COMPETITIVE STRATEGIES CONTRIBUTING TO COMPETITIVENESS WITHIN THE PHARMACEUTICAL INDUSTRY: A CASE OF GOODLIFE PHARMACY

BY

MARTIN KAMAU NG’ANG’A

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018
COMPETITIVE STRATEGIES CONTRIBUTING TO COMPETITIVENESS WITHIN THE PHARMACEUTICAL INDUSTRY: A CASE OF GOODLIFE PHARMACY

BY

MARTIN KAMAU NG’ANG’A

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

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018
STUDENT’S DECLARATION

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

Signed: ___________________________   Date: ___________________________

Martin Kamau Ng’ang’a (ID 627150)

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

Signed: ___________________________   Date: ___________________________

Dr. Joyce Ndegwa

Signed: ___________________________   Date: ___________________________

Dean Chandaria School of Business
ABSTRACT
The general objective of this study was to determine the contribution of competitive strategies on competitiveness. The following research questions were set out to guide the study: is Human Resource competence a competitive strategy used by Goodlife pharmacy? How is Technology as a competitive strategy in turbulent environment? How is financial resources a tool for competitive strategy?

This study adopted a descriptive research design. The design was suitable for the study as it helped in focusing at the strength of relationship between competitive strategies and turbulent business environment and was tailored to facilitate in the shedding of light on the issues being investigated as guided by the research objectives. The population of the study comprised of 200 respondents representing the top executive, mid-level managers and general staff at Goodlife pharmacy in Kenya.

Questionnaires were used to collect primary data from the staff. The collected data was then coded using the Statistical Package for Social Scientists (SPSS) version 22 and analyzed through the use of descriptive statistics: means and standard deviations inferential statistics, was done through correlation analysis. The findings were presented through graphs, charts, tables, cross tabulations and pie charts.

This study found out that human resource, organizational leadership, culture, transformational leadership and employee relations contribute significantly to the organization while Technological innovations has Important strategic implications and contribute to the long-term competitiveness and performance of the business. The findings of this study revealed the existence of positive significant relationship between financial resources and competitiveness.

Therefore, the study concluded that most of the components of human resources examined in this study including the element people and human resource, organizational leadership and culture and transformational leadership are significant if an organization is to be successful. Technology allow organizations to incorporate different components of organization operations into singular modules thus ensuring efficiency in business process management. The study also concludes that most of the components of financial resources, financial muscle and adequate finances, resources, dividend policy allow the organization to carry out its mandate effectively.
With the focus of this study being Human Resource competence, Technology influence, and financial resources on competitiveness, these stated variables are not exhaustive in explaining the various factors that influence competitive strategies therefore contributing to competitiveness within the pharmaceutical industry. There is need for future studies to explore the different types of process automation, ways to develop more strategies to improve favorable working environment for employees and ways in which a proper financial management system between different levels of management can be implemented.
ACKNOWLEDGEMENTS

First and foremost I would like to thank God for giving me the capability to proceed with this research project. I would also like to express my gratitude to my professor and supervisor, Dr. Joyce Ndegwa, for providing the much needed guidance, patience, dedication and availability for me to proceed with this research proposal.

I would also like to express my gratitude to my family, especially my parents, for their support, encouragement and mentorship throughout my education. I extend my gratitude to USIU and my lecturers for contributing greatly to the knowledge I acquired from the institution during my graduate studies.

Further, I give special appreciation to my workmates for supporting my studies by building flexible schedules that allowed me meet my obligations as a student in USIU. I would also like to appreciate my friends especially Mercy Wanjiku for providing insight and advice on my chosen subject of study in this research project.
DEDICATION

I dedicate this project to my family and friends who have supported me throughout my studies.
# TABLE OF CONTENTS

STUDENT'S DECLARATION ........................................................................................................... ii  
COPYRIGHT ............................................................................................................................... iii  
ABSTRACT ................................................................................................................................. iv  
ACKNOWLEDGEMENTS ............................................................................................................ vi  
DEDICATION ............................................................................................................................. vii  
LIST OF TABLES ...................................................................................................................... xi  
LIST OF FIGURES .................................................................................................................... xii  
LIST OF ABBREVIATIONS ....................................................................................................... xiii  

## CHAPTER ONE ...................................................................................................................... 1  
1.0 INTRODUCTION ................................................................................................................. 1  
1.1 Background of Study ........................................................................................................... 1  
1.2 Statement of the Problem ................................................................................................ 6  
1.3 Purpose of the Study ......................................................................................................... 6  
1.4 Research Questions .......................................................................................................... 7  
1.5 Significance of the Study ................................................................................................... 7  
1.6 Scope of the Study ............................................................................................................. 8  
1.7 Definition of Terms .......................................................................................................... 8  
1.8 Chapter summary ............................................................................................................. 9  

## CHAPTER TWO ...................................................................................................................... 10  
2.0 LITERATURE REVIEW ..................................................................................................... 10  
2.1 Introduction ....................................................................................................................... 10  
2.2. Effect of Human Resource Competence on Competitiveness ............................................. 10  
2.3 Influence of Technology on Competitiveness .................................................................... 13  
2.4 Influence of Financial Resources on Competitiveness ...................................................... 16  
2.5 Chapter Summary ............................................................................................................. 19
CHAPTER THREE ......................................................................................................................... 20

3.0 RESEARCH METHODOLOGY ............................................................................................. 20

3.1 Introduction .......................................................................................................................... 20
3.2 Research Design .................................................................................................................. 20
3.3 Population and Sampling Design ....................................................................................... 20
3.4 Data Collection Methods .................................................................................................... 22
3.5 Research Procedure ............................................................................................................ 22
3.6 Data Analysis Methods ....................................................................................................... 23
3.7 Chapter Summary ................................................................................................................ 23

CHAPTER FOUR .......................................................................................................................... 24

4.0 RESULTS AND FINDINGS ................................................................................................. 24

4.1 Introduction .......................................................................................................................... 24
4.2 General Information ............................................................................................................ 24
4.3 Human Resource Competence as a Strategy for Competitiveness .................................... 27
4.4 Influence of Emerging Technology as a Tool for Competitiveness ................................. 31
4.5 Influence of Financial Resources on Competitiveness ..................................................... 35
4.6 Chapter Summary ................................................................................................................ 38

CHAPTER FIVE ............................................................................................................................ 39

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS ...................................... 39

5.1 Introduction .......................................................................................................................... 39
5.2 Summary of the Study ......................................................................................................... 39
5.3 Discussion ............................................................................................................................ 40
5.4 Conclusions ........................................................................................................................ 47
5.5 Recommendations .............................................................................................................. 48
REFERENCE ................................................................................................................................. 51

APPENDICES ............................................................................................................................... 60

APPENDIX I: INTRODUCTION LETTER ....................................................................................... 60
APPENDIX II: QUESTIONNAIRE ..................................................................................................... 61
APPENDIX III: NACOSTI AUTHORIZATION LETTER .................................................................... 65
LIST OF TABLES

Table 3. 1: Sample Distribution ........................................................................................................22
Table 4. 1: Respondents Age ...........................................................................................................25
Table 4. 2: Human resource competence as a strategy for competitiveness .......................... 27
Table 4. 3: Correlation .................................................................................................................. 30
Table 4. 4: Influence of Emerging Technology as a tool for Competitiveness .................. 31
Table 4. 5: Correlations ................................................................................................................ 34
Table 4. 6: Financial Resources muscle has elevated the company’s position into its competitive environment ......................................................................................................................... 35
Table 4. 7: correlation ..................................................................................................................... 38
LIST OF FIGURES

Figure 4.1: Respondents Gender.................................................................25
Figure 4.2: Level of Education ........................................................................26
Figure 4.3: Years of experience in Goodlife Pharmacy LTD ...........................26
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>SHRM</td>
<td>Strategic Human Resource Management</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of Study

In today’s competitive global marketplace it is becoming more and more important for companies to grow. Companies enter new markets for various reasons, among them; gain access to new customers, achieve lower costs and enhance competitiveness, capitalize on core competencies, spread business risk across wider market base and obtain access to valuable natural resources. Since many markets are almost saturated, companies are forced to seek and exploit new opportunities and these opportunities are often referred as competitive advantage over the existing market players (Agnes, 2013). The importance of competitive strategies has been receiving increased attention. Goodlife Pharmacy a fast growing premium establishment in East Africa saw a niche in the middle and upper segment market for pharmaceutical product and in 2013 put their footprint in the market. The segment was under serve, lacked professionalism and genuine, responsible pharmaceutical care making it easy for Goodlife to offer quality and affordable product.

The demands and needs in the environment are constantly evolving and management is about adjusting the company according to the needs and demands of the environment. One of the environmental influences to a business arises from competition. Increased competition threatens the attractiveness of an industry and reduces the profitability of the players. It exerts pressure on firms to be proactive and to formulate successful strategies that facilitate proactive response to anticipated and actual changes in the competitive environment (Agnes, 2013). Goodlife on it’s quest for market dominance has designed their outlets as a one stop for pharmaceutical product this include trusted genuine medicine, health care section for the whole family private consulting on life style needs and a beauty section.

Peiran Su and Shengce Ren (2014) has showed that for a company to have a health stay in a specific segment it has to be able to understand the needs of its customer and adapt to the changes that may arise timely. Goodlife pharmacy put’s its customer at the center of its operation to be able to tell the changing needs in the environment. Competitive advantage is obtained when an organization develops or acquires a set of attributes or executes actions that allow it to outperform its competitors.
The development of theories that help explain competitive advantage has occupied the attention of the management community for the better part of half a century (Wang, 2014). The pursuit of competitive advantage is arguably the central theme of the academic field of strategic management (Furrer, 2008; Porter, 1996). Flore (2013) define strategic management as, ‘the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization’ Certo and Peter (2012) define strategic management as, ‘a continuous, iterative process aimed at keeping an organization as a whole appropriately matched to its environment’. Strategic management is concerned with defining organizational performance, variables of strategic choice and competitive advantage. With this realization therefore Goodlife pharmacy has invested heavily on a robust information system that is able to navigate the demand of a growing need for technologically innovation in this segment. Human resource capacity is another area where Goodlife pharmacy has out done it peer in the market. With a human capacity of more than 400 professional from diverse field of pharmacy practice, health care and cosmetology Goodlife is truly the market leader and stands at a vantage position in the Pharma segment

Strategic choice determines the market in which to participate and where to position the organization within those markets (Kotha & Vadlami 2013). Goodlife operates in the higher and the middle segment of the pyramid. This can be informed by the location in which its outlets are located and the product portfolio it service. The environment that organizations operate in, faces relentless change, the current period that organizations operate in is described as being of profound transition with most companies seeking to grapple with changes in their environment O’Reagan, Sims and Gallear, (2008). According to O’Reagan et al. (2008), the changing environmental conditions impact on most of organizations thus making them emphasize on the external environment, strategic direction and performance, further, he suggests that strategy formulation is critical during times of change and when operating in unfamiliar business environments. Competitive strategies are a broad range of strategies firms resort to in order to cope with competition, beat competition or keep ahead of competition. There are various models of competition strategies which propose that firms can apply cost leadership, differentiation or focus strategies to gain competitive advantages against competitors. The other is the resource based competitive strategies model which proposes that affirm can compete effectively by capitalizing on its unique resources which competitors may be lacking and may not easily
duplicate. Good life pharmacy plans to be the market leader in the retail market segment, with its planned expansion to 130 outlet in East Africa come 2020 and a market coverage of 5.5 million people. On the 23rd November 2016, LeapFrog Investments injected $22m in GoodLife Pharmacies, and provided the capital and strategic partnership that will serve to accelerate Goodlife’s growth journey. The third model is that of the grand strategies (Pearce & Robinson, 1997) which is a conglomeration of all kinds of strategies which firms resort to in order to be competitive or weather competition. Included here are strategic alliances, acquisitions, diversification and many others. The study is anchored more on generic competitive strategies and grand strategies. The modern thinking on business strategies evolved considerably since 1960s in the USA. Early writers on the subject included Peter Drucker, Alfred Chandler, Igor Ansoff and Kenneth Andrew. These and many more writers have tried to define strategy with different reference points. Mintzberg, Ahlstrand and Lampel (2009) see strategy as a plan pattern, position, ploy or perspective. The posit that strategy is a plan to get one from one point to another; it is ones course of action to guide into the unknown future. Thus strategy is what one has been doing consistently over a period of time, the pattern that can be seen when actions are reviewed over time. Strategy is one’s place in the market, the place that a company’s products occupy with reference to other products. Strategy may also be viewed as the tactics that can be employed with reference to other products. Strategy may also be viewed as the tactics that can be employed to outdo competition and clinch the coveted top spot. While there is no simple single definition of strategy, the common thread that runs through all the definition is strategy sets direction for and defines the company Mintzberg et al. (2009).

Strategic management is the process of implementing strategy decided on in order to achieve a company’s objectives. This will involve planning, directing, organizing and controlling of a company’s strategies to achieve the company’s objectives (Pearce & Robison, 2007) the strategy that a company will choose dictates to a large extent whether that company will be successful or not. Successful business strategies are those that use the capabilities and resources of the firm to address customer needs and wants in a way that leads to sustainable competitive advantage (Munene, 2016). Goodlife pharmacy has taken the need for partnership higher by establishing partnership with the parent companies to ensure lifelong mutual association.
This ensures that the company gets genuine products at the best market price due economies of scale and avoid middle men who want to hype the prices. Partnership extend to trainings where personnel get professional training routinely to build on capacity.

The external operating environment has significant influence on the performance of organizations. Factors that influence firms include: market changes, technology, customer demand and competition (Cadogan, Diamantopoulos & Siguaw 2002). The market place in which organizations operate in, is evolving and its boundaries are unclear, the rapid rate of change and technological innovation require organizations to be flexible and adaptive with their strategies and structure. Competitive spaces are characterized to face the disruptive impact of technology and a faster time-to-obsolescence of technology. The Goodlife approach to quality pharmaceuticals, use of innovative technologies across their stores, and customer-centric approach is revolutionizing how healthcare is delivered in East Africa. It has invested heavily on a system that is able to manage the customer needs and feedback from their homes as well as monitor the accounts and inventory from a management point. The system creates an interface where partners who are manufacturer can tell the uptake of their products and supply management. This helps tame proliferation of counterfeit products on the shelves. Markets and operating environments are now considered as being increasingly complex with traditional industries converging and the supply of products and services increasing in diversity.

Further a phenomenon of shorter life cycles, more perceptive and knowledgeable customers add to the increasing complexity of the operating environment (Rylander & Peppard, 2003). During times of high turbulence, organizations need to consider relegating formal marketing plans to the background and instead focusing on strategic issue management by scanning the relevant sections of the environment, sorting and prioritizing issues as they emerge and mobilizing resources and projects that address critical issues (Perrott, 2013).

Mason (2007) goes ahead and describe complexity as a matrix of heterogeneity or diversity in environmental multi-factors including customers, suppliers, socio-politics and technology. With the continuous increase in complexity comes the difficulty in understanding and using information to plan and predict. Mason further states that all systems increase in complexity and this increasing complexity leads to change.
As systems improve and become more complex, making sense out of them becomes significantly difficult therefore adaptation to the changing environment becomes increasingly problematic. According to Bernadette (2013), the business environment is comprised of a set of relationships between agents or stakeholders and the environment, these relationships change with individual decisions taken. Bernadette, (2013), further demonstrates that these interactions continuously co-create the environment making the business environment change faster than ever before, with such change occurring in two dimensions, complexity and turbulence. He therefore explains that businesses seeking to “measure” competitiveness and maintain flexibility in order to manage downturns in the business cycle, tend to focus predominantly on cost-effectiveness. Environmental turbulence is defined as dynamism in the environment which involves significant and unexpected change in the environmental sub-factors (Conner, 2003; Vorhies, 2003). A stable environment rarely changes, but when it does, the change is significantly predictable. Turbulent environments on the other hand is full of unexpected changes.

Over time, organizations need to balance environmental conditions, its strategy to clutch opportunities and counter threats in its environment to and its capability (management capability) to implement such strategies. If an organizations strategies are not in line with the conditions that it operates in, strategic gaps will impede its ability to meets its objectives. Further, each organization needs to have the required resources and capabilities to implement strategies to avoid any strategy gaps (Perrott, 2011). Goodlife is focused in its desire to be a force to reckon with in the Pharma segment. Adopting new innovation is at the backbone of all Good life’s operations providing a more customer focused angle in its innovation. This is pushing use to create a close relationship with our customers understand their needs therefore creating loyal customer by offering superior services that locks our customers in Goodlife.

Pharmaceutical care is the responsible provision of drug therapy for the purpose of achieving definite outcomes that improve a patient's quality of life. Pharmaceutical care is a component of pharmacy practice that entails the direct interaction of the pharmacist with the patient for the purpose of caring the patient's medication-related needs. Good life pharmacy, a premium outlet in Kenya therefor finds its self at the heart of health care systems in the country. With a footprint in nearly all the East African countries, 35 premium outlets in Kenya, Goodlife therefore is a leader and innovator in the Pharma segment and a revolutionary player in responsible pharmaceutical care.
1.2 Statement of the Problem

Changes in the environment have drastically affected the way in which organizations operate. These changes are within both the external and internal environment and organization strives to be innovative and agile enough to meet customers’ demands. Competition is at the core of the success or failure of firms. Competitive strategy is the search for a favorable competitive position in an industry, the fundamental arena in which competition occurs (Sidorowicz, 2007). Competitive strategy is dependent on an organization having distinctive or unique capabilities that competitors will find difficult to imitate (Teece, 2009). Competitive strategy is an ongoing process that evaluates and controls the business and industries in which the company is involved. It assesses its competitors and sets goals and strategies to meet all existing and potential competitors (Bowen, et al 2014). Studies related to competitive strategies have been conducted by Kanavosa (2011) who studied pharmaceutical distribution chain strategies; Dudley (2015) investigated the future of pharmacy exploring strategies for competitive success. The finding show that pharmaceuticals must adopt competitive strategies to remain relevant however, these authors focused mainly on commercial firms in Europe. Further studies should be conducted on various impacts of competitive strategies on competition in underdeveloped and developing countries to establish whether the relationship still holds.

Several scholars have carried out extensive studies in this area; Warugu (2011), found out that product differentiation are some of the major strategies that the players have employed. Similarly Ohaga (2014) looked at the strategic responses of pharmaceutical industry in Kenya to changes in their environment and established that a proactive forms the basis of its strategic planning. These studies have looked at competitive strategies among pharmaceutical manufacturer in an attempt to gain a competitive edge over rivals in the manufacturing industry but none has investigated competitive strategies in pharmaceutical retail sector in which Goodlife pharmacy operate. This study therefore seeks to provide answers to the question, what competitive strategies have made Goodlife Pharmacy stand out as the premium pharmaceutical outlet.

1.3 Purpose of the Study

The purpose of this study was to examine the contribution of competitive strategies on competitiveness within Goodlife Pharmacy.
1.4 Research Questions

1.4.1 What is the effect of human resource competence on competitiveness?

1.4.2 How does technology influence on competitiveness?

1.4.3 What is the influence of financial resources on competitiveness?

1.5 Significance of the Study

1.5.1 Researchers

This study contributes to the already existing studies in the area of strategic management in turbulent environments through its analysis of the environment that the pharmaceutical industry operates in, the effects of turbulence on the Goodlife pharmacy organizational performance and ultimately validating the use of strategic issue management as a tool to manage discontinuous change. Additionally this will also provide a point of reference for other researchers studying similar disciplines.

1.5.2 Pharmaceutical Investors

In addition to the financial performance of an organization, investors need to understand the industry they invest in. Strategy that is sensitive to environmental changes and is flexible to those changes is likely to yield better performance of the organization therefore maximizing shareholder wealth which is one of the roles that the management have. This study delves into the management of strategy in turbulent environments and the use of strategic issue management as a tool to manage strategy in such crucial conditions and its effects on organizational performance. Therefore this study provides a basis for investors to analyze the organizations that they not have invested in but also intend to invest in.

1.5.3 Consultants

This study acts as a reference point to consultants with projects in the pharmaceutical industry particularly due to the study of theoretical frameworks such as strategic issue management and strategic success paradigm as well as the concept of strategic management in turbulent environments in the banking industry.
1.6 Scope of the Study
This research was limited to Goodlife pharmacy branches within central region. The study targeted the employee of the company involved in the dairy operations of the branches. The study sought to analyze the competitive strategies adopted by Goodlife pharmacy in east Africa to achieve competitiveness. The limitation of the study was that only Goodlife staff within the central region branches were sampled. The limit in scope provides for future studies encompassing a larger geographical area to validate the findings of the study. The research was carried out in February and March 2018 and was limited to the events and issues as at the year of study.

1.7 Definition of Terms

1.7.1 Competitive Advantage
A condition or circumstance that puts a company in a favorable or superior business position. It’s the leverage that a business has over its competitors. This can be gained by offering clients better and greater value Porter, (1985).

1.7.2 Competitive Strategy
It is the long term plan of a specific company in order to achieve competitive advantage over its competitors in the industry. Aimed at creating defensive position in an market and generating a superior ROI (Return on Investment). Such type of strategies play a very important role when industry is very competitive and consumers are provided with almost similar products (Ashkenas & Chandler 2017).

1.7.3 Strategic Management
Strategic management can be defined as the set of decisions and actions the lead to the formulation and implementation of strategies or plans designed to achieve an organizations objectives. Involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies and ensuring that management rolls out the strategies across the organization (Pearce & Robinson 2007).
1.7.4 Turbulence

Environmental turbulence is defined as the dynamism in the environment and involves rapid and unexpected change in the environmental sub-factors. Turbulence is caused by changes in and interaction between environmental factors mostly due to technological advances (Conner, 2003; Vorhies, 2003).

1.7.5 Strategic Issue Management System

A strategic issue management system can be defined as a systematic procedure for early identification and fast response to important trends and events both inside and outside an enterprise (Liebl, 2003).

1.8 Chapter summary

This chapter introduced theoretical frameworks as well as trends with regards to competitive strategies in general while briefly identifying unresolved issues and social concerns related to the Kenyan pharmaceutical industry. Further chapter one explained the objectives for this study. Chapter two, the literature review, will discuss in detail the general objectives of the study which includes the effects of Human Resource competence, Technology and financial resources on competitiveness. Chapter three, includes the Research methodology which tries to introduce the manner in which the project will be conducted, it includes the sample design, target population, data collection methods, research procedures, testing and data analysis. Chapter four deals with data interpretation and data representation while chapter five give us an in-depth look on the conclusion and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter is structured based on the specific objectives. The chapter provides the literature review on the competitive strategies used by Goodlife Pharmacy in its business operations to enhance competitiveness. The chapter examines the effects of human Resource Competence on competitiveness, how technology influence competitiveness and influence of financial resource on competitiveness.

2.2 Effect of Human Resource Competence on Competitiveness

The struggle to gain competitive advantage in markets that grow more fiercely contested day to day has radically altered the complexion of many businesses. HRM should be recognized as a source of competitive strategy and should be matched to the firm’s competitive desired to ensure effectiveness. Selecting highly skilled individuals, giving employees more discretion, using minimal controls, providing more resources for experimentation, allowing and even rewarding occasional failure, and appraising performance for its long-run implications are among the important elements a firm must consider (Merk & Buttgen 2012). The core strength of any organization comes from its employees. A firm therefore must ensure that front and managerial staff produce a good product and service providing a positive customer experience.

Professionalism must play and expertise on the product and service on which customers can rely must reflect (Albana 2015). To develop and strengthen them, will lead to a solid foundation for the organization’s future. Good HRM does not happen by accident. It takes strong executive leadership to bring about positive patterns of employment relationships. The manager must continue to develop himself and also have a commitment to help his employees develop their full potential. The employees depend on the managers, and the organisation depends on them for its success. For organizations to maintain a competitive advantage they must focus on enhancing performance through a process of continual learning and must focus on sound and effective leadership skills (Shaw 2014).
2.2.1 Pre-selection Practices

This process helps companies identify their future HRM needs and how those needs can be met. It guides managers anticipate and meet changing environmental needs relating to how acquisition is done, deployment, and utilization of its human resource. The organization should map out an overall strategic plan. Then, through demand and supply forecasting, estimates the number, quality and types of human recourse needed to carry out successfully its intended overall plan. Such information allow a firm to plan its recruitment, selection, and training strategies.

Strategic Human Resource Management (SHRM) focuses on actions that differentiate the management of human resource with a short sentence: “the management of work and people towards desired ends”. Boxall et al (2007) also believe that the major focus of Strategic Human Resource Management should be aligning HR with firm strategies. While, a firm’s HR practices are defined as all of the programs, policies, procedures, and activities that firms use to manage their human resources (Barney & Clark, 2007).

The new concept of HRM sees people as the most important resource in the firm. It represents the human factor in the organization, combined intelligence, skills and experiences that gives the organization its distinctive character. According to Barney and Clark (2007): “human capital resources include the training, experience, judgment, intelligence, relationships, and insight of individual manages and workers in firms”.

2.2.2 Selection Practices

By HRM selection practices, we mean policies and procedures used by organizations to staff their positions. Organizations use recruitment to locate, find and attract job applicants for particular positions of interest. Organizations may recruit candidates from within the organization (i.e., recruit current employees seeking to advance or change jobs) or from outside. Recruitment is aimed at identifying a suitable pool of applicants easily, cost efficiently, and legally. Selection involves assessing and choosing the job candidates. To be effective and efficient, selection processes must be technically sound and legal.

2.2.3 Post Selection Practices

Companies implement post selection practices to maintain or improve their workers’ job performance levels.
Training and development are well planned learning experiences that teach the staff how to perform their current or future tasks effectively. Training should focus on current jobs, with development preparing employees for possible future jobs. Training and development practices are tailor made to improve and build organizational performance by ensuring the knowledge and skill levels of employee is improved. Through performance appraisals, organizations measure the capacity and adequacy of their staff’s job performances and communicate these evaluations to them for analysis. The aim of appraisal systems is to keep the employees motivated, appropriate behaviors change and correct inappropriate ones. Management may also use the appraisals as a tool for making HRM-related decisions, such as demotions, promotions, demotions, discharges, and pay raises (Hill & Jones, 2014).

Compensation involves pay and benefits. Pay refers to the package, wages or salaries employees earn; benefits can be referred to as a form of compensation given to employees in addition to their pay, could include health insurance or employee discounts and bonuses. Compensation practices is aimed at helping the organization establish retain and maintain a competent and loyal human resource at an affordable cost. Productivity improvement programs lopes job behavior to rewards. Rewards may take the form of financial (e.g., bonuses, pay raises) or the nonfinancial (i.e., improved job satisfaction). This is aimed at motivating the employees to engage in appropriate job behaviors.

2.2.4 Transformative leadership

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Braun et al., 2013). People need a compelling reason to follow your lead and this is why you need to create and communicate an inspiring vision of the future. Transformational leader, you need to focus your attention on your people, and work hard to help them achieve their goals and dreams (Grant, 2012). Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized “around a collective purpose” in such a way that “transform, motivate, and enhance the actions and ethical aspirations of followers.”
Transformational leadership is a leadership style that seeks positive transformations “in those who follow” and that achieves desired changes through the “strategy and structure” of the organization (Geib & Swenson, 2013). The latter implies leadership based on an exchange process wherein autonomous agents may benefit, which in turn implies reciprocity (Simola et al., 2012). Bass (1990) indicates that transformational leadership can be characterized by several elements not necessarily mutually excluding. The first dimension is that of contingent rewards or the recognition of achievement by rewarding efforts and good performance. The second is active management by exception which is directed at managing the process. Leaders monitor the lack of compliance with established rules and standards, and when required undertake corrective measures (Warrick, 2011).

Transformational leadership can also focus on passive management by exception. In the latter, leaders are meant to intervene only in cases in which set objectives are not achieved. The last characteristic of transformational leadership is laissez-faire in which leaders avoid making decision and those involved in the process relinquish all responsibilities.

2.3 Influence of Technology on Competitiveness

2.3.1 Information Systems

Gaining competitive advantage is critical for organizations. Baltzan and Phillips (2010) viewed competitive advantage as ‘a product or service which an organization’s customers value more highly than similar offerings from its market competitors. O’Brien and Marakas (2011) suggest that a company can follow one of five basic competitive strategies, based on Porter’s three generic strategies which include cost leadership, broad differentiation, and focused strategy. The five competitive strategies include: cost leadership, differentiation, innovation, growth, and alliance. Meanwhile, technology and information systems could be a critical tool for these five competitive strategies.

Firms can use information systems to define, identify and create (or assist in creating) new products and services or even develop new niche markets or and to radically bring change in the business processes through automation using digital modelling and simulation of product design to reduce the time and cost to the market (Chui & Fleming 2011).
Firms can use information systems to significantly and fundamentally shift the cost of their operations (Booth, Roberts & Sikes 2011) or reduce the costs of business processes or/and to reduce the costs of customers or suppliers, i.e., using online business to consumer & business to business models, e-procurement systems to reduce operating costs and other organizational overheads.

Organizations can use information systems to create differentiated features or/and to decrease competitors’ differentiation advantages, i.e., using online live chatting systems as well as social networks to better understand and serve customers; using technology to create information bank to offer value-added service and improve customers reach and satisfaction’ stickiness to your website/business (Booth, Roberts, and Sikes 2011); applying advanced and established measures for online operations and presence to offline practices(i.e., more definite, accurate and systematic ways of measuring efficiency and effectiveness of advertising) (Manyika, 2009). They can also work on new initiatives of establishing pure products like online businesses/operations. Similarly, the Internet and telecommunications networks provide excellent capabilities and opportunities for innovation. “Combinational innovation” and Open innovation are two good examples of way in which organization can improve on operations.

There are a large number of component parts on the networks that are very costly or extremely different before the commissioning of the networks, and firms could combine or recombine components/parts on the networks to create a whole new innovations (Manyika 2009). Meanwhile everyone is remotely connected via personal computers, laptops and other mobile devices through cabled Internet or wireless networks or mobile networks, there are numerous opportunities to co-create with customers, external partners and internal people. Organizations can use information systems to develop and enhance relations with partners via applications, which include developing virtual organizations and inter-organizational information systems (Rigby 2011).

2.3.2 Innovation Strategy

Innovation is almost any company’s bread and butter nowadays if they want to achieve their ambitious growth targets. Today, the innovator faces ever shorter product life cycles, global competitive threats, and customers demanding more and more while paying less and less.
Companies must simultaneously bring new ideas to market while making sure that it can capture at least part of the value that is created (Esseiva, 2013). In response to the dramatic change in the business landscape, several innovation strategies have emerged to tackle today’s challenges. Notably, it has been suggested that organizations need to tap into sources of knowledge that lie outside the traditional boundary of the company and that the highly inward focusing innovation practices of many companies lie at the heart of an insufficient innovation performance (Enkel, Gassmann, & Chesbrough, 2009). The Open Innovation model is inherently focused on creating value through externalizing unused technologies and ideas and by internalizing outside useful knowledge. Meanwhile, the aspect of capturing value retaining it and making a profit out of the innovations has received less focus (Fischer & Henkel, 2012). Open innovation emphasizes a company’s efforts of engaging and collaborating with external players and its partners in its innovation process (Lichtenthaler, Hoegl & Muethel, 2011). The telecommunications networks and Internet technologies centers have made the open innovation concepts more appealing to organizations. Open innovation strategy has been developing smart products and customer centered technology (Jaruzelski, Holman & Baker, 2011).

2.3.3 Quality Product and Service

With all of the above potential sources of competitive advantage, quality is an underlying factor. Successful ventures offer consistent quality, so an important consideration for any venture is how quality is going to be perceived and measured. In some cases quality may be related to value-added strategies through technology and innovation like ease of access. In other cases, quality may be related to the fact that the product being offered is of a higher physical quality than the competitor’s product, or from providing excellent customer service. Customer would want the service to be as convenient as possible. In most cases a stand out product will do the job, since products are perceived as both highly relevant and meaningfully, the ability for any one product to standout in a competitive category will guarantee the success of such organization. Business strategy development is concerned with matching customers’ requirements needs, wants, desires, preferences, buying patterns. Intense competition in the business world today has led to many companies finding diverse ways of overcoming their competitors. Consequently, many organizations in recent years are placing more emphasis on quality customer care as means of attracting new customers as well as retaining the existing ones through
information systems and innovation. Thus, quality customer care is now a major avenue for sustainable competition. As Gregory (2012), put it, the issue of customer service has attracted more attention in recent years than ever before, with a big influence being the sensitivity on behalf of the customer. It is only when the needs and wants of the customer is identified and fulfilled that could bring about a greater success of an organization. Many organizations, especially, in the developing countries have come to realize the need to adhere to the concept as means of competitive advantage in order to guarantee their long survival in the ever changing social and economic environment.

2.4 Influence of Financial Resources on Competitiveness

2.4.1 Financial Planning

The financial business plan includes various financial statements that show where your company currently stands and where it expects to be in the near future. This information helps you determine how much financing your business needs and helps outsiders determine whether lending you money or investing in your business is a wise use of their funds. Financial planning for a business is the task of determining how the organization will afford to achieve its strategic goals. Usually, an organization creates a financial plan immediately after the vision and objectives have been determined. The financial plan describes each of the activities, resources, equipment, and materials that are needed to achieve an organization's objectives as well as the timeframe (Goksoy, 2013).

Financial planning, is an important element of financial management, ensures that adequate finances are available at the requisite time to meet the needs of a business (Beck, 2015). These needs include short-term requirements like investing in equipment and the long-term needs, which include making significant additions to the business’ productive capacity. It’s important to determine which type of financing would be most suitable for your business. Banks offer several types of loans to businesses that do not present too much risk. Financial planning informs on where your firm stands financially at the end of the most recent quarter and what its financial situation has looked like historically (Muñoz-Porcar, 2015). Then lay out your goals with financial projections for the next three to five years, depending on what lenders or investors have asked for. Perreault, Cannon and McCarthy (2011) suggested that, financial plan should include three key financial statements: the income statement, the balance sheet and the cash flow statement.
The bottom line of the income statement shows the company's net income, or its revenue minus expenses. Lenders and investors want to know what kind of numbers your company is working with and whether your company is profitable or expects to be soon. The Balance Sheet is important because it shows the company's financial position at a specific point in time, and it compares what you own to what you owe.

Cash flow statements not only show potential investors that you know what you're doing, they also help you to make sure your business model is financially viable and to establish goals that you want to achieve.

2.4.2 Financial Control

Financial control, is yet another important element of financial resource management, aims at ensuring that the business is meeting its goals. The questions addressed by financial control include: Are the assets being utilized efficiently, are the business’ assets secured and does the management act in the best way to meet the interest of the shareholders also keeping in mind the rules of the business (Box & Miller, 2011). Financial control has now become an essential part of any company's finances. Any financial performance process becomes meaningless if a strategy to control it is not defined and implemented based on objectives consistent with the current state of the company and its upcoming projects.

According to Dean (2011), financial controls are processes, policies and procedures that are implemented to manage finances. They play a role in achieving an organization's financial goals and meeting obligations of corporate governance, fiduciary duty and due diligence. Controls may be implemented with accountabilities, responsibilities and automation. Financial control may be construed as the analysis of a company's actual results, approached from different perspectives at different times, compared to its short, medium and long-term objectives and business plans. These analyses require control and adjustment processes to ensure that business plans are being followed and that they can be amended in the event of anomalies, irregularities or unforeseen changes (Hill & Jones, 2014). Financial control just checks that everything is running well and that the levels set and objectives proposed at the financial level regarding sales, earnings, surpluses, are being met without any significant alterations.
The company thus becomes more secure and confident, it’s operating standards and decision-making processes being stronger (Singh, 2012). An irregularity in the company finances may jeopardize the achievement of an organization’s general goals, causing it to lose ground to its competitors and in some cases compromising its very survival. Therefore, it is important to detect irregularities quickly and implement preventive measures. Occasionally, early diagnosis of specific problems detected by financial control makes corrective actions unnecessary, as they are replaced by solely preventive actions (Beck, 2015).

2.4.3 Financial Decision Making

As argued by Perrot (2011), Elements of Financial Decision Making relates to financing, investment, and dividends. This aspect states that investments should be financed in some way or the other. However, financing alternatives can always be considered. For instance, finance can be raised through sale of new shares, taking credit from suppliers, or borrowing from banks. Investment decisions are perhaps the most crucial and important of the three types of financial concepts, this is because the outcome of these decisions determines the amount of cash flows in future (Ojwang, 2012). Investment decisions in this view refer to both short- and long-term reallocations of investment funds. Short-term investment decisions include the level of current assets cash, accounts receivable, and inventories necessary for day-to-day operations; whereas long-term investment decisions refer to fixed asset purchases, mergers, acquisitions, and corporate reorganizations (Turkson, 2012). Investment proposals must be evaluated both for their expected return and for their risk to the organization. Capital investment proposals include both investment in new assets and there location of capital and assets within the company.

When making financial decisions, the manager should determine the best financing matrix or capital structure for the company. On this concept, the best choice is the capital structure that facilitates the optimal valuation of the organization for the shareholders. The important elements to consider in making financial decisions include: the nature and riskiness of the business operation; the capital structure debt-to-equity ratio desired; the length of time the assets will be needed; and the cost of alternative financing (Wanjiku, 2012). One of the most crucial financing decisions is deciding on what is to be done with the profits earned by the business, whether to retain them or to distribute them among shareholders in the form of dividends.
If, in case, dividends are excessively high, the business might experience a starving situation of financing to reinvest so as to produce revenues and thus the profits (Maina, 2015). The dividend policy the organization chooses is also a topic of analysis in financial management. The three standard dividend alternatives the stable dividend policy, the constant payout per ratio, are just among the regular low dividend policy plus extra-must be evaluated according to the company's specific situation. In addition, the repurchase of the firm's outstanding common stock must be considered. The aim of the analysis would be to determine which type of policy would maximize the value of the company's stock. To determine this, the analyst would compare the effects of different policies on the company's valuation. Choosing the dividend policy is a strategic decision, usually made by senior-level managers, with final approval subject to the board of directors (Gerdeman, 2012). Financial performance is one of the key indicators of a firm’s success and helped to link strategic goals to performance and provide timely, useful information to facilitate strategic financial decision making platform (Chan, Padmanabhan, & Seetharaman, 2013).

2.5 Chapter Summary
This chapter has reviewed literature that provides adequate answers and insights to the three research questions of this above study. Views of scholars have been analyzed on the three competitive strategies: human resource competence, technology and financial resource. The chapter also offers an overview of the general objectives of the study which is contribution of competitive strategies on competitiveness. Chapter three will introduce the methodology used in carrying out the research, state the design, population, sample size and sampling design, the data collection technique used, and as well as the method and the data analysis technique used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter delineate the research methodology of the study. Research methodology is the procedural plan adopted to validly, objectively, economically and accurately answer the research question. This encompasses the research design adopted for the study, population and sampling design, data collection methods and finally the research procedures employed in the study.

3.2 Research Design
A research design is the guide a researcher adopts as a roadmap for a study Saunders, Lewis and Thornhill (2016). As such, a research design assists a researcher determine which research philosophy to adopt, what approach to adopt, which strategies, and choices to use and whether the study should be a single instance, cross sectional or longitudinal. There are multiple research designs including surveys, descriptive design, experimental, observations, among others. This study assumed a descriptive survey design. This design was best suitable for this study because it enabled the researcher to deal with the study ethnography without making changes or influencing the study environment. Similarly, this study design was suitable as it helped the researcher to describe characteristics of study elements in their natural state enhancing the scientific position and threshold, thus the study could be adopted and replicated in similar environments and elicit similar findings (Cox & Hassard, 2010)

3.3 Population and Sampling Design

3.3.1 Population
A study population describes the entire or total of all elements within a given locality, geography or boundary upon which a researcher wants to refer (Cooper & Schindler, 2014). According to Cox and Hassard (2010) a study population must contain total units from which a sample can be drawn in the study. For this study the researcher focused on the 200 staff of Goodlife Pharmacy within the central region of the country.
### 3.3.2 Sampling Design

A sampling design adopts a mechanism through which the researcher should use to select a study sample from the total population (Cooper & Schindler, 2014). As such, sampling is the actual selection of representative units from a larger population that will take part in a study. Normally, a study sampling design must be composed of a sample frame, sampling technique, and the sample size (Saunders et al., 2012).

#### 3.3.2.1 Sampling Frame

A sampling frame is a list that contains all the elements of a population of the study that a researcher use to select a study sample (Cox & Hassard, 2010). If a sample frame does not contain all the elements in the study, then the sample that could have been selected by a researcher will not be representative. It is therefore imperative and important that a researcher seeks a sample frame that is current, and updated before conducting a study (Cooper & Schindler, 2014). In the study the list came from Goodlife Pharmacy within the central region of the country.

#### 3.3.2.2 Sampling Technique

A sampling technique is a tool used by a researcher to select a study sample from a larger population (Saunders et al, 2012). In any specific population, there may be homogeneous elements or heterogeneous elements. A researcher should select a method that ensures full or adequate representation of a study population. This study adopted a stratified sampling technique to select the sample size. Stratified sampling is used when a study has predominantly heterogeneous elements. Heterogeneous elements are those elements within the study that has different characteristics. Stratified sampling was suitable for this study since it compelled there researcher to group study population into strata’s that are homogeneous, and thereby select a representative sample.

#### 3.3.2.3 Sample Size

A sample size is a smallest unit of a study population (Cooper & Schindler, 2014). The sample size for this study was determined by Yamane (1967) sample size formula as indicated as follows: 

\[ n = N/1+Ne^2 \]

where;

\( n \) = the sample size
N = Population size

e = error value

Therefore, the sample size \( n = \frac{200}{1 + 200 (0.05)^2} = 120 \)

**Table 3.1: Sample Distribution**

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample</th>
<th>Population in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Managers</td>
<td>8</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>6</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Branch Managers</td>
<td>20</td>
<td>15</td>
<td>13%</td>
</tr>
<tr>
<td>Pharmacy Technologies</td>
<td>104</td>
<td>75</td>
<td>63%</td>
</tr>
<tr>
<td>Beautician</td>
<td>29</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Finance and Accounting</td>
<td>8</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Human resource</td>
<td>8</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Operations</td>
<td>17</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**3.4 Data Collection Methods**

Data collection method means the process of gathering data from a sample size which is selected as respondents of the study (Cooper & Schindler, 2014). A well-structured closed-ended questionnaire was adopted to collect primary data. A Likert scale of five levels was also used on the questionnaire. The questionnaire had four section: Section I included demographic data; section II has questions on Human Resource Competence; section III has questions on Technology; section IV has questions on Financial Resources. A questionnaire is an important and adequate tool for collecting quantitative data (Glaser & Strauss, 2011). Since this study used primary quantitative data, a questionnaire was an ideal tool.

**3.5 Research Procedure**

A research procedure is a set of rules, steps, or procedures a researcher utilizes to carry out a study (Cooper & Schindler, 2014). At the beginning of this study, a letter was presented to Goodlife pharmacy limited human resources department requesting approval to carry out the study in the facility. A second letter was drafted and attached to the questionnaire explaining to respondents the importance of the study, for what reason, and
how the data was going to be utilized and of help. After approvals were given, a pilot test was conducted using 10 respondent supervisors at Goodlife Pharmacy offices in Nairobi. Findings from the pilot test were used to clarify and rectify questions that were unclear in the questionnaire. Questionnaires were emailed to all the respondents, who were given 5 days to fill in the questionnaire and return to researcher. To ensure high response rate, a phone call was made to respondents who had not submitted their questionnaires by day 3. Once questionnaires were received, they were checked for completeness and errors.

3.6 Data Analysis Methods

Data analysis is the mechanism or process through which data is analyzed into manageable size and themes that makes sense to the end user of the study findings (Saunders et al., 2012). Descriptive statistics were the key among the quantitative tools that were employed, which include measures of central tendencies, such as means and Standard deviation, inferential statistics using correlation analysis to establish relationship between variable. According to Denscombe (2006) descriptive statistics involves a process of converting a mass of raw data into charts, tables, with frequency distribution and percentages, which are extremely important part of making sense of the data. The research data was analyzed using Statistical Package for Social Sciences (SPSS) program and presented using tables and charts to give a clear image of the research findings at a glance.

3.7 Chapter Summary

Chapter three has delineates the methodology and describes the procedures that was used to carry out the study. It started with a brief introduction highlighting the general methodology and structure of the chapter. The chapter also highlighted the method that was used to conduct the research and its use justified. The population was defined and the sampling technique, technique, and sample size described. Finally, the data collection techniques and research procedures to be used have been discussed. The next chapter that follow is Chapter 4 which discusses the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

Study results and findings are presented in this chapter. Findings on what is the effect of Human Resource competence on competitiveness? Is presented first, followed by findings on how does Technology influence on competitiveness? And finally on the influence of financial resources on competitiveness? Within Goodlife pharmacy

4.1.1 Response Rate

Out of 120 questionnaires given out, 96 were returned making a response rate of (80%). Saunders et al., (2012) argues that a response rate above 50% is ideal for a study and can be used to draw inference to the entire population.

4.2 General Information

The general information for this study consisted of respondents’ age, gender, Education level and experience at Goodlife Pharmacy. General information findings are presented as follows:

4.2.1 Gender

On the aspect of respondents’ gender, (45.83%) indicated they were of a male gender, while (54.17%) were female as highlighted in figure 4.1. This means that this study had more of the female respondents compared to the male; however, gender did not influence the findings however it gave a positive out lay that both men and women are well or evenly represented in the company.
4.2.2 Age

 Respondent were requested to indicate their age brackets. The findings showed that (48%) were 20-30 years, (31.3%) of respondents were aged 31-40 years; (37.5%) of respondents were aged 41-50 years and (18.8%) were aged 51-60 of the respondents were 11.5% years and over 60 years of age was 1% . The majority of the respondents were the youthful age which is the active population and a technically innovative to gel best with technology.

Table 4.1: Respondents Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>30</td>
<td>31.3</td>
<td>31.3</td>
<td>31.3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>36</td>
<td>37.5</td>
<td>37.5</td>
<td>68.8</td>
</tr>
<tr>
<td>41-50 years</td>
<td>18</td>
<td>18.8</td>
<td>18.8</td>
<td>87.5</td>
</tr>
<tr>
<td>51-60 years</td>
<td>11</td>
<td>11.5</td>
<td>11.5</td>
<td>99.0</td>
</tr>
<tr>
<td>over 60 years</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.2.3 Level of Education

On level of education, (20.83%) of respondents indicated they had a bachelor’s degree, (21.88%) had a college certificate, while (6.25%) had post graduate degree as summarized in figure 4.2. Level of education is important when dealing with innovative
technologies. Majority of respondents were those with a diploma therefore technically knowledgeable to provide relevant competence on innovation and development.

Figure 4.2: Level of Education

4.2.5 Years of experience in Goodlife Pharmacy LTD

On the experiences, how many years’ respondents had in service, (12%) had been at the organization for 0-1 years; (62.5%) had been at the organization for a period between 2-4 years; (23.96%) had been at the organization for period between 5-7 years, while (1.04%) had worked at the organization for the period between 8-10 year as highlighted in figure 4.4. This means that majority of respondents had been with the organization for more than 2yrs and less than 8years. This implies that there is relevant productive age brackets suitable for the industry development since they only deal with experienced and qualified staff.

Figure 4.3: Years of experience in Goodlife Pharmacy LTD
4.3 Human Resource Competence as a strategy for Competitiveness

The study sought to determine whether Human Resource Competence is a strategy for competitiveness. The findings were presented in the following sections:

**Table 4.2: Human Resource Competence as a Strategy for Competitiveness**

<table>
<thead>
<tr>
<th>Human Resource</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The element people and human resource is the benchmark for success in the organization.</td>
<td>4.93</td>
<td>0.315</td>
</tr>
<tr>
<td>The organizational leadership has shaped the organizational competitiveness</td>
<td>4.51</td>
<td>0.922</td>
</tr>
<tr>
<td>Transformational leadership practiced at Goodlife has inspired employees to both achieve extraordinary outcomes and develop their own leadership capacity</td>
<td>3.9</td>
<td>1.067</td>
</tr>
<tr>
<td>Improvements in transformational-leadership-based competencies should lead to marketplace positional advantages therefore enhancing competitiveness.</td>
<td>3.84</td>
<td>1.141</td>
</tr>
<tr>
<td>Transformational leadership appeals to social values thus encourages people to collaborate and work towards achieving the competitiveness of an organization</td>
<td>4.74</td>
<td>0.563</td>
</tr>
<tr>
<td>Organizational culture help bring effectiveness and competitive advantage to organizations</td>
<td>4.51</td>
<td>0.611</td>
</tr>
<tr>
<td>Success in human resource begins with proper recruitment selection and retention of the most qualified person</td>
<td>4.76</td>
<td>0.522</td>
</tr>
<tr>
<td>Monetary reward is the best motivation for good</td>
<td>3.81</td>
<td>1.352</td>
</tr>
<tr>
<td>Contract employment gives the organization better strategic flexibility</td>
<td>1.96</td>
<td>0.984</td>
</tr>
<tr>
<td>It’s becoming difficult to retain some of the most experienced employees</td>
<td>4.9</td>
<td>0.352</td>
</tr>
<tr>
<td>Training and development is primary and continuous in the organization.</td>
<td>2</td>
<td>1.007</td>
</tr>
<tr>
<td>Human Resource department has created capacity for technological innovation to handle changes and turbulence in the environment.</td>
<td>3.96</td>
<td>1.152</td>
</tr>
<tr>
<td>Goodlife pharmacy Handles employee relations in the best and most professional manner.</td>
<td>3.4</td>
<td>0.964</td>
</tr>
<tr>
<td>Human resource department is easily approachable in the organization.</td>
<td>3.4</td>
<td>1.067</td>
</tr>
<tr>
<td>As an employee of Goodlife pharmacy I feel my employer appreciates my input to the organization.</td>
<td>3.56</td>
<td>0.904</td>
</tr>
</tbody>
</table>
Respondents were asked to indicate whether they believed that people and human resource is the benchmark for success in the organization. Majority (92.7%) highly agreed this to be the case, (4.2%) agreed, (3.1%) were neutral. No one disagreed or highly disagreed. The responses in this question show that human resource is the benchmark for success in the organization.

When asked whether organizational leadership has shaped the organizational competitiveness, (67.7%) of respondents highly agreed, (16.7%) agreed, (8.3%) were neutral, (4.2%) disagreed while the remaining (3.1%) highly disagreed. This means that the organizational leadership has shaped the organizational competitiveness. On the question on whether transformational leadership practiced at Goodlife has inspired employees to both achieve extraordinary outcomes and develop their own leadership capacity, majority (36.5%) highly agreed, (25%) agreed, (24%) were neutral, (10.4%) disagreed and (4.2%) highly disagreed. Given the findings, it shows that transformational leadership practiced at Goodlife has inspired employees to both achieve extraordinary outcomes and develop their own leadership capacity.

On the question on whether improvements in transformational-leadership-based competencies should lead to marketplace positional advantages therefore enhancing competitiveness; the majority of respondents (35.4%) highly agreed, and (29.2%) agreed, (21.9%) were neutral, (10.4%) disagreed while the rest (3.1%) disagreed. Thus, improvements in transformational-leadership-based competencies should lead to marketplace positional advantages therefore enhancing competitiveness.

When respondents were asked whether they believed that transformational leadership appeals to social values thus encouraging people to collaborate and work towards achieving the competitiveness of an organization, (70.8%) highly agreed, (20.8%) agreed, (7.3%) were neutral while only (1%) disagreed. None of the respondents highly disagreed. This means that they agreed that transformational leadership appeals to social values thus encourages people to collaborate and work towards achieving the competitiveness of an organization.

On the question on organizational culture help bring effectiveness and competitive advantage to organizations, (54.2%) highly agreed, (41.7%) agreed, (2.1%) were neutral, while (2.1%) disagreed. None of the interviewees highly disagreed. Since majority of
respondents highly agreed thus concluding that organizational culture helps bring effectiveness and competitive advantage to organizations.

On the question whether success in human resource begins with proper recruitment selection and retention of the most qualified person, (78.1%) highly agreed, (14.6%) agreed, while (7.3%) remained neutral, no one disagreed or highly disagreed. Therefore deduced that success in human resource begins with proper recruitment selection and retention of the most qualified person.

When respondents were asked whether monetary reward is the best motivation for good performance, majority (45.8%) highly agreed, (18.5%) agreed, (17.5%) remained neutral, (10.4%) disagreed while the remaining (7.3%) highly disagreed as summarized in table 4.10. Majority of respondents have confirmed that monetary reward is the best motivation for good performance.

Respondents of this study were asked to indicate contract employment gives the organization better strategic flexibility; majority (49%) highly disagreed, (30.2%) disagreed, (13.5%) were neutral, (6.3%) agreed and only (1%) highly agreed. From the results, it shows that contract employment does not give the organization better strategic flexibility.

On the question on whether it’s becoming difficult to retain some of the most experienced employees, (90.6%) highly agree, (8.3%) agreed and (1%) remained neutral. None of the respondents disagreed or highly disagreed. This means that it’s becoming difficult to retain some of the most experienced employees.

On if training and development is primary and continuous in the organization. (39.6%) highly disagreed and disagreed, (9.4%) were neutral, (8.3%) agreed while only (3.1%) highly agreed. In as much as training is important, training and development is not primary and continuous in the organization. Respondents were questioned on whether the Human Resources Department has created capacity for technological innovation to handle changes and turbulence in the environment. (41.7%) highly agreed, (28.1%) agreed, (15.6%) remained neutral, (9.4%) disagreed while (5.2%) highly disagreed. Therefore concluding that the Human Resources department has created capacity for technological innovation to handle changes and turbulence in the environment.

On the question of if Goodlife pharmacy handles employee relations in the best and most professional manner. (20.8%) highly agreed, (21.9%) agreed, (40.6%) remained neutral,
(14.6%) disagreed while (2.1%) highly disagreed. From the findings, no clear answer could be deduced on whether Goodlife pharmacy handles employee relations in the best and most professional manner since most of the employees chose to remain neutral.

When respondents were asked whether the human resource department is easily approachable in the organization, (17.7%) highly agreed, (36.5%) agreed, (26%) were neutral, (17.7%) disagreed while only (2.1%) highly disagreed. This shows that Human resource department is easily approachable in the organization.

When respondents were asked whether as an employee of Goodlife pharmacy they feel the employer appreciates their input to the organization. (15.6%) highly agreed, (45.8%) agreed, (30.2%) remained neutral, (5.2%) disagreed while (3.1%) of them highly disagreed. Therefore, employees of Goodlife pharmacy feel that their employer appreciates their input to the organization.

**Table 4.3: Correlation**

<table>
<thead>
<tr>
<th>The element people and human resource is the bench marker</th>
<th>Proper resource allocation and control is a key</th>
</tr>
</thead>
<tbody>
<tr>
<td>The element people and human resource is the bench marker</td>
<td>Pearson Correlation 1 .527**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>96 96</td>
</tr>
<tr>
<td>Proper resource allocation and control is a key</td>
<td>Pearson Correlation .527** 1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>96 96</td>
</tr>
</tbody>
</table>

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

Correlations were used in this study to establish whether significant relationships existed between the study variables. Study findings showed that the element people and human resource is the bench marker for success in the organization. There is no doubt that part of an organization’s success and knowledge resides in the people who form it therefore forming a mutual network of benefit between the human resource and the organization bringing in a competitive advantage. Long-term competitiveness and performance of the business and Success in human resource begins with proper recruitment selection and retention of the most qualified person there is a strong relationship r (0.573); p < 0.05; Therefore it is important to manage employees, their knowledge and competences in such a way the organization can build a long-term competitiveness and develop a dynamic capacity to respond to market’s competitive challenges both in a steady and dynamic environment.
Table 4.4: Influence of Emerging Technology as a tool for Competitiveness

<table>
<thead>
<tr>
<th>TECHNOLOGY</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology is a critical success driver in the organization</td>
<td>4.74</td>
<td>0.536</td>
</tr>
<tr>
<td>Technology and Innovation are the crucial decisive variables to manage when dealing with product</td>
<td>4.53</td>
<td>0.889</td>
</tr>
<tr>
<td>Innovation contribute to the long-term</td>
<td>4.81</td>
<td>0.465</td>
</tr>
<tr>
<td>Operatizing system used in the organization captures almost all the operations of the organization</td>
<td>4.87</td>
<td>0.42</td>
</tr>
<tr>
<td>The level of technology deployed in the organization impacts the overall strategic planning process</td>
<td>4.32</td>
<td>0.818</td>
</tr>
<tr>
<td>Culture is considered to be an important determinant of innovation</td>
<td>4.38</td>
<td>0.792</td>
</tr>
<tr>
<td>Cultural perspective might be useful for understanding innovation process in organizations</td>
<td>3.99</td>
<td>1.24</td>
</tr>
<tr>
<td>Does the technology used give feedback on every component it deals with</td>
<td>3.1</td>
<td>1.095</td>
</tr>
<tr>
<td>Technology has contributed to the differentiation</td>
<td>4.82</td>
<td>0.517</td>
</tr>
<tr>
<td>Innovation is at the center of the success we see in the organization</td>
<td>4.72</td>
<td>0.692</td>
</tr>
<tr>
<td>Goodlife pharmacy has social media strategies for enhancing organizations communications</td>
<td>4.84</td>
<td>0.444</td>
</tr>
<tr>
<td>Goodlife pharmacy has a well-developed website that enhance information outflow and collect information in-flow.</td>
<td>4.97</td>
<td>0.17</td>
</tr>
<tr>
<td>Automation of business operations has enhanced productivity, accuracy, effectiveness, and efficiency in the organization significantly.</td>
<td>4.94</td>
<td>0.293</td>
</tr>
<tr>
<td>Break-down in automated processes can paralyze business operation due to high dependence on automated processes.</td>
<td>4.81</td>
<td>0.496</td>
</tr>
<tr>
<td>Servicing of automated business operations processes is costly on business process management</td>
<td>4.79</td>
<td>0.475</td>
</tr>
</tbody>
</table>

This study sought to determine whether emerging technologies influence business process management. This indicate the degree of the competitive Advantages in business practices. The findings are presented in the following sections:

Respondents were asked to indicate on a rate of five point’s scale whether they believed that Technology is a critical success driver in the organization. Majority (79.2%) Highly agreed this to be the case, (13.5%) agreed, (6.3%) were neutral while the remaining (1%)
disagreed. This means technology is a critical success driver in the organization seeking to advance its business productivity.

When asked whether Technology and Innovation are the crucial decisive variables to manage when dealing with product Quality and customer service in Goodlife pharmacy. (74%) of respondents highly agreed, (15.6%) agreed, (4.2%) were neutral, while the remaining (6.3%) disagreed. This means that Technology and Innovation are the crucial decisive variables to manage when dealing with product Quality and customer service since a bigger portion of the respondent highly agreed.

In the question on respondents to recommend Innovation contributing to the long-term Competitiveness and performance of the business hereby are their thoughts. Majority (80.2%) Highly agreed, (13.5%) agreed, (5.2%) were neutral, and (1%) disagreed. Majority of respondents would recommend innovation contributing to long-term performance of the business.

Their recommendation on Operatizing system used in the organization capturing almost all the operations of the organization, here are what they had to say majority (92.7%) highly agreed, and (5.2%) agreed and (2.1%) were Neutral. Thus, operating systems is an important emerging trend, very important in business process management and should capture nearly every single aspect of the operations in an organization.

When respondents were asked whether they believed that the level of technology deployed in the organization impacts the overall strategic planning process. Their opinions were are as follows. Majority, (53.1%) highly agreed, (27.1%) agreed, (4.2%) neutral while the remaining (2.1%) disagreed. This means that organizations adopting some level of technology impacts positively to the overall strategic planning processes.

On the question on whether respondents considered Culture to be an important determinant of innovation this is the outcome, (59.4%) highly agreed, (25%) agreed, (13.5%) were neutral, while (2.1%) disagreed. Since majority of respondents highly recommend culture as important determinant of innovation this implies benefits not only to business process management, but also firms’ performance.
Cultural perspective being considered useful for understanding innovation process in organizations was also analyzed to see their perception. This is their views, (43.8%) highly agreed, (22.9%) agreed, (15.6%) were neutral, (13.5%) disagreed while (4.2%) disagreed. Majority of respondents highly recommended cultural perspective to be useful in understanding innovation process.

When respondents were asked to give their views on whether they see technology used giving feedback on every component it deals with in the organization, majority (40.6%) agreed, (15%) highly agreed (11.5%) highly disagreed while (25%) remained neutral. Enhancing technology is important in business management but on average basis, this is because majority of respondents confirmed to be true.

Respondents of this study indicated the contribution of technology to the differentiation of the organization as follows; majority (79.2%) highly agreed, (16.7%) agreed, (2.1%) neutral while the rest at (1%) were neutral. In as much as ambient technology is relatively new, organizations are beginning to adopt the technology as indicated by this finding as a way of enhancing business process management.

Study findings on the question on whether Innovation is at the center of the success we see in the organization, (81.1%) highly agree, (13.7%) agreed, (3.2%) remained neutral, (2.1%) disagreed. This gives implications that the respondents strongly believe innovation is the center of the success we see in the organization.

Study findings on whether Goodlife pharmacy has social media strategies for enhancing communication, majority of respondents 84.4% highly agree, 11.5% agree while 4% were neutral. This study therefore confirmed that Goodlife pharmacy has social media strategies for enhancing organization’s communication. Goodlife pharmacy believes in social media as a good means of communication within their organization.

On the question on whether Goodlife pharmacy has a well-developed website that enhance information outflow and collect information in-flow. Study findings indicates, (93.8%) highly agreed; (6.3%) agreed, while the remaining (0%) were neutral. All of the respondents come into agreement that Goodlife pharmacy has a well-developed website that enhances outflow and inflow of information which is important in business process management.
Study findings on whether Automation of business operations has enhanced productivity, accuracy, effectiveness, and efficiency in the organization significantly, from the table indicates that majority (91.7%) highly agreed (7.3%) agreed while (1%) neutral. This means that Automation of business operations has enhanced productivity, accuracy, effectiveness, and efficiency in the organization significantly.

Study findings on whether Break-down in automated processes can paralyze business operation due to high dependence on automated processes displayed the following outcomes Majority (83.3%) highly agreed, (10.4%) agreed, (6.3%) were neutral. As indicated by majority of respondents, believed that since everything in the operation depends on the machine any breakdown in it paralyses the every operations in the organization. Stakeholders, and the management should therefore ensure there is no system failure.

Study findings on the question on whether Servicing of automated business operations processes is costly on business process management, showed that majority (81.3%) highly agreed, (14.6%) agreed, while the remaining (4.2%) were neutral. servicing of automated business operations processes is therefore costly.

Table 4. 5: Correlations

<table>
<thead>
<tr>
<th>Innovation contribute to the long-term</th>
<th>Success in human resource begins with proper recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation contribute to the long-term</td>
<td>Pearson Correlation 1 .573**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td>N</td>
<td>96</td>
</tr>
<tr>
<td>Success in human resource begins with proper recruitment</td>
<td>Pearson Correlation .573** 1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td>N</td>
<td>96</td>
</tr>
</tbody>
</table>

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

Correlations were used in this study to establish whether significant relationships existed between the study variables. Study findings show that The element Technological innovations has Important strategic implications and greatly influence an organization industries as a whole with a strongest relationship, r (0.527); p < 0.05; this was evident where the p-value was less than 0.05,also in Innovation contributing to the long-term competitiveness and performance of the business.
4.5 Influence of Financial Resources on Competitiveness

This study sought to establish whether financial resources has had any influence on the business in its day to day running. The findings are presented as follows:

Table 4.6: Financial Resources Muscle has elevated the Company’s Position into Its Competitive Environment

<table>
<thead>
<tr>
<th>FINANCE</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources muscle has elevated the company’s position into its competitive environment</td>
<td>4.63</td>
<td>0.71</td>
</tr>
<tr>
<td>The organization has sustained capital investment and access to capital</td>
<td>4.43</td>
<td>0.903</td>
</tr>
<tr>
<td>Good financial books have attracted investor and strategic alliances to join the company significantly.</td>
<td>5.62</td>
<td>6.089</td>
</tr>
<tr>
<td>Adequate finances and timely availability has fueled the expansion, formation of alliances and mergers.</td>
<td>4.88</td>
<td>0.325</td>
</tr>
<tr>
<td>To achieve competitive advantage, a firm’s resources should be imperfectly imitable.</td>
<td>4.71</td>
<td>0.692</td>
</tr>
<tr>
<td>The company put enough controls to mitigate the effects of rapid expansion.</td>
<td>4.97</td>
<td>0.17</td>
</tr>
<tr>
<td>Proper resource allocation and control is a key issue in providing efficient usage in business process execution</td>
<td>4.76</td>
<td>0.492</td>
</tr>
<tr>
<td>Sourcing for financial resources is difficult undertaking that the organization faces.</td>
<td>2.99</td>
<td>1.344</td>
</tr>
<tr>
<td>Company’s good books have given it bargaining power over the suppliers</td>
<td>4.43</td>
<td>0.798</td>
</tr>
<tr>
<td>The company’s dividend policy a competitive strategy to attract investors?</td>
<td>4.81</td>
<td>0.432</td>
</tr>
<tr>
<td>Goodlife Pharmacy managing its risks adequately and putting enough controls on its managements and operations.</td>
<td>3.68</td>
<td>1.46</td>
</tr>
<tr>
<td>Goodlife pharmacy management consult its senior managers and middle level managers in most financial decision making policies.</td>
<td>4.5</td>
<td>0.97</td>
</tr>
<tr>
<td>The organization routinely have financial workshops where all senior managers and middle level managers evaluate the target and performance</td>
<td>4.34</td>
<td>0.891</td>
</tr>
</tbody>
</table>

When respondents were asked whether financial resources muscle has elevated the company’s position into its competitive environment, majority (74%) highly agreed,
(18.8%) agreed, (5.2%) were neutral, while the remaining (2%) disagreed as highlighted in table 4.22. No one highly disagreed. The majority of respondents noting the importance of financial resources muscle means that financial muscle is important to the business thus it has elevated the company’s position into its competitive environment.

On the question on whether the organization has sustained capital investment and access to capital, (65.6%) highly agreed, (21.9%) agreed, (8.3%) were neutral, (3.1%) disagreed and the remaining (1%) highly disagreed. This finding means that Goodlife Pharmacy has sustained capital investment and access to capital.

Respondents were asked to indicate good financial books have attracted investor and strategic alliances to join the company significantly, a majority of (90.6 %) highly agreed this to be the case, (6.3%) agreed, while the remaining (2.1%) were neutral. None of the respondents disagreed or highly disagreed. This means that good financial books have attracted investor and strategic alliances to join the company significantly.

On the question on whether adequate finances and timely availability has fueled the expansion, formation of alliances and mergers, (89.6%) highly agreed while (10.4%) agreed. No one was either neutral, disagreed or highly disagreed. This shows that adequate finances and timely availability has fueled the expansion, formation of alliances and mergers.

Respondents of the study were asked to indicate whether to achieve competitive advantage, a firm’s resources should be imperfectly imitable; majority (81.3%) of respondents highly agreed, (9.4%) agreed, (8.3%) were neutral while only (1%) disagreed. None highly disagreed. This means that to achieve competitive advantage, a firm’s resources should be imperfectly imitable.

Respondents were asked to indicate whether the company put enough controls to mitigate the effects of rapid expansion. (93.8%) highly disagreed while (6.3%) agreed. None of them were neutral, disagreed or highly disagreed. This means that Goodlife Pharmacy is ready for rapid expansion since it has put enough controls to mitigate the effects.

On the question on whether proper resource allocation and control is a key issue in providing efficient usage in business process execution, majority of the respondents (82.3%) highly agreed, (14.6%) agreed, and (3.1%) remained neutral. This finding shows
that proper resource allocation and control is a key issue in providing efficient usage in business process execution.

When respondents were asked whether sourcing for financial resources is a difficult undertaking that the organization faces, (16.7%) highly agreed, (19.8%) agreed, (28.1%) were neutral, (14.6%) disagreed while the remaining (20.8%) highly disagreed. This finding means that most of the employees of the company had no conclusive answer on the question while those who did, most of them highly disagreed that sourcing for financial resources is a difficult undertaking that the organization faces.

On the issue on whether the company’s good books have given it bargaining power over suppliers, (64.6%) highly agreed, (22.9%) agreed, (10.4%) were neutral, (2.1%) disagreed while no one highly disagreed. This means that according to the employees, the company’s good books have given it a bargaining power over suppliers important which is good for the business.

On the question on whether the company’s dividend policy a competitive strategy to attract investors, (80.2%) highly agreed, (14.6%) agreed, (5.2%) were neutral while none of the respondents disagreed or highly disagreed. This means that the Company has set aside a dividend policy as a competitive strategy whose main purpose is to attract investors.

On the question on whether Goodlife Pharmacy is managing its risks adequately and putting enough controls on its managements and operations, (41.7%) highly agreed, (21.9%) agreed, (18.8%) were neutral, (3.1%) disagreed while (14.6%) highly disagreed. Therefore, Goodlife Pharmacy is managing its risks adequately and putting enough controls on its managements and operations.

On the question on whether Goodlife Pharmacy Goodlife management consults its senior managers and middle level managers in most financial decision making policies, (70.8%) highly agreed, (14.6%) agreed, (9.4%) were neutral, (2.1%) disagreed while (3.1%) highly disagreed. Therefore, employees believe that Goodlife pharmacy management consults its senior managers and middle level managers in most financial decision making policies.

On the question on whether the organization routinely has financial workshops where all senior managers and middle level managers evaluate the target and performance, (58.73%) highly agreed, (22.9%) agreed, (12.5%) were neutral, (4.2%) disagreed while
(2.1%) highly disagreed. Therefore, Goodlife Pharmacy routinely has financial workshops where all senior managers and middle level managers evaluate the target and performance.

**Table 4. 7: Correlation**

<table>
<thead>
<tr>
<th>The level of technology deployed in the organization impacts</th>
<th>The organization routinely have financial workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>96</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The organization routinely have financial workshops</th>
<th>Pearson Correlation</th>
<th>.541**</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>96</td>
<td>96</td>
<td></td>
</tr>
</tbody>
</table>

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

Correlations were used in this study to establish whether significant relationships existed between the study variables. Study findings show that the element …Proper resource allocation and control is a key issue in providing efficient usage in business process. Execution had the strongest relationship, r (0.527); p < 0.05; this was evident where the p-value was less than 0.05. The organization routinely having financial workshops where all senior managers and middle level managers evaluate the target and performance, r (0.541); p < 0.05. All the relationships were statistically significant as indicated in table 4.8 above.

**4.6 Chapter Summary**

This chapter focused on the findings the gaps from the data analysis carried out. This section analyzes data on the respondent’s demography together with that from the three specific objectives. The next chapter (chapter five) will focus on the discussion, conclusions and recommendations, where the findings will be compared to previous studies.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

Discussions, conclusions and recommendations of this study are presented in this chapter. The entire study summary is presented first, followed by discussions of the findings for each research question, then conclusions per research question and finally recommendations are provided for each research question.

5.2 Summary of the Study

The purpose of this study was to examine the contribution of Competitive strategies on competitiveness within Goodlife Pharmacy. This study was guided by the following questions: What is the effect of Human Resource competence on competitiveness? How does Technology influence on competitiveness? And finally what is the influence of financial resources on competitiveness.

The descriptive survey research design was adopted for this study. The study had a entire population of 200 out of which stratified sampling was used to select a sample size of 120 respondents. A structured questionnaire was then used to collect primary data which was later analyzed for descriptive and inferential statistics using Statistical Package for Social Sciences (SPSS) version 20. The analyzed data has been presented using tables and figures.

The first research question sought to the effect of Human Resource competence on competitiveness? The findings show the existence of a positive relationship between emerging technologies and business process management, r (0.583) p < 0.05. The study examined cloud computing, near field technologies, virtual reality, and ambient intelligence, which contributed to the significant relationship.

The second research question sought to determine the influence of technology on competitiveness. Innovation contributing to the long-term competitiveness and performance of the business and Success in human resource starts with proper recruitment selection and retention of the most qualified person.
From this study findings there is a statistically a strong relationship $r (0.573); p < 0.05$ the findings show that there exists a significant positive relationship between the two. The third research question sought to determine, the influence of financial resources on competitiveness?, from this study we focused on the level of technology deployed in the organization impacting the overall strategic planning process and the organization routinely having financial workshops where all senior managers and middle level managers evaluate the target and performance from the study findings there is a strong correlation between, $r (0.541); p < 0.05$. Which shows a statistically significant relationship. Financial resources therefore has a direct positive influence on competitiveness in business management.

5.3 Discussion

5.3.1 Human Resource Competence as a Strategy for Competitiveness

The findings of this study revealed the existence of positive significant relationship between human resource competence and competitiveness. This study found out that people and human resource, organizational leadership and culture, transformational leadership and employee relations contribute significantly to the organization. “Achieving competitive success through people involves fundamentally altering how we think about the workforce and the employment relationship. It means achieving success by working with people, not by replacing them or limiting the scope of their activities” (Pfeffer, 1995) This study found that the people and human resource should be at the forefront if an organization is to be successful. Majority of the respondents believe that the element people and human resource is the bench marker for success in the organization.

Pablos and Lytras (2008) study on Competencies and human resource management: implications for organizational competitive advantage, states that “A strategic human resource management system (HRMS) must allow the adaptation of human resource management practices and the knowledge and behavior of the employees as regards the immediate needs of the organization, which are shown in its organizational.” Therefore if an organization is to be competitive and successful at any time favorable human resource practices must be adapted which will make the working environment favorable in turn make the organization succeed.
This study found that organizational leadership has shaped the organizational competitiveness. Majority agreed that transformational leadership practiced at Goodlife has inspired employees to both achieve extraordinary outcomes and develop their own leadership capacity large number of the employees agreeing to this. This shows that great transformational and organizational leadership has been at the forefront in helping shape the organization to make it more competitive.

The findings of this study also established organizational culture has helped bring effectiveness and competitive advantage to organizations. Majority of respondents of this study supported this. Mintzberg (1991) has suggested that organizational effectiveness will occur when the interplay of seven basic forces; direction, efficiency, proficiency, innovation, concentration, cooperation/culture and competition/politics is managed effectively. The participants who are in relationship with the organization such as employees, customers or shareholders play the main role for the organizational effectiveness. Schuler and Jackson (2007) similarly suggests that the main purpose of managing human resources as effectively as possible is to gain competitive advantage, attain higher levels of performance, satisfy the needs of employees and customers and finally adhere to the rules and regulations of society. This further supports the findings on this study.

This study found that success in human resource begins with proper recruitment selection and retention of the most qualified person. Largest number of respondents indicated this to be true. Ramona & Anca (2013) highlights that “human resource management is an integral part of how an organization is going to achieve its mission and only by integrating it into the organization’s strategic plan one can keep people aligned with the objectives of the organization”. Not only is recruitment selection and retention of the most qualified professional, it is what is going to determine whether the organization succeeds or fails in the long run.

Contract employment does not give the organization better strategic flexibility given by the high number of respondents who disagreed that it does. On the other hand a relatively considerable number of those interviewed stated that monetary reward is the best motivation for good performance. Damon Astill, (2016) argues that in order to get the right candidate for the role this can prove to be challenging to any recruiting manager because the length and terms of the Fixed Term Contract, in turn, this can seriously
compromise the quality of the potential applicant. He further states if an employee becomes problematic either ‘fitting in’ or just not working out then the Fixed Term Contract will have to find a means to end their contractual commitment.

Unless the employee has committed ‘gross misconduct’ the employer will be bound by employment laws to pay remainder of the Fixed Term Contract. Monetary rewards on the other hand is one of best motivators an employer can provide for their employees. This can be done through salary increments, incentives and bonuses just to name a few. Also it was found out that training and development is not primary and continuous in the organization with mass of those interviewed confirming this. As a matter of fact, big portion of the responds confirmed that it’s becoming difficult to retain some of the experienced employees.

This may be because they found better terms somewhere else further supporting the earlier statements above. Last but not least, the research found out that human resource department has created capacity for technological innovation to handle changes and turbulence in the environment. This is despite the fact that we had a few, below average of the respondents agreeing that Goodlife pharmacy handles employee relations in the best and most professional manner with average stating that the human resource department is easily approachable in the organization.

5.3.2 Influence of Emerging Technology as a tool for Competitiveness

The findings of this study revealed that there exist a positive significant relationship between emerging technologies and business processes and management. This study found that technology employed in business is critical success driver in the organization. Majority of the respondent highly believed in technology as a success driver for any business growth and contribute significantly to the relationship between the two. This finding is similar to a study conducted by Bălănescu (2011) and Hill, Kerremans, and Bell (2010) who noted that the existence of a significant relationship between emerging technologies and business process management. They argued that emerging technologies revolutionized in the way organizations organize internal business operations, and how value and efficiency is advanced on their products and services.
This study found that Technology and Innovation are the crucial decisive variables to manage when dealing with product Quality and customer service in Goodlife pharmacy. Majority of the respondents highly believed that among the decisive variables when dealing with product quality and customer service is the technology and innovation. High number of respondents believed that innovation contributes to the long-term Competitiveness and performance of the Pharmacy. Innovation had transformed the way through which the organization managed business processes and how information was shared in the organizations interest.

Long term competitiveness and performances of the business has been due to the contribution of technology. Stalh (2011) and Velte et al., (2010) had similarly argued that innovation is important to an organization since it helps organizations process data in a more effective way through computer networks. This justifies the study findings that operatizing system used in the organization captures almost all the operations of the organization. Hereby majority highly agreed. Technology can be co-opted by organizations as a method of enhancing easy of communication and sharing of data over vast span of distances in the shortest time, Operatizing system used in the organization capturing almost all the operations of an organization and thus enhance efficiency in decision making processes. Culture is considered to be an important determinant of innovation, reasonable number highly agreed. The findings of this study also established that culture to be important determinant of innovation and technology, which are important in growth.

Most of the respondents of this study believed that technology has contributed to the differentiation of the organization. Goodlife pharmacy has a well-developed website that enhance information outflow and collect information in-flow. Study findings from the respondents’ staff indicated that Goodlife pharmacy limited had used technologies to enhance performance of their business processes. Similarly, Augusto (2010) had argued that the main importance of technology was to transform traditional way of business management processes into user-friendly environment. This means by using technologies, organizations can provide information to their clients like the website and the social media platform in real time.

The study findings determining whether Goodlife pharmacy has social media strategies for enhancing communication, majority of respondents highly agreed to this study, social
media strategies influence management by enhancing communication in different levels. Thus depicting existence of a significant positive relationship. Cleven at al., (2012) that noted that the social media strategies enabled organizations to share information faster, quicker and in an efficient manner. This means that organizations that do subscribe to social media can reach more clients that could not be reached through the normal traditional channels of business processes.

The study findings on Automation of business operations has enhanced productivity, accuracy, effectiveness, and efficiency in the organization significantly, it therefore improves business process management. The study findings show the existence of a positive and significant relationship between Automation of business operations and business process growth and management. When an organization automates, it improve productivity, accuracy, effectiveness, and efficiency in the organization.

A study by Hartigh and Segveld (2011) in Malaysia indicated the existence of significant relationship between automation of business operations and development in business process management. Business automation gives an organization the ability to enhance productivity, accuracy, effectiveness, and efficiency in the organization which transforms to significant development in business management. This study also brought out that technology enhances organizations management centrally and saves the organization significant valuable time and overhead costs associated with traditional systems. Mental et al., (2011), had argued that business process automation allows and makes it possible for organizations to move away from paper transactions to mechanized processes and systems that are more efficient, and more accurate. Thus, an organization that co-opts business technology can develop operational efficiencies and effectiveness that are essential for the overall competitive advantage and organizational profitability (Travis, 2012). This study findings from Goodlife pharmacy limited found out that workflow management is enhanced by automation of business processes by allowing an organization to integrate multiple processes into singular units that are important for faster and efficient informational processing and communication, a bulk of the respondent and staff highly agreed to this. Similarly, intergraded workflow enhances organizations ability to reduce redundant systems within the business operations.
Thus, in adopting workflow automations, organizations submit themselves to internal change that could enable them to compete effectively at the global level. When organizational processes are well automated, productivity and performance of structures and systems is enhanced. However, Cleven et al., (2012) argued that heavy automation can be detrimental to an organization, as organization may be forced to cut much of its human capital at the same time in case of any break down an automated processes it can paralyses business operation due to high dependent’s. A large proportions of the respondents attests to this. In the short term this might seem as advantageous in cost reduction, but most clients prefer to have human contact with the staff than to rely on mechanized machines all the time. Equally since technologies for automation change so often, there is a risk that automated processes will keep changing based on how pharma industry needs. However, that notwithstanding, benefits business automation brings into business process management far outweighs its costs of deficiencies.

5.3.3 Influence of Financial Resources on Competitiveness

The findings of this study revealed the existence of positive significant relationship between financial resources and competitiveness. This study found out that financial muscle, and adequate finances, resources and the firm’s dividend policy contribute to this relationship. Alimin, Raduan, Rose, Jegak, Haslinda (2012) on their research about the relationship between organizational resources, capabilities, systems and competitive advantage state that organizational capabilities are a vital cog in the relationships among organizational resources and competitive advantage because organizational capabilities enhance the resource elements towards attaining competitive advantage.

This study sought to determine whether financial resources muscle has elevated the company’s position into its competitive environment. This was true since a larger section of the respondents agreed to this. All of them agreed that adequate finances and timely availability has fueled the expansion, formation of alliances and mergers. Conventionally, competitiveness of an organization has been based on accrual of large quantities financial assets where capable firms create competitive advantages and sustain them compared to firms with limited resources. For an organization to be competitive among its peers, it must have enough financial resources to be able to stay in business in the long run.
This study also established that to achieve competitive advantage, a firm’s resources should be imperfectly imitable, this was particularly true as most of respondents concurred with this. Vast number of the interviewees also agreed that the Company’s good books have given it bargaining power over suppliers. Phil Wilton (2014) on How does Value, Rarity, Imitability and Resources help construct Competitive Advantage, supports the above findings by stating that “a firm’s resources and capabilities should add value by allowing the firm to exploit and mitigate its strengths and weaknesses. Likewise, adding value as to a firm’s resources and capabilities will lead to competitive advantage, providing your firm exploits these value added attributes”. Good books on the hand will make a supplier trust your company more further improving your business relations hence your competitiveness.

The firm has put together enough controls to mitigate the effects of rapid expansion. From the study, all of the respondents confirmed this to be true. Too much growth can be a serious threat to business’ financial solvency. From more creditors to new staff that may require training to more competitors, losing touch with the customers, all this can affect a company if it not prepared. It was good to note that Goodlife pharmacy is well prepared on this. Since most of the respondents agree that sourcing for financial resources is not a difficult undertaking that the organization faces, this is a good sign for the company’s future plans.

This study equally found that Goodlife pharmacy’s dividend policy is a competitive strategy to attract investors, majority of those asked concurring. Dividends are important components used by organizations to attract stakeholders. Most investors will see a dividend payment from a company as a sign of the company's strength and a symbol that management has optimistic prospects for future earnings. This which again makes the
stock more attractive and creates the image that a company is stable. A greater demand for a company's stock will increase its price therefore increasing its value. This study also established the organization routinely has financial workshops where all senior managers and middle level managers evaluate the target and performance. Workshops are important in upskilling a workforce which is in turn good for staff. Workshops also increases customer satisfaction since trained staff impresses customers who are the most important aspect of a business. Training workshops in customer service will help to retain and grow your customer base by equipping your staff with the skills they need to be able to handle customers. Last but not least it will increase the performance, productivity and morale of your staff, which will have a positive impact on the organization’s profits. Training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

5.4 Conclusions

5.4.1 Human Resource Competence as a strategy for competitiveness
This study sought to determine what the effect of Human Resource competence on competitiveness is. The findings of this study revealed the existence of positive significant relationship between human resource competence and competitiveness. Therefore, the study concludes that most of the components of human resources examined in this study including the element people and human resource, organizational leadership and culture and transformational leadership are significant if an organization is to be successful. People and human resource may include employees, investors or customers. They are the stakeholders and for an organization. To be successful all of them are extremely important. Organizational leadership includes the management of the organization who have to be top quality for them to be able to manage, recruit and train competitive staff. Culture of an organization includes system of shared assumptions, values and beliefs and dictates how employees act, carry themselves and represent the organization. Transformational leadership is one whereby an organization’s culture is considered key to employee satisfaction, productivity and success.

5.4.2 Influence of Emerging Technology as a tool for Competitiveness
This study findings determined whether emerging technologies had influence on competitiveness. The study has established the existence of a huge significant relationship
between business process management and emerging technologies. Workflow management helps organizations to integrate different components of organization operations into singular modules thus enhancing effectiveness and efficiency in business process management. Process management on the other hand helps the organization to synchronize business operations particularly for assembly line operations thus cutting down operational and overhead costs associated with human resource capital and at the same time their overdependence might be disastrous in case of any system break down. The study concludes that all components of emerging technologies examined in this study including innovation, culture, automation and social media strategies are significant tool for competitiveness and development.

5.4.3 Influence of Financial Resources on Competitiveness

This study sought to determine what the effect of financial resources on competitiveness. The findings of this study revealed the existence of positive significant relationship on the effect of the influence of financial resources and competitiveness. Therefore, the study concludes that most of the components of financial resources examined in this study including financial muscle and adequate finances, resources, dividend policy and financial workshops contribute to this relationship. Financial muscle and adequate finances and resources are the available funds and assets that will allow the organization to carry out its mandate effectively. Dividend policy refers to part of profits of a company which is distributed by the company among its shareholders. It is the reward of the shareholders for investments made by them in the shares of the company. Financial workshops are trainings that allow employees to gain skills and knowledge enabling them make informed decisions on their financial resources.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Human Resource Competence as a strategy for Competitiveness

The findings of this study revealed the existence of positive significant relationship between human resource competence and competitiveness. This study recommends that the management at Goodlife pharmacy should invest more resources in improving their human resources practices. Since most respondents feel that training and development is not primary and continuous, the company can make an effort to introduce quarterly or
annual workshops. This will improve the employees’ on job skills which will enable them serve their customers better. Contract employment can be done away with and employees employed on a permanent basis. This will make it easier for the company to retain experienced and valuable members of staff. It is the companies responsibility to make its employees feel appreciated either through incentives, salary increments, better working conditions to name but a few. Therefore the management must come up with ways to improve employee morale and make them feel more important since they are the face of the company.

5.5.1.2 Influence of Emerging Technologies as a tool for competitiveness

The outcome of this study have established the existence of a significantly important relationship between emerging technologies and business process management. This study recommends that management at Goodlife pharmacy limited should invest more in emerging technologies especially in automation, social media and website as this will facilitate the organization outdo other Pharmacies in offering of products and services in the market environment and exchange ideas on how to drive efficiency while lowering the cost of doing business. This study focused on the influence of information communication strategies on business process management. The study variables were limited to emerging technologies, social media strategies and business automation. These variables are not exhaustive in explaining factors that influence competitiveness. Particularly, emerging technologies keep changing every now and then. There is need for future studies and exploration to examine how to cope and move with emerging technologies. This study did not cover the deep specifications types of technologies like Facebook, Instagram which would have defined it differently etc. There is need for future studies to explore how these different types of technologies influence growth of the Pharmacy. There is need for future studies to examine how mitigating factors in organization such as system breakdown would affect the organization.

5.5.1.3 Influence of Financial Resources on Competitiveness

Since this study revealed the existence of positive significant relationship on the effect of the influence of financial resources and competitiveness, the study recommends that the company should put more effort into managing its risks adequately and putting enough controls on its managements and operations. Risk assessment can be designed to take a look at the working place such as the handling and storage of drugs, fire and hazards such
as liquid spills, lifting heavy items, tripping over stock boxes etc. can be identified and measures taken to control them. Also financial workshops where all senior managers and middle level managers evaluate the target and performance can be introduced. This will allow managers make informed and effective decisions concerning all of their financial resources this will be of benefit to the organization.

5.5.2 Recommendations for Future Studies

This study focused on the competitive strategies contributing to competitiveness within the pharmaceutical industry with an emphasis on three major variables, namely the effect of Human Resource competence, Technology influence, and the influence of financial resources on competitiveness. These variables are not exhaustive in explaining the factors that influence competitive strategies and contribute to competitiveness within the pharmaceutical industry. There is further need for future studies to examine other emerging technologies, human resource competence on competitiveness and financial resources on competitiveness, that have not been covered in this study. There is need for future studies to explore the different types of process automation, ways to develop more strategies to improve favorable working environment for employees and ways in which a proper financial management system between different levels of management can be implemented.
REFERENCE

Agnes, O (2013), *Competitive strategies adopted by pharmaceutical firms in kenya*, Unpublished University of Nairobi Thesis


Turkson, F. E. (2012). *Trade Agreements and Bilateral Trade in Sub-Saharan Africa (SSA)*. Research Paper No.12/07, University of Nottingham, UK.


APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam,

RE: RESEARCH INFORMATION

I Martin Kamau Ng’ang’a, a postgraduate research student at the United States International University, School of Business. As part of my Masters of Business Administration (MBA) course requirements, I am undertaking a research project that seeks to FIND OUT; COMPETITIVE STRATEGIES CONTRIBUTING TO COMPETITIVENESS WITHIN THE PHARMACEUTICAL INDUSTRY: A CASE OF GOODLIFE PHARMACY.

For this reason, I intend to collect primary data from Goodlife Pharmacy Limited, by way of a questionnaire. The Information requested is needed for purely academic purposes and will be treated in strict Confidence and will not be used for any other purpose than for this research.

Kindly, fill the attached questionnaire as accurately as possible.

Thank you in advance for your assistance

Yours sincerely

Mr. Martin Kamau Ng’ang’a
APPENDIX II: QUESTIONNAIRE

Section 1: Demographic Information

Kindly respond to the following questions by checking on the appropriate box (X)

1. Gender:  Female □  Male □

2. Age
   20-30 years □  31-40 years □
   41-50 years □  51-60 years □
   Over 60 years □

3. Education background
   Certificate □  Diploma □
   Degree □  Masters □
   Doctorate □  Others (specify) ___________

4. Years of experience in Goodlife Pharmacy LTD
   0 – 1 year □  2 – 4 years □
   5 - 7 years □  8 - 10 years □
   Above 10 years □

5. Which departments do you work in ________________________________

6. Designation/Title__________________________________________________
**Section 2: Human Resource Competence as a strategy for competitiveness.**

On a rate of five point’s scale: (1) Highly Disagree, (2) Disagree (3) Neutral, (4) Agree and (5) Highly Agree; indicate the degree of your agreement and disagreement of the competitive Advantages in business practices:

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The element people and human resource is the bench marker for success in the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 The organizational leadership has shaped the organizational competitiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Transformational leadership practiced at Goodlife has inspired employees to both achieve extraordinary outcomes and develop their own leadership capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Improvements in transformational-leadership-based competencies should lead to marketplace positional advantages therefore enhancing competitiveness.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Transformational leadership appeals to social values thus encourages people to collaborate and work towards achieving the competitiveness of an organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Organizational culture help bring effectiveness and competitive advantage to organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Success in human resource begins with proper recruitment selection and retention of the most qualified person</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Monetary reward is the best motivation for good performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Contract employment gives the organization better strategic flexibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 It’s becoming difficult to retain some of the most experiences employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Training and development is primary and continuous in the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Human Resource department has created capacity for technological innovation to handle changes and turbulence in the environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Goodlife pharmacy Handles employee relations in the best and most professional manner.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Human resource department is easily approachable in the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 As an employee of Goodlife pharmacy I feel my employer appreciates my input to the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 3: Technology as a tool for Competitiveness

On a rate of five point’s scale: (1) Highly Disagree, (2) Disagree (3) Neutral, (4) Agree and (5) Highly Agree; indicate the degree of your agreement and disagreement of the competitive Advantages in business practices:

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Technology is a critical success driver in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Technology and Innovation are the crucial decisive variables to manage when dealing with product Quality and customer service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Innovation contribute to the long-term competitiveness and performance of the business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Operating system used in the organization captures almost all the operations of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 The level of technology deployed in the organization impacts the overall strategic planning process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Culture is considered to be an important determinant of innovation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Cultural perspective might be useful for understanding innovation process in organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Does the technology used give feedback on every component it deals with</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Technology has contributed to the differentiation of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Innovation is at the center of the success we see in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Goodlife pharmacy has social media strategies for enhancing organizations communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Goodlife pharmacy has a well-developed website that enhance information outflow and collect information in-flow.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Automation of business operations has enhanced productivity, accuracy, effectiveness, and efficiency in the organization significantly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Break-down in automated processes can paralyze business operation due to high dependence on automated processes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Servicing of automated business operations processes is costly on business process management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 4: Influence of Financial Resources on Competitiveness

On a rate of five point’s scale: (1) Highly Disagree, (2) Disagree (3) Neutral, (4) Agree and (5) Highly Agree; indicate the degree of your agreement and disagreement.

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Resources muscle has elevated the company’s position into its competitive environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 The organization has sustained capital investment and access to capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Good financial books have attracted investor and strategic alliances to join the company significantly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Adequate finances and timely availability has fueled the expansion, formation of alliances and mergers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 To achieve competitive advantage, a firm’s resources should be imperfectly imitable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 The company putt enough controls to mitigate the effects of rapid expansion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Proper resource allocation and control is a key issue in providing efficient usage in business process execution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Sourcing for financial resources is difficult undertaking that the organization faces.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Company’s good books have given it bargaining power over suppliers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 The company’s dividend policy a competitive strategy to attract investors?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Goodlife Pharmacy managing its risks adequately and putting enough controls on its managements and operations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Goodlife pharmacy management consult its senior mangers and middle level managers in most financial decision making policies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 The organization routinely have financial workshops where all senior managers and middle level managers evaluate the target and performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you very much for your time and participation. Your knowledge and Opinions are highly appreciated.
APPENDIX III: NACOSTI AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

TelephoneNumber: +254-20-2213471, 2241349, 3310351, 2219420
FaxNumber: +254-20-218245, 318249
Email: dg@nacost.go.ke
Website: www.nacost.go.ke
When replying please quote

Ref. No. NACOSTI/P/18/55267/21711

Date: 6th March, 2018

Dr. Martin Kamau Nganga
United States International University
P.O. Box 14634- 00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Competitive strategies contributing to competitiveness within the pharmaceutical Industry: A case of Goodlife Pharmacy,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 6th March, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.