EFFECTS OF RESOURCE BASED STRATEGY ON MARKET SHARE IN PUBLISHING FIRMS: A CASE STUDY OF JOMO KENYATTA FOUNDATION PUBLISHERS

BY

MARK MWANGI

UNIVERSITY INTERNATIONAL UNIVERSITY – AFRICA

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MARK MWANGI

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2019
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University – Africa in Nairobi for academic credit.

Signed ___________________________       Date ___________________________

Mark Mwangi (ID: 641364)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed ___________________________       Date ___________________________

Dr. Zachary Mosoti

Signed ___________________________       Date ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to identify the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers. The study was guided by the following research questions: How does the exploitation of the firm’s valuable resources affect market share in organizations? How do resources’ rarity affect market share in organizations? How do resources’ imitability affect market share in organizations? How does organizing resources to capture value affect market share in organizations?

Descriptive research design was used in this study where the researcher used stratified random sampling technique to draw a sample size of respondents from a target population of 120 comprising of top level management, middle level management and support staff. The main tool for data collection was through the use of questionnaires. The research instrument was developed by the researcher and pilot tested among 10 respondents and reliability of the questions was determined by computing Cronbach’s alpha where anything above 0.7 was considered acceptable. The questionnaires comprised of both structured and unstructured questionnaires to avoid being too rigid and to quantify the data collected and analysed using descriptive statistical techniques. Analysis of Variance (ANOVA), Statistical Package for the Social Sciences (SPSS) and Microsoft Excel programs were used as a data analysis tool. The data was then presented in tables and figures.

The study sought to find the effects of the firm’s valuable resources on market share and regressed these findings with the effects of the firm resources being organized to capture value on market share. The study concluded that valuable resources are very beneficial to organizations and found that resources add value by enabling a firm to exploit opportunities or defend against threats. The study also looked at the effects of the firm resources rarity on market share and regressed these findings with the effects of the firm resources being organized to capture value on market share. The study found that resources which can only be acquired by one or very few companies are considered rare.

The study sought to find the effects of the firm resources being costly to imitate on market share and regressed these findings with the effects of the firm resources being organized to capture value on market share. The study found that resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate. The study also sought to find the effects of the firm resources being organized to capture value on market share. The
study found that the resources that are aligned to company’s organizational structure are organized to capture value and these resources lead to gaining competitive advantage from attaining more markets share.

The study concludes that resources are found to be valuable if they assist companies to heighten the value offered to consumers. This can also be done through initiating new and better products. Firms should maintain their top quality resources leading to top quality products. Rarity of resources make the end products unique and appeal more to customers. Company innovations are costly to imitate to competitors leading to the firms bearing these resources to profit gaining. The study found that resources that are organized to capture value are very advantageous by also contributing to bringing effective synergy in the organization.

The study recommends firms to decrease costs of production, leading to efficiency and effectiveness making resources to be considered valuable. A firm investing in enhancing quality of products will be a great benefit to the company especially in the long term. Proper and effective training will also enhance production of the rare quality items as well as the services the firm offers. These rare resources will therefore lead to customer satisfaction and customer loyalty. Companies should then ensure there is frequent monitoring and evaluation to know what is working and what is not so as to continue with what works. These actions will in turn lead to gaining competitive advantage from attaining more market share resulting from resources capturing value which will help the firm prevail.
ACKNOWLEDGEMENT

Special thanks to my family, friends and my supervisor, Dr. Mosoti, for their support and guidance throughout my research period. Above all, I am grateful to the Almighty God for guidance and good health during this period.
DEDICATION

I dedicate this study to my family for their encouragement and support throughout my studies.
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<table>
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>RBV</td>
<td>Resource Based View</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Processes in publishing firms such as stock management and efficient customer service are not as good due to lack of a proper strategies. As explained by Ansoff (1980), the term strategy refers to the shared aspect utilized by the company activities as well the market of the product which translates the intention of the organization and what it plans to achieve with time. Mullins (2005), mentioned that strategy is the contribution of beliefs, values, traditions, attitudes as well as policies which comprise of comprehensive information on activities done affecting the respective environment.

Strategy formulation plays an important role in strategic management to use these strategies effectively. While strategy formulation advances the process of strategic decision as well as the implementation activities, it plays a fundamental role in the strategic management process (Lyles & Mitroff, 1980). In the publishing industry, most current bookshops in Kenya do not sufficiently satisfy the consumer needs effectively and this due to not using proper strategies to gain more competitive advantage. The quantity of resources a firm has does not ensure a firm's organization’s competitive advantage. The important determinant is the utilizing of resources in making sure they are used in such a way that minimum resources efficiently produce value to the maximum, and that resources that are scarce will be prioritized in the critical strategic target hence developing competitive advantage (Xu et al., 2014).

The implementation of strategies effectively can result to publishing companies attaining a competitive advantage such as differentiation advantage. According to Investopedia (2018), a differential advantage is developed when a firm's products or services differ from its competitors and are seen as superior than a competitor's offering. These problems lead to demotivation of employees due to poor knowledge management and slow retrieval of information that can leads to inefficient customer service. Auditing and other financial processes also become inefficient due to inefficient resources in the organization. Publishing companies in Kenya have been recognized as some of the most important growing markets in Africa. Different industries are trying to meet escalating demand of goods and services due to the rapidly growing national population. Demand for many products have appreciated leading
to companies re-strategizing their business models aligning them to the changing market (Mwangi, 2018).

Dynamic capability is the capability of a company to effectively adapt a company's resource base (Arndt & Pierce, 2017). Business strategy is very important in an organization. It usually occurs at the business unit or product level and it emphasizes improvement of the competitive position of a corporation's products or services in the specific industry or marketing segment served by that business unit. It may fit within two overall categories of competitive or corporate strategies. Competitive strategy refers to the competition of strategy among rivals in a market to attain advantage. Michael Porter established three competitive strategies known as generic strategies. These strategies are cost leadership, focus as well as differentiation. Cooperative strategy refers to working with one or more organizations that are rivals in the industry to attain competitive advantage against other rivals in the industry (Dutton & Duncan, 1987).

Improper strategies and their implementation has been one of the main causes to poor performances in these firms. Firms put strategies and policies into action through the development of programs using strategic implementation having changes within the overall culture, structure or management system of the firm. It also entails executing strategy and making the strategy itself, aligning the firm to the strategy, planning the operations, monitoring, learning, testing and adapting (Barrows, 2018). Strategies are implemented using a set of programs, budgets and procedures (Hofer & Schendel, 1978). Jomo Kenyatta Foundation Publishers lost its monopoly power due to stronger competition in the publishing industry which had more competitive advantage such as differential advantage. Differential advantages can be attained by advanced technology, patent-protected items or processes, superior employees or a strong brand identity which can resolve these problems. Utilizing effective resource based strategy implementation enhances organizational performance and processes which can assist in motivating employees.

Many firms utilize the resource based strategy and the mentioned claims can assist in observing the effect of resource based strategy in firms. Aanya (2015) states that, developing an environment that is prepared for production and communication needs firms to be flexible enough to embrace change. This particular environment gives a model that favours cultural diversity and helps in the clarification of strategy implementation. A firm rather than trying to compete in all the areas, it picks the area of its competitive advantage and invest its funds and
strategies in it. This assists the firm to focus its strategies in a specific area and to lessen the unnecessary costs in areas it cannot profit (Lenz & Engledow, 1986).

An organization which bears valuable, rare as well as costly to imitate resources has the possibility of gaining competitive advantage. As explained by Barney (1995), the main ways resources can reduce their imitability is through using resources that were utilized because of historical occurrences which took a lengthy period. Causal ambiguity having organizations bearing the ability to locate the specific resource which can lead to a competitive advantage. It also relates to social complexity which looks at the resources which are founded the organisation's culture and relationships. According to Kibicho (2015) implementation of strategies is fundamental due to being involved in variables such as resource strength which also involves financial as well as knowledge resources. Allocating budgets needs to be flexible as well as transmission of knowledge through accessible routes due to frequent changes and requires good training and consultation on important implementation processes.

Differentiation is a very beneficial strategy which handles establishing a unique offering to consumers that may bear an added charge. It focuses on the technology, services offered to consumers, networks and image (D’aveni, 2010). Differentiation assists in gaining returns which are above average which is beneficial to the firm where loyalty from consumers will reduce the sensitivity to changes in costs and loyalty from consumers will also act as a barrier to entry of new competitors. Rivals trying to get into that market should hence bear a distinguished capability or competence to be able to compete well sustainably (Porter, 1980).

The products which are enhanced technologically are usually more competitive such as the various features of M-Pesa from Safaricom bearing latest features which portrays high quality that assists companies to become more distinct from rivals by offering more quality products or services (Rahman, 2011). The advancement in technology needs organization to maintain the up to standard innovation as well as good quality to enhance the establishment of latest products to attract and retain customers by satisfying the needs of the consumers effectively (Shammot, 2011).

A great benefit is that strategies founded on excellent quality can build on the market share which an organization can bear (Ireland, Hokisson, & Hitt, 2011). A study recommended having competitive strategies established on good quality products raised the market share leading to more profits to the organization. Excellent quality of products usually results in better reputation as well as demand which brings in more market share for the company.
It is also proven that better performance which is sustainable comes from competitive advantages which are also sustainable (Barney, 1997).

From the viewpoint of business administration, such fundamental strategy for survival is to reinforce the competitiveness of market price through cost reduction or to develop a new market. Nowadays, however, such conventional manner came to an end. The true winners in the new era will be firms which succeed in preparing peerless competition manners through daring ideas and constant innovation, which has already come out in actually all over the industries (Hamel, 2002). Thus, the management should seize a good opportunity for promising future business, invest constantly in the development of means to compete and ultimately improve the internal execution power (Woo, 2007).

Kearney, Harrington, and Kelliher (2013) argue that managerial competencies can advance human resources in the organization and also become a significant base to attain competitive advantage through the distinctive development of managerial capability, which enhances human resource competitiveness that is sustainable. Sustainability is assists with the holistic perspective of development integrated with organizational goals, internal incentives and evaluation systems, and organizational decision support systems (Radomska, 2015). This research focused on the relative advantage which is differentiation advantage in market share.

The Jomo Kenyatta Foundation was incorporated under the Companies Act, Cap 486, Laws of Kenya as a company limited by guarantee and having no share capital on 2nd March 1966. The initial working capital was sourced from various donors. By 1972, the Foundation had fully repaid the loans and has since remained a self-financing and self-reliant institution. The Jomo Kenyatta Foundation was established in the wake of Kenya’s determination to take control of the country’s educational publishing system and thus prevent huge capital flight. The mandate given to the Jomo Kenyatta Foundation (JKF) at that point in time was wide and even extended to the East African Community. However, the activities of JKF were limited to Kenya so in 1971 a special resolution was passed by the Board to the objects for which the foundation is established to be solely for the advancement of education and that part of the income be expended for the purpose of which result to the benefit of the citizens of Kenya.

JKF was able to expend its profits for the purposes of advancement of education by awarding scholarships to bright but needy students in public secondary schools. This was the beginning of the scholarships programme which is the hallmark of JKF special and unique contribution to national goals and ideals. The number of scholarships offered varies from year to year subject
to the financial ability of the foundation. The foundation is a strategic parastatal, serving a key national development objective, namely the provision of educational materials that complement national development, goals of self-reliance and industrialization (Jomo Kenyatta Foundation, 2019). Implementing resource based strategy can help the foundation to become more effective and efficient increasing its market share as well as improving other sectors of Jomo Kenyatta Foundation.

1.2 Statement of the Problem

Over the years competitive advantage researches have produced many findings, which have been summarized by many authors. These findings have been more programmatic rather than theoretical in nature thus leading recognized to a need for more research. The Porter’s generic strategies are not that effective in certain instances. They only focus on the type of strategy rather than the market position, although the strategies chosen are all meant to ensure success in the market and securing a market share that ensures superior performance of the firm (Altuntas, Semercioz, Mert, & Pehlivan, 2014). The theoretical reference framework for competitiveness in company operations start from the resource-based view of a firm (Menguc, Auh, & Shih, 2013). Studies investigating the impact of resource based strategy have produced mixed results influencing factors on market share. As a result, the research findings noted a connection between differentiation advantage and market share encouraging future researches to be undertaken on the effects of resource based strategy on market share.

According to Waggoner (2018), many firms make every effort to achieve competitive advantage but very few of these organizations understand what competitive advantage is and how it can be achieved and kept. A price leadership strategy may additionally have the downside of decrease consumer loyalty, as price-touchy clients will switch as soon as a decrease-priced substitute is available. A popularity as a price chief may also result in a recognition for low quality, which may make it tough for a company to rebrand itself or its products if it chooses to shift to a differentiation approach in the coming days. This dimension is not a separate approach in step, but describes the scope over which the organization must compete based totally on cost leadership or differentiation (Nyauncho & Nyamweya, 2015).

Menguc et al. (2013) argue that even though strategy is important to the competitiveness of a firm, since 1970s the competitive strategies have changed dramatically from focused to multi-focused competitive priorities. Proper and effective strategies are very important in
organizations to achieve a competitive edge. There has been deficiencies in resources among publishing firms that puts them at a disadvantage bringing a major concern among business owners, managers and market researchers. Many companies find it challenging to renew and adapt their business model to constant industry changes (Hansen & Christensen, 2013).

Firms need to research well to understand how to compete using strategies. Enabling a strategy; executing or implementing it throughout the organization is a difficult task (Hrebiniak, 2013). Timmons and Spinelli, (2014) argue that technology has been taken into more and more connections with operation strategies. The authors found that organizations must formulate strategic plans that are consistent with the use of technology to be successful in the globally competitive and rapidly changing environment. The study reveals that strategies contribute to the long-term competitiveness and performance of the business. From this study, the researchers encouraged further research to be done out on the effects of resource based strategy on differentiation advantage. Based on the issues stated, resource based strategy is a considered to enhance market share of firms.

According to Ahmad and Schroeder (2011), Competitive pressure or strategic intent drives such initiatives and involves major capital outlay. Dwamena (2011) carried out an evaluation of the competitive strategies in the banking Industry in Ghana: a case study of Barclays bank of Ghana Ltd. The paper sought to identify and evaluate the competitive strategies adopted by Barclays Bank of Ghana (BBG) and identify the areas of competition in the banking industry. The research recommended that, BBG continues to find ways of differentiating itself by changing its strategic direction to also focus on the middle and low earning customers and incorporate a refocus on superior customer service which relates to the resource based strategy. This shows that resource based strategy can be helpful in growing a firm’s market.

1.3 Purpose of the Study

The purpose of the study was to evaluate the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers.

1.4 Research Questions

The study was guided by the following research questions:
1.4.1 How does the exploitation of the firm’s valuable resources affect market share on publishing firms in Kenya?

1.4.2 How do resources’ rarity affect market share on publishing firms in Kenya?

1.4.3 How do resources’ imitability affect market share on publishing firms in Kenya?

1.4.4 How does the ability of organizing resources to capture value affect market share on publishing firms in Kenya?

1.5 Significance of the Study

This study analysed the effects of resource based strategy on market share among in publishing firms with reference to Jomo Kenyatta Foundation Publishers thus assisting publishing firms in Kenya to gain more competitive advantage. The findings of this research are not only useful to the researcher but are also useful to other stakeholders. This study is important to the following stakeholders:

1.5.1 Jomo Kenyatta Foundation Publishers and Other Stakeholders

The results of the study provides information for the Jomo Kenyatta Foundation Publishers and other stakeholders to administer proper interventions using the resource based strategy to enhance market share. It is helpful to firms to gain more market share which leads to success of the firms.

1.5.2 Policy Makers and Government

A good understanding of the resource based strategy and market share is helpful in designing policies and interventions that assists providers to align their activities to be more preferable to potential consumers. Market share is a key component of growth in the medium sector; hence policy formulation arising from the results of this study guides the government, especially the Ministry of Trade and Ministry of Information, Communication and Technology in instituting reforms that make investment in the innovation more attractive.

1.5.3 Researchers and Academicians

This study offers a theoretical and empirical framework for research in the area of resource based strategy. Academics and students can find the study methodology and subsequent results
rich enough to guide future research. The research also helps develop more interest in this important area of study.

1.6 Scope of the Study

The study focused on publishing firms in Kenya. The total population of the study was 8 top level management, 24 middle level management and 88 support staff which total to 120 employees of Jomo Kenyatta Foundation Publishers based in Nairobi, Kenya. The study was conducted in between February 2019 and June 2019 with data collected in March 2019.

The study had certain limitations. Firstly, some employees had fear of victimization in releasing important information concerning the organization like the weaknesses of the organization. This was an impediment to data collection and to overcome the limitation the researcher therefore assured the respondents that the information was confidential and the information could not be used against the employees. Finally, some workers delayed in giving information as quickly as desired and this was overcome by following up with employees through the process.

1.7 Definition of Terms

1.7.1 Strategy

A strategy is a large-scale, future oriented plan for interacting with the competitive environment to achieve company objectives (Pearce & Robinson, 2007).

1.7.2 Differentiation Strategy

This is the creation of a product or service that is perceived as unique throughout the industry (Thomas & Walters, 2018).

1.7.3 Market Share

As explained by Schwalbe and Zimmer (2009), market share refers to the sales share of a specific service or good that a provider has in the market total quantity sold or in the total sales value over a specific period portraying the relative competitiveness of the products or services the organization bears.
1.7.4 Competition
Existence within the market for some good or service of a sufficient number of buyers and sellers such that no single market participant has enough influence to determine the going price of the good or service (Casu & Girardone, 2009).

1.7.5 Competitive Advantage
This is the favorable market position an organization seeks in order to deliver a greater perceived value to a target market than what its competitors can provide (Rouse, 2018).

1.7.6 Strategic Management
Strategic management is defined as the set of decisions and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of the organization (Pearce & Robinson, 2007).

1.7.7 Strategic Response
Strategic response is a set of commitments, actions and decisions undertaken by firm to achieve strategic competitiveness and earn above average returns, (Wheel & Hunger, 2004).

1.7.8 Technology
It is a branch of knowledge that focuses on development and utilization of technical means and their interaction with the society, environment and life by drawing upon subjects such as engineering, applied science, industrial arts and pure science (Smith, 2012).

1.7.9 Relative Advantage
Rogers (2003) defines relative advantage as the extent to which an innovation is perceived to be better than the ideas it takes over from or the degree to which an innovation is perceived to be more cost effective, convenient, and efficient or improves existing applications and practices.

1.8 Chapter Summary
This chapter introduced the background of the study and the problem statement. It also stated the scope under which the study was undertaken and outlined the research questions that were used in carrying out the research which are the effects of resource based strategy on market share factors in publishing firms. Lastly, the terminologies used were defined. Chapter two
provides more detailed information on literature while chapter three presents the detailed methodology utilized in the research. Chapter four discusses the results and findings. Chapter five covers the summary, discussion, conclusion and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter provides the literature review on the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers. The factors are discussed on the basis of the research questions. This chapter is divided into various sections beginning with effects of firm’s valuable resources on market share, effects of rarity of resources on market share, effects of the extent of resources’ imitability on market share and lastly, effects of resources’ ability to capture organizational value on market share. This chapter then closes with a chapter summary.

2.2 Valuable Resources in the Resource Based Strategy

The Resource Based View Theory provides the theoretical of this study. The contributors of this approach state that firms should look internally to pinpoint the sources of competitive advantage rather than searching for competitive environment for it. For an organization to achieve organizational competitiveness, Ansoff (1980), explains that an organization requires effective skills and proper management to resolve problems and achieve strategized goals. The resource-based strategy proponents explain that it is better to look into external opportunities utilizing existing resources in a different way rather than looking into getting new skills for each different opportunity. Firms pursuing differentiation must still control expenses to balance somewhat higher costs with a distinctive edge in key activities. The cost structure of a firm or business pursuing a differentiation strategy still needs to be carefully managed, although attaining low-unit costs is not the overriding priority (Olson & Swanson, 2010).

According to Rothaermel (2012), resources are essential in assisting firms to gain higher firm performance. The two types of resources are tangible and intangible. Tangible assets are physical things. Land, buildings, machinery, equipment and capital – all these assets are tangible. Physical resources can easily be bought in the market so they confer little advantage to the companies in the long run because rivals can soon acquire the identical assets. Intangible assets refer to everything else that does not have physical characteristics but can be owned by the firm such as intellectual property, brand reputation, trademarks which are intangible assets.
Graham (2011) also adds that innovation tends to bring enhanced market share and indeed to create new markets.

The two assumptions of Resource Based strategy are that resources should be heterogeneous and immobile. The first assumption here states that skills, capabilities and other resources that firms possess differ from one firm to another. If companies have the same amount and mix of resources, they could not have different strategies to outcompete each other. What one firm would do, the competitors could copy and no competitive advantage could be accomplished. This is the case of perfect competition, yet realistic markets are not perfectly competitive and some firms, which are exposed to the same external and competitive conditions, are able to use different strategies and outperform each other to gain market share. Market share is expressed as a percentage of sales in the total marketplace (Reid & Bojanic, 2009). Thus, resource based strategy explains that firms attain competitive advantage by using their different categories of resources.

Secondly, resource based strategy assumes that resources are immobile and do not move from firm to firm, especially in the short-run. Due to this immobility, firms cannot copy competitors’ resources and use similar strategies. Intangible resources, like intellectual property, brand equity, processes are knowledge are specifically immobile. Firms often find it difficult to change their current locality or neighborhoods as noted by Benner and Tushman (2003). Barney (1991) explained VRIN framework which analyzes if resources are rare, costly to imitate, valuable or non-substitutable. The resources and capabilities that bear all these attributes gain the sustained competitive advantages. The framework was then enhanced from VRIN to VRIO by involving this question: “Is a company organized to exploit these resources?” This involves examining if these resources have these VRIO criteria.

The resource-based view utilizes the VRIO framework. The VRIO framework is the tool utilized to analyze organization’s internal resources and capabilities to reveal if they can be a source of sustained competitive advantage. The tool was originally developed by Barney (1991) in his work ‘Firm Resources and Sustained Competitive Advantage’, where the author identified four attributes that firm’s resources must possess in order to become a source of sustained competitive advantage which are value, rarity, imitability and organization.

Resources are found to be valuable if they assist organizations to elevate the value provided to the consumers. This is attained by boosting differentiation or/and minimizing costs of production. The resources which cannot meet this standard lead to competitive disadvantage.
Therefore, they usually utilize territories they are familiar with. Organizations usually do not go global but some seek more opportunities and gain more achievements (Siggelkow & Rivkin, 2005). That is, they explore landscape areas that are new to them. Capabilities and skills that are valuable in hotel business include such activities as customized service, innovative hotel facilities, proprietary technology, superior quality, faster response to customer needs, and employee care programs can also be sources of differentiation (Woo, 2007).

Resources that can only be gotten by one or few firms are referred to as rare. When more than few firms have similar resources or capability, it leads to competitive parity. A firm that has valuable and rare resource can attain competitive advantage which is temporary. However, the resource must also be costly to imitate or to substitute for a rival, if a company wants to achieve sustained competitive advantage. Firms should not ignore the need to signal value and depending only on tangible product attributes to achieve differentiation. (Olson & Swanson, 2010). The resources itself do not confer any advantage for a company if it’s not organized to capture the value from them. Only the firm that is capable to exploit the valuable, rare and imitable resources can achieve sustained competitive advantage. If a resource exhibits theses VRIO (Value, Rarity, Imitability, Organization) attributes above, the resource enables the firm to gain and sustain competitive advantage (Hooley, Greenley, Fahy, & Cadogan, 2011).

According to Rothaermel (2012), the first question of the Resource Based View framework looks to find is if a resource adds value by enabling a company to exploit opportunities or defend against threats. If the answer is yes, then a resource is considered valuable. According to Rothaermel (2012), resources are also considered valuable if they assist companies to enhance the value offered to consumers. This is done by intensifying differentiation and/or reducing the product costs. Also, differentiation is not an end in itself; companies must continue to search for new ways to improve the distinctiveness or uniqueness of their products/services (Allen & Helms, 2009). The resources that cannot meet this condition, lead to competitive disadvantage. It is important to continually review the value of the resources because constantly changing internal or external conditions can make them less valuable or useless at all.

Company resources are able to provide competitive advantage or sustainable competitive advantage if considered to be of value. As explained by Perrot (2011), resources are of great value if the resources enhance an organization to execute or formulate strategies that advances its efficiency and effectiveness. The common “strengths-weaknesses-opportunities-threats” approach of company performance explains that organizations can advance their performance
if their strategies pursue opportunities or reduce threats. Organization attributes can bear more characteristics which can lead them to become a competitive advantage such rarity, not being able to be imitated easily, as well non-substitutability where these characteristics are considered resources if they increase opportunities or reduce threats for the organization.

2.2.1 The Sustainability Value of Differentiation

The sustainability of differentiation varies on two things which are; the continued perceived value to customers and the lack of imitation by rivals in the industry. The sustainability of a company’s differentiation as well as its rivals is also dependent on its sources. In order to achieve sustainability, differentiation should be founded on sources that bear mobility barriers to rivals imitating them (Guerras & Navas, 2013). Differentiation can have more sustainability under the following circumstances; the company’s sources of uniqueness includes barriers, the company bears the advantage of cost in differing. There are various sources of differentiation and a company establishes costs of switching costs while differentiating (Porter, 1998).

2.2.2 Market Share

Market share is usually viewed as one of the primary marketing goals and evaluates the performance of innovation (Dolan, 1981). Intangible resources stay with a company being a fundamental source of competitive advantage which is sustainable. According to Schwalbe and Zimmer (2009), a market share is described by the sales share of a specific service or good that a provider has in the market total quantity sold or in the total sales value over a specific period. Brand reputation is established over a long period and is something that other firms cannot purchase from the market.

2.2.3 Sources of Differentiation

Differentiation stems from the company’s value chain. A value activity is viewed as a potential cause of uniqueness (Porter, 1998). Sources of differentiation are categorized into four basic groups: product, market and company characteristics as well as other sources. Firms do not usually concentrate on a sole component to distinguish themselves from rivals but utilize various components (Guerras & Navas, 2013).

Product differentiation comprises of tangible as well as intangible values involved with it which consumers are willing to spend more on (Guerras & Navas, 2013). For instance, hotels in Las
Vegas, implement product differentiation strategies through facilities which are up to standard showcasing the product as tangible evidence, excellent client service which is intangible, a convenient location which can be accessed easily and through unique shows which are exclusive and showcased worldwide (Woo, 2007).

2.2.4 Advantages of Differentiation

A great benefit with the differentiation strategy is that it enables companies to protect themselves moderately from (Kim, Nam, & Stimpert, 2006). When companies create products that are desired and distinctive, they can constraint their participation in highly competitive price wars with rivals. Prosperous aspiration for intense differentiation together with some crucial product characteristics or consumer need can permit an organization to facilitate its own strategic category inside the industry (Ireland, Hokisson, & Hitt, 2011). This is especially illustrated inside the industry for food preparations where big manufacturers ensure to refrain from direct price competitions among each other using recently developed product introductions and rapid product differentiation (Kim, Nam, & Stimpert, 2006).

2.3 Rarity in the Resource Based Strategy

According to Barney (1997) the resources which can only be acquired by one or a very small number of organizations are considered to be rare. Valuable and rare resources lead to competitive advantage using the resource based strategy. The management should bear a good that can ensure future business, invest continuously in the development of ways to compete and ultimately enhance the power of internal execution (Woo, 2007).

With competitive parity being avoided, a company must not abandon valuable resources that but those which are common. Ceasing to retain valuable resources and capabilities would injure a company since they are fundamental in remaining in a certain market. For differentiation strategy to prevail which will help with the resource based strategy, companies should make sure there is equality of its product earnings and product expenses for their customers, with competitiveness being involved (Slater & Olson, 2001).

2.3.1 Building a Differentiation-Based Advantage

The activities a company is able to undertake bringing buyer value translates to a basis for differentiation potential (Treacy & Wiersema, 2009). When a company discovers desirable sources of buyer value especially in rare resources, it should develop the value-creating
characteristics into its product at an acceptable cost. A differentiator can utilize attributes that increases how the product performs or develop it to become more economical. A company can also utilize advancements that increase buyer satisfaction in tangible or intangible methods (Abu & Aliqah, 2012). Differentiation opportunities can evolve from activities undertaken in any location of the specific activity-cost chain. For instance, McDonald's receives excellent ratings concerning its French fries partly due to having stern conditions on the potatoes it receives from its provider. The good quality of cars from Japan results mostly from the great automakers’ expertise in quality control and manufacturing.

IBM enhances consumer value by offering its consumers with a wide variety of services as well as technical support. Leon Leonwood Bean (L. L. Bean) ensures its mail-order consumers feel secure by offering a guarantee with no time limit and no conditions: 'All of our products are guaranteed to give 100 percent satisfaction in every way. Return anything purchased from us at any time if it proves otherwise. We will replace it, refund your purchase price, or credit your credit card, as you wish." Commercial airlines utilize the empty seats usually during their off-peak periods for travel periods as an opportunity to reward frequent flyers with free travel (Mooney, 2007).

As explained by Treacy and Wiersema (2009), companies undertaking differentiation look to design and give out products that are unique, very distinctive or service characteristics which bring great value to the consumers. Inside the organization, the sources of competitive advantage which are based on differentiation in activities that provide value can be developed through various ways. A crucial strategic aspect managers should realize is that differentiation does not translate that the company can abandon its cost structure. Unit costs which are low are considered to have minimal importance compared to product features which are distinct to companies undertaking differentiation, the organization’s overall cost structure is also very fundamental. In some instances, the price of seeking differentiation is not too great that it entirely removes the price premium the company can bill. Most strategies involving differentiation focus on the quality of the product as well as the service offered to achieve competitive advantage (Bansal, 2008).

An organization choosing differentiation should hence focus on accomplishing cost parity or cost proximity which is the same as the competing firms by maintaining costs to be very affordable in sectors not involved with differentiation and through not having excess expenditure to attain differentiation. Therefore, the cost structure of a company pursuing
differentiation should not be too high than the average of the industry (Li & Li, 2008). The company Seven-Eleven has undertaken differentiation to refrain from direct competition with big supermarkets. It gives customers more benefit having a location that is near, less time in shopping and faster checkout (Spanos, Zaralis, & Lioukas, 2004).

Seven-Eleven gains advantages by making a system inside the value chain that is not similar to the big supermarkets in various ways: stores which are smaller, a higher number store locations as well as an exclusive product line. Its strategy is inflated pricing than that of big supermarkets, therefore 7-Eleven should regularly impose inflated prices to make profits (Sashi & Stern, 2008). Consumers are usually ready to pay more to receive more benefits from 7-Eleven. 7-Eleven also provides service for cost parity through purchasing goods in large mass as well as monitoring inventory well. The existing management is focusing more on lessening costs through utilizing tracking and computerized ordering in their stores for effective product supplying as well as enhanced control of stock (Treacy & Wiersema, 2009).

Companies can enhance the quality of a product or the performance attributes to advance it to be more appealing to consumers the same way Lexus follows this by bearing excellent vehicles that are of high quality and wide variety (Treacy & Wiersema, 2009). These products and services may also bear a distinguished design or benefit which shows that it is very unique; as portrayed by American Express having excellent services in travel as well as other benefits increasing convenience. Having high quality, good after-sales service and convenience helps companies accomplish differentiation well just as IBM offering world class services in electronic commerce technology and computers (Kim, Nam, & Stimpert, 2006).

As explained by Rahman (2011), a potential source of more consumer value translates to a chance in seeking a strategy for differentiation. Consumer value may be heightened or developed to be distinctive by using strategies that involve decreasing the consumer’s charges for the product utilization, boosting consumer satisfaction through this product, as well as enhancing the consumer’s value perception. These strategies which boost consumer value are compatible; a product or a service that is distinct reducing the consumer’s direct expenses may boost customer satisfaction (Kim, Nam, & Stimpert, 2006). Boosting consumer value on an aspect involves reforming or to enhance activities inside the value chain of the company (Ireland, Hokisson, & Hitt, 2011).
2.3.2 The Risks of a Differentiation Strategy in Rare Resources

Differentiation is not assured to provide competitive advantage that is effective (Thompson & Strickland, 2012). If consumers find minimal value of the standards they require in uniqueness, then low pricing can overcome the strategy of differentiation. The strategy of differentiation may be prevented through rivals following suit on that strategy which will lead to companies not gaining real differentiation since competitors will be doing the same activities thus preventing uniqueness. Therefore to achieve differentiation, companies should seek sustainable strategies of gaining uniqueness that competitors cannot access easily (Spanos, Zaralis, & Lioukas, 2004).

Porter (1998) explains that some of the drawbacks of differentiation involves uniqueness which is not viewed to be valuable, excessive differentiation, high premiums for price, underestimating the requirement to portray value, not bearing the accurate expenses of differentiation, concentrating on the product rather than the complete value chain and lack of customer segments identification. More drawbacks involve focusing on differentiating products that do not reduce the consumer cost as well as advancing their well-being (Shammot, 2011). Other drawbacks are excessive differentiating to make the cost higher than the rivals’ prices, having the quality of the products or services going beyond the consumers’ needs and having expensive pricing when rivals in the market may charge lower (Thompson & Strickland, 2012).

As explained Ireland et al. (2011) the cost difference of low cost producers and the company differentiating can lead to customer loyalty. Therefore customers can refrain from extra benefits to be able to save more. Replications from competitors can lessen the difference perceived. When a company that is undertaking differentiation delays for too long, a company having cheaper prices may beat the company that has differentiation. For example, Kawasaki from Japan which makes motor cycles was able to enter the market filled with firms differentiated products like Harley-Davidson as well as Triumph which provide cheaper products. Shammot (2011) explains that the threats involved with differentiating are replications of the products by rivals in the market and other companies using focus strategies might accomplish more differentiation than the initial company.
2.3.3 Extent of Differentiation Strategy in Rare Resources

Differentiating has a better chance in providing more profit than an approach that has pricing which is more affordable since differentiating brings entry barriers that are very effective. Pricing low on the products can help in gaining more market share (Caves et al., 1992). Companies are able to differentiate themselves from their rivals when they bear unique features which are valuable to consumers more than providing affordable costs. Companies which differentiate themselves from other firms by being unique will gain competitive advantage. Organizations consider possible variables of differentiation very selectively. Their outlook on differentiating is in the aspect of the product physically or applications in marketing, instead of looking in different areas of value chains. Companies are usually different and not differentiated due to seeking to be unique in ways that consumers do not find of most importance. Companies also sometimes disregard focusing on the expenses as well as the sustainability of differentiating (Porter, 1998).

Differentiating helps companies to come up with a premium cost having more sales of the product or to have advantages such as loyalty from customers when there is a market decline. The company’s attributes will be specified through its culture, values and management style in use (Guerras & Navas, 2013). The differentiating strategy results to better performance when the premium cost gained is more than the expenses of attaining uniqueness. The differentiation of an organization can attract many customers or a specific group of customers with specific needs and wants (Porter, 2000).

2.4 Costly to Imitate in the Resource Based Strategy

Resources are considered costly to imitate when other companies which do not bear the resource cannot duplicate, purchase or substitute the resource at a good cost. Imitation happens in two ways: through directly imitating also known as duplicating the resource or offering the product/service that is similar also known as substituting. Most firms practice differentiation to develop processes of production which utilize equipment that are specially made reducing chances of competitors imitating makes it hard for rivals to imitate the quality of the product. Olympus Optical fine camera lenses are a good representative case. Olympus’s expertise in quality optics and lens make it hard for rivals to quickly imitate its great quality products that require high charges globally (Thompson & Strickland, 2012). Differentiation companies also
try to enhance value to consumers by providing products of high-quality and services at low costs (Walker & Ruckert, 1987).

As explained by Ahmad and Schroeder (2011), wide research has shown that technology is very fundamental in attaining competitive advantage. Even though there is advanced technology, companies can become unsuccessful when participating in markets. This situation happens mostly when companies have a tactical approach than a strategic approach while utilizing technology. Companies should integrate technology to promote constant learning to ensure maximum possibilities are reached in attaining competitive advantage in the markets. This may be established in the distribution structure, image of the company or any other important (Frambach et al., 2003).

### 2.4.1 Sources of Differentiation

For companies to satisfy the consumers’ various needs and preferences, it affects how consumers value and view the end product making sure firms give good standards of the product (Guerras & Navas, 2013) organizational structures should have good firm activities, resource allocation systems as well as other effective functions (Michael et al., 1998). As explained by Woo (2007), one of the main reasons for Marriott Hotel's great progress and high market share as well as for other companies is through prioritizing satisfaction of employees resulting to satisfaction of consumers with activities such as training and compensation being used.

More factors that help companies thrive in the market is the period it takes firms to counter consumer’ requests as well as undertaking other responsibilities to the society (Guerras & Navas, 2013). Being able to adapt quickly and effectively is also a crucial factor which helps firms to implement learning and other aspects increasing the company’s knowledge on the effects of various activities, how to position themselves as well as solutions to certain issues that help in beating rivals in the market and become successful in a progressive and sustainable manner (Katila et al., 2012).

Some resources are more effective in bringing sustainable advantage than other alternatives. Brands and reputations are hard to replicate though other service features may be simple to replicate. Intangible resources like a company culture that has high-performance are difficult to replicate becoming a greater aspect of competitive advantage but a tangible resource like the decor in a restaurant are imitable. Therefore providing value goes beyond just the product, the
way Four Seasons showed with having an excellent service culture (Talbott, 2006). For a firm to prevail when utilizing a differentiation strategy is that consumers should be agreeable to disburse more for the service than it cost the hotel to establish it. Thus, a fundamental agenda in utilizing the differentiation strategy is ensuring prices remain affordable in the domains that are not directly involved with the differentiation sources. For instance, Chic and Basic, had design differentiated but had low costing on staffing. Most big hotels do not put much money into real estate in order to concentrate on franchise as well as brand differentiation (Enz, 2011).

Differentiating in the hospitality sector concentrates on providing finished goods and services which customers view to be distinguished and enhanced than the ones from rivals in the industry. Differentiation is used many times in the hospitality sector due to having complicated situations in the sector as well various social needs that differentiation is suitable for. Even though differentiation has many advantages, it is prone for imitation leading to competitive convergence which is a scenario where companies try the same strategies. This results to customers not being able to identify the difference of product value among the competing companies therefore when using the resource based strategy, firms should monitor competitors and customers well (Enz, 2011).

2.4.2 Advantages of Differentiation in Costly to Imitate Resources

One crucial benefit of differentiating is that consumers of products that are differentiated is that they are not too sensitive to cost changes. A major advantage behind differentiation is that customers of differentiated products are less sensitive to prices. This shows that companies have the ability to increase costs to the consumers. For instance, Lexus vehicle costs are usually increased through time the same way as the customer loyalty increases. The increased satisfaction of consumers with Lexus extended to the sport sector which demands an increased cost on these vehicles. Thus, this results to higher profits as loyalty of consumers continues to rise for the brand leading to gaining of more market share (Ramayah, et al., 2011).

Differentiating comprises of barriers such strong customer loyalty that competitors entering the company need to surpass. Products which are very distinguished are hard to beat for firms entering the market since the distinguished and unique products are well established having a good reputation as well as other desired qualities (Schonberger, 1994). The successful company, Nordstrom, was able to attract and keep consumers in the highly competitive market of clothing and fashion market through satisfying consumer needs by also providing exclusive
products to their customers before the products reach the mainstream public. The company’s concentration on excellent customer service led to the firm being able to sell high quality products which are more superior to other competing products (Treacy & Wiersema, 2009).

2.4.3 Generic of Differentiation Strategy in Costly to Imitate Resources

The characteristics of differentiating involves developing a ranking of the market that is distinguished in the whole industry and is very sustainable (Porter, 1985). Firms practicing differentiation strategy aim to achieve and market unique products for a specific target group. They strive to come up with better ways of meeting customer needs in general in order to ensure that customer needs are catered for and loyalty, which can be used to determine a minimum price for the products (Morshett, Swoboda, & Schramm-Klein, 2006). Firm’s that practice differentiation strategy come up with ways to convince customers that their products or services bear unique characteristics that are extraordinary from those of its competitors in terms of image and reputation, reliability, design features and quality (Dean & Evan, 1994).

Companies develop this understanding through including divergence of qualitative aspects of its products or services by participating in marketing, having low costs and advertising (Miller, 1986). As explained by Acquaah and Ardekani (2008), companies which undertake differentiation can gain competitive advantage over competitors due to bearing products and services that are distinct. According to Porter (1985) the strategies which are concerned with increasing quality help in distinguishing firms as well as differentiating the benefit it provides which is better than for rivals in the industry. Companies need to be able to have a distinguished aspect that gives them superiority over competitors in the market (Pearce & Robinson, 2007).

Differentiation has proved to be effective in firms of developed nations which can probably move into less advanced nations to pursue more markets (Aulakh et al., 2000). Being companies from other nations, they bear more benefits than local companies when integrating differentiation (Allen & Helms, 2001). Foreign companies bearing benefits such as sustainable innovation, well trained staff, effective management systems and efficient technology are more equipped to handle differentiation successfully (Aulakh et al., 2000).

Differentiation can be accomplished through various methods. As explained by Rahman (2011), a product can integrate innovation to enhance quality as well as services in unique methods. Most consumers can spend more when a product or service has an extra unique value. Differentiating provides more gain if the cost premium is more than expense of making the
product or service distinct. Many firms have prevailed in utilizing differentiation such as Mercedes in vehicles, Callaway in golfing equipment, Prince in tennis equipment, Krups in kitchen amenities, Brooks Brothers in fashion wear, Bose in radio speakers and Safaricom in telecommunication services (Ireland, et al., 2011).

2.4.4 Routes to Differentiation in Costly to Imitate Resources

Differentiating is considered to be a strategic choice, therefore it should be focused on providing a wide array of capabilities and resources. Bearing customer service which improves the customers’ wellbeing and proper disclosure about their ambitions to their consumers will help the company to distinguish themselves well can help the firm to be able to have an added premium cost to customers which is required to cater for added expenses by the firm in satisfying customers in a unique manner (Enz, 2011).

Porter (1998) explained two primary methods that companies may use to advance differentiation. Companies can increase uniqueness through improving their current value functions or advancing their value chain. Companies need to utilize the drivers of uniqueness in order to distinguish themselves and also monitor costs to ensure there is excellent performance. Differentiators which can prevail have attributes such as; bringing uniqueness through reforming rules, boosting the number of uniqueness, overcoming the negative effects costs in differentiating, pursuing more methods in remodeling value chains in becoming unique. As explained by Enz (2011) excelling through differentiating in the hospitality market requires having good knowledge of consumer preferences and ambitions to be able to cater well to these needs and the differentiation strategy may be accomplished through various methods like having sustainable innovation.

2.5 Organizational Value in the Resource Based Strategy

Resources cannot provide benefits for firms when they are not organized to provide value. A company should arrange its policies, management systems, organizational structure, culture and processes to be capable of fully understand the capability of its valuable, rare and costly to imitate resources. Only after that can the firms gain sustained competitive advantage. Strategy execution or implementation involves designing the structure of the firm, resource allocation, advancing information and the process of decision making human resource management involving staffing, reward system and leadership (Barnat 2005).
Resource allocation is a central management activity that allows for strategy execution. The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. Factors do exist that prohibit effective resource allocation, including an over-protection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge. The best method for analysing as well as interpreting resources is through the department functions such as marketing, research and development, and finance (Barnat, 2015).

As explained by Vanguard Papers (2015) prosperous resource allocation advances the efficiency which leads to lower costs. The strategic plan focuses on the company's ambitions and implementation provides the appropriate infrastructure which will help the plan to go into action. Allocating resources is very important in implementing strategy because it concentrates on acquiring, commitment, and allocating funds, employees as well as more important resources which the firm needs to accomplish its goals. Allocating resources needs to be handled in the beginning of the implementing, planning processes. Finances, personal resources as well as time need to be inside the firm's budget in the early stages too (Mankins & Steele, 2005).

Having good resource allocation as well as budgeting provides the firm with competitive advantage through advancing the core competencies and capability. Management needs to make sure enough resources are there to undertake strategies of the firm (Vanguard Papers, 2015). As explained by a study looking at the effects of resource strength on strategy implementation in insurance companies in Kenya, it was found that the capability of resource impacts the implementation strategy greatly. Resource strength affects the strategy being implemented by having enough resources relating to the company's needs, having the ability to reach the respective department objectives, having availability of resources with minimal expenses, prompt operations, reliable systems undertaking resource activities and well trained staff who are sufficient (Kibicho, 2015).

Differentiating involves producing a product or service that with adequate characteristics that distinguishes the company from rivals in the market. When differentiating the products is effective, the company can add a premium to their products and services. However, such a strategy may backfire without sufficient market acceptance. Firms also face other risks that can impact their bottom line (Spanos et al., 2010). Differentiation is not a faultless approach for organizations. Differentiation is hard to sustain for a prolonged period due to increasing strong
competitors (Thompson & Strickland, 2012). Most organizations try to seek good equilibrium through contending on aspects like quality, pricing as well as pricing and other integrations of features that can lead to competitive advantage by appealing to consumers well. An organization that distinguishes itself focusing on pricing may lose out on quality to entice consumers who have sensitivity on price. When the market is declining, the organization can gain more sales than the organization contending using quality of differentiating (Ramayah et al., 2011).

2.5.1 Differentiation in Capturing Organizational Value

The term, product differentiation, refers to an effective strategy to bring and pursue opportunities utilizing the firm products while gaining knowledge about rivals in the industry to hopefully result into competitive advantage through offering value to consumers by being unique as well as providing superior products than the competitors. Even though bearing heterogeneous and immobile resources is essential in attaining competitive advantage, they are not enough for the firm to sustain them. Edward Chamberlin explains in the 1933 Theory of Monopolistic Competition that product differentiation was a process of distinguishing a product from others making it more attractive to a certain target market (Yang, 2010).

Differentiation is fundamental to companies since it forms barriers to entry to competitors, limits imitation as well as leading to loyalty from consumers. Innovation as well as product development can result to unique selling attributes and a good approach in reaching more markets. Big and small companies are supposed to utilize innovation as a force for beating competition in the market (Yang, 2010).

2.5.2 Sustainability in Capturing Organizational Value

A company can develop to be more unique in undertaking its current value activities or it may reorganize its value chain in a method that advances its uniqueness. Evolving to be more unique in the value activities needs a company to utilize the drivers of uniqueness well. Differentiators that prevail have the following attributes; they heighten the sources of uniqueness, helping the differentiation cost to become an advantage, bringing uniqueness by reforming the rules as well as the value chain to become unique in different ways. As explained by Enz (2011) to flourish using the differentiation strategy in the agriculture industry, it is crucial to know the customer lifestyles as well as their aspirations. Differentiation is accomplished through various methods like innovations for services, product features, advanced technology, services which are
complimentary, better location, service which are superior, creative marketing as well as good relationships with suppliers resulting to excellent services.

Differentiation which is important in attracting customers while also using the resource bases strategy requires bringing a unique product or service that a firm can increase the cost. It deals with having a good image, technological attributes, networks as well as services to consumers (D’aveni, 2010). Using the resource based strategy while differentiating products can increase profits due to gaining loyalty from consumers with sensitivity of costs reducing. Loyalty of consumers is also considered to be an entry barrier. Hence, firms which are new to the market should bear unique capabilities for the new products to prevail. The quality of a product is an attribute of competition relating to the reliability, performance and durability of the product. Having excellent product quality can lead to bearing an excellent image of the product because of image & quality relating. Due to a perception of having more quality in exported products, exports can sell more resulting in more charges for these products. This will then increase market share especially by using the resource bases strategy in enhancing quality.

2.5.3 Differentiation and Sustainability in Organization Value

Differentiating is considered to be a strategic choice which is used in bringing capabilities. Product experiences which enhances the lives of customers are able to prevail more in the market and using the resource bases strategy can improve the product experience that can result to an increase in price to cater for the expenses (Enz, 2011). Superior performance which is sustainable results from competitive advantages which are also sustainable. This helps in enhancing competitive strength by also reducing prices or differentiating products. Innovation also plays a big role in ensuring a firm stays ahead of the competition when using the resource based strategy ensuring that resources are organized to capture value.

Attaining a competitive advantage is helpful & that can be achieved by including differentiation which varies on aspects such as the perception of consumers, no imitation by rivals in the market as well as the firm's resources which can be improved using the resource based strategy. Sustainability will rely on the sources that make products unique and organized to capture value bringing competitive advantage which limit competitors by enforcing barriers especially to new entrants with similar products. The firm's products will then be able to lead to profits through having the ability to capture value and this can be developed by using the resource
based strategy that can ensure brands use their capabilities to reach their full potential (Porter, 1998).

Chandy et al. (2013) explains that resources which are intangible like organizational culture cannot be easily imitated so therefore they have more potential to result in achieving competitive advantage but tangible resource like packaging can be easily imitated. This shows that value goes beyond the product involving various aspects. For firms to prevail they need to ensure that consumers are satisfied and are willing to spend more for the product or service. This can be achieved by making the products unique and also low priced. For instance, Safaricom’s big market share coming from the strong customer loyalty is due to their effective strategies which have resources organized to capture value. As explained by Soman et al. (2011) firms should ensure they meet the customer needs to bring more demand for the products. Using a strategy such as the resource based strategy can influence the perception of the consumer to find the product or service to be of value and thus benefit the consumer and the organization.

2.5.4 Differentiation Strategy and Competitive Advantage in Organizations

Differentiating is usually done to give consumers a product or service which is distinguished making it unique and ensures the organization remains ahead of its competitors (Koter & Keller, 2011). The main importance that comes with differentiating products is that consumers are willing to spend more for products which are distinguished and unique. Better value is brought when the product bears superior quality it is found to be better in various ways bringing excellent services which attracts and retains customers (Allen & Helms, 2001). By using the resource bases strategy, organizations can advance their products which can lead to loyalty from consumers that will reduce sensitivity to costs.

2.6 Chapter Summary

This chapter reviewed literature on the effects of resource based strategy on market share where aspects such as resources being valuable, rare, costly to imitate and organized to capture value were looked into. The next chapter looks into the research methodology. This includes the research design, population and sampling design, data collection, research procedure and data analysis.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methods that the researcher adopted to achieve the objective of the study. These include research design, population and sampling design, data collection methods, research procedures and data analysis methods.

3.2 Research Design

The study adopted the descriptive research design. According to Burns and Grove (2003), descriptive research is designed to provide a picture of a situation as it naturally happens. It may be used to justify current practice and make a judgment and also to develop theories by allowing respondents to answer questions from a tool which for this study is a questionnaire. The descriptive research design was deemed to be most appropriate in the study because it describes what exists at the moment with respect to situational variables and looks at the relationship between variables.

The descriptive research design allowed the researcher to measure the relationship between independent and dependent variables by collecting information from a selected sample of a larger population. The independent variables are the resources being valuable, rare, costly to imitate and organized to capture value and the dependent variable is resource based strategy. The role of the researcher was limited to collection and interpretation of data using an objective approach, which creates findings that are quantifiable through statistical analysis. This methodology aimed to explain and predict the situation on the ground as advocated by the positivism approach.

3.3 Population and Sampling Design

Population and sampling designs describe what the target population comprises of and how individual samples are selected from the total target population.

3.3.1 Population

A population consists of all the subjects about whom the researcher requires to draw some inferences (Saunders et al., 2016). The target population consisted of the 120 employees of Jomo Kenyatta Foundation. The target population was drawn from; top level management,
middle level management and support staff. A sample population was drawn from the target population to take part in the study.

The target population was drawn from 8 top level management, 24 middle level management and 88 support staff which total to 120 employees of Jomo Kenyatta Foundation as shown in Table 3.1.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Middle level management</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>Support staff</td>
<td>88</td>
<td>73</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

3.3.2 Sampling Design

The sampling design consisted of sampling frame, sampling technique and the sample size adopted for the study.

3.3.2.1 Sampling Frame

A sampling frame is a list of elements representing the population from which the sample is derived (Cooper & Schindler, 2014). So as to come up with a sample that was representative of the population the researcher used the stratified random sampling technique. The choice of using stratified random sampling technique was due to the reason that it is more accurate and the population of interest is heterogeneous; classified into different categories.

3.3.2.2 Sampling Technique

A sampling technique describes the method used to select a sample (Cooper & Schindler, 2014). The selection of the sampling method depends on various theoretical and practical issues. There are two types of sampling techniques; probability sampling and non-probability
sampling. Probability sampling technique is used in quantitative studies where subjects of the sample are chosen from known probabilities; this technique includes simple random, stratified random, cluster and systematic random sampling whereas non-probability sampling is used in qualitative studies where subjects are not based on random sampling techniques; this technique includes convenience, judgmental, quota and snowball (Sekaran & Bougie, 2015). This study adopted stratified random sampling because it takes into consideration different subgroups of individuals in the population guaranteeing fair representation of the sample specific characteristics (Saunders et al., 2016).

### 3.3.2.3 Sample Size

A sample size is defined as subjects selected from the population to constitute a sample (Tavakoli, 2015). According to Saunders et al. (2016) a sample size is determined by selecting the number of observations to be part of the statistical sample which is the actual number of intended respondents of a represented population under study. Appropriate sample size consists of various factors that need to be taken into account which include elements in target population, type of sample required, time available, budget and whether findings are to be generalized and at what confidence degree (Saunders et al., 2016). Yamane (1973) statistical formula was used to determine the sample size. This formula was suitable for this study because the population is known; in this case the 120 employees. This formula is normally applied when determining a sample size for a finite population; this is whereby the specific number of items in the target population is well defined.

\[
n = \frac{N}{(1 + Ne^2)}
\]

Where;

- \(n\) = size of the sample required
- \(N\) = size of the population
- \(e\) = maximum percentage of error required. For this study the error allowed was 5%, in order to give a 95% confidence interval which is equal to 1.96

After substituting the formula, \{\(n = 120 / [1+120 (0.05 * 0.05)] = 120/1.3 = 92\) \}

\(n = 92\)
The sample size for this study was 92 people at the Jomo Kenyatta Foundation Publishers. The sample size was also judgmentally selected as shown in Table 3.2.

**Table 3.2 Sample Population Distribution**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual Population</th>
<th>Sample Size Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Management</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>24</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>General staff</td>
<td>88</td>
<td>73</td>
<td>67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
<td><strong>92</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

**3.4 Data Collection Methods**

The method used for collecting data should be clearly described. A structured questionnaire developed by the researcher was used to collect primary data in this study; this allowed the researcher to learn the intentions, expectations and opinions of the respondents (Cooper & Schindler, 2014). A five likert-type scale ranking raging from strongly agree to strongly disagree was adopted. A likert scale was suitable for this study as it is widely used in most business studies and other related courses in social science literature (Zikmund, 2012). The questionnaire was divided into 5 sections; section one focused on demographics such as gender, designation, education and years of the organization existence. Section two focused on the effects of the firm’s valuable resources on market share. Section three focused on the effects of the resources’ rarity on market share. Section four focused on the effect of the resources being costly to imitate on market share and section five focused on the impact of the resources’ ability to capture value on market share.

**3.5 Research Procedures**

The research instrument was developed by the researcher and pilot tested among 10 respondents, 10% of the sample to detect weaknesses in design and instrumentation (Cooper
After the pilot test internal consistency and reliability of the questions was determined by computing Cronbach’s alpha where anything above 0.7 was considered acceptable. From Cronbach’s alpha results unclear questions were amended. After amendment of the instrument, an introduction letter was obtained from Chandaria School of Business, indicating the researcher was a student at the university. Thereafter, the final instrument was administered to respondents within Nairobi by the Researcher and Research Assistant. Follow ups were made daily through telephone calls and emails. Data was collected in the month of March 2019.

3.6 Data Analysis

Data analysis involves developing summaries, looking for patterns in the collected data and applying statistical techniques to analyze the data. Descriptive and inferential statistical techniques were used to analyze the data. Descriptive statistics involves display of characteristics of the location, spread and shape of a data array whereas inferential statistics includes the estimation of population values and testing of statistical hypotheses (Cooper & Schindler, 2014). Descriptive statistics techniques included the mean and standard deviation whereas inferential statistics techniques included Spearman’s Rank correlation analysis, One way Analysis of Variance (ANOVA) and linear regression.

Spearman’s Correlation Coefficient technique was applied because the variables were monotonically related and they assumed an interval. Spearman’s Correlation Coefficient is a statistical measure of the strength of a monotonic relationship between paired data. The index of the association strength between variables, range from zero denoting no association to +1 denoting perfect association. A high index denotes a strong correlation between the study variables whereas a low index denotes a weak correlation (Healey, 2011). ANOVA was used to establish the significant differences between the mean scores. Linear regression technique was used to test the statistical significance on the relationship of the firm’s valuable resources, resources’ rarity, resources being costly to imitate and resources’ ability to capture value on market share. Finally, the data was analyzed using the Statistical Package for the Social Sciences (SPSS) tool and results presented in tables and figures.

3.7 Chapter Summary

This chapter described the methodology that was used to carry out the study on the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta.
Foundation Publishers. It discussed the research design, population, sampling design, data collection, research procedures and data analysis method. Chapter four consists of the results and findings of this study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presented the analysed results and findings of the study undertaken on the research questions of this thesis. The research questions led to the collection of data from the respondents. The first section of this chapter covered the background information of the respondents. This background covered the demographic representation of the respondents.

The second section covered what factors affect a firm’s external business environment. The third section addressed international business and international business environment while the fourth section addressed what strategy is and what strategic management entails while the final section is a summary of the whole chapter.

4.2 General Information

4.2.1 Response Rate

Table 4.1 depicts the rate of response of the study. From the table below showing 74 people responded, we can establish that there was a 80% response rate from the sample population. 20% of the sample population who were 18 in number did not return the questionnaire and thus did not participate in the study. The 80% response rate for the study is adequate and substantive results and findings were obtained.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>74</td>
<td>80</td>
</tr>
<tr>
<td>Not Responded</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.2.2 Gender of Respondents

Table 4.2 depicts the gender distribution of the respondents in the study. From the figure below, we can clearly see the sample population of the study comprised of 40 male respondents who
translated to 54% male and 34 female respondents who translated to 46% female respondents.
From this we can thus see that the majority of the respondents was male.

Table 4.2 Analysis on Gender of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>40</td>
<td>54</td>
</tr>
<tr>
<td>Female</td>
<td>34</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>74</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.2.3 Age Distribution of Respondents

The distribution of the respondents’ age is shown in Table 4.3. Out of 74 respondents, 24 respondents equaling to 32% were above 40 years, followed by 21 respondents equaling to 28% of respondents aged between 30-39 years, then 20 respondents equaling to 27% of the respondents were aged between 20-29 years and 9 respondents equaling to 12% of the respondents were aged below 20 years.

Table 4.3 Ages of Respondents

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>20-29</td>
<td>20</td>
<td>27</td>
</tr>
<tr>
<td>30-39</td>
<td>21</td>
<td>28</td>
</tr>
<tr>
<td>Above 40</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>74</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.2.4 Distribution of Respondents by Management Level

The distribution of the respondents by designation is shown in Table 4.4. The figure shows that the majority of respondents were middle management who accounted for 65% being 48 in number, followed by lower management who were 20 translating to 27% then top management owners who were 8% being 6 in number.
Table 4.4 Management Level

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management Level</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Middle Management Level</td>
<td>48</td>
<td>65</td>
</tr>
<tr>
<td>Lower Management Level</td>
<td>20</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.2.5 Distribution of Respondents by Highest Education Level

Table 4.5 shows distribution of the respondents by highest level of education. The table shows 43 respondents who translated to 58% of the respondents had graduated with bachelor’s degrees, followed by 25 respondents who translated to 34% of the respondents who had a diploma and 6 respondents who translated to 8% who had master’s degrees.

Table 4.5 Highest Level of Education

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>BSc degree</td>
<td>43</td>
<td>58</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>PhD</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.3 Effects of The Firm’s Valuable Resources on Market Share

This section sought to establish the relationship between the firm’s valuable resources and market share in the organization. The firm’s valuable resources was measured by the ability to exploit opportunities or defend against threats, the perceived customer value, differentiation, production costs, effectiveness and efficiency. These characteristics measured how the firm’s valuable resources affected market share in the respondents’ organization.

4.3.1 Descriptive Statistics for the Effects of The Firm’s Valuable Resources on Market Share

The frequencies and percentages were computed and the mean scores showed respondents level of agreement or disagreement on effects of the firm’s valuable resources on market share. The respondents were required to answer the questions by indicating their opinion on statements given by using a 4-point Likert scale of 1-4, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. The tests for statistical outcomes were carried out using the SPSS statistical software. The descriptive outcomes for the effects of the firm’s valuable resources on market share were represented in terms of the mean and standard deviation. The total number of respondents in each measure was 74. This was determined by the complete number of valid, completed and returned questionnaires.

Table 4.6 as indicated through the study looked at how resources add value by enabling a firm to exploit opportunities or defend against threats where 7% of the respondents in the study strongly disagreed with the statement while more at 17% just disagreed. As indicated, 46% agreed to the statement while 30% strongly agreed with the statement.

The study also looked at how resources are considered valuable if they help organizations to increase the perceived customer value where 11% of the respondents in the study strongly disagreed with the statement while more at 16% just disagreed. As indicated, 50% agreed to the statement while 23% strongly agreed with the statement.

The study researched on how resources are perceived to be valuable if they assist in enhancing differentiation where 22% of the respondents in the study strongly disagreed with the statement while more at 35% just disagreed. As indicated, 24% agreed to the statement while 19% strongly agreed with the statement.

The study also researched on how resources are perceived to be valuable if they assist in reducing the production costs where 12% of the respondents in the study strongly disagreed
with the statement while more at 19% just disagreed. As indicated, 28% agreed to the statement while 41% strongly agreed with the statement.

The study also researched on how resources are perceived to be valuable when they facilitate a firm to implement or conceive strategies that enhances effectiveness and efficiency where 11% of the respondents in the study strongly disagreed with the statement while more at 17% just disagreed. As indicated, 27% agreed to the statement while 45% strongly agreed with the statement.

The mean of the effects of the firm’s valuable resources on market share ranged from 2.41 to 3.05 representing a small mean difference of 0.64. The study variable with the highest mean (3.05) shows that the firm’s valuable resources are perceived to be valuable when they facilitate a firm to implement or conceive strategies enhancing effectiveness and efficiency while the study variable with the lowest mean (2.41) shows that the firm’s valuable resources may not be perceived to be that valuable when they assist in enhancing differentiation according to the respondents.

The highest standard deviation was in the response to resources being perceived to be valuable if they assist in reducing the production costs. The lowest standard deviation was in response to resources adding value by enabling a firm to exploit opportunities or defend against threats. This indicates that majority of respondents agreed that resources add value by enabling a firm to exploit opportunities or defend against threats. These findings indicate that firm’s valuable resources have a great impact on market share. From this information, we find that valuable resources are important to organizations in various ways.
Table 4.6: Descriptive Statistics for the Effects of the Firm’s Valuable Resources on Market Share

<table>
<thead>
<tr>
<th>Effects of the Firm’s Valuable Resources on Market Share.</th>
<th>Mean</th>
<th>SD</th>
<th>f</th>
<th>%</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources add value by enabling a firm to exploit opportunities or defend against threats.</td>
<td>2.99</td>
<td>0.86789374</td>
<td>5</td>
<td>7</td>
<td>13</td>
<td>17</td>
<td>34</td>
<td>22</td>
<td>74</td>
</tr>
<tr>
<td>Resources are considered valuable if they help organizations to increase the perceived customer value.</td>
<td>2.85</td>
<td>0.90178563</td>
<td>8</td>
<td>11</td>
<td>12</td>
<td>16</td>
<td>37</td>
<td>17</td>
<td>74</td>
</tr>
<tr>
<td>Resources are perceived to be valuable if they assist in enhancing differentiation.</td>
<td>2.41</td>
<td>1.0326</td>
<td>16</td>
<td>22</td>
<td>26</td>
<td>35</td>
<td>18</td>
<td>24</td>
<td>14</td>
</tr>
<tr>
<td>Resources are perceived to be valuable if they assist in reducing the production costs.</td>
<td>2.97</td>
<td>1.04649</td>
<td>9</td>
<td>12</td>
<td>14</td>
<td>19</td>
<td>21</td>
<td>28</td>
<td>30</td>
</tr>
<tr>
<td>Resources are perceived to be valuable when they facilitate a firm to implement or conceive strategies that enhances effectiveness and efficiency.</td>
<td>3.05</td>
<td>1.03225</td>
<td>8</td>
<td>11</td>
<td>13</td>
<td>17</td>
<td>20</td>
<td>27</td>
<td>33</td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.3.2 Regression analysis of the Effects of Valuable Resources and the Effects of Resources Being Organized to Capture Value

In order to establish the relationship between effects of valuable resources and the effects of resources being organized to capture value was done with effects of valuable resources as an explanatory variable and the effects of resources being organized to capture value as the response variable.

The $R^2$ of the model was 0.112. This explains that 11.2% of the variations in effects of resources being organized to capture value was achieved as a result of the impacting of valuable resources. The 88.8% difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that effects of valuable resources do not greatly impact the effects of resources being organized to capture value.

![Figure 4.1 Effects of Valuable Resources and the Effects of Resources Being Organized to Capture Value](image)

Source: Author, (2019)
Table 4.7 illustrates the regression analysis of the effects of valuable resources and the effects of resources being organized to capture value indicating a Multiple R of 0.334930967 which is the correlation coefficient of the linear relationship that is not as strong. It also indicates an R Square of 0.112178753 which is the coefficient of determination showing a minimal number falling on the regression line. There is an Adjusted R Square of -0.183761663 showing a minimum number of terms in the model. There is a small Standard Error of 0.270189899 which indicates precision in the model and 5 observations of the sample.

### Table 4.7 Regression Model of the Effects of Valuable Resources and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>Regression Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple R</td>
<td>0.334930967</td>
</tr>
<tr>
<td>R Square</td>
<td>0.112178753</td>
</tr>
<tr>
<td>Adjusted R Square</td>
<td>-0.183761663</td>
</tr>
<tr>
<td>Standard Error</td>
<td>0.270189899</td>
</tr>
<tr>
<td>Observations</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

From Table 4.8 which carries the test results from the analysis of variance (ANOVA) indicating the Sum of Squares, the Regression MS being 0.027672255 which is equal to the Regression SS that is also referred to the Regression degrees of freedom, the Residual MS, Residual SS which is also referred to the Residual degrees of freedom, the F being 0.379059 which is the overall F test for the null hypothesis and the Significance F being 0.581665552 which is related to the P-Value. F < Significance F and thus we deduce that the means of the 2 data sets are not equal.
Table 4.8 ANOVA of the Effects of Valuable Resources and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>df</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
<th>Significance F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1</td>
<td>0.027672255</td>
<td>0.027672255</td>
<td>0.379059</td>
<td>0.581665552</td>
</tr>
<tr>
<td>Residual</td>
<td>3</td>
<td>0.219007745</td>
<td>0.073002582</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>0.24668</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.4 Effects of the Resources’ Rarity on Market Share

This section sought to establish the relationship between the firm’s resources rarity and market share in the organization. The firm’s resources rarity was measured by the ability to be acquired by one or very few companies, skills, capabilities and other resources that differ from other firms, resources which do not move from firm to firm, profitability and the competitive advantage of market share. These characteristics measured how the firm’s rare resources affected market share in the respondents’ organization.

4.4.1 Descriptive Statistics for the Effects of the Firm’s Resources Rarity on Market Share

The frequencies and percentages were computed and the mean scores showed respondents level of agreement or disagreement on effects of the firm’s resources rarity on market share. The respondents were required to answer the questions by indicating their opinion on statements given by using a 4-point Likert scale of 1-4, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. The tests for statistical outcomes were carried out using the SPSS statistical software. The descriptive outcomes for the effects of the firm’s resources rarity on market share were represented in terms of the mean and standard deviation. The total number of respondents in each measure was 74. This was determined by the complete number of valid, completed and returned questionnaires.

Table 4.9 as indicated through the study looked at how resources that can only be acquired by one or very few companies are considered rare where 8% of the respondents in the study strongly disagreed with the statement while more at 15% just disagreed. As indicated, 27% agreed to the statement while 50% strongly agreed with the statement.
The study also looked at how skills, capabilities and other resources that a firm possesses differing from other firms are considered rare where 12% of the respondents in the study strongly disagreed with the statement while more at 19% just disagreed. As indicated, 37% agreed to the statement while 32% strongly agreed with the statement.

The study researched on how resources which do not move from firm to firm are considered rare due to this immobility where 16% of the respondents in the study strongly disagreed with the statement while more at 37% just disagreed. As indicated, 20% agreed to the statement while 27% strongly agreed with the statement.

The study researched on how rare resources are profitable where 4% of the respondents in the study strongly disagreed with the statement while more at 12% just disagreed. As indicated, 30% agreed to the statement while 54% strongly agreed with the statement.

The study also researched on how rare resources can lead a firm to gain more market share where 3% of the respondents in the study strongly disagreed with the statement while more at 8% just disagreed. As indicated, 34% agreed to the statement while 55% strongly agreed with the statement.

The mean of the effects of the firm’s rare resources on market share ranged from 2.58 to 3.42 representing a small mean difference of 0.84. The study variable with the highest mean (3.42) indicates that rare resources can lead a firm to gain more market share while the study variable with the lowest mean (2.58) indicated that immobility of resources may not lead to rarity of the resources according to the respondents.

The highest standard deviation was in the response on resources which do not move from firm to firm being considered rare due to this immobility and the lowest standard deviation was in response to rare resources being able to lead a firm in gaining more market share. From this information, we find that rare resources are profitable to organizations and can help organizations to gain the competitive advantage of more market share.
Table 4.9: Descriptive Statistics for the Effects of the Firm’s Resources Rarity on Market Share

<table>
<thead>
<tr>
<th>Effects of the Firm Resources’ Rarity on Market Share</th>
<th>Mean</th>
<th>SD</th>
<th>f</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources that can only be acquired by one or very few companies are considered rare.</td>
<td>3.19</td>
<td>0.97469</td>
<td>f</td>
<td>6</td>
<td>11</td>
<td>20</td>
<td>37</td>
<td>74</td>
</tr>
<tr>
<td>Skills, capabilities and other resources that a firm possesses differing from other firms are considered rare.</td>
<td>2.89</td>
<td>1.00093</td>
<td>f</td>
<td>9</td>
<td>14</td>
<td>27</td>
<td>24</td>
<td>74</td>
</tr>
<tr>
<td>Resources which do not move from firm to firm are considered rare due to this immobility.</td>
<td>2.58</td>
<td>1.05994</td>
<td>f</td>
<td>12</td>
<td>27</td>
<td>15</td>
<td>20</td>
<td>74</td>
</tr>
<tr>
<td>Rare resources are profitable.</td>
<td>3.34</td>
<td>0.84848</td>
<td>f</td>
<td>3</td>
<td>9</td>
<td>22</td>
<td>40</td>
<td>74</td>
</tr>
<tr>
<td>Rare resources can lead a firm to gain more market share.</td>
<td>3.42</td>
<td>0.75864</td>
<td>f</td>
<td>2</td>
<td>6</td>
<td>25</td>
<td>41</td>
<td>74</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.3.2 Regression analysis of the Effects of the Resources’ Rarity and the Effects of Resources Being Organized to Capture Value

In order to establish the relationship between effects of the resources’ rarity and the effects of resources being organized to capture value was done with effects of resources’ rarity as an explanatory variable and the effects of resources being organized to capture value as the response variable.

The $R^2$ of the model was 0.410. This explains that 41% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ rarity. The 59% difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that the
effects of resources’ rarity moderately impact the effects of resources being organized to capture value.

![Effects of the Resources’ Rarity vs Effects of Resources Being Organized to Capture Value](image)

**Figure 4.2 Effects of Resources’ Rarity and the Effects of Resources Being Organized to Capture Value**

Source: Author, (2019)

Table 4.10 illustrates the regression analysis of the effects of the resources’ rarity and the effects of resources being organized to capture value indicating a Multiple R of 0.640615016 which is the correlation coefficient of the linear relationship that is not as strong. It also indicates an R Square of 0.410387599 which is the coefficient of determination showing a minimal number falling on the regression line. There is an Adjusted R Square of 0.213850132 showing a minimum number of terms in the model. There is a small Standard Error of 0.220185972 which indicates precision in the model and 5 observations of the sample.
Table 4.10 Regression Model of the Effects of Resources’ Rarity and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>Regression Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple R</td>
</tr>
<tr>
<td>R Square</td>
</tr>
<tr>
<td>Adjusted R Square</td>
</tr>
<tr>
<td>Standard Error</td>
</tr>
<tr>
<td>Observations</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

From Table 4.11 which carries the test results from the analysis of variance (ANOVA) indicating the Sum of Squares, the Regression MS being 0.101234413 which is equal to the Regression SS that is also referred to the Regression degrees of freedom, the Residual MS, Residual SS which is also referred to the Residual degrees of freedom, the F being 2.088088 which is the overall F test for the null hypothesis and the Significance F being 0.244203085 which is related to the P-Value. F < Significance F and thus we deduce that the means of the 2 data sets are not equal. F > Significance F and thus we deduce that the means of the 2 data sets are not equal.

Table 4.11 ANOVA of the Effects of Resources’ Rarity and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>df</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
<th>Significance F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1</td>
<td>0.101234413</td>
<td>0.101234413</td>
<td>2.088088</td>
<td>0.244203085</td>
</tr>
<tr>
<td>Residual</td>
<td>3</td>
<td>0.145445587</td>
<td>0.048482</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>0.24668</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.5 Effects of the Firm Resources Being Costly to Imitate on Market Share

This section sought to establish the relationship between the firm resources being costly to imitate and market share in the organization. The firm’s resources being costly to imitate was measured by the company’s culture or interpersonal relationships, resources developed due to historical events or over a long period, company innovations, profitability and market share. These characteristics measured how the firm resources being costly to imitate affected market share in the respondents’ organization.

4.5.1 Descriptive Statistics for the Effects of Firm Resources Being Costly to Imitate on Market Share

The frequencies and percentages were computed and the mean scores showed respondents level of agreement or disagreement on effects of the firm resources being costly to imitate on market share. The respondents were required to answer the questions by indicating their opinion on statements given by using a 4-point Likert scale of 1-4, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. The tests for statistical outcomes were carried out using the SPSS statistical software. The descriptive outcomes for the effects of the firm’s resources being costly to imitate on market share were represented in terms of the mean and standard deviation. The total number of respondents in each measure was 74. This was determined by the complete number of valid, completed and returned questionnaires.

Table 4.12 as indicated through the study looked at how the resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate where 9% of the respondents in the study strongly disagreed with the statement while more at 28% just disagreed. As indicated, 41% agreed to the statement while 22% strongly agreed with the statement.

The study also looked at how resources that were developed due to historical events or over a long period usually are costly to imitate where 14% of the respondents in the study strongly disagreed with the statement while more at 23% just disagreed. As indicated, 35% agreed to the statement while 28% strongly agreed with the statement.

The study also looked at how company innovations are costly to imitate where 16% of the respondents in the study strongly disagreed with the statement while more at 34% just disagreed. As indicated, 36% agreed to the statement while 14% strongly agreed with the statement.
The study also looked at how resources that are costly to imitate are profitable to the firm bearing them where 8% of the respondents in the study strongly disagreed with the statement while more at 23% just disagreed. As indicated, 32% agreed to the statement while 37% strongly agreed with the statement.

The study also looked at how resources that are costly to imitate can lead the firm bearing them to gain more market share where 7% of the respondents in the study strongly disagreed with the statement while more at 15% just disagreed. As indicated, 42% agreed to the statement while 36% strongly agreed with the statement.

The mean of the effects of the firm resources being costly to imitate on market share ranged from 2.47 to 3.08 representing a small mean difference of 0.64. The study variable with the highest mean (3.08) indicates that resources which are costly to imitate can lead a firm to gain more market share while the study variable with the lowest mean (2.47) indicated company innovations may not be costly to imitate according to the respondents.

The highest standard deviation was in the response on resources developed due to historical events or over a long period being costly to imitate and the lowest standard deviation was in response to resources which are costly to imitate being able to lead a firm in gaining more market share. From this information, we find that resources which are costly to imitate are profitable to organizations and can help organizations to gain the competitive advantage of more market share.
Table 4.12: Descriptive Statistics for the Effects of the Firm Resources Being Costly to Imitate on Market Share

<table>
<thead>
<tr>
<th>Effects of the Firm Resources Being Costly to Imitate on Market Share.</th>
<th>Mean</th>
<th>SD</th>
<th>f</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate.</td>
<td>2.74</td>
<td>0.9075152</td>
<td>f</td>
<td>%</td>
<td>7</td>
<td>21</td>
<td>30</td>
<td>16</td>
</tr>
<tr>
<td>Resources that were developed due to historical events or over a long period usually are costly to imitate.</td>
<td>2.78</td>
<td>1.0104966</td>
<td>f</td>
<td>%</td>
<td>10</td>
<td>17</td>
<td>26</td>
<td>21</td>
</tr>
<tr>
<td>Company innovations are costly to imitate.</td>
<td>2.47</td>
<td>0.9248913</td>
<td>f</td>
<td>%</td>
<td>12</td>
<td>25</td>
<td>27</td>
<td>10</td>
</tr>
<tr>
<td>Resources that are costly to imitate are profitable to the firm bearing them.</td>
<td>2.97</td>
<td>0.9647623</td>
<td>f</td>
<td>%</td>
<td>6</td>
<td>17</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>Resources that are costly to imitate can lead the firm bearing them to gain more market share.</td>
<td>3.08</td>
<td>0.8876127</td>
<td>f</td>
<td>%</td>
<td>5</td>
<td>11</td>
<td>31</td>
<td>27</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.4.2 Regression analysis of the Effects of the Firm Resources Being Costly to Imitate and the Effects of Resources Being Organized to Capture Value

In order to establish the relationship between effects of the resources being costly to imitate and the effects of resources being organized to capture value was done with effects of resources being costly to imitate as an explanatory variable and the effects of resources being organized to capture value as the response variable.
The $R^2$ of the model was 0.407. This explains that 40.7% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ being costly to imitate. The 59.3% difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that the effects of resources being costly to imitate moderately impact the effects of resources being organized to capture value.

![Figure 4.3 Effects of Resources Being Costly to Imitate and the Effects of Resources Being Organized to Capture Value](image)

**Figure 4.3 Effects of Resources Being Costly to Imitate and the Effects of Resources Being Organized to Capture Value**

Source: Author, (2019)

Table 4.13 illustrates the regression analysis of the effects of the resources being costly to imitate and the effects of resources being organized to capture value indicating a Multiple $R$ of 0.637970387 which is the correlation coefficient of the linear relationship that is not as strong. It also indicates an $R^2$ of 0.407006214 which is the coefficient of determination showing a minimal number falling on the regression line. There is an Adjusted $R$ Square of 0.209341619 showing a minimum number of terms in the model. There is a small Standard Error of 0.220816445 which indicates precision in the model and 5 observations of the sample.
Table 4.13 Regression Model of the Effects of Resources Being Costly to Imitate and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>Regression Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple R</td>
<td>0.637970387</td>
</tr>
<tr>
<td>R Square</td>
<td>0.407006214</td>
</tr>
<tr>
<td>Adjusted R Square</td>
<td>0.209341619</td>
</tr>
<tr>
<td>Standard Error</td>
<td>0.220816445</td>
</tr>
<tr>
<td>Observations</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Author, (2019)

From Table 4.14 which carries the test results from the analysis of variance (ANOVA) indicates the Sum of Squares, the Regression MS being 0.100400293 which is equal to the Regression SS that is also referred to the Regression degrees of freedom, the Residual MS, Residual SS which is also referred to the Residual degrees of freedom, the F being 2.059075 which is the overall F test for the null hypothesis and the Significance F being 0.24679237 which is related to the P-Value. F < Significance F and thus we deduce that the means of the 2 data sets are not equal.

Table 4.14 ANOVA of the Effects of Resources Being Costly to Imitate and the Effects of Resources Being Organized to Capture Value

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>df</th>
<th>SS</th>
<th>MS</th>
<th>F</th>
<th>Significance F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1</td>
<td>0.100400293</td>
<td>0.100400293</td>
<td>2.059075</td>
<td>0.24679237</td>
</tr>
<tr>
<td>Residual</td>
<td>3</td>
<td>0.146279707</td>
<td>0.04876</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>0.24668</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author, (2019)

4.6 Effects of the Firm Resources Being Organized to Capture Value on Market Share

This section sought to establish the relationship between the firm’s resources being organized to capture value and market share in the organization. The firm’s resources being organized to capture value was measured by alignment to organizational structure, company culture, management systems, profitability and market share. These characteristics measured how the
firm’s resources being organized to capture value affected market share in the respondents’ organization.

4.6.1 Descriptive Statistics for the Effects of Firm Resources Being Organized to Capture Value on Market Share

The frequencies and percentages were computed and the mean scores showed respondents level of agreement or disagreement on effects of the firm resources being organized to capture value on market share. The respondents were required to answer the questions by indicating their opinion on statements given by using a 4-point Likert scale of 1-4, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. The tests for statistical outcomes were carried out using the SPSS statistical software. The descriptive outcomes for the effects of the firm’s resources being organized to capture value on market share were represented in terms of the mean and standard deviation. The total number of respondents in each measure was 74. This was determined by the complete number of valid, completed and returned questionnaires.

Table 4.15 as indicated through the study looked at how the resources and capabilities that are aligned to company’s organizational structure are organized to capture value where 5% of the respondents in the study strongly disagreed with the statement while more at 16% just disagreed. As indicated, 49% agreed to the statement while 30% strongly agreed with the statement.

The study also looked at how the resources and capabilities that are aligned to company’s culture are organized to capture value where 8% of the respondents in the study strongly disagreed with the statement while more at 23% just disagreed. As indicated, 43% agreed to the statement while 26% strongly agreed with the statement.

The study researched on how the resources and capabilities that are aligned to company’s management systems are organized to capture value where 3% of the respondents in the study strongly disagreed with the statement while more at 13% just disagreed. As indicated, 53% agreed to the statement while 31% strongly agreed with the statement.

The study researched on how resources that are organized to capture value are profitable to the company bearing them where 4% of the respondents in the study strongly disagreed with the statement while more at 9% just disagreed. As indicated, 34% agreed to the statement while 53% strongly agreed with the statement.
The study researched on how resources that are organized to capture value can lead a firm to gain more market share where 3% of the respondents in the study strongly disagreed with the statement while more at 4% just disagreed. As indicated, 36% agreed to the statement while 57% strongly agreed with the statement.

The mean of the effects of the firm resources being organized to capture value on market share ranged from 2.86 to 3.48 representing a small mean difference of 0.62. The study variable with the highest mean (3.48) indicates that resources which are organized to capture value can lead a firm to gain more market share while the study variable with the lowest mean (2.47) indicated resources and capabilities that are aligned to company’s culture may not be organized to capture value according to the respondents.

The highest standard deviation was in the response on resources and capabilities aligned to company’s culture being organized to capture value and the lowest standard deviation was in response to resources which are organized to capture value being able to lead a firm in gaining more market share. From this information, we find that resources which are organized to capture value are profitable to organizations and can help organizations to gain the competitive advantage of more market share.
Table 4.15: Descriptive Statistics for the Effects of the Firm’s Resources Being Organized to Capture Value on Market Share

<table>
<thead>
<tr>
<th>Effects of the Firm’s Resources Being Organized to Capture Value on Market Share.</th>
<th>Mean</th>
<th>SD</th>
<th>f</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The resources and capabilities that are aligned to company’s organizational structure are organized to capture value.</td>
<td>3.03</td>
<td>0.82716</td>
<td>f</td>
<td>%</td>
<td>4</td>
<td>12</td>
<td>36</td>
<td>22</td>
</tr>
<tr>
<td>The resources and capabilities that are aligned to company’s culture are organized to capture value.</td>
<td>2.86</td>
<td>0.89633</td>
<td>f</td>
<td>%</td>
<td>6</td>
<td>17</td>
<td>32</td>
<td>19</td>
</tr>
<tr>
<td>The resources and capabilities that are aligned to company’s management systems are organized to capture value.</td>
<td>3.12</td>
<td>0.73936</td>
<td>f</td>
<td>%</td>
<td>2</td>
<td>10</td>
<td>39</td>
<td>23</td>
</tr>
<tr>
<td>Resources that are organized to capture value are profitable.</td>
<td>3.35</td>
<td>0.81816</td>
<td>f</td>
<td>%</td>
<td>3</td>
<td>7</td>
<td>25</td>
<td>39</td>
</tr>
<tr>
<td>Resources that are organized to capture value can lead a firm to gain more market share.</td>
<td>3.48</td>
<td>0.70658</td>
<td>f</td>
<td>%</td>
<td>2</td>
<td>3</td>
<td>27</td>
<td>42</td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.6.2 Cross Tabulation of Firm Resources Being Organized to Capture Value Leading to Gaining More Market Share by Gender

Cross tabulation was used to evaluate the views of the males and females on firm resources being organized to capture value leading to gaining more market share. Findings presented in Table 4.16 indicates that 2% of the male respondents in the study strongly disagreed with the statement while more at 5% just disagreed. As indicated, 38% of the male respondents agreed to the statement while 55% strongly agreed with the statement. In comparison, 3% of the female respondents in the study strongly disagreed with the statement while more at 4% just disagreed. As indicated, 38% of the female respondents agreed to the statement while 56% strongly agreed with the statement.

Table 4.16: Cross Tabulation of Firm Resources Being Organized to Capture Value Leading to Gaining More Market Share by Gender

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>f</td>
<td>1</td>
<td>2</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>%</td>
<td>2%</td>
<td>5%</td>
<td>38%</td>
<td>55%</td>
<td>100%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>f</td>
<td>1</td>
<td>1</td>
<td>13</td>
<td>19</td>
</tr>
<tr>
<td>%</td>
<td>3%</td>
<td>3%</td>
<td>38%</td>
<td>56%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2</td>
<td>3</td>
<td>28</td>
<td>41</td>
</tr>
<tr>
<td>%</td>
<td>3%</td>
<td>4%</td>
<td>38%</td>
<td>55%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.6.3 Cross Tabulation of Firm Resources Being Organized to Capture Value Leading to Gaining More Market Share by Management Level

Cross tabulation was used to evaluate the views according to management level on firm resources being organized to capture value leading to gaining more market share. Findings presented in Table 4.17 indicates that 0% of the Top Management respondents in the study strongly disagreed with the statement while more at 17% just disagreed. As indicated, 33% of the Top Management respondents agreed to the statement while 50% strongly agreed with the statement. In comparison, 2% of the Middle Management respondents in the study strongly disagreed with the statement while more at 8% just disagreed. As indicated, 65% of the Middle Management respondents agreed to the statement while 25% strongly agreed with the statement. As shown, 10% of the Lower Management respondents in the study strongly disagreed with the statement while 10% just disagreed. As indicated, 45% of the Lower Management respondents agreed to the statement while 35% strongly agreed with the statement.

**Table 4.17: Cross Tabulation of Firm Resources Being Organized to Capture Value Leading to Gaining More Market Share by Management level**

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>f</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>0%</td>
<td>17%</td>
<td>33%</td>
<td>50%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>f</td>
<td>1</td>
<td>4</td>
<td>31</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>2%</td>
<td>8%</td>
<td>65%</td>
<td>25%</td>
</tr>
<tr>
<td>Lower Management</td>
<td>f</td>
<td>2</td>
<td>2</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>10%</td>
<td>10%</td>
<td>45%</td>
<td>35%</td>
</tr>
<tr>
<td>Total</td>
<td>f</td>
<td>3</td>
<td>7</td>
<td>42</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>4%</td>
<td>9%</td>
<td>57%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Source: Author, (2019)
4.7 Chapter Summary

The results and findings were provided in this chapter. These results and findings originated from the data provided by the respondents from the Jomo Kenyatta Foundation Publishers. This chapter provided analysis on the effective response rate, background, effects of the firm’s valuable resources, resources’ rarity, resources being costly to imitate and resources’ ability to capture value on market share. Chapter five provided the summary of the study, the discussion, conclusions and the recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter 5 covers the discussion, conclusions and recommendations of this study. The summary of the study is presented in the first section whereas the discussion of the study is covered in the second section. The conclusion is covered in the third section while the final section covers recommendations based on this study.

5.2 Summary

The objective of the study was to determine the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers. This study aimed at examining: effects of the firm’s valuable resources, resources’ rarity, resources being costly to imitate and resources’ ability to capture value on market share. The study was guided by the following research questions: How does the exploitation of the firm’s valuable resources affect market share in organizations? How do resources’ rarity affect market share in organizations? How do resources’ imitability affect market share in organizations? How does organizing resources to capture value affect market share in organizations?

Descriptive correlational research design was utilized by this study. The population of the study consisted of 120 personnel from Jomo Kenyatta Foundation Publishers. A stratified random sampling technique was used to select a sample of 92 personnel from the total population and questionnaires were used to collect data in this study. Descriptive and inferential statistics techniques were used to analyse the data. The descriptive statistical analysis included frequencies and percentage distributions, mean and standard deviation while the inferential statistical analysis included Spearman’s Rank Correlation, One Way Analysis of Variance (ANOVA) and Regression analysis. Finally, the data was analysed through the Statistical Package for the Social Sciences (SPSS) tool and results presented in tables and figures.

Findings on the first research question concerning the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers showed that resources are perceived to be valuable when they facilitate a firm to implement or conceive strategies that enhances effectiveness and efficiency. The $R^2$ of the model was 0.112. This explains that 11.2% of the variations in effects of resources being organized to capture
value was achieved as a result of the impacting of valuable resources. The 88.8 % difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that effects of valuable resources do not greatly impact the effects of resources being organized to capture value.

The study also examined effects of the resources’ rarity and found rare resources can lead a firm to gain more market share. These findings were regressed with the effects of resources being organized to capture value. The $R^2$ of the model was 0.410. This explains that 41% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ rarity. The 59% difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that the effects of resources’ rarity moderately impact the effects of resources being organized to capture value.

The study also looked at effects of the firm resources being costly to imitate and found these resources can lead a firm to gain more market share. These findings were regressed with the effects of resources being organized to capture value. The $R^2$ of the model was 0.407. This explains that 40.7% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ being costly to imitate. The 59.3% difference is attributable to factors not predicted in this model which are represented by the error term. From this model, the empirical evidence illustrates that the effects of resources being costly to imitate moderately impact the effects of resources being organized to capture value.

The study also looked at effects of the firm resources being organized to capture value and found these resources can lead a firm to gain more market share. In the study, male respondents who agreed and strongly agreed that the firm resources being organized to capture value leading to gaining more market share accounted for 38% and 55% respectively compared to that of female respondents which accounted for 38% and 56% respectively. The study found that 49% of the respondents agreed that resources and capabilities which are aligned to company’s organizational structure are organized to capture value while only a minimum of 5% of the respondents strongly disagreed with the statement.
5.3 Discussion

5.3.1 Effects of The Firm’s Valuable Resources on Market Share

The study sought to find the effects of the firm’s valuable resources on market share. The study found that 76% of the respondents agreed that resources add value by enabling a firm to exploit opportunities or defend against threats. As explained by Perrot (2011), the common “strengths-weaknesses-opportunities-threats” approach of company performance explains that organizations can advance their performance if their strategies pursue opportunities or reduce threats. Organization attributes can bear more characteristics which can lead them to become a competitive advantage such rarity, not being able to be imitated easily, as well non-substitutability where these characteristics are considered resources if they increase opportunities or reduce threats for the organization.

The study also sought to find whether resources are considered valuable if they help organizations to increase the perceived customer value and 73% of the respondents agreed to this statement. Resources are found to be valuable if they assist organizations to elevate the value provided to the consumers. This is attained by boosting differentiation or/and minimizing costs of production. The resources which cannot meet this standard lead to competitive disadvantage. Therefore, they usually utilize territories they are familiar with. Organizations usually do not go global but some seek more opportunities and gain more achievements (Siggelkow & Rivkin, 2005). Company resources are found to be valuable only when they generate sustainable competitive advantage or competitive advantage. According to Perrot (2011), resources are of great value if the resources enhance an organization to execute or formulate strategies that advances its efficiency and effectiveness.

Market share is usually viewed as one of the primary marketing goals and illustrates the performance of innovation (Dolan, 1981). Intangible resources stay with a company being a fundamental source of competitive advantage which is sustainable. According to Schwalbe and Zimmer (2009), a market share is described by the sales share of a specific service or good that a provider has in the market total quantity sold or in the total sales value over a specific period. Brand reputation is established over a long period and is something that other firms cannot purchase from the market. According to the findings, the resource based strategy is very beneficial to organizations according to the findings.
The sustainability of differentiation varies on two things which are; the continued perceived value to customers and the lack of imitation by rivals in the industry. The sustainability of a company’s differentiation as well as its rivals is also dependent on its sources. In order to achieve sustainability, differentiation should be founded on sources that bear mobility barriers to rivals imitating them (Guerras & Navas, 2013). Differentiation can have more sustainability under the following circumstances; the company’s sources of uniqueness includes barriers, the company bears the advantage of cost in differing. There are various sources of differentiation and a company establishes costs of switching costs while differentiating (Porter, 1998).

Some resources are more effective in bringing sustainable differentiation than other alternatives. Brands and reputations are hard to replicate though other service features may be simple to replicate. Intangible resources like a company culture that has high-performance are difficult to replicate becoming a greater aspect of competitive advantage but a tangible resource like the decor in a restaurant are imitable. Therefore providing value goes beyond just the product, the way Four Seasons showed with having an excellent service culture (Talbott, 2006). For a firm to prevail when utilizing a differentiation strategy is that consumers should be agreeable to disburse more for the service than it cost the hotel to establish it. Thus, a fundamental agenda in utilizing the differentiation strategy is ensuring prices remain affordable in the domains that are not directly involved with the differentiation sources. For instance, Chic and Basic, had their design differentiated but had low costing on staffing. Most big hotels do not put much money into real estate in order to concentrate on franchise as well as brand differentiation (Enz, 2011).

5.3.2 Effects of the Firm Resources Rarity on Market Share

The study sought to find the effects of the firm resources rarity on market share. The study found that 77% of the respondents agreed that resources that can only be acquired by one or very few companies are considered rare. According to Barney (1997), the resources which can only be acquired by one or a very small number of organizations are considered to be rare. Valuable and rare resources lead to competitive advantage. The management should bear a good that can ensure future business, invest continuously in the development of ways to compete and ultimately enhance the power of internal execution (Woo, 2007).

With competitive parity being avoided, a company must not abandon valuable resources that but those which are common. Ceasing to retain valuable resources and capabilities would injure a company since they are fundamental in remaining in a certain market. For differentiation
strategy to prevail, companies should make sure there is equality of its product earnings and product expenses for their customers, with competitiveness being involved (Slater & Olson, 2001). Thus showing from the findings that the resource based strategy is helpful to a firm.

A company can develop to be more unique in undertaking its current value activities or it may reorganize its value chain in a method that advances its uniqueness. Evolving to be more unique in the value activities needs a company to utilize the drivers of uniqueness well. Differentiators that prevail have the following attributes; they heighten the sources of uniqueness, helping the differentiation cost to become an advantage, bringing uniqueness by reforming the rules as well as the value chain to become unique in different ways. As explained by Enz (2011) to flourish using the differentiation strategy in the agriculture industry, it is crucial to know the customer lifestyles as well as their aspirations. Differentiation is accomplished through various methods like innovations for services, product features, advanced technology, services which are complimentary, better location, service which are superior, creative marketing as well as good relationships with suppliers resulting to excellent services.

The activities a company is able to undertake bringing buyer value translates to a basis for differentiation potential (Treacy & Wiersema, 2009). When a company discovers desirable sources of buyer value, it should develop the value-creating characteristics into its product at an acceptable cost. A differentiator can utilize attributes that increases how the product performs or develop it to become more economical. A company can also utilize advancements that increase buyer satisfaction in tangible or intangible methods (Abu & Aliqah, 2012). Differentiation opportunities can evolve from activities undertaken in any location of the specific activity-cost chain.

As explained by Treacy and Wiersema (2009), companies undertaking differentiation look to design and give out products that are unique, very distinctive or service characteristics which bring great value to the consumers. Inside the organization, the sources of competitive advantage which are based on differentiation in activities that provide value can be developed through various ways. A crucial strategic aspect managers should realize is that differentiation does not translate that the company can abandon its cost structure. Unit costs which are low are considered to have minimal importance compared to product features which are distinct to companies undertaking differentiation, the organization’s overall cost structure is also very fundamental. In some instances, the price of seeking differentiation is not too great that it entirely removes the price premium the company can bill. Most strategies involving
differentiation focus on the quality of the product as well as the service offered to achieve competitive advantage (Bansal, 2008).

An organization choosing differentiation should hence focus on accomplishing cost parity or cost proximity which is the same as the competing firms by maintaining costs to be very affordable in sectors not involved with differentiation and through not having excess expenditure to attain differentiation. Therefore, the cost structure of a company pursuing differentiation should not be too high than the average of the industry (Li & Li, 2008). The company Seven-Eleven has undertaken differentiation to refrain from direct competition with big supermarkets. It gives customers more benefit having a location that is near, less time in shopping and faster checkout (Spanos, Zaralis, & Lioukas, 2004).

Companies can enhance the quality of a product or the performance attributes to advance it to be more appealing to consumers the same way Lexus follows this by bearing excellent vehicles that are of high quality and wide variety (Treacy & Wiersema, 2009). These products and services may also bear a distinguished design or benefit which shows that it is very unique.

As explained by Rahman (2011), a potential source of more consumer value translates to a chance in seeking a strategy for differentiation. Consumer value may be heightened or developed to be distinctive by using strategies that involve decreasing the consumer’s charges for the product utilization, boosting consumer satisfaction through this product, as well as enhancing the consumer’s value perception. These strategies which boost consumer value are compatible; a product or a service that is distinct reducing the consumer’s direct expenses may boost customer satisfaction (Kim, Nam, & Stimpert, 2006). Boosting consumer value on an aspect involves reforming or to enhance activities inside the value chain of the company (Ireland, Hokisson, & Hitt, 2011).

5.3.3 Effects of the Firm Resources Being Costly to Imitate on Market Share

The study sought to find the effects of the firm resources being costly to imitate on market share. The study found that 63% of the respondents agreed that resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate. Imitation happens in two ways: through directly imitating also known as duplicating the resource or offering the similar product/service also known as substituting. Most firms practice differentiation to develop processes of production which utilize equipment that are specially made reducing chances of competitors imitating making it hard for rivals to replicate the quality of the product. Olympus Optical fine camera lenses are a good representative case. Olympus’s
expertise in quality optics and lens make it hard for rivals to quickly imitate its great quality products that require high charges globally (Thompson & Strickland, 2012). Differentiation companies also try to enhance value to consumers by providing products of high-quality and services at low costs (Walker & Ruckert, 1987).

As explained by Ahmad and Schroeder (2011), wide research has shown that technology is very fundamental in attaining competitive advantage. Even though there is advanced technology, companies can become unsuccessful when participating in markets. This situation happens mostly when companies have a tactical approach than a strategic approach while utilizing technology. Companies should integrate technology to promote constant learning to ensure maximum possibilities are reached in attaining competitive advantage in the markets. This may be established in the distribution structure, image of the company or any other important (Frambach et al., 2003).

For companies to satisfy the consumers’ various needs and preferences, it affects how consumers value and view the end product making sure firms give good standards of the product (Guerras & Navas, 2013) organizational structures should have good firm activities, resource allocation systems as well as other effective functions (Michael et al., 1998). As explained by Woo (2007), one of the main reasons for Marriott Hotel’s great progress and high market share as well as for other companies is through prioritizing satisfaction of employees resulting to satisfaction of consumers with activities such as training and compensation being used.

More factors that help companies thrive in the market is the period it takes firms to counter consumer’ requests as well as undertaking other responsibilities to the society (Guerras & Navas, 2013). Being able to adapt quickly and effectively is also a crucial factor which helps firms to implement learning and other aspects increasing the company’s knowledge on the effects of various activities, how to position themselves as well as solutions to certain issues that help in beating rivals in the market and become successful in a progressive and sustainable manner (Katila et al., 2012).

Even though differentiation has many advantages, it is prone for imitation leading to competitive convergence which is a scenario where companies try the same strategies. This results to customers not being able to identify the difference of product value among the competing companies therefore when using the resource based strategy, firms should monitor competitors and customers well (Enz, 2011). One crucial benefit of differentiating is that
consumers of products that are differentiated is that they are not too sensitive to cost changes. A major advantage behind differentiation is that customers of differentiated products are less sensitive to prices. This shows that companies have the ability to increase costs to the consumers (Ramayah et al., 2011).

5.3.4 Effects of the Firm Resources Being Organized to Capture Value on Market Share

The study sought to find the effects of the firm resources being organized to capture value on market share. The study found that 79% of the respondents agreed that the resources and capabilities that are aligned to company’s organizational structure are organized to capture value. A company should arrange its policies, management systems, organizational structure, culture and processes to be capable of fully understand the capability of its valuable, rare and costly to imitate resources. Only after that can the firms gain sustained competitive advantage. Strategy execution or implementation involves designing the structure of the firm, resource allocation, advancing information and the process of decision making human resource management involving staffing, reward system and leadership (Barnat, 2005).

Resource allocation is a central management activity that allows for strategy execution. The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. Factors do exist that prohibit effective resource allocation, including an over-protection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge (Barnat, 2015). The best method for analysing as well as interpreting resources is through the department functions such as marketing, research and development and finance (Barnat, 2015).

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As explained by Vanguard Papers (2015), prosperous resource allocation advances the efficiency which leads to lower costs. The strategic plan focuses on the company's ambitions
and implementation provides the appropriate infrastructure which will help the plan to go into action. Allocating resources is very important in implementing strategy because it concentrates on acquiring, commitment and allocating funds, employees as well as more important resources which the firm needs to accomplish its goals. Allocating resources needs to be handled in the beginning of the implementing, planning processes. Finances, personal resources as well as time need to be inside the firm's budget in the early stages too (Mankins & Steele, 2005).

Having good resource allocation as well as budgeting provides the firm with competitive advantage through advancing the core competencies and capability. Management needs to make sure enough resources are there to undertake strategies of the firm (Vanguard Papers, 2015). As explained by a study looking at the effects of resource strength on strategy implementation in insurance companies in Kenya, it was found that the capability of resource impacts the implementation strategy greatly. Resource strength affects the strategy being implemented by having enough resources relating to the company's needs, Having the ability to reach the respective department objectives, having availability of resources with minimal expenses, prompt operations, reliable systems undertaking resource activities and well trained staff who are sufficient (Kibicho, 2015).

The term, product differentiation, refers to an effective strategy to bring and pursue opportunities utilizing the firm products while gaining knowledge about rivals in the industry to hopefully result into competitive advantage through offering value to consumers by being unique as well as providing superior products than the competitors. Even though bearing heterogeneous and immobile resources is essential in attaining competitive advantage, they are not enough for the firm to sustain them. Edward Chamberlin explains in the 1933 Theory of Monopolistic Competition that product differentiation was a process of distinguishing a product from others making it more attractive to a certain target market (Yang, 2010).

Differentiation is fundamental to companies since it forms barriers to entry to competitors, limits imitation as well as leading to loyalty from consumers. Innovation as well as product development can result to unique selling attributes and a good approach in reaching more markets. Big and small companies are supposed to utilize innovation as a force for beating competition in the market which ensures they gain more market share by satisfying customers in a unique manner (Yang, 2010). The findings also prove that innovation as used through the resource based strategy is effective in attaining the competitive advantage of more market share.
5.4 Conclusions

5.4.1 Valuable Resources

The study concludes that valuable resources are very beneficial to organizations. 11.2% of the variations in effects of resources being organized to capture value was achieved as a result of the impacting of valuable resources. The study found that resources add value by enabling a firm to exploit opportunities or defend against threats. Companies can achieve this through attaining sustainable competitive advantage by having product differentiation. Resources are considered valuable if they help organizations to increase the perceived customer value. Resources are perceived to be valuable if they assist in enhancing differentiation. Resources are perceived to be valuable if they assist in reducing the production costs. Resources are perceived to be valuable when they facilitate a firm to implement or conceive strategies that enhances effectiveness and efficiency.

5.4.2 Rare Resources

The study found that rare resources have many advantages to organizations where 41% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ rarity. Resources that can only be acquired by one or very few companies are considered rare. Rarity of resources make the end products unique and appeal more to customers especially to high end consumers. Skills, capabilities and other resources that a firm possesses differing from other firms are considered rare. These rare resources will therefore lead to customer loyalty. Resources which do not move from firm to firm are considered rare due to this immobility. Firms with these rare resources can even patent these resources to limit competitors from using them. Firms with these rare resources will then make more profit from these rare resources due to the firms gaining competitive advantage of more market share since they will gain more customer loyalty from these rare resources.

5.4.3 Resources Being Costly to Imitate

Resources being costly to imitate have great benefits to the firms bearing them where 40.7% of the variations in the effects of resources being organized to capture value was achieved as a result of effects of the resources’ being costly to imitate. The resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate making firms ensure that employees are trained well according to the organization culture and interpersonal relationships. Resources that were developed due to historical events or over a long period
usually are costly to imitate since processes such as research and development are costly to firms. Company innovations will then be costly to imitate to competitors leading to the firms bearing these resources to profit gaining more market share such as Safaricom Limited with the innovation of M-Pesa for mobile money transferring services.

5.4.4 Resources Being Able to Capture Value

The study concludes that resources and capabilities that are organized to capture value are very advantageous. Resources and capabilities that are aligned to company’s organizational structure bring effective synergy and are able capture value. The resources and capabilities that are aligned to company’s culture as well as the management systems are able to be understood by the whole organization to ensure proper implementation and control leading to capturing value. Monitoring and evaluation of resources will then ensure good standards of quality are maintained. These actions will in turn lead to profit making from gaining more market share resulting from resources capturing value.

5.5 Recommendations

5.5.1 Recommendations for Improvement

The following are recommendations for the effects of resource based strategy on market share in publishing firms with reference to Jomo Kenyatta Foundation Publishers.

5.5.1.1 Valuable Resources

From the findings of the study, it was found that valuable resources are beneficial to organizations and are highly recommended. According to Rothaermel (2012), resources are also considered valuable if they assist companies to enhance the value offered to consumers. This is done by intensifying differentiation and/or reducing the product costs. The study found that resources add value by enabling a firm to exploit opportunities or defend against threats. Companies can achieve this through attaining sustainable competitive advantage by having product differentiation. Resources are found to be valuable if they assist companies to heighten the value offered to consumers. This can also be done through initiating new and better products. Decreasing costs of production, leading to efficiency and effectiveness also makes resources to be considered as valuable. This can be achieved through having economies of scale and even outsourcing which is a cheaper means.
5.5.1.2 Rare Resources

The study found that rare resources have many advantages to organizations. Resources that can only be acquired by one or a very small number of organizations are found to be rare. Thus firms should maintain their top quality resources which lead to top quality products. Rarity of resources make the end products unique and appeal more to customers especially to high end consumers. Thus firms can charge higher costs for their products leading to profit gaining. Skills, capabilities and other resources that a firm possesses differing from other firms are considered as rare.

Proper and effective training will also enhance production of the rare quality items as well as the services the firm offers. These rare resources will therefore lead to customer satisfaction and customer loyalty. Resources which do not move from company to company are considered rare due to this immobility. Firms with these rare resources can also patent these resources to limit competitors from using them. Firms with these rare resources will then make more profit from these rare resources due to the firms gaining competitive advantage of more market share since they will attain more customers from these rare resources.

5.5.1.3 Resources Being Costly to Imitate

The study concluded that resources being costly to imitate have many advantages to the firms bearing them. The resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate making firms ensure that employees are trained well according to the organization culture and interpersonal relationships to deliver great results. Resources that were developed due to historical events or over a long period usually are costly to imitate since processes such as research and development are costly to firms. Therefore a firm investing in enhancing quality of products will be a great benefit to the company especially in the long term. Company innovations will then be costly to imitate to competitors leading to the firms bearing these resources to gain profit and more market share, therefore companies should have frequent innovations to stay ahead of their competitors just as how General Electric innovate well to beat competitors.

5.5.1.4 Resources Being Able to Capture Value

The study concludes that resources and capabilities that are organized to capture value are very beneficial to companies and processes should be very customer oriented. Resources and capabilities that are aligned to company’s organizational structure ensures that there is effective
integration as well as synergy and are able capture value. Therefore firms should ensure the organizational structure is well defined while also having proper communication through all levels of management to ensure there is no cohesion leading to excellent results. The resources and capabilities that are aligned to company’s culture as well as the management systems are able to be understood by the whole organization to ensure proper implementation and good control leading to capturing value. Companies should then ensure there is frequent monitoring and evaluation to know what is working and what is not so as to continue with what works. These actions will in turn lead to gaining competitive advantage from attaining more markets share resulting from resources capturing value which will help the firm prevail very well.

5.5.2 Recommendations for Further Research

The study mostly focused on Jomo Kenyatta Foundation Publishers. Future researchers can investigate more local based firms and East African firms to understand the different impact on publishing firms as well as other sectors such as manufacturing and service industry. Other competitive strategies can also be analysed to understand the dynamic nature of business and industries.
REFERENCES


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Mark Mwangi,
United States International University-Africa,
P.O. Box 14634 - 00800,
Nairobi, Kenya.

Dear Sir/Madam,

RE: RESEARCH QUESTIONNAIRE

My name is Mark Mwangi and I am a graduate student at United States International University – Africa. I am conducting a study on the ‘Effects of Resource Based Strategy on Market Share of Publishing Firms’ with reference to Jomo Kenyatta Foundation Publishers which is in partial fulfillment of the requirement for the degree of Master in Business Administration (MBA).

You have been kindly selected to participate in this study by filling in the attached questionnaire. The results of the study would provide useful information to firms as well as shareholders in administering proper interventions using the resource based strategy to enhance market share and assist policy makers in designing policies and interventions that would assist providers to align their activities to be more preferable to potential consumers. The information you provide will be treated as confidential and will only be used for academic purposes of this research. Kindly spare a few minutes of your time to fill in the blanks of the attached list of questions to the best of your knowledge. Thank you for your time.

Yours faithfully,

Mark Mwangi.
APPENDIX II: QUESTIONNAIRE

Introduction

The purpose of this study is to determine the effects of resource based strategy on market share of publishing firms with reference to Jomo Kenyatta Foundation Publishers. Kindly fill the questions as accurately as you can by ticking boxes or writing in the spaces provided. Your response will be appreciated.

SECTION I: GENERAL INFORMATION

1. Gender: Male □ Female □

2. Age
   - Below 20 years □
   - 20-29 years □
   - 30-39 years □
   - Above 40 years □

3. What management level are you in?
   - Top Level □
   - Middle Level □
   - Lower Level □
   (specify………………………………………………..)

4. Your highest level of education?
   - Primary □
   - Secondary □
   - Diploma □
   - BSc degree □
   - Master’s degree □
   - PhD □

SECTION 2: EFFECTS OF THE FIRM’S VALUABLE RESOURCES ON MARKET SHARE

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period that indicates the relative competitiveness of the company's products or services.

A resource adds value by enabling a firm to exploit opportunities or defend against threats. Resources are also valuable if they help organizations to increase the perceived customer value.

Indicate by ticking (√) the cell which closely reflects the extent to which the firm’s valuable resources have affected market share in your organization.
Use a scale of 1-4 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

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<tr>
<th>Effects Of The Firm’s Valuable Resources On Market Share.</th>
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SECTION 3: EFFECTS OF THE FIRM RESOURCES’ RARITY ON MARKET SHARE

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period that indicates the relative competitiveness of the company's products or services. Rarity in resources occur when they only be acquired by one or very few companies.

Indicate by ticking (√) the cell which closely reflects the extent to which the firm resources’ rarity has affected market share in your organization.

Use a scale of 1-4 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

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<th>Effects Of The Firm Resources’ Rarity On Market Share.</th>
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<td>11. Skills, capabilities and other resources that a firm possesses differing from other firms are considered rare.</td>
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<td>12. Resources which do not move from firm to firm are considered rare due to this immobility.</td>
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<td>13. Rare resources are profitable.</td>
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<td>14. Rare resources can lead a firm to gain more market share.</td>
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SECTION 4: EFFECTS OF THE FIRM RESOURCES BEING COSTLY TO IMITATE ON MARKET SHARE

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period that indicates the relative competitiveness of the company's products or services. A resource is costly to imitate if other organizations that do not have it cannot imitate, buy or substitute it at a reasonable price.

Indicate by ticking (✓) the cell which closely reflects the extent to which the firm resources being costly to imitate has impacted market share in your organization.

Use a scale of 1 - 4 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

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<th>Effects of the Firm Resources Being Costly to Imitate On Market Share.</th>
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<td>15. The resources and capabilities that are based on company’s culture or interpersonal relationships are costly to imitate.</td>
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<td>16. Resources that were developed due to historical events or over a long period usually are costly to imitate.</td>
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<td>17. Company innovations are costly to imitate.</td>
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<td>Resources that are costly to imitate can lead the firm bearing them to gain more market share.</td>
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SECTION 5: EFFECTS OF THE FIRM’S RESOURCES BEING ORGANIZED TO CAPTURE VALUE ON MARKET SHARE

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period that indicates the relative competitiveness of the company's products or services. A resource is organized to capture value if it is able to realize the potential of its capabilities.

Indicate by ticking (√) the cell which closely reflects the extent to which the firm’s resources being organized to capture value has impacted market share in your organization.

Use a scale of 1-4 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

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<th>Effects of the Firm’s Resources Being Organized to Capture Value on Market Share.</th>
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<td>20. The resources and capabilities that are aligned to company’s organizational structure are organized to capture value.</td>
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‘THANK YOU.’