



Strategic Positioning And Competitive Advantage At G4S Kenya

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ABSTRACT

Over the years, firms have more and more been working towards positioning themselves strategically in the industries that they operate in. This has however sparked various competitive forces in the sector. The fierce rivalry among the security firms in Nairobi County and in other counties, entry of other competing providers for the same services, especially the smaller local and regional companies have led security firms in Nairobi to introduce competitive strategies to guarantee their existence and performance. Majority of studies on strategic positioning and competitive advantage largely focused on other countries and other industries. The current study therefore sought to establish the effect of strategic positioning on competitive advantage at G4S, Kenya. The specific research objectives were; to examine the effect of continuous improvement, strategic leadership, strategic assets and product differentiation on competitive advantage at G4S, Kenya. The study was anchored on competitive advantage theory, resource based view theory, market based view theory and capability-based view theory. The study used descriptive research design and the target population comprised of the five hundred and forty employees working at G4s in Nairobi Kenya. Simple random sampling was used with a sample size of one hundred and sixty two employees. The study used primary data which was collected using research questionnaires. Descriptive statistics and inferential statistics methods were used in data processing and analysis. Ethical standards and principles were observed in this research. The study results were presented using charts and tables. The conclusions from the findings indicate that employing continuous improvement has a favorable and significant impact on competitive advantage in G4S, employing strategic leadership has positive and significant influence on competitive advantage in G4S, employing strategic assets has positive and significant influence on competitive advantage in G4S, employing product differentiation has positive and significant influence on competitive advantage in G4S.

Keywords: competitive environment, strategic positioning, risk management

INTRODUCTION

Globally, organizations nowadays function in legitimately competitive environment which makes it necessary for them to put in place strategies that improve their competitiveness (Kahiga, 2017). Organizations investing in conversant positioning strategies are in a superior position to contest for the scarce resources available and are well positioned to deliver high results (Farhiya, 2015). Strategic positioning requires a more multifaceted business operation, and managing this complexity increases running costs to the organisation, and in turn requires more sophisticated management techniques, tools and information (Nyawira, 2015). If not executed properly, one product alignment can cannibalize another in the marketplace, and introduction of a new product may not essentially lead to improvements on businesses return on capital Invested because it just siphons customers from other products by the same company (Isoherranen1 & Kess, 2011).

Organization's use strategic positioning when they determinedly decide to grow their business into different market segments than where they are in currently. better scenario is when an organisation produces a distinct service or product that is comprehensively preferred by all market segments without respect to price or place, so the company does not have to worry as much about strategic positioning (Giachetti & Marchi, 2010).

Strategic positioning is an executive practice in the business to improve an institutional level strategy that purposes to successfully differentiate the firms from competitors in the global market (Shaoming 2010). A global positioning strategy begins with the item that the corporation desires to position, in the awareness of the customer, relative its challengers. Worldwide positioning strategy is crucial given the account that it embraces enormously flexible customer accessibility (Tallman, 2001). Momaya (2013) posited that in china when a company goes in and operates in fresh marketplaces, competence formation takes place. A global positioning strategy is construed as a multidimensional premise through six key dimensions; global market sharing, focus of value-adding activities,

product standardization, combined competitive transfers, even marketing platforms and harmonization of value-adding activities (Yidan, 2009).

It is frequently witnessed that firms position themselves grounded on their advantages, or strength they have when they are likened to their competitors. Sustainable Competitive Advantage inhabits a significant role in the strategic positioning of an organization against their competitors. Dressland and Arellano (2010) indicated that competitive advantage is the protracted benefit in achieving distinctive value creating strategy which is not contemporarily being executed by a competitor, along with the inability to duplicate the strategy.

In United States, strategic orientation approach is taking the place of traditional approach to strategic management by spreading strategic thinking to the employees like a corporate culture. Dedrick, Kraemer, Carmel and Dunkle (2010) contended that market-oriented organizations get a greater percentage of their total revenue from sales outside the home country, displaying a greater international orientation. The study further found that culture, resources and business practices of countries vary widely. Businesspersons must deal with worldwide issues side by side with local considerations.

A study conducted in Europe by Deutscher, Zapkau, Schwens, Baum and Kabst (2016) showed that performance of high-technology firms depends on configurations, where firms with high levels of EO, MO, and LO outperform firms with other configurations. In China, Luo, Sivakumar and Liu (2005) found that influence of market orientation on performance is stronger for firms undergoing globalization transformation in China. The results further show that market orientation strongly influences firm performance in China and that its impact on sales growth may be expanded when the firm aggressively seeks foreign markets and forms alliances with foreign businesses

In Turkey, strategic planning was not a common practice prior to the 1960, and only gained acceptance in the 1980s. Currently in Turkey, strategy concepts are widespread with quite a number of organizations planning for a period of five years or more. Furthermore, other than preparing strategic plans at certain intervals, some organizations in Turkey have embraced a continuous approach to the process. Others have departments dedicated to strategic planning. Strategic decision making in Turkey remains largely centralized, formal, relatively standardized, and based on business intelligence (Parnell, & Koseoglu, 2010).

In Nigeria, majority of SMEs in manufacturing sector have adopted strategic orientation to enhance their performance (Monday, Akinola, Ologbenla & Aladeraji, 2015). Among the studies conducted in Kenya include Ngetich, Mburu, Mburu, Kimeu, Gaogallo, Njoroge and Njehu, (2015) who argue that competitive advantage of the company results from the efficiency and productivity and this was achieved through exploring new creative ideas that may lead to changes in the market place, proper allocation of skills and practices, training and use of latest technology.

Competitive Advantage

An organization's Competitive advantage is its ability to occupy a greater position in an industry and outdo its competitors on the primary performance goal- profitability (Arthur & Thompson 2007). An organization's superior competitive position allows it to achieve higher profitability than the industry's average (Porter, 1985). As competition becomes more and more severe, how to sustain competitive advantage or achieve sustainable competitive advantage begins gaining more attention. An organization is said to have a competitive advantage over its competitors when its profitability is greater than the mean profitability and profit growth of other organizations competing for the same set of consumers. What makes a competitive advantage sustainable are actions and elements in the strategy that cause an attractive number of buyers to have a lasting preference for a company's products or services as compared to the offering of competitors (Porter, 1985).

There are various sources from which Competitive advantage can arise. According to Porter, an organization can realize a higher rate of profit (or potential profit) over a competitor in one of two ways: either it supplies an identical product or service at a lower cost, in which case the firm enjoys a cost advantage; or it can supply a product or service that is differentiated in such a way that the customer is being able to pay a price premium that exceeds the additional cost of the differentiation advantage (Porter 1985). Competitive advantage in this study entailed superior performance, market share and increased patronage.

Strategic Positioning

Organization strategic positioning is concerned with the decision by management to determine the place that its brand and corporate image occupy in a given market including the type of benefits to be stressed and the type of segments to be targeted (Rupert, 2017). Thus, positioning is described as a strategy to identify and direct resources among intended market segments. Continuous improvement is a philosophy, permeating the Japanese culture, which seeks to improve all factors related to the transformation process (converting inputs into outputs) on an ongoing basis (Ouakouak, & Ouedraogo, 2013). The modern global market has been placing huge pressures on the organizations to continuously adapt proactive, innovative strategies for enhancing their capabilities (Njenga, 2017). To encounter the challenges posed by the modern competitive environment, organizations must pervade quality and

performance improvement initiatives in all aspects of their processes to improve their competitiveness. Furthermore, in contemporary highly challenging environment, a strategic control and continuous improvement system has been considered as a crucial factor for competitiveness (Yu & Lindsay, 2011). Therefore for achieving effectiveness, control and continuous improvement has to be treated as a strategic issue in organizations and to make its proper contribution to profits, productivity, and quality.

Strategic assets of firms are vital ingredient for competitive advantage and in turn enhanced performance (Terziovski, 2010). Corporate assets, as source of core capability differentials, are both tangible and intangible (Njenga, 2017). Whereas competitive advantage is achieved by appealing to customers in a targeted market, sustainable competitive advantage is the outcome of a unique capability differential due in large part to leveraging the intangible resources of leadership skills and reputational assets that are more difficult to substitute or imitate by competitors than tangible resources.

Product differentiation is key for a firm in achieving competitive advantage. Porter (1980) postulates that firms with competitive advantages based on either cost leadership or differentiation are able to outdo their competitors. Subsequent studies agree that an organization successfully pursuing either a differentiation or a cost leadership strategy is in a better position to achieve superior contemporary performance. While differentiation strategy is built on product innovation or services that are perceived to be different from competitors, cost leadership is realized primarily through operational improvements and efficiency. Nevertheless, the success of any organization eventually depends on how well it implements its chosen business strategy (Rupert, 2017).

G4S Kenya Limited

The G4S Kenya limited is part of the global risk management and operates as a subsidiary of G4S plc. The company was formerly known as G4S Security Services Kenya Limited and changed its name to G4S Kenya Limited in 2010 after the merger with Group 4 Security. The company provides cash, security systems, courier and manned security services. Between 1969 and 1990 the company was engaged in manned security services and courier services using recognized bus companies (Mangala, 2015). The company also established the first cash in transit service in 1973. During that period the organization had an existence in the main metropolitan centers of Nairobi, Kisumu, Mombasa and Thika. Within the years 1991 to 2000 the Corporation extended its services rapidly with the purchase of express security cash in transit business and established the first alarm response business (Mangala, 2015).

The company has accelerated expansion into other major towns in Kenya increasing its footprint to all counties. Currently G4S Kenya prides itself as the leading risk and security services provider in Kenya and the region. Other services provided by G4S includes specialty services such as event management, asset tracking, and secure journey for corporate executives and other high net worth individuals, safety and security audit, secure data and ambulance response, management solutions and fire detection. The organization runs an integrated security business in more than 90 nations across the world (Otieno, & Maina, 2019).

The security industry is seeing growing demand for technology-enabled and integrated security solutions (which combine people and technology), to deliver cost-effective security, especially in developing markets. Due to the fierce rivalry among the security firms in Nairobi County and in other counties, the entry of other competing providers for the same services, especially the smaller local and regional companies have been difficult. Similarly, the existing security firms in Nairobi have over the years introduced various competitive strategies for purposes of achieving greater market share, improved performance and ultimately continued existence.

Statement of the Problem

The number of security and logistics firms has increased rapidly in the recent past, this increase has resulted into intense competition and incumbent firms such as G4S are feeling the pressure and risk losing their market share to new entrants (Achieng' 2016). According to a study done by Osman (2017) G4S market share dropped from about 38.9 percent to current 34 percent in past three years while rival firms such as BM security gained market from 18 percent to 24 percent which indicate intense competition in the sector.

The competition has increased with the current government directives of public related organizations. Presently there is a cut throat competition which has seen some security firms in Nairobi close down and it is only with competitive strategies being put in place that will warranty the acceptable performance of the security firms (Njenga, 2017). G4S needs to position itself strategically in order to adapt to the increasingly emerging challenges and more so maintain its position in the stiff service provider competition that is threatening the achievement of its goals.

Studies carried out in the past have shown that there is a positive relationship between strategic positioning and competitive advantage. Nyambura (2012) conducted the study on brand positioning strategies and competitive advantage of the five star hotels in Nairobi and found out that brands positioning strategies collectively have a significant effect on hotel competitive advantage. Research by Farhiya (2015) on Strategic positioning as a source of sustainable competitive advantage established that positioning strategies embraced by the organization provides a framework upon which to build and coordinate the realization of the NGOs mandate.

Kanini (2016) conducted a study on the influence of positioning strategies on competitive advantage of the insurance firms in Kenya and found out that cost leadership strategy, product differentiation, product usage, positioning strategy based on competitors and company objectives positioning are the various strategies that they have adopted to sustain their company's competitiveness. Kim, Song and Koo (2008) carried out a study on the effect of strategic positioning on performance of Airline industry in Korea. The conclusions from the study were that production and service cost advantage, price competitiveness, and operation cost advantage was a source of competitive advantage. Further, unique business processes, unique products and services, and unique technology were used to improve outcomes of Airlines. The above studies focused on the Refugee Council, hotel industry, insurance firms and Airline industry thereby isolating the security sector. It is against this background that the researcher carried out a study to establish the effect of strategic positioning on competitive advantage at G4S Kenya.

Objective of the Study

The general objective of the study was to investigate the effect of strategic positioning on competitive advantage at G4S Kenya.

The following specific objectives guided the study.

- i. To examine the effect of continuous improvement on competitive advantage at G4S Kenya.
- ii. To establish the effect of strategic leadership on competitive advantage at G4S Kenya.
- iii. To assess the effect of strategic assets on competitive advantage at G4S Kenya.
- iv. To determine the effect of product differentiation on competitive advantage at G4S Kenya.

Research Questions

The study was based on the following questions:

- i. What is the effect of continuous improvement on competitive advantage at G4S Kenya?
- ii. What is the effect of strategic leadership on competitive advantage at G4S Kenya?
- iii. What is the effect of strategic assets on competitive advantage at G4S Kenya?
- iv. What is the effect of product differentiation on competitive advantage at G4S Kenya?

LITERATURE REVIEW

2.2 Theoretical Review

This section entails analyzing theories that informs the study. This section is critical since it assists in hypothesizing the relationship that exist between independent and dependent variables. This study was anchored on Competitive Advantage Theory, Resource Based View Theory, Market-Based View (MBV) and The Capability-Based View

2.2.1 Competitive Advantage Theory

Competitive Advantage Theory was propounded by Porter (1985). The theory postulates that businesses should pursue policies that create high-quality goods to sell at high prices in the market. Porter (1985) emphasizes productivity growth as the focus of national strategies. Competitive advantage refers to the capability acquired through aspects and resources to perform at an advanced level than others in the similar industry or market. The study of competitive advantage has attracted research interest due to contemporary issues regarding superior performance levels of firms in today's competitive market. An organization is said to have a competitive advantage when it is executing a value creating strategy not concurrently being affected by any existing or probable player (Karaba, 2012).

Competitive advantage theory is relevant to this study as it postulate that unique feature of a firm gives a firm an edge over its competitors in the business environment and thus, leading to greater performance. Hence, effectively executed strategies boosts a firm to greater performance by enabling the firm with competitive advantage to outdo present or probable players (Passemaid & Calantone, 2000). To increase competitive advantage, a business strategy of an organization influences the several resources over which it has direct control, and the resources have the capacity to produce competitive advantage (Powell, 2001). Greater performance results and dominance in production resources reflect competitive advantage. According to this theory if a company continuous to improve it product quality and services, it remains ahead of the competitors, hence continuous according to proponents of this theory is a major of competitive advantage. This theory was used to analyse the relationship between continuous improvements on competitive advantage.

2.2.2 Resource Based View

Resource Based View Theory is the most widespread theory that describing the main sources of Competitive advantage is the "resource-based view" (RBV). The Resource based view theory as Wernerfelt (1984) rightly puts it, introduced the significance of a firm unique resources that enable it to gain a competitive advantage. The theory suggests the strategy of a firm depends on the resources that it owns. These resources influence how well that company executes its activities and betters its current and potential competitor's. A framework presented by Day and Wensley (1988) connects the sources of advantages and performance outcome named superior resources and

superior skills as the key sources of sustainable competitive advantage. The Resource based view theory later on mentions these main sources of advantage and calls them capabilities and assets respectively.

Resource based view is based on two major underlying assertions, that are well developed in strategic management theory: Firstly that capabilities and resources possessed by current or potential competing firms may be different (i.e resource heterogeneity); and secondly the differences need to be long lasting (that is resource immobility) (Mata *et al.*, 2005). This theory was relevant to the current study since it informs the existing role that strategic assets play in companies gaining competitive advantage.

2.2.3 The Market-Based View theory

The Market-Based View (MBV) of strategy argues that industry factors and external market orientation are the primary determinants of firm performance (Peteraf & Bergen 2003). The origins of value for an organization are entrenched in the competitive condition describing its end-product strategic position. The strategic position is a firm's unique set of activities that are different from their rivals. On the other hand, the strategic position of an organization is defined by how it executes related activities to other firms, but in very diverse ways. In this perception, an organization's performance or profitability are determined uniquely by the structure and competitive changing aspects of the industry within which it functions from (Schendel 1994).

The Market-Based View (MBV) includes the positioning school of theories of strategy and theories developed in the industrial organisation economics phase of Hoskisson's account of the development of strategic thinking (Hoskisson *et al.* 1999; Porter 1980). During this phase, the focus was on the firm's environment and external factors. Studies established that the organization's performance was significantly reliant on on the industry environment. They perceived strategy in the perspective of the industry as a whole and the position of the organization in the market comparative to its competitors.

In formulating strategy, firms commonly make an overall assessment of their own competitive advantage via an assessment of the external environment based on the five forces model (Porter 1985). The five forces under consideration consist of the following: barriers to entry, threat of substitutes, bargaining power of suppliers, bargaining power of buyers and rivalry among competitors. In this perspective, a firm's sources of market power explain its relative performance. Bargaining power, monopoly and barriers to entry are the three sources of market power that are frequently highlighted (Kull.Mena & Korschum, 2016). Strategic positioning gives a company strategic leadership in the industry through control of large market share which make it hard for new entrants hence maintaining competitive advantage.

Capability-Based View

This theory was proposed by Amit and Shoemaker (1993). Capabilities are the source of competitive advantage while resources are the source of capabilities according to (Grant 1991). Amit and Shoemaker (1993) embraced alike position and advocated that resources do not add to sustained competitive advantages for an organization, but its capacities do. Haas and Hansen (2005) reinforced the significance of abilities and advocate that an organization can gain competitive advantage from its capacity to apply its capabilities to execute vital activities within the organization.

According to Amit and Shoemaker (1993,) capabilities are 'a firm's capacity to deploy resources, typically in combination using organizational processes, and effect a desired end. They are information-based, tangible or intangible processes that are organization specific and developed over time through composite interactions among the organization's resources'. Grant (1996) defines organizational capability as, 'a firm's ability to perform repeatedly a productive task which relates either directly or indirectly to a firm's capacity for creating value through effecting the transformation of inputs to outputs'.

Simon *et al.* (2003) stressed the importance of organisational learning. They suggest that capabilities and organisational learning implicitly and explicitly are a part of any strategy within a firm. Zack (1999) contended that the capacity to learn and produce new knowledge is crucial for gaining competitive advantage. Lee *et al.* (2001) discussed the influence of internal capabilities and external networks on firm performance. Dynamic capabilities of a firms is the basis for product differentiation, according to this propositions firms with

high dynamic capabilities have highly differentiated products which provide competitive advantage over their rivals in the industry. According to this theory product differentiation is a product of dynamic capabilities which is a predictor of firms' competitive advantage.

Conceptual Framework

The variables under study have been represented diagrammatically to show the relationship between them by illustrating the influence of the independent variables on the dependent variable. Strategic positioning (continuous improvement, strategic leadership, strategic assets and product differentiation) denote the independent variable. The dependent variable for the study was competitive advantage.

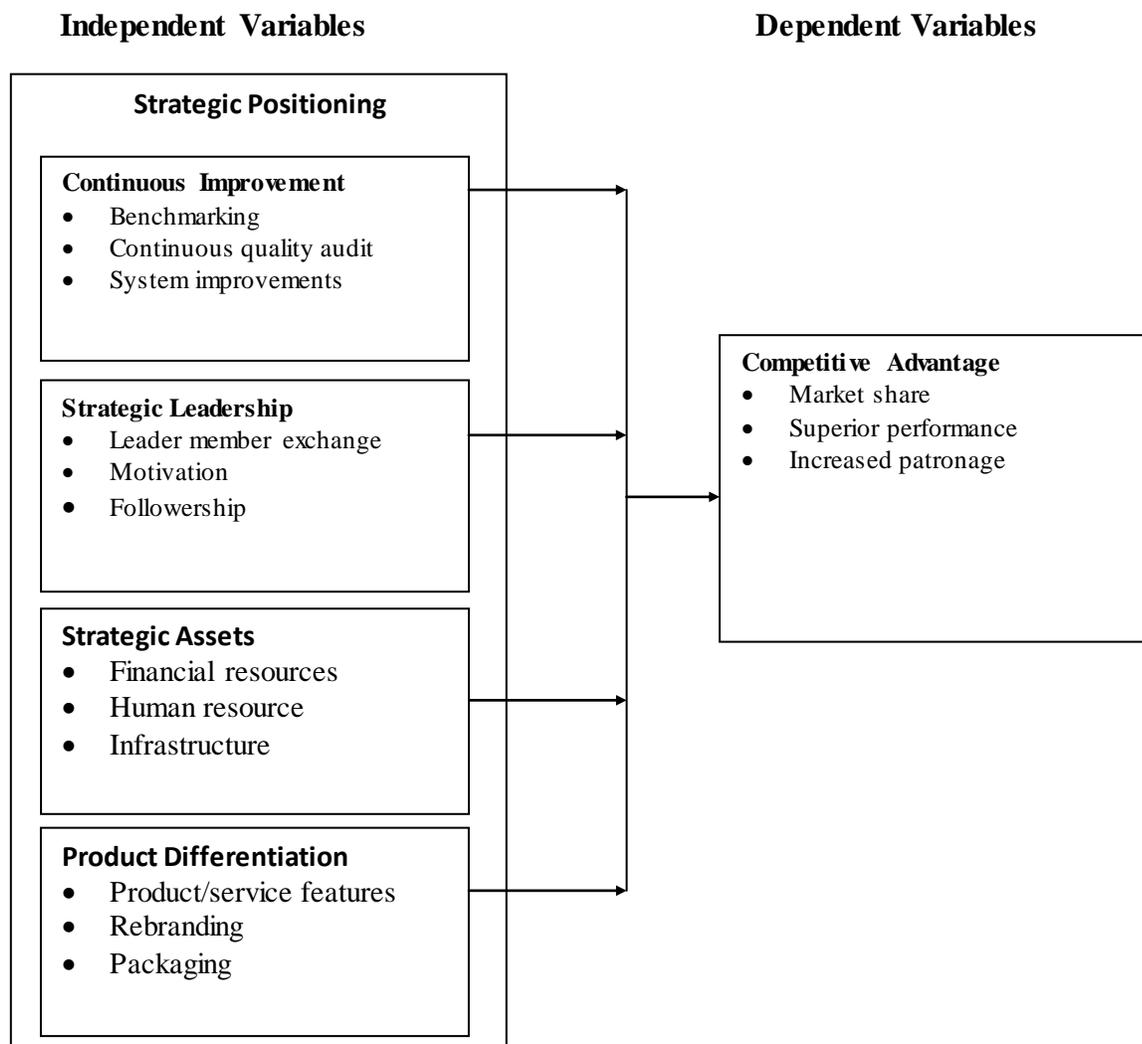


Figure 1. Conceptual Framework
Source: Researcher, 2020

RESEARCH METHODOLOGY

Research Design

According to Cooper and Schindler (2009) research design constitutes the blueprint for the gathering, measurement and estimation of data in a research. According to Rajendra (2008), a research design is the linkage and organization of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose with economy in the procedure. The study adopted descriptive research design. A descriptive Research design is specifically designed and usually structured to measure the features described in a research question. Therefore, descriptive research design was appropriate for this study as it sought to investigate the effect of strategic positioning on competitive advantage at G4S of Kenya.

Target Population

Target population refers to the entire individuals or objects of interest in a study. The total numbers of employees at G4s in Nairobi are five hundred and forty in number (540). This therefore forms the population of the study. The population was stratified based on the level of management as shown in Table 3.1

Table 3.1 Study Population based on Position

Cadre	Population
Top Management	84
Middle Management	170
Lower management	286
Total	540

Source: G4S, websites

Sampling Design

Sampling refers to the procedure of choosing a subset of a population which was used in a research to make conclusions on the population based on information gotten from this subset chosen. The study was based on simple random sampling technique which each member of the population had an equal likelihood of being selected. In line with Mugenda and Mugenda (2013), 10% of a large population is adequate for a sample size whereas 30% of a small population is considered adequate as sample size. As such, 30% of the five hundred and forty employees was selected. One hundred and sixty two employees therefore constitute the sample size of the study.

Table 3.2 Sample Size

Cadre	Population	Sample	% Sample
Top Management	84	25	15%
Middle Management	170	51	31%
Lower management	286	86	53%
Total	540	162	100%

Source: Researcher, 2020

Data collection Instruments

The study utilized primary data to make inferences and conclusions about the study population. The research instrument for data collection was a questionnaire. The choice of questionnaires was attributed to the fact that most people are familiar with questionnaires. In addition, questionnaires are cheaper to use as compared to interviews. Data was collected using structured research questionnaires (closed ended questions) which had been pretested in a pilot study and necessary adjustments made thereafter. The questionnaires comprised of a likert scale of 1 to 5 which aided in assigning numerical values to the responses (Mugenda & Mugenda, 2011). In administering the questionnaires, a drop and pick later method was adopted.

Data Collection procedure

This study used primary data and was collected using structured questionnaires. The research first obtained all the necessary authorization from the University, authorization and permit from National Commission for Science, Technology and Innovation and finally from management of G4S. The researcher used these research authorizations to access the selected respondents. Drop and pick later methodology was used during field surveys. The researcher assisted by two assistants dropped the questionnaires to selected respondents and pick them after a period of two days. For all the respondents that was inaccessible the researcher contacted them through email after seeking their permission.

Data Analysis and Presentation

Data analysis refers to the process of obtaining meaningful information from the collected data (Kombo & Tramp, 2006). Before processing the responses, the completed questionnaires were checked for completeness and comprehensibility to ensure consistency. Afterwards, the data was edited, classified and coded. The researcher employed both descriptive and inferential analysis to analyze the study data. Descriptive analysis provide statistics such as percentages, standard deviation and arithmetic mean.

Furthermore, the inferential analysis was carried out within the framework of a multiple regression model. This provided statistics which were used to make conclusions and recommendations. The analysis was presented using tables. The study sought to establish the effect of strategic positioning on competitive advantage at G4S of Kenya.

$$CA = \beta_0 + \beta_1 CI + \beta_2 SL + \beta_3 SA + \beta_4 PD + \epsilon$$

Where:

CA = Competitive advantage

CI= Continuous improvement

SL= Strategic leadership
 SA= Strategic assets
 PD= Product differentiation
 Bo= Constant
 $\beta_1, \beta_2, \beta_3, \beta_4$ regression Coefficients
 ε =Error terms

Pilot Study

In carrying out the study, the researcher ensured that the validity and reliability of the research instruments are achieved before data collection and making conclusions. A pilot study was conducted in order to test whether the questionnaire was valid. It was carried out by researcher with assistance from research assistants. The pilot study was based on 10 respondents at G4S. The respondents involved in the pilot study did not participate in the main study. The purpose of a pilot study is to identify any errors in the questionnaire and correct them before data collection. Thereby, ensuring the questionnaires are adequate for data collection (Brotherton, 2008).

Validity of the Research Instruments

In ascertaining the validity constructs and content are going to be utilized. Content validity is predominantly concerned with the representativeness of the sample. As stated by Gillham (2008) the skills and knowledge that are being covered in the test, must be adequately representative to a bigger domain of skills and knowledge. In executing the content validity, questionnaires were shared to those who have the expertise in the area of strategic management. Construct validity was tested through a critical review of the theoretical and empirical literature which brought a comprehension of the concept thus making sure that the instrument is constructed on the basis of literature. The instruments were also checked by the supervisor.

Reliability of Research Instrument

A test is reliable only if it consistently measures what it is intended to measure. That is, when the test yields same results over repeated trials. Reliability refers to the consistency of a research measurement and the degree to which an instrument measures and gives the same results every time when it is used under the same condition with the same subjects in the process. It is therefore, the repeatability of a research measurement. The most commonly used reliability coefficient is the Cronbach’s Alpha coefficient which estimates internal consistency by determining how all the items on a test relate to all other items and to the total test internal coherence of data. The reliability is expressed as a coefficient between 0 and 1.00. If the formula yields a coefficient which is more than 0.7 then the data collection instrument is taken as reliable but if it is below the instrument is treated as unreliable (Sekaran & Bougie, 2003). After the pilot, responses from the questionnaires were entered and Cronbach’s Alpha coefficient generated.

DATA ANALYSIS PRESENTATION AND INTERPRETATION

Response Rate

The study sought to get the response from 152 respondents from the questionnaires administered. The researcher managed to collect 110 questionnaires.

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Response Rate	110	68
Non Response Rate	42	32
Total	152	100

Source: (Survey data, 2020)

The study had a high response rate of 68% indicating that only 32% of the respondents did not participate in the study. Mugenda and Mugenda (2009) states, a response rate of 50% is satisfactory for analysis and reporting, a rate of 60% is good while a response rate of above 70% and above is excellent This response rate was adequate to draw conclusions from the study and was, therefore, representative. The good response rate was attributed to the fact that the researcher administered the questionnaires and as such had an opportunity to clarify on areas, which would have otherwise caused lack of cooperation.

4.2.1 Reliability Test

Blumberg (2011) explains that the goal of reliability is to minimize the errors and biases of a data collection instrument. To ensure reliability of the research instrument, the questionnaire was administered to 10 respondents which was 6 % of the sample size selected at random in the departments with the potential characteristics of the

respondents that were excluded from final research. Saunders & Lewis (2012) states that respondents in a pilot test do not need to be statistically sampled. The results of the pilot study are shown in Table 4.2.

Table 4.2: Reliability Test

Variables	Cronbach Alpha	Number of Items
Continuous Improvement	0.837	4
Strategic Leadership	0.879	4
Strategic Assets	0.736	4
Product Differentiation	0.848	4
Competitive Advantage	0.764	5
Overall statistic	0. 813	

Source: Researcher2020.

The computed Coefficient Alpha Value of > 0.7 is considered acceptable in the test of reliability (Garson, 2012). The Overall Cronbach alpha of 0.813, as presented in table 4.2 indicate that all the variables attained the acceptable and recommended level of above 0.7. This therefore shows that the research instrument was reliable.

4.3 Demographic analysis

This section presents information of respondents who were sampled for the study.

4.3.1 Gender of the Respondents

Information regarding personal characteristics of the respondents in terms of sex was sought during the study.

Table 4.3: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	68	62
Female	42	38
Total	110	100

Source: (Survey data, 2020)

The study sought to find out how respondents were distributed with regard to gender. This was thought to be an important indicator towards the diversity of the respondents in the security firms. Majority of the respondents 62% were male while 38% were female of the total respondents who participated in the study.

4.3.2 Highest Level of Education

Table 4.4: Highest Level of Education

Level of Education	Frequency	Percentage (%)
Certificate/Dip loma	32	29
Undergraduate	42	38
Masters	33	30
PHD	3	3
Total	110	100

Source: (Survey data, 2020)

On the highest level of education attained, 38% are university Undergraduate level, 29% have college level, 30% are post graduate level of qualification, while 3% have PHD qualifications. The results thus indicate that there is a fair mix of education backgrounds in G4S. All of the respondents have either a college level of qualification or higher qualification and hence they were qualified to offer information regarding the objectives of the study.

4.3.3 Age of the Respondents

Table 4.5: Age of the Respondents

Age	Frequency	Percentage (%)
25 years and below	12	11
26-35 years	24	22
36-45 years	40	36
46-50 years	25	23
Above 50 years	9	8
Total	110	100

Source: (Survey data, 2020)

The respondent age in years was sought by the researcher. Table 4.4 summarizes this information indicating a majority 36% of respondents were aged between 36-45 years old. The group was followed by those in age group 46 – 50 representing 23%, 25 years and below were 11% while 50 years and over were 8%. The result showed that majority of the respondents were between the ages of 46-50 years of age.

4.3.4 Level of Management

Table 4.6: Level of Management

Level of Management	Frequency	Percent
Top management	18	16
Middle management	37	34
Lower management	55	50
Total	110	100

Source: (Survey data, 2020)

The study sought to establish the Level of Management of the respondents. This was to establish whether the respondents had knowledge on competitive advantage within the organization. Top Level, Middle Level and Lower management were used meaning they were competent to answer the questions on competitive advantage within the organization.

4.4 Descriptive Analysis

This section presents descriptive analysis for variables used by the researcher in the study. The section is segmented into two categories; analysis for the independent variables and dependent variable.

4.4.1 Continuous improvement and competitive advantage at G4S.

The study sought to evaluate the effect of continuous improvement on competitive advantage at G4S Kenya from respondents. They were to indicate to what extent the statements reflect relates to Continuous improvement in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the outcome of the response was used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.7

Table 4.7 Continuous improvement and competitive advantage at G4S

Statement	N	Mean	Std. dev
We do benchmarking of services with other firms	110	4.022	0.671
There is continuous quality audit	110	3.897	1.234
Systems improvement enhances competitive advantage	110	3.620	1.155
Competitive advantage is enhanced by continuous improvement	110	3.874	1.015
Overall statistic		3.853	1.018

Source: (Survey data, 2020)

From the above results, the respondents agreed that G4S do benchmarking of services with other firms as indicated by the mean score of 4.022 and standard deviation of 0.671. The outcomes from the respondents largely agreed that there is continuous quality audit with mean score of 3.897 and standard deviation of 1.234. On Systems improvement enhances competitive advantage the mean score was 3.620 and standard deviation of 1.155. Respondents were asked on whether Competitive advantage is enhanced by continuous improvement and the response had a mean of 3.874 and standard deviation of 1.015. The overall mean for this section of career planning programs on employees’ retention was 3.853 and standard deviation of 1.018 indicating that continuous improvement has an important influence on competitive advantage at G4S.

The study is supported by study done by Rupert (2017) who indicated that continuous improvement is central to Operations Management. The study further concluded that continuous improvement is primarily concerned with “changes as a response to a customer complaint” or “changes in requirement” and continuous improvement is the “proactive identification and elimination of problems and waste. It is further supported by study done by Terziovski (2010) who concluded that a continuous improvement and innovation management strategy and system are significant predictors of SME performance.

4.4.2 Strategic Leadership and Competitive Advantage at G4S.

The study sought to establish the effect of Strategic Leadership and Competitive Advantage at G4S. They were to indicate to what extent the statements reflect relates to Strategic leadership in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the outcome of the response was used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.8.

Table 4.8 Strategic Leadership and Competitive Advantage at G4S

Statements	N	Mean	Std. dev
There is leader member exchange within the organization	110	3.980	1.009
Motivation of workers improves competitive advantage of the firm	110	3.663	1.047
There is a good spirit of followership in the firm	110	4.091	0.914
Strategic leadership enhances the competitive advantage of the firm	110	3.907	1.028
Overall statistic		3.910	1.000

Source: (Survey data, 2020)

Respondents indicated that there is leader member exchange within the organization with mean score of 3.980 and standard deviation of 1.009. Respondents further indicated Motivation of workers improves competitive advantage of the firm with mean score of 3.663 and standard deviation of 1.047. On whether there is a good spirit of followership in the firm the mean score was 4.091 and standard deviation of 0.914. Respondents indicated that Strategic leadership enhances the competitive advantage of the firm with mean score of 3.907 and standard deviation of 1.028.

The overall mean of whether of strategic leadership have effect on competitive advantage had an overall mean of 3.910 and standard deviation of 1.000 this implying that strategic leadership have effect on competitive advantage. The study is supported by study done by Omar (2014) who concluded that there is significant positive impact of strategic leadership capabilities on sustainable competitive advantage. The outcome is further supported by study done by Nyawira (2015) who concluded that Strategic leadership plays an important role in sustaining competitive advantage for commercial banks in Kenya over the long-term.

4.4.3 Strategic Assets and Competitive Advantage at G4S.

The study sought to determine the strategic assets and competitive advantage at G4S. They were to indicate to what extent the statements reflect relates to strategic assets in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the outcome of the response was used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.9

Table 4.9 Strategic Assets and Competitive Advantage at G4S.

Statements	N	Mean	Std. dev
Adequate financial resources enhances the competitive advantage of the firm	110	4.102	0.904
Adequate human resource is key for sustaining competitive advantage in the firm	110	3.757	1.207
The firm has adequate infrastructure for smooth operations	110	3.640	1.171
Competitive advantage is influenced by infrastructure of the firm	110	4.021	0.946
Overall statistic		3.88	1.057

Source: (Survey data, 2020)

The outcomes from the respondents largely agreed that adequate financial resources enhance the competitive advantage of the firm with mean score of 4.102 and standard deviation of 0.904. On whether adequate human resource is key for sustaining competitive advantage in the firm the mean score was 3.757 and standard deviation of 1.207. Respondents indicated that the firm has adequate infrastructure for smooth operations with a mean score of 3.640 and standard deviation of 1.171. On whether competitive advantage is influenced by infrastructure of the firm the mean score was 4.021 and standard deviation of 0.946. The overall mean for this section on career counseling programs is 3.880 and standard deviation of 1.057 indicating that strategic assets have an important influence competitive advantage at G4. The study is supported by work done by Kam (2009) which concluded that Strategic assets are vital to a firm's strategy and its competitive advantage position. The study further revealed that Strategic assets are a firm's heterogeneous resource bundles that are valuable, rare, inimitable, and have an organizational focus.

4.4.4 Product Differentiation and Competitive Advantage at G4S.

The study sought to evaluate from the respondents the effect of product differentiation on competitive advantage at G4S Kenya. They were to indicate to what extent the statements reflect relates to product differentiation in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the outcome of the response was used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.10.

Table 4.10. Product Differentiation and Competitive Advantage at G4S

Statements	N	Mean	Std. dev
Our services are unique as compared to competitors	110	4.083	0.956
We do rebranding from time to time	110	3.489	1.264
Our services are efficient and effective	110	3.811	0.958
Product differentiation provides firms with competitive advantage	110	3.595	1.604
Overall statistic		3.740	1.196

Source: (Survey data, 2020)

As per the results above, the respondents agreed that our services are unique as compared to competitors with a mean of 4.083 and standard deviation of 0.956. On whether in our organization we do rebranding from time to time the mean score was 3.489 and standard deviation of 1.264. Respondents indicated that their services are efficient and effective with a mean score of 3.811 and standard deviation of 0.958. Respondents further indicated that Product differentiation provides firms with competitive advantage with a mean score of 3.595 and standard deviation of 1.604.

The overall mean for this section of Training and Development Programs was 3.740 and standard deviation of 1.196. This implies that product differentiation has influence on competitive advantage at G4S. The study is supported by study done by King'oo (2015) who established that that the effect of differentiation strategies on market share of the firms was insignificant.

4.4.5 Competitive Advantage at G4S.

The research sought to evaluate how respondents feel about competitive advantage at G4S. They were to indicate to what extent the statements reflect to competitive advantage in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the outcome of the response was used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.11

Table 4.11 Competitive advantage at G4S.

Statements	N	Mean	Std. dev
Our firm controls a large market share	110	3.969	1.061
The firm has superior performance as compared to competitors	110	3.891	1.117
We have guidelines for achieving competitive advantage	110	4.001	0.659
Various competitive strategies are employed by our firm	110	3.718	0.962
Competitive advantage is achieved and sustained through strategic positioning	110	3.821	0.868
Overall statistic		3.880	0.933

Source: (Survey data, 2020)

From the results above, the respondents agreed that their firm controls a large market share with a mean score of 3.969 and standard deviation of 1.061. On whether the firm has superior performance as compared to competitors the mean score was 3.891 and standard deviation of 1.117. Respondents indicated that they have guidelines for achieving competitive advantage with a mean score of 4.001 and standard deviation of 0.659. They also indicated that various competitive strategies are employed by their firm with a mean score of 3.718 and standard deviation of 0.962. On whether Competitive advantage is achieved and sustained through strategic positioning the mean score was 3.821 and standard deviation of 0.868. The overall statistics of this section was a mean of 3.880 and standard deviation of 0.933. The results are supported by study done by (Rupert, 2017) which concluded that Organization strategic positioning is concerned with the decision by management to determine the place that its brand and corporate image occupy in a given market including the type of benefits to be stressed and the type of segments to be targeted to encounter the challenges posed by the modern competitive environment, organizations must pervade quality and performance improvement initiatives in all aspects of their processes to improve their competitiveness.

4.5 Regression Analysis tests

Regression analysis was employed to develop the model. However, before the analysis were carried out, diagnostic tests were conducted to investigate on the basic assumptions of multiple linear regressions.

4.5.1 Normality test

For normality test, statistics assessing measures of distribution which are skewness and kurtosis were done and presented in Table 4.12. The rule of thumb on normality distribution test is that a variable is reasonably close to normal if its measures of skewness and kurtosis have values between -1.0 and + 1.0 as recommended by (Cooper & Schindler, 2008). Normality of the variables is shown in Table 4.12 below.

Table 4.12 Normality test

Variables	Measure	Statistic	Std. Error	Conclusion
Continuous Improvement	Skewness	-0.163	0.059	Normally Distributed
	Kurtosis	0.231	0.742	
Strategic Leadership	Skewness	-0.145	0.083	Normally Distributed
	Kurtosis	0.175	0.847	
Strategic Assets	Skewness	-0.237	0.098	Normally Distributed
	Kurtosis	0.225	0.416	
Product differentiation	Skewness	-0.341	0.068	Normally Distributed
	Kurtosis	0.563	0.563	
Competitive Advantage	Skewness	-0.579	0.027	Normally Distributed
	Kurtosis	0.412	0.467	

Source: (Survey data, 2020)

Table 4.12 demonstrates that the variables are normally distributed with measures of skewness and Kurtosis values between the range of -1.0 and + 1.0. This indicates that the variables under study which are Continuous Improvement with Skewness of -0.163 and Kurtosis of 0.231, Strategic Leadership with Skewness of -0.145 and Kurtosis of 0.175, Strategic Assets with Skewness of -0.237 and Kurtosis of 0.225, Product differentiation with Skewness of -0.341 and Kurtosis of 0.563, and Competitive Advantage with Skewness of -0.579 and Kurtosis of 0.412 are normally distributed.

4.5.2 Linearity Test

Regarding the assumption of linearity, the linear relationship of the independent variables on the dependent variables was tested using Pearson’s correlation coefficient between the Competitive Advantage and each of the explanatory variables. The linearity results are shown in Table 4.13 below.

Table 4.13 Linearity Test

		Competitive Advantage	
Continuous Improvement	Pearson Correlation	.681	Linear
	Sig. (2-tailed)	.000	
	N	110	
Strategic Leadership	Pearson Correlation	.748	Linear
	Sig. (2-tailed)	.000	
	N	110	
Strategic Assets	Pearson Correlation	.645	Linear
	Sig. (2-tailed)	.000	
	N	110	
Product differentiation	Pearson Correlation	.882	Linear
	Sig. (2-tailed)	.000	
	N	110	

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

Source: (Survey data, 2020)

The findings presented in table 4.10 indicates that there is a significant positive linear relationship between Continuous Improvement and Competitive Advantage (with $r = 0.681$), Strategic Leadership and Competitive Advantage (with $r = 0.748$), Strategic Assets and Competitive Advantage (with $r = 0.645$) and Product differentiation and Competitive Advantage (with $r = 0.882$), at $P < 0.01$ significance level.

4.5.3 Test for Multicollinearity

To detect the multicollinearity, the variance inflation factors and tolerance coefficient test for the independent variables are computed.

Table 4.14 Multicollinearity test

Collinearity Statistics		
	Tolerance	variance inflation factors (VIF)
Continuous Improvement	.395	2.531
Strategic Leadership	.358	2.792
Strategic Assets	.594	1.682
Product Differentiation	.335	2.983

Source: (Survey data, 2020)

All the projected VIF values are comparatively small (less than 10) and the 1/VIF values are more than 0.1. (Continuous Improvement =0.395, Continuous Improvement =0.358, Strategic Assets =0.594 and Product Differentiation =0.335). This shows absence of multicollinearity between the independent variables. Thus, the outcomes infer that multicollinearity problem was insignificant amongst the independent variables and therefore multicollinearity level is tolerated in the model.

4.6 Correlation Analysis

The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense, a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. . A correlation coefficient of between 0.0 and 0.19 is considered to be “very weak”, between 0.20 and 0.39 is considered to be “weak”, between 0.40 and 0.59 is considered to be “moderate”, between 0.60 and 0.79 is considered to be “strong” and between 0.80 and 1.0 is considered to be “very strong ”. The researcher carried out correlation analysis between the variables of the study using Pearson product-moment correlation coefficient. Pearson Product moment correlation was used to determine the relationship between independent variables (continuous improvement, strategic leadership, strategic assets and product differentiation) and dependent variable (competitive advantage).

Table 15: Correlation Coefficient Table

		Cont' Impro'	Strat. Lead	Strat. Assets	Product Diff	Comp.Adva.
Cont' Impro'	Pearson Correlation	1				
	Sig.(2-tailed)					
Strat. Lead..	N	110				
	Pearson Correlation	.432**	1			
	Sig.(2-tailed)	.000				
Strat. Assets	N	110	110			
	Pearson Correlation	.546**	.564**	1		
	Sig.(2-tailed)	.000	.007			
Product Diff.	N	110	110	110		
	Pearson Correlation	.432**	.287**	.763**	1	
	Sig.(2-tailed)	.005	.012	.004		
Comp. Adva.	N	110	110	110	110	
	Pearson Correlation	.789**	.821**	.799**	.763**	1
	Sig.(2-tailed)	.003	.000	.001	.005	
	N	110	110	110	110	110

** . Correlation is only significant at the 0.05 level (2-tailed)

Cont' Impro' = Continuous Improvement; Strat. Assets = Strategic Assets; Strat. Lead.= Strategic Leadership; Product. Diff.= Product Differentiation; Comp. = Competitive Advantage

The study sought to examine the relationship between continuous improvement and competitive advantage in G4S. A Pearson Correlation was performed and the result of the Pearson correlation test showed a correlation of (r = 0.789; p<0.05) between continuous improvement and competitive advantage in G4S. This implies that continuous improvement is positively correlated to competitive advantage in G4S. In addition, the correlation between these two variables was significant, that is p<0.5 implying a linear relationship between the continuous improvement and

the competitive advantage in G4S. This shows that continuous improvement had a significant effect on competitive advantage in G4S. The study findings are in line with the finding by Atieno (2016) that when the relationship between each continuous improvement practices and organizational efficiency was considered individually, factual approach to decision-making, customer focus and quality improvement programs had a strong positive correlation with organizational competitiveness.

In addition, the study sought to examine the relationship between strategic leadership and competitive advantage in G4S. A Pearson Correlation was performed and the result of the Pearson correlation test showed a correlation of ($r = 0.798$; $p < 0.05$) between continuous improvement and competitive advantage in G4S. This implies that continuous improvement is positively correlated to competitive advantage in G4S. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between the continuous improvement and the competitive advantage in G4S. This shows that continuous improvement had a significant effect on competitive advantage in G4S. The study results are in tandem with the findings by Mahdi and Almsafiri (2014) found that there is significant positive impact of strategic leadership capabilities on sustainable competitive advantage. Olanipekun, Abioro, Akanni, Arulogun and Rabi (2015) observed that indeed the adoption and implementation of strategic leadership practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance. It was recommended that organization should continuously maintain, sustain and improve strategic leadership practices since it is an indispensable tool for business organization competitiveness.

Further, the study sought to examine the relationship between strategic assets and competitive advantage in G4S. A Pearson Correlation was performed and the result of the Pearson correlation test showed a correlation of ($r = 0.799$; $p < 0.05$) between strategic assets and competitive advantage in G4S. This implies that strategic assets are positively correlated to competitive advantage in G4S. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between the strategic assets and the competitive advantage in G4S. This shows that strategic assets had a significant effect on competitive advantage in G4S. The study results are in agreement with the findings by Onditi (2015) and the results revealed that managers of organizations are aware of what are sources of competitive advantage in their organizations. However, the development of these strategic assets has not been planned out carefully, but rather accumulated through the business operation affecting their competitiveness.

Finally, the study examined the relationship between product differentiation and competitive advantage in G4S. A Pearson Correlation was performed and the result of the Pearson correlation test showed a correlation of ($r = 0.763$; $p < 0.05$) between product differentiation and competitive advantage in G4S. This implies that product differentiation is positively correlated to competitive advantage in G4S. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between the product differentiation and the competitive advantage in G4S. This shows that product differentiation had a significant effect on competitive advantage in G4S. The study findings are in line with the findings by Kiama and Kagiri (2016) established that a product process differentiation where observable characteristics of a product that are relevant to customers' preferences and choice processes are met, influence achievement of competitive advantage. The study also established that product market differentiation affect competitive advantage positively.

Multiple Regression Analysis

A correlation coefficient indicate the relationship between variables, it does not imply any causal relationship between variables and hence the need for further statistical analysis such as regression analysis to help establish specific nature of the relationships. In this section, regression analysis for independent variables and the dependent variable will be conducted. According to the model summary Table 4.16, R is the correlation coefficient which shows the relationship between the independent variables (continuous improvement, strategic leadership, strategic assets and product differentiation) and dependent variable (competitive advantage in G4S).

The R-Squared is the variance proportion in the dependent variable that can be explained by the independent variable: the larger the R-squared the larger the effect of the independent variable on the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line. It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.811). The study findings implied that the four independent variables jointly accounted for 63.90% of the competitive advantage in G4S as represented by the R^2 . This therefore means that other factors not studied in this research contribute 36.10% to the competitive advantage in G4S. This implies that these variables are very significant therefore need to be considered in any effort to enhance competitive advantage in G4S in Kenya.

Table 4.16: Model Summary (Overall)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	
					R Square Change	F Change	df1		df2
1	.811a	.658	.639	.05656	.765	50.474	4	105	.000

Further, the analysis of variance is used to determine whether the regression model is a good fit for the data. The F-critical (4, 105) was 12.786 while the F-calculated was 50.474 as shown in Table 4.17. This shows that F-calculated was greater than the F-critical and hence there is a linear relationship between the independent variables and the dependent variable. In addition, the p-value was 0.000, which was less than the significance level (0.05). Therefore, the model can be considered to be a good fit for the data and hence it is appropriate in predicting the influence of the four independent variables on the dependent variable (competitive advantage in G4S in Kenya).

Table 4.17: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.157	4	14.789	50.474	.000
	Residual	30.747	105	.293		
	Total	89.904	109			

NB: F-critical Value = 13.876;

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.18. The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However discussions are based on the unstandardized coefficients.

Table 4.18: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	P-value.
		B	Std. Error			
1	(Constant)	12.897	1.987		6.491	.000
	Continuous Improvement	.678	.119	.556	5.698	.002
	Strategic Leadership	.809	.108	.587	7.491	.000
	Strategic Assets	.563	.209	.465	2.694	.003
	Product Differentiation	.499	.227	.411	2.198	.005

The Multiple regression model equation would be ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 12.897 + 0.678X_1 + 0.809X_2 + 0.563X_3 + 0.499X_4$. This indicates that Competitive Advantage = 12.897 + 0.678 (Continuous Improvement) + 0.809 (Strategic Leadership) + 0.563 (Strategic Assets) + 0.499 (Product Differentiation).

According to the regression equation established, taking all factors into account (continuous improvement, strategic leadership, strategic assets and product differentiation) constant at zero, competitive advantage was 12.897.

Findings in Table 4.18 showed that continuous improvement had coefficients of estimate which was significant basing on $\beta_1 = 0.678$ (p-value = 0.002 which is less than $\alpha < 0.05$). Also, the effect of continuous improvement is more than the effect attributed to the error, this is indicated by the t-test value = 5.698, thus we conclude that there is a significant relationship between continuous improvement and competitive advantage in G4S in Kenya. The study results are in tandem with the findings by Muteti (2014) established that Continuous improvement (CI) as a collection of activities that constitute a process intended to achieve performance improvement. The aim is for improvement to reach new 'benchmarks' with every problem that is solved. To consolidate the new benchmark, the improvement must be standardized. In a competitive environment, the challenge for all businesses is not only to innovate in existing markets to survive and remain profitable, but also to innovate in new markets in order to stay in

front of competitors.

In addition, the findings in Table 4.18 indicates that strategic leadership had coefficients of estimate which was significant basing on $\beta_2 = 0.809$ (p-value = 0.000 which is less than $\alpha < 0.05$). Also, the effect of strategic leadership is more than the effect attributed to the error, this is indicated by the t-test value = 7.491, thus we conclude that there is a significant relationship between strategic leadership and competitive advantage in G4S in Kenya. The study findings are in agreement with findings by Banmore, Adebayo, & Olufunke (2019) that strategic leadership components have positive and significant effect on competitive advantage. The study recommended that organization management should sponsor their staff to a continuing training and development programs in order to expose their staff to skills and knowledge regarding strategic leadership and achieve competitive advantage. Kiragu(2015) findings also indicated that the strategic leadership practices and roles such as anticipating environmental change, nurturing people's creativity, improve on service delivery through adoption of modern technology, reduce costs of operation, employ competent staff, strategy implementation and ethical practices among others all had a great impact in sustaining the organizations competitive advantage. The study recommends the organizations to have their strategic leaders pay more attention to both the short and long-term performances. They should create an effective strategy that can lead their organizations to vision while short-term goals still remain. In order to lead an organization to success over the long term, the study also recommends the organizations to have its leaders to not only have a few capabilities but also have sufficient and effective capabilities to create an effective strategy.

Further, the findings in Table 4.18 indicates that strategic assets had coefficients of estimate which was significant basing on $\beta_3 = 0.563$ (p-value = 0.003 which is less than $\alpha < 0.05$). Also, the effect of strategic assets is more than the effect attributed to the error, this is indicated by the t-test value = 2.964, thus we conclude that there is a significant relationship between strategic assets and competitive advantage in G4S in Kenya. Kyengo and Kilika (2017) observed the concept of strategic assets and competitive capabilities seem to be doomed to fail. This is important because developing government policies to improve the business competitiveness requires an understanding the major factors that facilitate or impede firms' ability to compete. The results showed that managers are not fully aware of the brands potential in attending strategic goals. Because of the increasing role of the brands, they can be considered as strategic assets capable to ensure differentiation and competitive advantage of the organizations.

The findings in Table 4.18 indicates that product differentiation had coefficients of estimate which was significant basing on $\beta_4 = 0.499$ (p-value = 0.005 which is less than $\alpha < 0.05$). Also, the influence of product differentiation is more than the effect attributed to the error, this is indicated by the t-test value = 2.198, thus we conclude that there is a significant relationship between product differentiation and competitive advantage in G4S in Kenya. The study findings are in agreement with the findings by Dirisu, Iyiola and Ibidunni (2013) established that however little the significance product differentiation holds in relation with organizational competitiveness, the fact remains that there is a positive relationship between the variables. This means that organizations must pay greater attention to the products the manufacture in terms of quality design, innovations and unique features. This research study further demonstrates that product differentiation could be used as a tool for achieving competitive advantage and enhancing greater organizational competitiveness.

CONCLUSION

Centered on the research findings, this study arrived with conclusions. The study was to assess how employing continuous improvement enhances competitive advantage in G4S. The conclusions from the findings indicate that employing continuous improvement has a favorable and significant impact on competitive advantage in G4S.

The study sought determine how employing strategic leadership influence competitive advantage in G4S. The conclusions from the findings indicate that employing strategic leadership has positive and significant influence on competitive advantage in G4S.

The study was also to examine how employing strategic assets influence competitive advantage in G4S. The conclusions from the findings indicate that employing strategic assets has positive and significant influence on competitive advantage in G4S.

Lastly, the study was to establish how employing product differentiation influences competitive advantage in G4S. Conclusions from the findings indicate that employing product differentiation has positive and significant influence on competitive advantage in in G4S.

RECOMMENDATIONS

Centered on the objectives and findings of this Study, the following recommendations are made:

The application of continuous improvement in the product and service innovation in the firm should be enhanced so as to continue having competitive edge in the service industry

G4S Should consider enhancing strategic leadership in key positions in the range of managers to the top leaders in order to make them aware of their roles in promoting and sustaining competitive advantage over the long term.

G4S Should consider investing more in Intangible resources as they are more likely to be a source of sustained competitive advantage than tangible ones, these should not be 'locked' inside a business unit but should be available for reuse by other parts of firm wherever a potential use yielding higher returns can be identified.

Regarding product differentiation, differentiation strategy should be built on product innovation or services that are perceived to be different from competitors.

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