveness.
3. To determine the effect of strategic management practices employed by managers in local garment making MSEs with respect to the promotion concept on competitiveness.
4. To explore the effect of strategic management practices employed by managers in local garment making MSEs with respect to the place concept on competitiveness.

1.5 Hypothesis

In pursuit of the objectives of this study, the following hypothesis was tested:

HO₁ Strategic Management Practices employed by managers in local garment making MSEs with respect to the product, price, promotion and place concept have no statistically significant effect on competitiveness.

1.6 Significance of the Study

The sale of imported clothes in Kenya has become a common practice making it more difficult to sell locally made garments. Information gathered will contribute to the improvement of Marketing Management Strategies in local garment making MSEs and result in higher sales in the garment making industry.

The study will contribute to knowledge in this area, for example other fashion designers will gather more information on making themselves more competitive. Marketers will also receive insight on practices that are more effective in the sale of locally made garments. The research will offer academicians a basis from which further research related to garment making strategic management practices can be carried out. The recommendations of the study will be used by policy makers to put in place policies regarding strategic management in the local garment making MSEs. The results will offer a response to the outcry of individual vendors to the government to make it easier to produce and promote local designs resulting in economic growth through this sector in line with the 2030 vision.

1.7 Delimitations of the Study

The local textile industry has four main categories; the cotton growing and ginning, the yarn and thread production, fabric manufacturing and the apparel manufacturing (Omolo, 2006). This study focused on apparel manufacturing specifically garment making.

Management has four main elements according to (Dar, 2005) they are: The interrelationship between social and technical functions and activities, the accomplishment of organization objectives, the management of people to achieve these goals and the formal organizational setting. The study focused on the accomplishment of organizational objectives through strategic management practices with respect to the 4 Ps of marketing mix variables in local garment making MSEs.

According to Riley (2012), the main measures of competitiveness in a firm can be carried out in financial terms, marketing terms and functional terms. The study restricted its measures of competitiveness to marketing terms within the 4Ps of the marketing mix as well as functional terms within the operational goals of Local garment making MSEs.

Competitiveness can be affected by external factors such as globalization, political climate, finances and technology. The study on competitiveness in MSEs with respect to management of the 4Ps.

1.8 Limitations

Local garment making MSEs are located all over Kenya. However, the study was limited to MSEs in the Central Business District (CBD) in Nairobi County listed in the Kenya Business Directory. Generalizations to other County's should therefore be taken with

caution. The CBD was selected by virtue of the fact that it has exhibitions and stalls that sell imported clothing both new and used hence a competitive environment is already set. There are several factors that contribute to the growth of the local garment making MSEs, this study focused on the management within the marketing mix components.

1.9 Assumptions of the study

In this study the following assumptions were made:

That all managers of garment making businesses have an active or proactive role in decision making as far as the daily running of the business is concerned. The study also assumed that the decisions taken by the managers were guided by the mission, vision and core-values of the MSEs. In addition it was assumed that all managers were honest and trustworthy.

1.10 Porter's Theory of Competitive Advantage

The dominant paradigm in strategy at least during the 1980s was the competitive forces approach. Pioneered by Porter (1980), the competitive forces approach views the essence of competitive strategy formulation as 'relating a company to its environment. The key aspect of the firm's environment is the industry or industries in which it competes.' Industry structure strongly influences the competitive rules of the game as well as the strategies potentially available to firms. In the competitive forces model, five industry level forces-entry barriers, threat of substitution, bargaining power of buyers, bargaining power of suppliers, and rivalry among industry incumbents-determine the inherent profit potential of an industry or sub segment of an industry. The approach can be used to help the firm find a position in an industry from which it can best defend itself against competitive forces or influence them in its favor (Porter, 1980).

This 'five-force' framework provides a systematic way of thinking about how competitive forces work at the industry level and how these forces determine the profitability of different industries and industry segments. The competitive forces framework also contains a number of underlying assumptions about the sources of competition and the nature of the strategy process. Available strategies are described in Porter (1980). Competitive strategies are often aimed at altering the firm's position in the industry vis-à-vis competitors and suppliers. Industry structure plays a central role in determining and limiting strategic action. Some industries or subsectors of industries become more 'attractive' because they have structural impediments to competitive forces (e.g., entry barriers) that allow firms better opportunities for creating sustainable competitive advantages. Rents are created largely at the industry or subsector level rather than at the firm level. While there is some recognition given to firm specific assets, differences among firms relate primarily to scale. This approach to strategy reflects its incubation inside the field of industrial organization and in particular the industrial structure school of Mason and Bain (Teece, 1984).

Consequently, based on the study findings, this theory is relevant as managers of local garment making have adopted various strategies in order to be at the edge of completion. For instance, some managers have adopted credit facility mode with flexible payment systems in order to attract and retain customers. It was also found that as a way of staying relevant and competitive, strategies such as: setting product prices based on cost of materials; adjusting prices for special customers; adoption of latest technologies; provision of high quality products as well as designing garments based on customers'

specifications have been adopted by various managers of local garment making SMEs. This has seen them acquire customer loyalty thus gaining advantage over others.

1.11 Conceptual Framework

The study was guided by two main models: the framework for supply chain excellence by the Supply Chain (SC) 2020 project and the marketing mix components classified as the 4 Ps by McCarthy (1964). The framework for supply chain SC (2020) excellence implies that for a business to have an excellent supply chain, it has to have clearly defined operational goals that work hand in hand with an operating model to achieve well stated overall business strategies (Kumar, 2005). The 4 Ps are of the marketing mix by McCarthy (1964) are the tools that have been proven to elicit the desired responses in the practice of managing a business (Kotler, 2005). The marketing mix variables formed the operation model for this study.

The independent variables as illustrated in Fig. 1.1 were the operational model adapted from the 4 Ps of the marketing mix by McCarthy (1964). They were Price, Product, Place and Promotion marketing strategies. The operational goals were practices that were specifically put in place by management to give the firm a competitive edge over others. They include management strategy such as organizational vision, mission and core values. They are the basis for the manager's decision making in the management of the 4Ps

The dependent variable was competitiveness it was measured using four constructs namely: sales volumes, number of consistent suppliers, number of clients and profit margins.

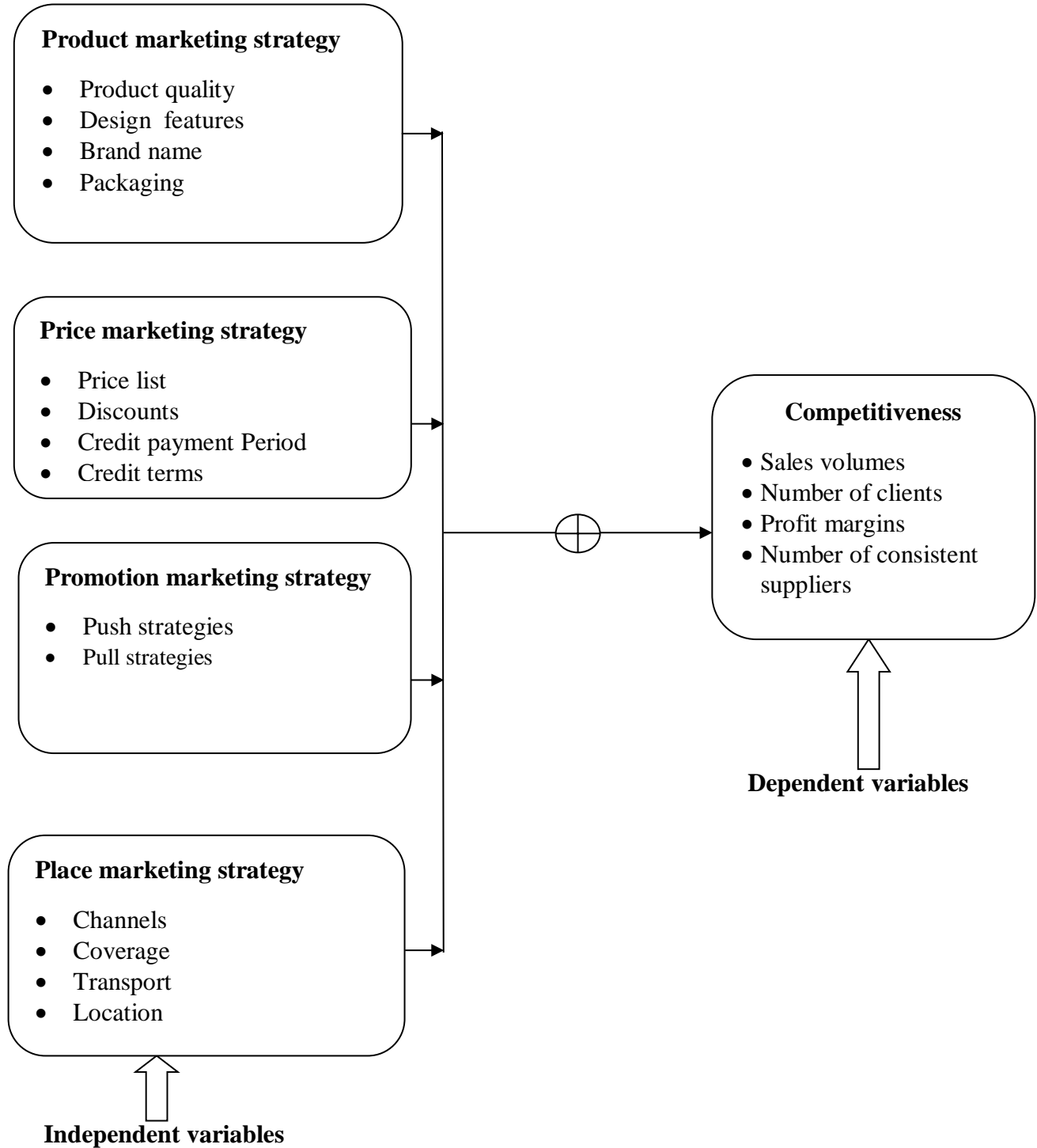


Figure 1.1: Conceptual Framework

Adopted from McCarthy, (1964) 4Ps of Marketing Mix and the frame work of supply chain excellence SC 2020. **Source:** Kotler, 2013 & Kumar, 2005

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the reviewed literature from related studies under the following themes: The Textile Industry in Kenya, Concept of Strategic Marketing Management; Product Marketing Strategy and Competitiveness; Price Marketing Strategy and Competitiveness; Place Marketing Strategy and Competitiveness; Promotion Marketing Strategy and Competitiveness and Summary of the Literature Review.

2.2 Textile Industry in Kenya

Textile industry recorded a peak performance in 1984 when cotton production was over 70,000 bales with 52 textile mills and 42,000 people employed, the mills have drastically reduced to only 15 (Chemengich, 2013). Liberalization of the country's economy in 1993 resulted in greater competition from imported clothing. Low sales and financial difficulties experienced by local producers led to closure of several textile firms (Imo & Maiyo, 2012). The garment sector in Kenya has been driven by exports to the USA under African Growth & Opportunity Act (AGOA) initiative with a market share of 31.6% among Sub-Saharan African countries under EPZ (Chemengich, 2013).

The textile industry in Kenya is one of the key sub-sectors targeted under the country's strategy for economic recovery (Republic of Kenya, 2003). However, according to Chemengich (2013) there are several issues affecting the marketing of cotton and cotton products as follows: Low quality fabrics produced by local manufacturers, Inadequate market information research and promotion leading to overreliance on traditional market as well as an influx of unregulated, imported, subsidized and cheap textile products flooding the local market and greatly distorting the price of Kenyan textile products.

Mohamed (2013) posits that new imported clothing comes into the country disguised as second hand clothing creating a big challenge in the marketing of locally produced garments. Local textile manufacturers supply only 45% of the Kenyan textile marketing requirements while imported new and used clothes account for 55% with the demand for textile products growing at 3.8% annually (Chemengich, 2013; Omollo, 2006). A review of literature shows that the buying of imported clothing in Kenya either as “mitumba” or as new clothes has become a common phenomenon (Mohamed, 2013). Kenya imports 30,000 containers of textile products annually resulting in a major outcry by local garment makers to the Kenya Government to make it easy to sell their products (Mohamed, 2013).

Vision 2030 of Kenya identified the cotton industry as an important sector for poverty reduction and employment creation. This industry has the potential to contribute over 4 billion Kenya Shillings to the Gross National Income. However, this is yet to be realized because of lack of favorable policy to promote production and market products, corruption, low quality fabrics produced by the local textile industries, inadequate market information, poorly educated managers, influx of unregulated imported subsidized and cheap textile products (Chemengich, 2013; Imo & Maiyo, 2012; Omollo, 2006). Poor management has been cited as one of the causes for the lack of growth in garment making MSEs. However, there is scanty information on the specific practice of strategic management in these firms. This research sought to fill this gap in literature.

2.2 Concept of Strategic Marketing Management

Strategic Marketing Management is the ability of a Local Garment Making MSE to effectively differentiate itself from its competitors by developing its marketing mix

elements so as to capitalize on its strengths to provide value. Literature across the globe reveals that managerial incompetence as one of the factors that leads to the failure of MSEs (Njanja 2009). The Author further states that management has a role to perform and perform effectively like in any other organization. According to Marjova & Todorova, (2017) In the UK, managerial incompetence (77%) and poor marketing factors (69%) while in Nigeria managerial incompetence (44%) and poor marketing factors (70%), are cited as having a major impact on MSEs failure. From this data it can be concluded that in MSEs, success is not just dependent on having the product but also the proper practices that get that product in to the hands of the consumer with an assurance of a repeat purchase.

Many managers believe that their role is to resolve problems that arise in a firm. The role of managers in MSEs is multifunctional. She/he is in charge of planning and implementation, human resource (recruiting and sacking employees), production, marketing and finances (Wilson & Eilertsen 2010). According to Njanja, (2009) a manager's role is to prevent problems. For Kotler, (2005) managers of production oriented business should concentrate on achieving high production efficiency, low costs and mass distribution. Business is about finding out what the customers want with the goal of availing it at a profit (Gachie & Chege, 2010). To them, a plan of action must be made and executed to bring about profits by making sure all activities are running as planned. Strategic marketing management has to do with MSEs differentiating themselves by capitalizing on their strengths and consistently providing better value to customers (Njanja 2009). The author further posits that it goes beyond getting creative

with the marketing mix and involves maximizing positive practices that will give an MSE an edge over its competitors.

A marketing management strategy encompasses a range of marketing approaches adopted by businesses in order to maximize sales and most importantly to enable them gain a competitive edge in the market (Kotler, 2007). Changing consumer needs and business environment has necessitated businesses to adopt marketing strategies to survive hence attracting and retaining customers. Product, price, place and promotion strategies have remained key pillars of any successful business enterprise. Adoption of effective marketing strategies promotes quality service delivery in an industry (Kotler, 2007).

There is however limited research on practices employed by Local garment making MSEs in Kenya as far as increasing competitiveness is concern.

2.2.1 Product Strategy

Kotler (2005) defines product strategy as all physical products or services that can be offered for acquisition or consumption to satisfy a customer's wants or needs. The product is therefore more than a branded packaged good offered for sale. It includes services and benefits that can be achieved from the product. It can be enhanced by adding features and making other options available. In business-to-business markets, products satisfy buyers' wants or needs. Product strategy consists of elements such as packaging, branding, labelling as well as product attributes that are of good quality, style, features and design. Strong brand preference is an added feature to the product (Kotler & Keller, 2009). A brand is a distinctive product offering created by use of a name, symbol, design, packaging or some combination of these intended to differentiate these from competitors. A product line is a group of brands that are related in terms of the functions and benefits

they provide. Product mix strategy is a total set of products marketed by the company. With the advancement of technology there have been new channels of selling products, and this has also provided consumers with a good quality of the products, this is due to high rate of competition. The product information can be accessed easily and consumers can sort products based on any desired attribute (Zheng Zhou, Brown & Dev, 2009).

2.2.2 Place Strategy

Place strategy involves delivering products or services to the final user. The channel of distribution is very important depending on the size of the company, cost of distribution and the nature of the product (Wagle, 2003). Distribution strategy is a plan to make the product or service available to the end user.

There are three major distribution strategies: Exclusive distribution, selective distribution and intensive distribution. Exclusive distribution allows only few retailers to stock a given product. Selective distribution entails selling products at selected outlets only. By contrast intensive distribution entails selling a product to as many outlets as possible (Principles of marketing, 2010). A systematic distribution decision making process is also important for effectiveness and cost reduction. The distribution channel needs to be designed and monitored frequently to withstand changes in the market and to reduce problems that may result from inefficiency such as from transportation or storage (Chaffey, 2002). A business may therefore determine whether to sell directly to the consumer or use intermediaries such as wholesalers and retailers. Channels may also vary from direct selling to indirect selling (Blythe, 2006).

2.2.3 Promotion Strategy

Promotion strategy provides the means through which consumers are informed about the new products and their attributes to influence demand for them. Promotion acts as a way to persuade and inform end users on the product features and hence entice them to like the product. Promotional strategy to get a product into the market can take two broad categories. The push strategy and the pull strategy. The push strategy involves taking the product to the customer. The strategies include: point of sale displays, packaging design, face to face sales, trade shows and efficient retail supply chains (Gibson, 2017). The pull strategy involves motivating the customer to come to you for the product. The strategies include: word-of-mouth, advertising, sales promotion, brand management, product placement and public relations tools. This is aimed at increasing sales revenue (Gibson, 2017).

2.2.4 Price Strategy

Price strategy is a systematic decision-making process relating to all aspects of pricing by a company or business. Price balances demand and supply. Price makes the buyer and the seller agree on a certain value for goods and services (Peter & Olson 2005). Price is a positioning tool that is implemented in relation to target market, product mix, services and competition (Kotler & Armstrong, 2003). Price should involve the total cost so that companies do not incur losses. Managers should understand how to set prices bearing in mind factors such as demand, competition, distribution channels, internal environment and public authorities (Wagle, 2003). Pricing strategy is said to be successful when a company sets goods or service prices and seeks to maintain them for a period (Wagle, 2003).

To Kotler and Armstrong (2013), there are three major pricing strategies: customer value-based pricing, cost-based pricing and competition-based pricing. They further add that customer based pricing is based on the buyers perception while cost based pricing involves the companies value on production. Competition based pricing involves setting prices based on competitors charge for similar products.

According to Dolgui and Proth (2010) strategies of pricing include: discount pricing, price discrimination strategy, price skimming strategy and price penetration strategy. To them, discount pricing involves selling a product at a reduced price for a period of time with the goal of moving volumes. On the other hand, price discrimination strategy bases price to levels of importance attached by the consumer to product benefits. Many people tend to associate price and quality and perceive that a high quality product should be expensive (Kotler & Armstrong, 2013). People will buy a premium priced product because they believe the high price is an indication of good quality and a sign of self-worth. It indicates their success and status. It is a signal to others that they are a member of an exclusive group (Peter & Olson, 2005). Price skimming entails setting a high price for an item and lowering it over time while penetration pricing has to do with setting an initial price for a product much lower than the market price with the aim of attracting a larger market share (Dolgui & Proth, 2010).

Rather than modify prices to reflect cost increases, a company may decide to reduce package size or change ingredients. In psychological pricing, the consumers are sensitive to certain prices and like obtaining change, they also gain an impression that the company thinks carefully about prices and sets them as low as possible. Customers believe that odd

prices represent price reduction. Customarily, odd and prestige pricing strategies are all forms of psychological pricing (Peter & Olson, 2005).

Kotler and Armstrong (2013) found out that technology is taking us back to an era of negotiated pricing. The internet, corporate networks, and wireless setups are linking people, machines, and companies around the globe connecting sellers and buyers more than before. Websites such as compare.net and pricescan.com allow buyers to compare products and prices quickly and easily. Price is one of the flexible elements and can be changed quickly (Peter & Olson, 2005). The pricing power has changed from companies to consumers e.g. in auction homes such as ebay.com and priceline.com, the customer proposes the price to the company. IT has also reduced many transactions, hence lowering the prices. This is also due to intense competition. It provides comparative price information that may reduce the cost. Concerning the consensus over competition on the internet, it has also created the issue of price discrimination, whereby the seller can charge different prices to different consumers for the same product (Peter & Olson, 2005). The strategy of “price discrimination” or “price adjustment” for profit is the easiest way to increase a firm’s competitiveness (Dolgui & Proth, 2010).

2.3 Management Strategy and Competitiveness

This section presents reviewed literature on measures of competitiveness in MSEs. It also focuses on product marketing strategy and competitiveness, price marketing strategy and competitiveness, place marketing strategy and competitiveness and promotion marketing strategy and competitiveness.

2.3.1 Measures of competitiveness in MSEs

Enterprise competitiveness is the ability to sustain a market position by supplying quality products on time and at competitive prices (Abu Baker et al, 2011). Competitiveness is about having advantages that enable a business to perform better than its competitors (Riley, 2012). The main traditional measures of competitiveness are in financial and marketing terms. A competitive business is expected to achieve one or more of the following: a higher growth rate in sales volumes, a higher than average net profit margin, better returns on investment, a leading market share, a strong brand reputation, a clearly defined selling point that distinguishes the business from others. The above measures are simple to measure for firms achieving the highest profit in the industry or established brands such as Victoria secrets, Zara and H&M (Riley, 2012).

There are other measures of competitiveness that are linked to the functional part of the business (Riley, 2012). To him, a competitive business may create a competitive edge by: having better quality products with unique features, having a number of consistent suppliers, better after sales services such as handling complaints, higher than average customer loyalty, being able to produce a lower unit cost than the competitors, a faster decision making process and a loyal work force.

Competitiveness of MSEs is important because it determines its existence. United Nations report of 2005 on improving the competitiveness of MSEs through enhancing capacity posits that if an MSE ceases to be competitive then it ceases to exist. The report further states that MSEs are the development agents throughout the world; they are important contributors to domestic economy. MSEs in Kenya are responsible for driving innovation and competition in many sectors. It is estimated that there are 7.5 million MSEs in Kenya providing employment and income generating opportunities (Nduyo, Nkondi, Mululu & Thoruwa, (2013). To them MSEs in the garment and textile industry are among the major MSEs in producing goods and services. MSEs contribute up to 18% GDP. While MSEs are considered important contributors to domestic economies, there is limited information on how competitiveness in local garment making MSEs is measured. The study sought to fill these gaps in knowledge.

A pilot study for this study revealed that most of the local garment makers were not willing to share their financial statements with the researcher for purposes of confidentiality making the criterion for measuring competitiveness using numerical data difficult. The study considered MSEs competitive measures through qualitative data based on both the functionality and marketing aspects. This was supported in literature by (Riley, 2012).

2.3.2 Product Management Strategy and Competitiveness

In a study by Brooksbank (2012) using model studies of Chinese garment firms in Hong kong a significant correlation between performance of the product and reputation of companies or brand was found. Quality characteristics of a product included information regarding usage, importance of product to different customers and its ability to make a

difference. Research by Yeung et al (2010) revealed that there is a relationship between product qualities with customer loyalty. It was found that the relationship was positive between brand, quality and design. Similarly, a study by Darani (2010) found that product activity such as innovations and changes in form enhanced a brand's perceived quality, increased purchase likelihood and built equity. These studies were carried out in China where the government has put in place policies guiding the sources of raw materials. The current study sought to find out the effect of the product management strategy under Kenyan policies.

In a study by Chen (2010), it was established that in 2009 Lenovo introduced the "ThinkPad" machines, which meets the needs of the users. Lenovo also designed relatively low prices of mid-level products, as well as high-end products on the electrical chain and retail sales channels. For the rural market, Lenovo designs and develops products that have relatively simple functions, relatively low prices to meet the needs of the students market. This study focused on the electronic products whose determinants of demand and use are not very identical to those of garments. This could therefore mean that customers have different motivation when buying these products. It was therefore necessary for the researcher to undertake this study to determine how garment industries in Kenya are utilizing the product strategy of the marketing mix to enhance their competitive advantage.

A study by Cassill, Godfrey & Little (2009) revealed that product marketing enhanced marketing competitiveness among textile industries in USA whenever products met the needs of a particular target market. It was found that luxury products created the right image for customers who have higher purchasing power while many basic products had

to be positioned for price conscious consumers. The important aspect of products included appropriate product range, design, warranties, or a brand name. This study was carried out in textile industries in the USA which is a country with different economic policies guiding local industries which have an impact on the competitiveness of these industries. It was therefore necessary to conduct this study in order to bring out the Kenyan scenario with a view of finding out how garment industries are positioning themselves to enhance their competitiveness.

In a study by Bhuian (2010), which was based on the hypotheses that product influences the competitive advantage partially, showed that value of “t” count product to the competitive advantage by 0.7424 with the error rate 5% and degrees of freedom 76 obtained “t” table value of 1.991. Because “t” count sub-variable product (0.7424) was lower than “t” table (1.991) with the error rate 5% it was concluded that sub-variable product does not influence the competitive advantage partially or significantly. The hypothesis testing result that product in the marketing mix strategy could not increase competitive advantage partially was rather odd because product should be an important element in the marketing mix strategy. It was however explained that telecommunication service companies did not focus on the development of their product. Therefore, the sources of competitive advantage were not obtained from product development but were based on another element of the marketing mix. This is controversial as high-tech companies, the sources of competitive advantage mostly come from product development. This study failed to highlight ways in which the product strategy influences competitiveness which has been addressed by the current study.

A survey by Carman (2010) revealed that effective management of products and/or services by food micro and most small food micro and small enterprises in Zimbabwe was aimed at balancing costs, risks and returns. It was found that most of these enterprises had similar lines of business, an aspect which demonstrates lack of diversity there by crowding the food market with undifferentiated offerings. Firms in this category had challenges in modifying their offerings and as a result their competitive advantage had been eroded and thus could only thrive in such a highly competitive market as price takers and not price setters. This study focused on the food industry which has different demand dynamics to those of garment products. The researcher therefore found it necessary to conduct this study to highlight the effect of the product strategy of the marketing mix on competitiveness among garment industries.

Research by Akinyele (2010) showed that small businesses leveraged the marketing mix with product offerings unavailable through competitors. This was accomplished by offering a broader selection of products, specialty brands or even closeout products at substantial savings, combining both product and price elements of the marketing mix. These businesses also developed a focused merchandising tactic, centered on narrow product categories except with an expansive range of garments. For instance, some of them only offered several products at low prices. An opportunity also existed for some of them to provide a variety of brands varying in price, as well as an extensive selection of other products. This study focused on oil products. The current study focused on what garment making firms do to establish product modifications aimed to enhancing competitiveness.

In a study by Darani (2010) industries employed a product differentiation strategy. A strategy of product differentiation was mostly achieved by product appearance. A number of these industries accomplished this by producing products with that golden yellow color that customers perceived to be associated with great taste and affluence. Product differentiation strategy was aimed at enhancing class and style. These industries effectively combined several product designs to generate unique combinations of benefits to provide to the customer. Most of them were able to price their products higher than their competitors due to their reputation for exceptional quality and style. The study further established that most enterprises achieved product differentiation by providing more products and services than other larger firms. At the same time when some larger companies began to scale back these types of services or charge higher prices for them, smaller businesses could develop a competitive advantage by means of offering these services on regular basis and at relatively lower prices. These studies focused on product differentiation as a product marketing strategy while the current study will include all aspects of product marketing strategy.

In a study by Kimani (2010), respondents were asked to rate the extent of using product strategies within their companies. They rated them on a scale of 1 to 5 with 5- being very great extent, 4-being great extent, 3-being moderate extent, 2-being little extent and 1-being no extent. It was found that repositioning product strategy was used at a very large extent with a mean of (4.30) in these companies in order to change customer attitude toward their products and services hence increase in the volume of sales and profit. Customized product strategy was ranked second by respondents with a mean of (3.81) to encourage customers purchase more products. Brand personality strategy was ranked

third with respondents with a mean of (3.63) to persuade customers purchase more by associating the product with successful sports and media personalities. Since people tend to associate the success of a product with famous celebrities, there was a tendency of stimulating buying behavior of the mass market towards their products.

2.3.3 Price Management Strategy and Competitiveness

Research by Best (2010) established that setting acceptable prices of products is a motivation to consumers and prospects to patronize the company's products, hence the growth of the company's profit. Best (2010) reiterated that the effective ways by which price managed by an organization would determine the rate at which set profits would be achieved on every product. The pricing policies and strategies that are customer-focused would yield customers' satisfaction hence build customers' loyalty. He gave another aspect of growth in profit as customer retention: "An organization should endeavor to retain its numerous customers for a very prolonged time, irrespective of the market situation. In less competitive markets, customers are more easily retained with poor levels of customer satisfaction because there are few substitutes, or to switch to any other competing brands may cost more. But in highly competitive markets with many choices of other brands, high levels of customer satisfaction may not ensure against customer defection. The consequences of this is that a business that retains greater percentage of its customer each year than the previous year (i) will reduce the cost associated with customer dissatisfaction and existence, (ii) will not have to spend as much on marketing efforts to attract new customers, (iii) will retain customers produce a higher annual revenue and margin per customer than those that were lost; and (iv) have total profits of the business increase."

A study by Epetimehin (2011) revealed that consumers tended to prefer price alterations to price increment. This was found to be a popular strategy for several reasons given that consumers like obtaining change for money paid as it makes them gain an impression that the company thinks carefully about prices and sets them as low as possible. A study by Pauwels, Dominique and Siddarth (2012), on the other hand found that prestige pricing was also a pricing strategy that was used as some consumers may not buy a product when the price is low as they tended to associate price and quality and perceive that a high quality product should be expensive. The study in addition showed that people tended to buy premium priced products because they believed the high price is an indication of good quality and a sign of self-worth and also it indicates their success and status. It was seen as a signal to others that they are members of an exclusive group. This study was carried in Europe, a continent with different socio-economic conditions which influence customers' purchasing habits and trends. The current study therefore aimed at assessing the scenario in Kenya.

In a research by Babatunde (2012), most respondents noted that price is a significant strategic variable in the product markets, despite the growth in the importance of non-price factors. Marketers and consumers interviewed viewed price as the principal indicator of value for a product. These sentiments were shared by Kotler and Armstrong (2013) who assert that pricing is an important strategic marketing mix element as it is the only tool that generates revenue while all other elements generate costs. A study by Kim (1999) showed that when setting up the prices for small garment enterprises, a number of firms considered the nature of competition and type of market structure, business objectives, costs and other significant environmental variables and the nature of the

targeted consumers in relation to their perception of the product-price value relationship. These studies only looked at price as a market strategy in enhancing competitiveness through expansion of the market share while the current study considered sustainability of the garment producing firms through the setting of prices that will ensure that production costs are covered.

A study by Usley (2005) established that, proper pricing helped industries to achieve strategic outcomes especially if the prices were market driven since developing pricing strategy based on market expectations are a key means for establishing competitive advantage. The study also found that consumers were increasingly confronted with intense market place competition. Saturation, overstocking and a rapid proliferation of new formats had changed competitive dynamics in retail markets. Low prices produced by price warfare were found to change consumer's perceptions of all prices. In other words, consumers' concept of 'low' price conforms to the context. Consumers tended to be persuaded to switch to the new low price stores unless loyalty keeps them from it. In some instances, business owners would presume that their customers will always purchase on the basis of lower price. Contrary to that belief however, the findings showed that customers often paid significantly higher prices for, better quality, preferred brand or image and customer convenience. This study involved well established industries that were operating under formal management structures with elaborate processes involved in the formulation and implementation of the price marking strategies. The current study was therefore necessary as it looked at informal garment producing firms to determine the application of this marketing strategy and its influence of the competitiveness of these businesses.

A study by Isaboke (2013) established that companies follow the strategy of matching competitor prices more often than price skimming strategy. Price skimming is a pricing strategy in which a marketer sets a relatively high price for a product or service at first and then lowers the price over time. This was based on the need for these firms to set prices that their customers may be willing to pay. This led to the setting the prices that were similar among firms located in the same area or along the same streets. According to the study, this helped these businesses to achieve strategic outcomes especially if the prices were market driven since according to Blythe (2003), developing a pricing strategy based on market expectations are a key means for establishing competitive advantage. This study by Isaboke (2013) targeted pharmaceuticals business that are not involved in the production of garments thus need for the current study which examined decisions behind the application of the pricing marketing strategy on local garment making SMEs.

2.3.4 Place Management Strategy and Competitiveness

A survey by Frederick (2010) concluded that, customers will not likely purchase a service or product unless it can be relatively easily accessed. Placement can be anything from a magazine or candy bar sitting next to the checkout counter at the supermarket, a spontaneous purchase to gas stations situated on the right-hand corner of the exit from a highway or to the location of an orthodontics office in the same complex as a pediatrician's office. The study noted that placement helped make the purchasing process for customers easier and more convenient. It was found that placement enabled the marketer to connect the products or services with the customers and made it easier, more convenient for the customers to purchase the product or service thus increasing competitive advantage. This study carried out a general analysis of the influence of the

place marketing strategy and did not focus on a specific product thus failing to examine the application of the strategy in respect to the product characteristics. The current study fills this gap by examining the application of the place management strategy in the garment making industry.

Research by Ferdons and Towfique (2008) indicated a significant relationship between distribution (place) and customer satisfaction. The study relied on document review to collect data and therefore some information might be inapplicable to the study, unavailable or out of date and also biased due to the subjective presentation of the author. Some the information was also incomplete and inaccurate. The use of primary sources of data will help to fill this gap.

Research by Munyaradzi, Hutama, Basera¹, Dhliwayo, & Muzangwa (2012) established that a number of food outlet producers preferred to sell their products from retail outlets such as convenience stores and shopping malls which were found to be convenient and easily accessible to consumers. It was evident that the location of the business plays an important role in customer satisfaction besides other factors. It was found that many businesses effectively leverage the place component of the marketing mix through effective use of location variables. According to Lynn, Bennett & Joines (2009) one of the strategies that Zara a re-known fashion brand relies more on location of a retail establishment rather than advertising to attract customers. These studies did not however, examine how the selling of these products in the mentioned places enhanced competitiveness. This was addressed by the current study.

2.3.5 Promotion Management Strategy and Competitiveness

Research by Pauwels, Hanssens & Siddarth (2012) revealed that firms used promotion to get people to understand about the products detailing what they can use them for and why they should want to purchase them. The study noted that this was because customers who are looking for products would want to know that the products satisfy their needs. It was established that the use of promotions often result in large sales effects for promoted items though it did not necessarily mean that the sales increase was very beneficial for retailers. This research carried out a general analysis of the influence of the promotion marketing strategy and did not focus on a specific product being promoted thus failing to examine the application of the strategy in respect to competitiveness. The current study fills this gap by examining the application of the promotion marketing strategy on competitiveness of locally made garments.

Research by Boulding, Eunkyun and Staelin (2014) showed that most small businesses differentiated their business venture from other, larger businesses through their various promotional programs. This was mostly accomplished either by offering more promotional programs, or promotions being more visible to potential customers. It was found that most of these businesses had ineffective sales promotions which went unnoticed to the public either due to poor timing, poor promotion choices, or not linking the promotion to other marketing activities. It was established that small businesses that demonstrated an understanding of promotions as part of an integrated marketing campaign recognized the importance of effective product promotions. The researcher found it necessary to carry out the current study with a view of finding out how the same strategies may be applied in the marketing of garment products.

A survey by Mela, Gupta and Lehmann (2011) revealed that promotion was an important element of the marketing mix strategy which led to improved competitive advantage. It was found that promotion played an important role in communicating the product position to customers in the market relationship. It was found that promotion adds service significance as well as helps customers to make better judgments on goods and services offered. This study primarily relied on secondary data through a review of journals and policy reports which limited the chances of obtaining the most current information. The researchers might have had less control over how the data was collected. The current study involved the researcher going to the field to collect primary data thus filling this methodological gap.

In a study by Kim (2009), business owners sought opportunities to partner with other businesses and events. Businesses coordinated their business promotions with local events which included a Christmas or other holiday event, the state or county fair, the rodeo, a film festival, or other events. These promotional initiatives were found to be effective in creating and enhancing awareness on targeted audience about the availability of services and products in the market-place. It was further noted that effective integration and correct blending of the promotion mix variables by business enterprises helped businesses to develop a sound communications mix strategy which is key to developing competitiveness for individual players in the sector.

In a study by Lamb (2009), business enterprises used promotions to communicate benefits of using a product or service so that more customers are attracted to buy. Strategies employed included advertisement, merchandise promotion (sales promotion)

and direct selling. Promotions were effectively applied in order to remind users about the product and to increase product demand. This research carried out a general analysis of the influence of the promotion marketing strategy and did not focus on a specific promotion strategy. The current study fills this gap by examining the application of the place marketing strategy in garment products.

In a study by Isaboke (2013) respondents were asked to rate the extent of using promotion strategies within pharmaceutical companies. They rated them on a scale of 1 to 5 with 5- being very great extent, 4-being great extent, 3-being moderate extent, 2-being little extent and 1- being no extent. Respondents indicated that telephone handling strategy was used at a very great extent with a mean of (4.58) due to its efficiency and effectiveness in terms of cost compared to other means. Newspapers strategy was ranked second by respondents with mean of (4.56) to access well informed markets. Sponsorships strategy was ranked third with a mean of (4.53) to create awareness of pharmaceutical products in the local and foreign markets. Television promotional strategy was ranked fourth with a mean of (4.44) to create awareness and generate demand of pharmaceutical products to mass markets. Demonstration strategy was ranked fifth with a mean of (4.30) to enable pharmaceutical companies change customer attitudes and perceptions towards the pharmaceutical products and services. Billboards promotion strategy was ranked sixth with a mean of (4.26) to create awareness to mass markets about pharmaceutical products. Radio promotion strategy was ranked seventh with a mean of (4.21) to stimulate demand of pharmaceutical products to local markets and create awareness of pharmaceutical products and services. Website promotion strategy was ranked eighth by respondents with a mean of (4.09) to access young

generation customers thus creating awareness of pharmaceutical products and services. Exhibitions promotion strategy was ranked ninth with a mean of (4.05) to change customer perception and attitudes toward pharmaceutical products. Personal selling was ranked tenth with a mean of (4.00) to change customer attitudes towards pharmaceutical products. Office setting was ranked eleventh with a mean of (3.84) to promote confidence and assurance to customers. Flyer and brochure was ranked last with a mean of (3.79) to create awareness of pharmaceutical products. This study was carried out in pharmaceutical companies with the capital base that could enable them invest in promotional activities. The current study sought to assess the situation in small informal garment industries.

2.4 Summary of the Literature Review

The reviewed literature has highlighted ways in which the application of the marketing mix strategy enhances competitiveness of varied industries. The researcher, however, found it necessary to carry out this study because some studies were carried out in China where the government has put in place policies guiding the sources of textile raw materials. A reviewed study was also carried out in textile industries in the USA which is a country with different economic policies guiding local industries which have an impact on the competitiveness of these industries. It was therefore necessary to conduct this study in order to bring out the Kenyan scenario with a view of finding out how garment industries are positioning themselves to enhance their competitiveness.

Other studies focused on the electronic products and pharmaceuticals industry whose determinants of demand and used are not very identical to those of garments. This could therefore mean that customers have different motivation when buying these products. A

reviewed study further focused on the food industry which has different demand dynamics to those of garment products. Other studies focused on product differentiation as a product marketing strategy. It was therefore necessary for the researcher to undertake a study that utilizes all aspects of the marketing mix in enhancing competitiveness in local garment making MSEs in Kenya.

Other studies only looked at price as a market strategy in enhancing competitiveness through expansion of the market share. However, the current study also considered sustainability of the garment producing firms through setting of prices that ensure that production costs are covered. Another study involved well established textile industries that were operating under formal management structures with elaborate processes involved in the formulation and implementation of the price marking strategies. The current study was therefore necessary as it looked at local garment making industries to determine the application of this marketing strategy and its influence of the competitiveness of these businesses.

Lastly, a reviewed study was carried out in relatively large well established companies with the capital base that could enable them invest in promotional activities. The current study sought to assess the situation in small informal garment industries.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the method of study, it describes the research design, study area, target population, sampling techniques, research instruments, validity and reliability, data collection procedures and data analysis.

3.2 Research Design

The study adopted a cross sectional descriptive research design. The design was chosen based on the variables to be studied. Data was collected at a defined time. The MSEs are already in existence and the study sought to describe the strategic management practices in place without manipulating or controlling the same. Kombo & Tromp (2006) indicate that descriptive study design is best when describing a state of affairs as it exists.

3.3 Measurement of Variables

Frankel & Wallen (2006) describes a variable as a condition or characteristic which a researcher can observe, manipulate or control. This study had the following observable variables:

3.3.1 Dependent variable

Competitiveness formed the dependent variable for the study. The measures of competitiveness were drawn from the marketing, financial and functional measures posited by Riley, (2012). They are: sales volumes, number of clients, number of consistent suppliers and profit margins. This was measured by collecting views from managers of local garment making MSEs in reference to the practices they employ with regard to the above measures. These views reflected the dependence of managers on the

management strategies of MSEs to guide decision making within operational model variables (independent variables) and operational goals (Mission, Vision and Core Values).

3.3.2 Independent variables

The independent variables for this study were drawn from the operative model illustrated in the conceptual framework figure 1.1. They were guided by the 4Ps of the Marketing Mix by McCarthy (1964). They are Product, Price, Place and Promotion. They were measured using a 5 point likert scale ranging from (Strongly Agree to Strongly Disagree).

3.4 Study Area

The study was carried out in Nairobi County CBD. As the country's capital city, it has major businesses dealing in apparel for Kenya's dynamic population. Nairobi CBD takes a rectangular shape around Uhuru Highway, Haile Selassie Avenue, Moi Avenue and University Way. It includes many buildings such as City Hall and Parliament building. It has Nairobi's largest park to the South West known as Uhuru Park and the Mombasa to Kampala railway runs to the North East of the district. Nairobi CBD houses over 100 apparel traders dealing in both local and imported clothing. It provides a competitive environment for the trade of apparel because it houses traders of both imported and locally made garments (Imo & Maiyo, 2012). This was relevant for the study. According to Kombo and Tromp (2006) a researcher can choose the largest population which can relevantly be used as respondents. The research focused on MSEs within the CBD in Nairobi County.

3.5 Target population

The target population for this study was the local garment making MSEs carrying out their business within Nairobi's Central Business District (CBD). They are 80 garment making MSEs listed under this category within Nairobi CBD from the Kenya business list of 2013. The managers/owner managers charged with the role of running of these firms were the unit of analysis for the study.

3.6 Sampling Techniques

The sampling frame for this study was compiled from the Kenya business list of 2013. 80 MSEs were listed. The researcher studied the entire population because the size of population that had the characteristics of interest to the researcher was already small. A survey was carried out to confirm the exact location of the business as well as to identify changes in premises of the local garment MSEs before the actual research was done. In cases where the business had moved out of the CBD a replacement was sought in the same locality. 10 MSEs were selected from the Nairobi Textile Centre within the CBD for the pre-test. These were not included in the actual study.

3.7 Sample Size

A sample size of 80 respondents obtained through census sampling from the Kenya Business List was used in the study.

3.8 Research Instrument

Data was collected using a questionnaire consisting of both open and closed ended questions (Ref. Appendix A). The questionnaire was divided into two sections. The first section addressed the demographic characteristics of the owner managers/ managers of

the Local garment making MSEs. The second section addressed business competitiveness. The later was further divided into five parts: competitiveness, the product component, promotion component, place component and price component. The researcher selected the questionnaire because it ensures uniformity as the questions are set before hand and it is also quantifiable (Kombo & Tromp, 2006).

3.9 Pre-testing

A pre-test was conducted on ten subjects located in Nairobi textile within the CBD. These respondents were not included in the main study. Pre-testing ensured suitability, quality and appropriateness. It checked for biasness, ambiguity and it helped to draw the coding framework for the open ended questions.

3.10 Validity and Reliability

Validation is a process by which any data collection instrument is accessed for its dependability (Howard, 2008). Validity was achieved by capturing more items in the scale to measure the construct. To ensure content validity, the instrument was looked at by two supervisors independently and the questionnaire items assessed. The pre-test revealed the degree to which the respondents responded to similar questions in a similar way. Reliability was established using a pre-test. Data collected from the pre-test was analyzed using SPSS version 19. A reliability coefficient (alpha) 0.79 was arrived at. This was higher than 0.70 thus it was considered acceptable reliability.

3.11 Data Collection Procedure

Permission to conduct the research was sought from Graduate School of KU as well as from National Council of Science, Technology and Innovation. The researcher then

introduced the research and its purpose to the respondents. A letter which explained the significance of the research was attached to the questionnaire. The questionnaire was then administered to the respondent. The respondents were the owner managers or the person left in charge. The questionnaires were collected on the same day to ensure high respondent rate.

3.12 Data Analysis

Upon completion of the fieldwork, the researcher employed the Statistical Package for Social Sciences (SPSS version 19) to analyze. Collected data was coded and organized for analysis. Frequencies and percentages were used to group and organize raw data into a meaningful way to ease interpretation. Regression analysis was used to determine statistical effect of the independent variables (marketing mix components) on the dependent variable (competitiveness). Means and standard deviations of the various items presented in the questionnaire were derived. One way ANOVA was used to test the null hypothesis. Regression analysis was used to investigate the effect of the components of the marketing mix on competitiveness. The findings were then tabulated in appropriate tables and graphs according to the themes captured in the questionnaire.

3.13 Logistical and Ethical Considerations

Confidentiality was adhered to and an informed consent sought. The researcher explained to the respondents the purpose of the study and assured them that the data to be collected was used solely for research. A cover letter was given with each questionnaire explaining the purpose and scope of the research. The researcher informed NACOSTI through the Dean of Graduate School of KU of the intention to carry out research in

Kenya and acquired a research permit on the same. The permit was used to seek permission from the local garment making SMEs to collect data from them.

CHAPTER FOUR: FINDINGS

4.1 Introduction

This chapter presents the findings of the study. The major areas of focus include the demographic characteristics, competitiveness, strategic management practices employed by garment making MSEs with respect to the marketing mix and practices unique to various MSEs.

4.2 Respondents Rate

In this study, a total of 80 questionnaires were distributed to respondents from selected garment making MSEs in Nairobi CBD. Of all the questionnaires distributed, 80 were returned, resulting in a response rate of 100 %. All the returned questionnaires were examined for errors and omissions and it was established that 78 of these were useable for analysis, accounting for a success rate of 97.5%. The researcher considered the sample satisfactory.

4.3 Reliability of Results

To measure the internal consistency and reliability of the obtained results, this study adopted the Cronbach's alpha method. This is a method developed by Lee Cronbach in 1951 to determine the internal consistency or average of correlations of items in a study in order to gauge their reliability. Reliability takes center stage when data collected and analyzed in a study is used to predict future outcomes. Variables derived from test instruments are considered to be reliable only when they provide stable and reliable responses over a repeated administration of the test (Howard, 2008). A total of 78 valid samples were analyzed and the Cronbach's alpha for the variables is as shown in Table 4.1. Price Strategy had the highest Cronbach value of $\alpha=0.87$, followed by Place strategy,

Product strategy and Promotion strategy at $\alpha= 0.81$, $\alpha=0.76$ and $\alpha=0.73$ respectively. Notably, all dimensions had Cronbach's value higher than $\alpha=0.70$, which is the accepted threshold. The researcher therefore deemed the obtained data fit for analysis.

Table 4.1 Reliability Analysis

Variable	Cronbach α
Promotion Strategy	0.73
Product Strategy	0.76
Place Strategy	0.81
Price Strategy	0.87

Source: Research data (2014)

In order to obtain the overall reliability for all the study items, that is (Promotion, Product, Place and Price) strategy, Cronbach's alpha was calculated and found to be $\alpha = 0.79$.

4.4 Data Analysis

Frequency and percentages were used in analyzing the demographic characteristics in part A. The five point rating scale was used, varying as follows Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). Mean scores were computed and used to investigate the effect of strategic management practices within the marketing mix components on competitiveness in local garment making MSEs in Nairobi CBD. The score "Strongly disagree" (SD) and "Disagree" (D) represented a variable practiced irregularly or not practiced at all. This was equivalent to 1 to 2.4 on the continuous likert scale ($1 < SD < 2.5$). The Score "Undecided" (UN) represented a variable not well known or understood. This was equivalent to 2.6 to 3.5 on a Likert scale

(2.6 < UN < 3.5). The Score “Agree” (A) and Strongly Agree (SA) represented a variable which is regularly practiced and adopted equivalent to 3.6 to 5.0 on a likert scale (3.6 < SA < 5.0).

4.5 Demographic Information

This section presents the demographic information of the respondents. It includes respondents’ gender, age, number of employees and business specialization.

4.5.1 Gender of Respondents

The study sought to establish respondents’ gender. The findings are as presented on Table 4.2.

Table 4.2: Respondents’ Gender

Gender	Frequency	Percentage
Male	47	60.2
Female	31	39.8
Total	78	100.0

The findings show that 60.2% of respondents were male while 39.8% were female. This is an indication that more garment production units are managed by men.

4.5.2 Age of the Manager

The study sought to find out the age of respondents who participated in the study. The findings are as shown on Table 4.3.

Table 4.3: Age of the Manager

Age	Frequency	Percentage
20 to 25 years	9	11.5
26 to 30 years	24	30.7
31 to 35 years	11	14.1
36 to 40 years	27	36.1
41 to 50 years	2	2.5
Above 51 years	4	5.1
Total	78	100.0

The results shown on Table 4.3 show that 36.1% of the managers were aged between 36 - 40 years followed by 26 - 30 years of age at (30.7%). Managers above the age of 41 years were the least at 7.6%.

4.5.3 Number of Employees

The researcher sought from respondents, information on the number of employees working in their businesses. The results are as presented on Table 4.4.

Table 4.4: Approximate Number of Employees

Number of employees	Frequency	Percentage
1 to 5	42	55.3
6 to 10	24	30.7
11 to 15	8	10.2
Above 15	3	3.8
Total	78	100.0

Results show that 76% of the respondents indicated that they have between 1 to 10 employees while 3.8% had above 15 employees. These numbers were an approximate value as most MSEs reported that they have tailors that they call when they have a big order and these tailors vary in numbers depending on the urgency of the work required, type of work, quality and the amount of work.

4.5.4 Business Specialization

The study sought to find out the areas of business specialization of garment making MSEs. The findings are as presented on Table 4.5.

Table 4.5: Business Specialization

Specialization	Frequency	Percentage
Men's garments	7	8.9
Children's garments	5	6.4
Mixed wear	57	61.6
Ladies garments	18	23.1
Total	78	100.0

The results show that 61.6% of the respondents specialize in making and selling mixed wear, 23.1% in ladies garments.

4.6 Strategic Management Practices in Garment making MSEs

This section presents analysis of findings based on the research objectives on the effect of strategic management practices on competitiveness of garment making MSEs.

4.6.1 Product Management Strategy

The first objective of the study was to investigate the effect of product management strategy on competitiveness in garment making MSEs. The findings are as presented on Table 4.6.

Table 4.6: Product Management Strategy and Competitiveness

Statement	Response	F	%	Mean	SD
Source for affordable raw materials to reduce production costs which enables garment making SMEs sell their products at customer friendly prices	SA	31	39.9	3.3307	.83846
	A	18	23.1		
	U	1	1.2		
	D	13	16.6		
	SA	15	19.2		
	Total	78	100.0		
Apply the latest forms of technology to remain competitive by lowering production costs	SA	32	41.0	3.3846	.84624
	A	25	32.1		
	U	4	5.1		
	D	2	2.6		
	SA	15	19.2		
	Total	78	100.0		
Reduce the cost of products attract more clients in order to remain competitive.	SA	51	65.4	3.6923	.89928
	A	12	15.4		
	U	3	3.8		
	D	6	7.7		
	SA	6	7.7		
	Total	78	100.0		
Have a strategy to handle complaints on the quality of garment to enhance consumer confidence in our products	SA	61	78.2	4.6230	.88002
	A	17	21.8		
	U	0	0.0		
	D	0	0.0		
	SA	0	0.0		
	Total	78	100.0		
Providing high quality products to attract more clients leading to increase in sales thus enhanced competitiveness.	SA	67	85.8	4.7260	.98326
	A	8	10.3		
	U	2	2.6		
	D	0	0.0		
	SA	1	1.3		
	Total	78	100.0		
Design garments based on customers specifications which leads to increased	SA	68	86.0	4.8948	.99510
	A	7	8.9		
	U	4	5.1		

customer loyalty thus	D	0	0.0		
enhanced competitiveness	SA	0	0.0		
	Total	78	100.0		
Products made in good and	SA	61	78.2	4.3974	.93525
unique designs which are	A	11	14.1		
eye catching and thus	U	0	0.0		
attract more customers	D	4	5.1		
leading to increase in sales	SA	2	2.6		
	Total	78	100.0		
Products have a brand	SA	2	2.6	1.6282	.83283
name fitted on them which	A	7	8.9		
increases customer	U	2	2.6		
confidence in products	D	20	25.6		
leading higher sales	SA	47	60.3		
	Total	78	100.0		
Provide advice to clients	SA	41	52.6	2.5512	.84218
on product design features	A	7	8.9		
to boost demand leading to	U	2	2.6		
enhanced competitiveness	D	13	16.7		
	SA	15	52.6		
	Total	78	100.0		
Product packages are	SA	14	17.9	2.1717	.73577
branded which increases	A	9	11.5		
customers' confidence in	U	2	2.6		
products leading in more	D	7	8.9		
customer loyalty and high	SA	46	59.0		
sales.	Total	78	100.0	3.6525	

The study findings indicate that 19.2% of respondents strongly disagreed with the statement that they source for affordable raw materials to reduce production costs, 16.6% disagreed while 39.9% strongly agreed as 23.1% agreed. This shows that most garment manufacturers seek cheaper sources of raw materials as a way of enhancing competitiveness. The study also established that 41% of the respondents strongly agreed with the notion that they apply the latest forms of technology to remain competitive with 32.1% agreeing while 19.2% strongly disagreed and 2.6% disagreed. This shows that most garment making firms have embraced the use of technology as a way of enhancing their competitiveness. The study further showed that 65.4% strongly agreed with the fact

that they reduce the price of products to remain competitive with 15.4% agreeing. This is against 7.7% who strongly disagreed and 7.7% who disagreed. This is a strong indication that in order to enhance their competitiveness, garment making businesses opt to sell their products at a lower cost.

The findings also show that 78.3% of the managers strongly agreed that they have a strategy to handle complaints on the quality of garments as a means of enhancing their competitiveness. This is a clear indication that most managers have provided avenues to receive and address complaints arising from what the clients dislike and what they are looking for as a way of enhancing competitiveness. The study also revealed that 86.1% of managers strongly agreed with the statement that they provide high quality products with 10.2% agreeing while 1.2% strongly disagreed. This shows that production of high quality products is a key strategy of the marketing mix employed by garment making businesses as a means of enhancing competitiveness.

The study findings further showed that 78.2% of the managers strongly agreed with the fact that their products were made in good and unique designs which are eye catching and thus attract more customers leading to increase in sales with 14.1% agreeing against 2.6% who strongly disagreed and 5.1% who disagreed. This shows that provision of a variety of products with unique design features is one of the main product strategies of enhancing competitiveness among garment making businesses.

The study also revealed 60.3% of the managers strongly disagreed with the notion that their products have a brand name fitted on them as a product strategy of enhancing competitiveness with 25.6% disagreeing against 2.6% who strongly agreed and 8.9% who

agreed. This is an indication that the concept of product branding is hardly embraced as a strategy for competitiveness. The study further established that 52.6% of managers strongly agreed with the observation that providing advice to clients on product design features to boosted demand leading to enhanced competitiveness and thus attract more customers leading to increase in sales 8.9% agreeing. This is against 19.2% who strongly disagreed and 16.7% who disagreed. This is an indication that most garment making MSEs were providing advice to their clients as a product marketing strategy to enhance competitiveness.

Lastly, the study showed that 59.2% of the managers strongly disagreed with the fact that product packages should be branded as a way of enhancing competitiveness with 8.9% disagreeing. This is against 17.9% who strongly agreed and 11.5% who agreed.

In summary, customer specifications, the use of unique designs as well as utilization of an effective complaint strategy contributed the highest mean respectively in enhancing competitiveness in local garment making MSEs through the product component. The results are reflected in Figure 4.1.

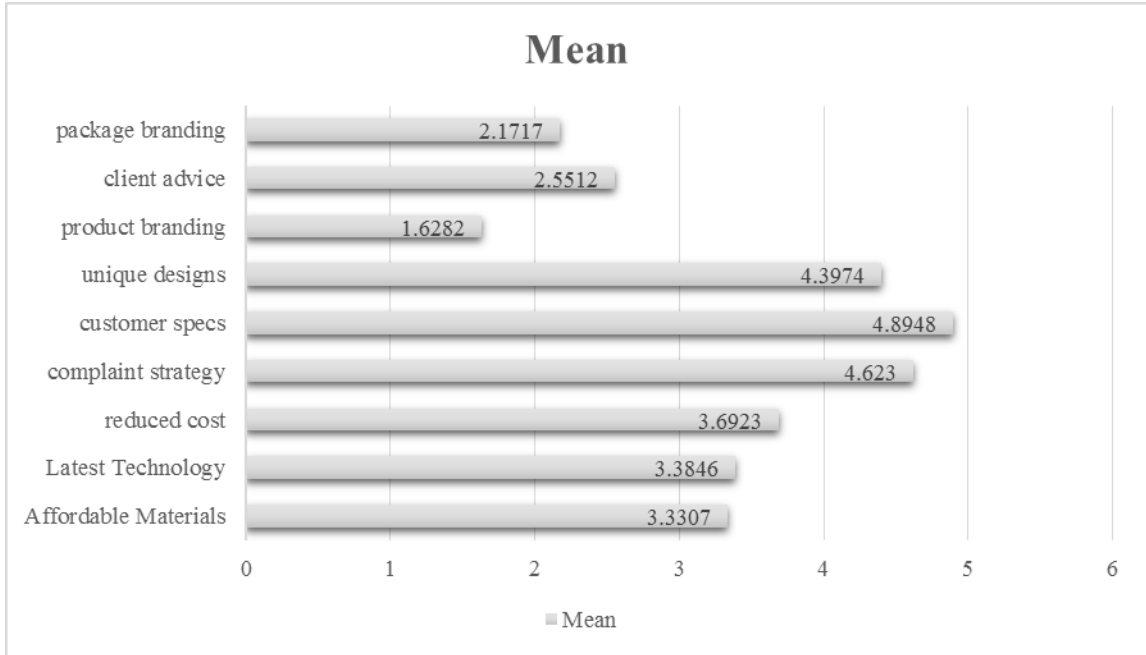


Figure 4.1: Mean Values of product management strategies

4.6.2 Price Management Strategy

The second objective sought to establish the effect of the price management strategies on competitiveness of garment making MSEs. Managers were asked to state whether they strongly agreed, agreed, were undecided, disagreed or strongly disagreed with provided statements. The results are as presented on Table 4.7.

Table 4.7: Price Management Strategies and Competitiveness

Statement	Response	F	%	Mean	SD
Have a price list in place on which prices are often altered to attract customers.	SA	35	44.9	2.8717	.83261
	A	7	8.9		
	U	1	1.2		
	D	5	6.4		
	SA	30	38.6		
	Total	78	100.0		
Set lower prices than competitors	SA	23	29.7	3.5897	.86494
	A	28	35.9		
	U	4	5.1		
	D	6	7.6		
	SA	17	21.7		
	Total	78	100.0		
Set special prices to attract different customers	SA	25	32.1	3.6923	.80451
	A	34	43.6		
	U	2	2.6		
	D	4	5.1		
	SA	13	16.6		
	Total	78	100.0		
Give clients good credit repayment period	SA	58	74.6	4.2358	.87502
	A	13	16.6		
	U	3	3.8		
	D	3	3.8		
	SA	1	1.2		
	Total	78	100.0		
Have credit terms in place	SA	13	16.6	3.1538	.86494
	A	21	26.9		
	U	3	3.8		
	D	6	7.6		
	SA	35	45.1		
	Total	78	100.0		
Set prices based on the cost of materials	SA	51	65.4	2.6282	.75882
	A	5	6.4		
	U	1	1.2		
	D	21	26.92		
	SA	0	0.0		
	Total	78	100.0	3.728583	

The study established that 74.6% of managers strongly agreed that they give clients good credit repayment period with 16.6% agreeing. This is against 1.2% who strongly disagreed with 3.8% disagreeing. This is an indication that giving client's fair credit

repayment periods as the most preferred strategy used to enhance competitiveness. In addition, it was also established that 32.3% of managers strongly agreed with the fact that they set special prices i.e. prestige prices for high income earners who consider prices as an indicator of quality and lower prices for low income earners to attract customers with 43.6% agreeing against 16.6% who strongly disagreed and 5.1% who agreed. This was the second most preferred strategy of the price components. It is an indication that in order to enhance competitiveness, garment making businesses adjust prices for special customers.

The findings show that 44.9% of the managers strongly agreed that they have a price list in place on which prices are often altered as a strategy to make customers feel that the prices are fair with 8.9% agreeing against 38.6% who strongly disagreed and 6.4% who disagreed. This is an indication that most garment manufacturers were using price lists as a price strategy to enhance competitiveness.

The findings revealed that 29.7% of the managers strongly agreed that they set lower prices than competitors with 35.9% agreeing against 21.7% who strongly disagreed and 7.6% who disagreed. This shows that most garment making businesses lower prices of their products as a way of enhancing competitiveness.

The study equally established that 45.1% strongly disagreed with the notion that garment making businesses have credit terms in place with 7.6% disagreeing. This is against 16.6% who strongly agreed and 26.9% who agreed. This is an indication that only half of the businesses are using credit terms to clients as a way of enhancing competitiveness.

65.4% of managers strongly agreed with the statement that the prices they set are based on the cost of materials with 26.92% disagreeing. This is an indication that in order to enhance competitiveness, most garment making businesses determine the selling prices of their items based on the cost of materials.

4.6.3 Promotion Management Strategy

The third objective sought to establish the effect of the promotion management strategy on competitiveness of garment making MSEs. Managers were asked to state whether they strongly agreed, agreed, were undecided, disagreed or strongly disagreed with provided statements. The results are as presented on Table 4.8.

Table 4.8: Promotion Management Strategies and Competitiveness

Statement	Response	F	%	Mean	SD
Holds a sale in a particular time of the year to remain competitive	S	31	39.7	3.9743	.83108
	A	18	23.1		
	U	1	1.2		
	D	9	11.5		
	SD	19	24.5		
	Total	78	100.0		
Advertise products using various media	S	27	34.6	3.4230	.85432
	A	14	17.9		
	U	2	2.6		
	D	6	7.7		
	SD	29	37.2		
	Total	78	100.0		
Sponsor community activities as corporate social responsibility	S	15	19.2	3.0512	.78821
	A	27	34.6		
	U	1	1.2		
	D	10	12.7		
	SD	25	32.3		
	Total	78	100.0		
Use visual displays to attract walk in clients to sell products	S	37	47.7	2.9615	.72545
	A	24	30.7		
	U	3	3.8		
	D	6	7.6		
	SD	8	10.2		
	Total	78	100.0		

The findings on Table 4.8 show statistics of the use of the application of both pull strategies and push strategies in increasing garment making competitiveness. Among the pull strategies different forms of advertising, sales promotion and sponsoring community services were investigated. The findings show the use of sales promotion as contributing the highest in the promotion variables with 62.8% of the managers strongly agreed as well as agreed with the fact that they hold a sale at a particular time of the year as a way of enhancing their competitiveness.

The study further showed that managers in local garment making MSEs sponsored community activities as a corporate social responsibility with 34.6% agreeing against 32.3% who strongly disagreed. It scored the second highest of the pull strategies in enhancing competitiveness.

The study also found that 34.6% of the respondents strongly agreed with the fact that they advertise products using various media with 17.9% agreeing against 37.2% who strongly disagreed and 7.7% who disagreed. The use of advertising as a strategy in increasing competitiveness ranked third of the pull strategies.

The findings also show that 78.4% of the managers strongly agreed as well agreed with the statement that they rely on visual displays to sell products with 10.2% who strongly disagreed and 7.6% who disagreed. The use of visual displays was one of the push strategies explored by the managers in garment making MSEs as a way of enhancing competitiveness. The other push strategy investigated in the study was packaging. However, the study addressed it as a product strategy. It can be concluded that the push strategies are more utilized in local garment making MSEs than the pull strategies.

4.6.4 Place Management Strategy

The fourth objective of the study sought to establish the effect of place management strategies on competitiveness of garment making MSEs. Managers were asked to state whether they strongly agreed, agreed, were undecided, disagreed or strongly disagreed with provided statements. The results are as presented on Table 4.9.

Table 4.9: Place Management Strategies and Competitiveness

Statement	Response	F	%	Mean	SD
Sell products through middlemen	SA	10	12.7	4.1410	.70367
	A	12	15.3		
	U	3	3.8		
	D	7	8.9		
	SD	46	59.3		
	Total	78	100.0		
Have opened different outlets in the city.	SA	14	17.9	3.2435	.82417
	A	4	5.1		
	U	1	1.2		
	D	1	1.2		
	SA	58	74.6		
	Total	78	100.0		
Offer delivery services to clients.	SA	31	39.8	2.1410	.68642
	A	39	50.0		
	U	0	0.0		
	D	4	5.1		
	SD	4	5.1		
	Total	78	100.0		
Sells products in other towns	S	27	34.6	1.9102	.74356
	A	19	24.3		
	U	1	1.2		
	D	8	10.2		
	SD	23	29.7		
	Total	78	100.0		
Have outlets outside the city center	S	8	10.2	1.8076	.75134
	A	5	6.4		
	U	1	1.2		
	D	4	5.1		
	SD	60	77.1		
	Total	78	100.0		

The study findings showed that 59.3% of the respondents strongly disagreed with the fact that they sell products through middlemen with 8.9% disagreeing against 12.7% agreed and 15.3% who strongly agreed. This is an indication that most garment making businesses do not use middlemen as a place management strategy aimed at enhancing competitiveness.

The findings also revealed that 74.6% of the managers strongly disagreed that they have opened different outlets in the city with 1.2% disagreeing against 17.9% who strongly agreed and 5.1% who agreed. This is an indication that most garment making businesses have not considered opening different outlets within the city center as place marketing strategy towards enhancing competitiveness.

The study further noted that 39.9% of managers strongly agreed that they offer delivery services to clients with 50.0% agreeing against 5.1% who strongly disagreed and disagreed respectively. This shows that most garment making businesses used delivery service as a place marketing strategy to enhance competitiveness.

The study also found that 34.6% of the managers strongly agreed that they sell products in other towns with 24.3% agreeing against 29.7% who strongly disagreed with 10.2% disagreeing. The findings are an indication that some garment making businesses are distributing their products to other towns as a place strategy to enhance competitiveness. Lastly, the findings show that 77.1% of respondents strongly disagreed with the notion that they have opened outlets outside the city center with 5.1% disagreeing against 10.2% who strongly agreed and 6.4% who agreed. The findings are an indication that most garment making businesses have not opened outlets outside the city center. The findings indicate that the CBD was a deliberate choice for most garment makers because of the competitive opportunities it offers.

4.7 Dependent Variable

Competitiveness was the dependent variable for the study whose statistics were sales volume, number of clients, profit margins and number of consistent clients. The results are presented in table 4.10 below.

Table 4.10: Measures of Competitiveness

Statement	Response	F	%	Mean	SD
Sales volumes determine competitiveness	SA	62	79.5	4.9501	.83844
	A	16	20.5		
	U	0	0.0		
	D	0	0.0		
	SD	0	0.0		
	Total	78	100.0		
The number of walk in clients determines competitiveness.	SA	32	41.0	3.3846	.94624
	A	25	32.1		
	U	4	5.1		
	D	2	2.6		
	SD	15	19.2		
	Total	78	100.0		
The retention rate of our clients determines competitiveness.	SA	26	33.3	2.6923	.86928
	A	27	34.6		
	U	3	3.8		
	D	9	11.5		
	SD	13	16.7		
	Total	78	100.0		
Profit margins determine competitiveness.	SA	61	78.3	4.8948	.98326
	A	17	21.7		
	U	0	0.0		
	D	0	0.0		
	SD	0	0.0		
	Total	78	100.0		
The number of consistent supplies determines our competitiveness.	SA	67	86.1	4.9230	.88002
	A	8	10.2		
	U	2	2.5		
	D	0	0.0		
	SD	1	1.2		
	Total	78	100.0		

The study found that 79.5% of respondents strongly rated sales volume as a determinant of competitiveness with 16% in agreement against 0% of the respondents in disagreement

or undecided. This is an indication that the volume of sales is a determinant of competitiveness in Local Garment Making MSEs. The findings show that 41% of the respondents strongly agreed, with 32% agreeing that the number of walk in clients determined competitiveness. This was against 21% who were undecided, disagreed or strongly disagreed.

Moreover, the study found out that 33.3% strongly agreed with 34.6% in agreement that the retention rate of clients was a determinant of their competitiveness. This was against 11.5% disagreeing and 16.7% strongly disagreeing. This was an indication that while there are garment makers who consider the retention rate of clients as an indicator of competitiveness in their business there is still a good number that do not. The study also found out that 78.3% of managers strongly agreed and 21.7% agreeing that their profit margins determine their competitiveness. This was a clear indication that all the managers in this study viewed their increase in profits as an indicator that they were competitive. Lastly, the study found out that 86.1% of the managers strongly agreed with 10.2% agreeing that the number of consistent suppliers determined their competitiveness. This was against the 1.21% that strongly disagreed. This is an indication that most managers in the garment making business consider that consistent suppliers of different fabrics and clothing accessories an indicator that they are competitive.

4.7.1 The Effect of Marketing Mix Strategies on Competitiveness (Regression Analysis)

The null hypothesis of the study was as follows:

HO₁ Strategic Management Practices employed by managers in local garment making MSEs with respect to the product, price, promotion and place concept have no statistically significant effect on competitiveness.

For quantitative analysis the study used regression analysis to establish the effect of strategic management practices within the marketing mix on competitiveness in garment making MSEs. The average mean of strategic marketing strategies were regressed with the resultant mean from the competitiveness measure. The result is presented in Table 4.11.

Table 4.11: Results of General Least Square

Variable	True Value	Estimated Value	Standard Error	t-statistic	P-value
β ₀ (Constant)	-5.0	-4.7842	945.4	5.060	.000
X ₁	2.56	0.81146	72.0	15.913	.000
X ₂	4.41	0.391	6.8	5.741	.000
X ₃	0.72	0.285.4	20.2	14.131	.000
X ₄	3.35	0.1867.6	350.5	-5.328	.000

Note: Dependent variable = Competitiveness of garment making SMEs; X₁ = Product Marketing; X₂ = Price Marketing; X₃ = Promotion Marketing; X₄ = Place Marketing;

The resultant regression was as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \alpha$$

$$Y = -5.0 + 2.56x_1 + 4.41x_2 + 0.72x_3 + 1.35x_4 + .783$$

According to Table 4.11, product strategy has a significant effect on competitiveness in garment making MSEs ($\beta = 2.56$; $p = .000 < 0.05$), price strategy also has a significant effect on competitiveness of garment making MSEs ($\beta = + 4.41$; $p = .000 < 0.05$).

Table 4.11 also shows that promotion strategy has a significant effect on competitiveness of garment making MSEs ($\beta = .72$; $p = .000 < 0.05$). Lastly, place strategy was found to have a significant effect on competitiveness of garment making MSEs ($\beta = + 3.35$; $p = .000 < 0.05$).

It can therefore be concluded that application of strategic management practices within the marketing mix have a significant effect on competitiveness of garment making MSEs. The results of this study reveal that MSEs competitiveness can be attributed to the application of the strategic management practice. The results also show that strategic management practices adopted differ in importance and therefore influence garment making MSEs competitiveness differently.

The null hypothesis was therefore rejected. Meaning strategic management practices within the marketing mix have a statistically significant effect on competitiveness in local garment making MSEs.

4.8 Analysis of Variance (ANOVA)

To test the significance of the regression slope, the correlation coefficient was computed as presented on Table 4.12.

Table 4.12: Results of ANOVA for regression

Model	Sum of squares	df	Mean square	F	Sig
Regression	87.617	1	87.617	20.4538	.000 ^a
Residual	35.555	83	4.2837		
Total	12.31173	84			

a. Predictors: Management practices within the marketing mix

b. Dependent variable: Competitiveness of garment making MSEs

The results on Table 4.12 that the p-value = .000 which is less than 0.05 and therefore the model is statistically significant. This is a strong indication that application of management practices within the marketing mix had a statistically significant effect on competitiveness of garment making MSEs.

Table 4.13: Model summary for regression

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.8447	.7136	.6979	945.4

The results of this study show that the 4 P's marketing mix explain about 71.36% of garment making MSEs competitiveness as represented by R^2 (Coefficient of determination) in table 4.13 above.

4.9 Qualitative Analysis

The respondents were asked to state other practices they employed that were unique to their business to make them more competitive. The findings are summarized as follow:

- We provide a wide range of designs and ensure we always have new styles.

- We design for different celebrities, important people in society and TV presenters to popularize our brand.
- We stay away from uniformity to remain relevant.
- We do not take chances with clients' garments as we are experienced in the field.
- We keep our word.
- We ensure our products offer longevity to the client in terms of fabric selected, designs recommended and our workmanship.
- We add special unique features to our garments such as line boning, embroidery and beadwork.
- We design matching accessories such as earrings, bracelets, hand bags and shoes to compliment clients' garments.

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter presents the discussion of the findings of the study. The areas of focus include demographic characteristics, unique practices offered by MSEs, Strategies employed by managers in Local Garment Making MSEs as well and their effect on competitiveness.

5.2 Demographic Characteristics

Majority of the respondents were aged below 40 years which was in line with the findings of Mbugua et al., (2013). This was significant because they are at the age where they can easily adapt to new strategies that can help their business to be more competitive. Majority of the managers /owner managers were men at 60.2%. This was the case including MSEs in which the business was owned by women. This may be the case because men can work for longer hours as they do not have family chores to carry out after work. Most local garment making MSEs in Nairobi CBD focused on mixed wear. These findings are inconsistent with those of Kinuthia, (2011) who found out that most garment makers specialized in ladies garments. This may be so because of the rise in competition for ladies as a target group from garment importers forcing local garment making MSEs to venture into mixed wear including corporate shirts.

5.3 Strategic Management Practices within the Marketing Mix.

The study investigated the management strategies employed by managers in local garment making MSEs with respect to the 4P'S of the marketing mix and their effect on competitiveness.

Price scored the highest mean among the marketing mix variables. Price had a mean of 3.73 meaning most managers in garment making MSEs have adapted price strategies as a means of increasing their competitiveness. Variables that were measured in the study included price lists, credit, credit repayment periods, special prices, competitive pricing and pricing based on the cost of material. Credit repayment within a given period of time was the most popular with 89.8% of the managers applying the same. This may be because people like to pay for products using a flexible plan. The study also found out that managers used lists in which prices were often altered as a price strategy to enhance competitiveness. This is in agreement with a study by Jobber (2004) which revealed that consumers tended to prefer price alterations to price increment. This was found to be a popular strategy for several reasons given that consumers like obtaining change for money paid as it makes them gain an impression that the company thinks carefully about prices and sets them as low as possible.

It was also found that most garment making businesses lower prices of their products as a way of enhancing competitiveness. This concurs with a study by Ongoto (2012) which showed that when setting up the prices for small enterprises, a number of firms considered the nature of competition, type of market structure, business objectives, costs, other significant environmental variables and the nature of the targeted consumers in relation to their perception of the product-price value relationship. These findings also concur with research by Best (2010) which established that setting acceptable prices of products is a motivation to consumers and prospects to patronize the company's products, hence the growth of the company's profit. It was found that pricing policies and strategies

that were customer-focused would yield customers' satisfaction hence built customers' loyalty. The result of all these is consistent achievement of the set profits.

The study further found that in order to enhance competitiveness, garment making businesses adjust prices for special customers i.e. high prices for high income earners and low prices for low income earners. This is in agreement with a study by Blythe (2006) which had found that prestige pricing was also a pricing strategy that was used as some consumers may not buy a product when the price is low as they tended to associate price and quality and perceive that a high quality product should be expensive. The study in addition showed that people tended to buy premium priced products because they believed the high price is an indication of good quality and a sign of self-worth and also it indicates their success and status. It was seen as a signal to others that they are members of an exclusive group (Blythe, 2006).

Product as a strategy in enhancing competition was also established in this study. The variables investigated included product quality, product features, product branding and product packaging. The product component scored the second highest mean of the strategies applied among the marketing mix variables. It had a mean of 3.6525.

Furthermore, 94.9% of the managers agreed as well as strongly agreed to producing garments according to client specifications as a way of increasing competitiveness. This concurs with Berger, Draganska, and Simonson (2009) who found that product activity such as innovations and changes in form enhanced a brand's perceived quality, increased purchase likelihood and built equity. It was further found that provision of advice on product design features is one of the main product strategies of enhancing competitiveness.

The study also found that most garment making MSEs have provided avenues to receive and address complaints that may result from the garment making process. These avenues have been set up to enhance product quality.

These findings contradicted with those of Imo and Maiyo (2012) who found out that the locally made garment lacked quality as a product. Most of these MSEs have invested in the production of high quality products as a means of enhancing competitiveness. These findings are in agreement with a Research by Chen (2010), which revealed that there is a relationship between product qualities and customer loyalty. It was found that the relationship was positive between brand, quality and design. In a study by Kimani (2010), respondents were asked to rate the extent of using product strategies. Product quality strategy was ranked eighth with a mean of (3.35) to attract and retain customers.

The study found that although a number of businesses were applying branding of products as a competitiveness enhancing strategy, it was not used as the main strategy. It was however found that most garment making MSEs were using uniqueness and variety in product designs as a product marketing strategy to enhance competitiveness. The managers argued that this was the most distinguishing difference between their garments and the imports. They further added that most of their clients did not want to meet other people with the same outfit as theirs which is a common characteristic of the new imported garments. These findings concur with a study by Darani (2010) which revealed that product differentiation is an effective business strategy. The writer further adds that product differentiation was mostly achieved by product appearance and product accessories.

A number of MSEs produced garments with unique and attractive features such as bright colored garments for their display. This may be because customers perceive bright colors to be associated with great taste, a bold statement and affluence. It was found that the MSEs effectively combined several product designs to generate unique combinations of benefits such as accessories ranging from matching bags, jewelry and shoes. Garments were priced higher than their competitors due to their reputation for exceptional quality and style. This contradicted the findings of Imo and Maiyo (2012) which upheld the fact that local garments do not have a justification for the price they charge. The garment makers charge higher prices because of the customization and uniqueness in their apparel design. The study further found that packing garments in branded packages was being used by only a few garment making businesses as a way of enhancing competitiveness.

The study found out that branding was the least implemented of the product variables. This was in agreement with the findings of De Coster (2008) who found out that garments made by local garments lack brand marks on them creating a challenge in promoting them. While branding plays an important role in increasing competitiveness and results in loyal customers throughout the world Tungate's (2008) findings indicate that the managers in local garment making MSEs may not be familiar with the vast advantages of branding and hence have not fully embraced it.

The study further sought to establish the influence of the promotion component on competitiveness in garment making MSEs. The findings showed that the promotion marketing strategies had a mean of 3.325 making it the third among the marketing mix components.

Variables investigated under promotion fell into two broad categories: the pull strategies as well as the push strategies. The study presented statistics for the pull strategies under sales promotion, advertising and community service. Under the push strategies the use of visual displays to attract walk in clients was examined. The study established that the use of the push strategies contributed more than that of the pull strategies in increasing competitiveness in local garment making MSEs.

It was established that the local garment making MSEs were using advertisement through various media to enhance their competitiveness. The findings were in line with a study by Gitau, Kithinji and Noor (2013) in which respondents reported to using variables such as telephone handling, Newspapers, Sponsorships, Television and Billboards. Strategies within the promotion component were used to change attitudes towards products, build confidence and promote customer assurance in the garments.

The study further revealed that a number of garment making businesses sponsor community activities as a way of enhancing competitiveness. This concurs with a study by Kim (2009), which found that business owners sought opportunities to partner with other businesses and events. Businesses coordinated their business promotions with local events such as Christmas or other holiday events, the state or county fair, the rodeo, a film festival, or other events. These promotional initiatives were found to be effective in creating and enhancing awareness on targeted audiences about the availability of services and products in the market-place. It was also found that most garment making businesses target walk in clients as a way of enhancing competitiveness.

The study also sought to establish the influence of the place component on competitiveness of garment making MSEs. The findings established that most garment making businesses do not use middlemen as a place marketing strategy aimed at enhancing competitiveness. These findings were contrary to a study by Koskei (2012), in which respondents were asked to rate the extent of using brokers as a distribution strategy within their clothing exhibitions. They rated them on a scale of 1 to 5 with 5- being very great extent, 4-being great extent, 3-being moderate extent, 2-being little extent and 1-being no extent.

According to the findings, 54% of the respondents indicated that brokers were used at a great extent to distribute their products in the market in order to minimize costs. The findings also indicated that 26% of the respondents indicated that they use brokers to a moderate extent to distribute their products in the market to penetrate remote areas. Further 12% of the respondents indicated that they use brokers to a small extent to distribute their products for the convenience of customers while 9% of the respondents indicated that they do not use brokers to distribute their products due to poor customer services of brokers.

The findings also showed that most garment making businesses have not considered opening different outlets within the city centre as place marketing strategy towards enhancing competitiveness. This is contrary to research by Munyaradzi, Basera and Muzangwa (2012) who established that a number of producers preferred to sell their products from retail outlets such as convenience stores and shopping malls which were found to be convenient and easily accessible to consumers. Of the strategies examined in this study. Place component had a negative t-statistic value. Meaning that having the

local garment making MSE located within the CBD did not provide much of an advantage as far as competitiveness was concern. This may be because of the advancement in technology where sales volumes does not rely on business location but on the ability of the business to place the product in the consumers hand through on line marketing.

The study also found that most garment making businesses use delivery service as a place marketing strategy to enhance competitiveness. This concurs with a study by Carman (2010) which established that garment manufacturers had come up with different ways to sell their products directly to the customer by delivering garments to the customer in their neighborhood.

The findings also showed that most garment making businesses are distributing their products to other towns as a place strategy to enhance competitiveness. Most of these businesses had not however opened outlets outside the city centre as a place marketing strategy of increasing competitiveness. This may be because the city and its environs get imported clothes easily giving the local garment making MSEs competition. On the other hand, getting a well tailor made garment outside the city may prove to be a challenge.

The results of this study show that the marketing mix components explain about 71.36% of garment making MSEs competitiveness as represented by $R^2 = 0.7136$. This could mean that there are other factors not accounted for in this study that contribute to 28.64% of local garment making MSEs competitiveness.

CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary of the Findings

The study sought to investigate the effect of management strategies employed by managers in local garment making MSEs with respect to the 4P'S of the marketing mix on competitiveness. The study further assessed the effect of operating goals (practices) put in place by local garment making MSEs on increased competitiveness in Nairobi CBD.

The study was based on the following null hypotheses.

HO₁ Strategic Management Practices employed by managers in local garment making MSEs with respect to the product, price, promotion and place concept have no statistically significant effect on competitiveness.

The null hypothesis was rejected meaning Management Practices employed by managers of local garment making MSEs with respect to the product, price, promotion and place concept have a statistically significant effect on competitiveness.

The findings of the study were as follows:

- Managers in Local garment making MSEs are mostly men below the age of 40 years.
- Most of these MSEs specialize in mixed wear as opposed to ladies garments.
- Most managers have put in credit facilities mode with flexible payment modes to attract and retain customers as a strategy to enhance competitiveness.

- Most managers have set their product prices based on the cost of materials and accessories used in the garment production as a strategy within the price component to enhance competitiveness.
- In order to enhance competitiveness, garment making businesses adjust prices for special customers i.e. high prices for high income earners and low prices for low income earners.
- Giving clients fair credit repayment periods was a strategy used to enhance competitiveness.
- In order to enhance competitiveness, most managers source for affordable raw materials to reduce production costs which enables garment making MSEs sell their products at customer friendly prices.
- In order to enhance competitiveness, garment making MSEs apply the latest forms of technology to remain competitive by lowering production costs.
- Most managers have a strategy to handle complaints on the quality of garment to enhance consumer confidence in our products.
- Most managers provide high quality products to attract more clients leading to increase in sales thus enhanced competitiveness.
- Most local garment making MSEs design garments based on customer's specifications which leads to increased customer loyalty thus enhanced competitiveness.
- Most managers ensure garments are made in good and unique designs which are eye catching and thus attract more customers leading to increase in sales.

- Some managers add features unique to their business such as providing accessories like hand bags and jewelry to compliment garments.
- Some managers employ unique features such as embroidery, line boning and beadwork to make them more competitive.
- Few of the managers have a brand name fitted on their garments. They are yet to apply it as a strategy which increases customer confidence in products leading to higher sales.
- A number of local garment making MSEs provide advice to clients on product design features to boost demand leading to enhanced competitiveness.
- Some of the managers package their garments in branded packages as a strategy to increase customers' confidence leading to customer loyalty and high sales.
- A number of garment businesses hold sales as a way of enhancing their competitiveness.
- Most garment making businesses are using advertisement through various media to enhance their competitiveness.
- A number of garment making business sponsor community activities as a way of enhancing competitiveness.
- Most garment making business target walk in clients through the use of eye catching displays as a way of enhancing competitiveness.
- Most garment making businesses do not use middlemen as a place marketing strategy aimed at enhancing competitiveness.

- The findings also showed that most garment making businesses have not considered opening different outlets within the city centre as place marketing strategy towards enhancing competitiveness.
- Most garment making businesses are distributing their products to other towns as a place strategy to enhance competitiveness.

6.2 Conclusions

This study set out to determine the effect of strategic management practices employed by local garment making MSEs on competitiveness in Nairobi CBD. The results of this study reveal that MSEs competitiveness can be attributed to the application of the strategic management practices. The results also show that strategic management practices adopted differ in importance and therefore influence garment making MSEs competitiveness differently. It was established that Price contributed most towards achieving garment making MSEs Competitiveness within Nairobi County CBD followed by Product. The strategies which were seen to influence garment making MSEs competitiveness least were Promotion and Place respectively. It is imperative for the garment making MSEs management to note that the top competitive strategies that were found to be effective are Price and Product. However, Promotion and Place should not be assumed since they too have positive influence on competitiveness.

6.3 Recommendations

This study therefore recommends strategies within the 4 P's of the marketing mix (Place, Product, Promotion and Price) should be enhanced by all garment making MSEs in order to increase their competitiveness. The strategies should be monitored closely by the

managers and issues arising from any of them fixed so that the Local garment making MSEs remain competitive.

MSEs with well-structured strategies will also be able to participate in the global economy through entries into global value chains. MSEs should embrace alliances with new partners where this can enable sustainable growth. MSEs should consider applying their core competencies to a new market. To compete effectively there is need to use joint ventures, diversify products and employ niche marketing. MSEs need to be more aggressive in online marketing.

6.4 Recommendations for Further Research

The results of this study show that the 4 P's marketing mix explain about 71.36% of garment making MSEs competitiveness as represented by R^2 (Coefficient of determination). This therefore implies that there are other factors, not considered in this study, but which contribute 28.64% towards garment making MSEs competitiveness. Further research could therefore be carried out to investigate these other factors (28.64%) that affect garment making MSE's competitiveness.

Management has four main elements according to (Dar, 2005) they are: The interrelationship between social and technical functions and activities, the accomplishment of organization objectives, the management of people to achieve these goals and the formal organizational setting. The study focused on the accomplishment of organizational objectives through strategic management practices with respect to the 4 Ps of marketing mix variables in local garment making MSEs. There is need for other studies to focus on aspects not carried out in this study.

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APPENDICES

APPENDIX I: A QUESTIONNAIRE

This questionnaire is divided into 4 Sections. The first section requires information about you as a manager and the business. The second section seeks to determine the effect of the marketing mix components on competitiveness. The third section requires information about business competitiveness. The fourth section is meant to identify some of the practices employed by your business to increase their competitiveness.

The information you provided will be treated with strict confidence.

Section 1: Demographic Characteristics.

- Gender of Manager/ Owner manager (please tick one)
 - Female ()
 - Male ()
- Age of Manager (please tick one)
 - 20 – 25 (), 26 – 30 ()
 - 31 – 35 () 36 – 40 ()
 - 41 – 44 (), 45-50 ()
 - Above 50 ()
- Number of years business has operated () years.
- Managers highest level of formal education(please tick one)
 - Graduate () Higher Diploma ()
 - Diploma () Certificate ()
 - Secondary Education () Primary Education ()
 - Other (specify)
- Approximate number of employees, include part time workers (please tick one)
 - 1-5 () 6-10 () 11-15 () Above 15()
- Area of business specialization (please tick where appropriate)
 - Men’s garments () Children’s garments ()
 - Mixed wear () Ladies garments ()

Section 2: Operation Model

This section has four Parts as follows: Product, Price, Promotion and Place.

Part 1: Product component.

Key: **SA** = Strongly agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly disagree.

TICK the scenario that best describes your business.

	SA	A	U	D	SD
I/We source for affordable raw materials to reduce production costs which enables garment making SMEs sell their products at customer friendly prices					
I/We apply the latest forms of technology to remain competitive by lowering production costs					
I/We reduce the cost of products attract more clients in order to remain competitive.					
I/We have a strategy to handle complaints on the quality of garment to enhance consumer confidence in our products					
I/We provide high quality products to attract more clients leading to increase in sales thus enhanced competitiveness.					
I/We design garments based on customers specifications which leads to increased customer loyalty thus enhanced competitiveness					
I/We Provide advice to clients on product design features to boost demand leading to enhanced competitiveness					
Our products have a brand name fitted on them which increases customer confidence in products leading higher sales					
Our products made in good and unique designs which are eye catching and thus attract more customers leading to increase in sales					
Our product packages are branded which increases customers' confidence in products leading in more customer loyalty and high sales.					

Part 2: Price Components.

Key: **SA** = Strongly agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly disagree.

TICK the scenario that best describes your business.

	SA	A	U	D	SD
I/We have a price list in place on which prices are often altered to attract customers.					
I/We set lower prices than competitors					
I/We set special prices to attract customers					
I/We give clients good credit repayment period					
I/We have in place credit terms for our clients					
I/We set prices based on material costs					

Part 3: Promotion component.

Key: **SA** = Strongly agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly disagree

TICK the scenario that best describes your business.

	SA	A	U	D	SD
I/We have set times in the year where we hold a sale for our products to remain competitive					
I/We advertise our products using various media					
I/We sponsor activities in the community to give back to society					
I/We use attractive visual displays to attract clients					

Part 4: Place

Key: **SA** = Strongly agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly disagree

TICK the scenario that best describes your business.

	SA	A	U	D	SD
I/We sell our products through middlemen					
I/We have other shops within the city where our garments are sold					
I/We deliver our garments to the client					
I/We sell our products in other towns					
I/We have other outlets outside the city centre					

Section 3: Business competitiveness

Key: **SA** = Strongly agree, **A**= Agree, **U**= Undecided, **D**= Disagree, **SD**= Strongly disagree

TICK the scenario that best describes your business.

	SA	A	U	D	SD
Our sales volumes determine competitiveness.					
The number of walk in clients determines our competitiveness					
The retention rate of our clients determines our competitiveness.					
Our profit margin determines competitiveness.					
The number of consistent supplies determines our competitiveness.					

Mention any other practice you apply that is unique to your business:

-
.....
-
.....
-
.....

APPENDIX II: MAP OF STUDY AREA



Source: Google Maps

APPENDIX IV: RESEARCH AUTHORIZATION



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: H60/21276/12

Date: 28th May, 2015

The Principal Secretary,
Higher Education, Science & Technology,
P.O. Box 30040,
NAIROBI

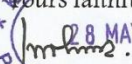
Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MS. GRACE AWINO OWAGA - REG. NO. H60/21276/12

I write to introduce Ms. Owaga who is a Postgraduate Student of this University. She is registered for a M.Sc. degree programme in the Department of Fashion Design & Marketing in the School of Applied Human Sciences.

Ms. Owaga intends to conduct research for a thesis Proposal entitled, "Strategic Management Practices Employed by Managers in Local Garment Making SMEs in Nairobi County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

 28 MAY 2015
 PROF. PAUL OKEMO
 DEAN, GRADUATE SCHOOL

POO/cao