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Strategic Positioning and Performance of Pharmacies within Kisumu City



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ABSTRACT

Purpose: The purpose of this research was to establish the influence of strategic positioning and cross border business performance of commercial banks in Kenya. The specific objectives of the study was to establish the influence of adaptive positioning, anticipatory positioning, defensive positioning and multi segment positioning on performance of pharmaceutical firms in Kisumu. The study used three theories including strategic positioning theory, administrative management theory and the theory of performance.

Methodology: The study sampled 106 respondents from the 118 pharmacies in Kisumu. Purposive sampling was used to select the sample for the study. Questionnaires were used in collection of data. Descriptive statistics and multiple regression analysis were used to analyze the data.

Findings: The study results revealed that adaptive, anticipatory, defensive and multi-segment positioning all had positive and statistically significant effect on the performance of Pharmacies in Kisumu City.

Unique Contribution to Theory, Practice and Policy: The study recommends that organizations should periodically reposition a brand to follow the evolution of the segment's needs. They should also position new brands in anticipation of the evolution of a segment's needs. When a firm occupies a strong position in a market segment with a single brand, it is vulnerable to imitative positioning strategies so it should learn to defend its position. The firm may preempt competitive strategies by introducing an additional brand in a similar position for the same segment. Lastly, firms can also position a product so as to attract consumers from different segments. This is an attractive strategy since it provides higher economies of scale and so higher profits.

Keywords: *Strategic positioning, Defensive positioning, Multi-segment marketing, Anticipatory positioning, Adaptive Positioning*

INTRODUCTION

Background to the Study

Strategic positioning refers to a plan in business where an organization differentiates itself from competitors by creating better value for its customers (Harvard Business School, 2020). This can help them create a competitive advantage over other similar companies and, ultimately, increase company profit. Strategic positioning can work well alongside traditional sales strategies, like improving the quality of the product and creating more time-efficient processes (Harvard Business School, 2020). Strategic positioning reflects choices a company makes about the kind of value it will create and how that value will be created differently than rivals and should translate into one of two things: a premium product or lower costs for the company (Miller, 2021). To be successful in a particular market a product must occupy an "explicit, distinct and proper place in the minds of all potential and existing consumers"; it has to also be relative to other rival products with which the brand competes (Sliburyte, 2016). Strategic positioning is concerned with the way in which a business as a whole distinguishes itself in a valuable way from its competitors and delivers value to specific customer segments (Wickham, 2020).

According to Czinkota *et al* (2021), global business involves transactions across borders, primarily through export-import trade and foreign direct investment (FDI) where these transactions "are devised and carried out across national borders to satisfy the objectives of individuals, companies, and organizations" via wholly-owned subsidiaries or joint ventures. Global business performance is where a fast-growing business takes its operations into lucrative overseas markets. These businesses are looking to reach the next level of growth and they can do this by establishing a presence in new countries across the globe.

According to Chereu and Meschi (2018), strategic positioning is important to a company as it should provide the company with factual information about its strengths and weaknesses relative to competitors, the intrinsic value of its strategic business units (SBUs), and suggest development choices relative to this value. Faced with increased risks, uncertainty and enhanced competition, banking institutions must adopt the most economic strategic means to cut their costs and enhance their revenues. (Chereu and Meschi, 2018).

In Southern Africa, studies of expansion and business growth of commercial banks which were examined were found to focus on the critical success factors that affect the effectiveness and efficiency of expansion. Vilakazi (2016) conducted a study on developing an integrated assessment framework for mergers and acquisitions: a case of the South African banking industry and found that alignment of the vision and culture of the banks involved in the acquisition was vital for future success.

In the Eastern Africa region, a study by Mukeshima *et al* (2019) in Rwanda studied the Effect of Strategic Positioning on Organizational Performance of Independent Power Producers in Rwanda

a Case Study of Selected IPPs. The study investigated the effect of strategic positioning on organizational performance of Independent Power Producers in Rwanda. The case study of the research was selected IPPs. In addition, the study also sought to find out the effects of differentiation strategy, costing and promotion strategy, perceived quality of service as well as pricing strategy on the performance of selected IPPs in Rwanda. The findings of the study concluded that differentiation strategy, costing and promotion, perceived quality as well as pricing strategy had positive impact on the organizational performance of Independent Power Producers in Rwanda. It further recommended future researchers to take on more studies in the management aspect of such entities.

Locally, strategic positioning studies include that done by Wali (2019) on Strategic Positioning and the Performance of E-Businesses in Kenya biased on the influence of strategic positioning on the performance of e-commerce firms in Kenya. Conclusion from the study was that strategic positioning greatly impacted performance of e-businesses in Nairobi, Kenya. Consequently, strategic positioning constructs of differentiation and pricing are essential to enable e-businesses to attain their performance objectives.

Pharmaceutical industry has been facing a lot of competition both from the inside and outside the country (importers of raw materials who also manufacture finished product). A report by the Kenya Pharmaceutical Sector Profile in 2018 indicated that imports have been rising sharply and grew by more than 30% between 2017 and 2018 in other sectors but a decline from the pharmaceutical manufacturing sector which could be attributed to the low-quality pharmaceutical products (Ngugi & Gitonga, 2021).

A study done by Odhiambo and Wanjira (2019) on strategic positioning and competitive advantage of commercial banks in Uasin Gishu County, Kenya with a sole goal of establishing the relationship between strategic positioning and competitive of commercial banks in Uasin Gishu County, Kenya. The results from the findings of the study concluded that there was a positive correlation between strategic positioning and competitive advantage for commercial banks in Uasin Gishu County. Ole Kulet *et al.*, (2019) examined the effects of total customer solutions strategic positioning on organizational performance in telecommunication industry in Kenya and found that total customer solution strategic positioning had not only a positive correlation but also significant effect on the organizational performance of the telecommunication companies in Kenya.

Access to medicines remains a high priority for the global health community. Today, an estimated 2 billion people do not have access to medicines. Most of them live in low-income and middle-income countries. Pharmaceutical companies are continually looking to acquire new technology, intellectual property, and drugs. Most mergers and acquisitions in the industry are undertaken with a view to boost product portfolios and expand market reach with products and services (Kenya Pharmaceutical Industry, Diagnostic Report, 2020). Distribution and selling of medical

products are essential parts of the value chain in the supply of goods and services. Regulating the distribution and retail trade ensures that the quality of commodities in the supply chain is maintained.

Medicine prices are a major determinant of access to healthcare. Owing to low availability of medicines in the public health facilities and poor accessibility to these facilities, most low-income residents pay out-of-pocket for health services and transport to the private health facilities. In low-income settlements, high retail prices are likely to push the population further into poverty and ill health (Ngarora *et al.*, 2019).

Statement of the Problem

The performance of the pharmaceutical industry has been a subject of interest in recent years. Ngugi and Gitonga (2021) noted that the pharmaceutical industry has been facing a lot of competition both from the inside and outside the country. The study found that cost leadership strategy, product differentiation strategy and focus strategy positively and significantly influenced performance of pharmaceutical companies. Njuguna (2024) studied cost leadership strategy and performance of Pharmaceutical firms in Nairobi.

Studies conducted locally on strategic positioning framework include Njenga *et al.* (2018), who focused on mobile phone companies and established that all such firms in Kenya have adopted alternative strategic positioning methods which increased unobserved heterogeneity, through economies of scale and scope, consequently enhancing their performance. Another local study by Ole Kulet *et al.*, (2019) examined the effects of total customer solutions strategic positioning on organizational performance in telecommunication industry in Kenya and found that total customer solution strategic positioning had not only a positive correlation but also significant effect on the organizational performance of the telecommunication companies in Kenya. Other studies on strategic positioning framework include that by Sadighi (2015), which identified barriers that prevent current customers from switching seller and consequently lock them in, Notorina (2017) examined congruent marketing product strategies of the enterprises. Odhiambo and Wanjira (2019), carried out research on strategic positioning and competitive advantage of commercial banks in Uasin Gishu County, Kenya.

In order to address the existing knowledge gaps within the pharmaceutical industry, this study sought to undertake research the same. The literature gap thus forms a compelling reason to conduct a study on strategic positioning and performance of pharmaceutical firms in Kenya.

General Objective

The general objective of this study was to establish the influence of strategic positioning on performance of Pharmacies in Kisumu City.

Specific Objectives

The specific objectives of the study are:

- i. To examine the role of adaptive positioning on performance of Pharmacies in Kisumu City.
- ii. To determine the influence of anticipatory positioning performance of Pharmacies in Kisumu City.
- iii. To determine the role of defensive positioning on performance of Pharmacies in Kisumu City.
- iv. To establish the influence of multi segment positioning on performance of Pharmacies in Kisumu City.

LITERATURE REVIEW

Theoretical Framework

Strategic Positioning Theory

The theory was advanced by Al Ries and Jack Trout in 1960, when they argued that to be successful in a particular market a product must occupy an explicit, distinct and proper place in the minds of all potential and existing consumers (Ries & Trout, 2001). In this sense, positioning is part of the management process that plans, implements, and evaluates public relations and marketing strategies. Positioning begins with identifying the cognitive structures stakeholders use to define a product or service.

Market positioning refers to the ability to influence consumer perception regarding a brand or product relative to competitors. The objective of market positioning is to establish the image or identity of a brand or product so that consumers perceive it in a certain way (CFI, 2020).

The theory assumes that positioning is part of the broader marketing strategy which includes three basic decision levels, namely segmentation, targeting and positioning. Segmentation refers to the process of dividing a broad consumer or business market, normally consisting of existing and potential customers, into sub-groups of consumers (known as segments). Targeting refers to the selection of a segment or segments that will become the focus of special attention (known as target markets); positioning refers to an overall strategy that "aims to make a brand occupy a distinct position, relative to competing brands, in the mind of the customer. The positioning theory best explains strategic position by expounding on how Kenyan banks expand to other countries to gain a competitive advantage.

Administrative Management Theory

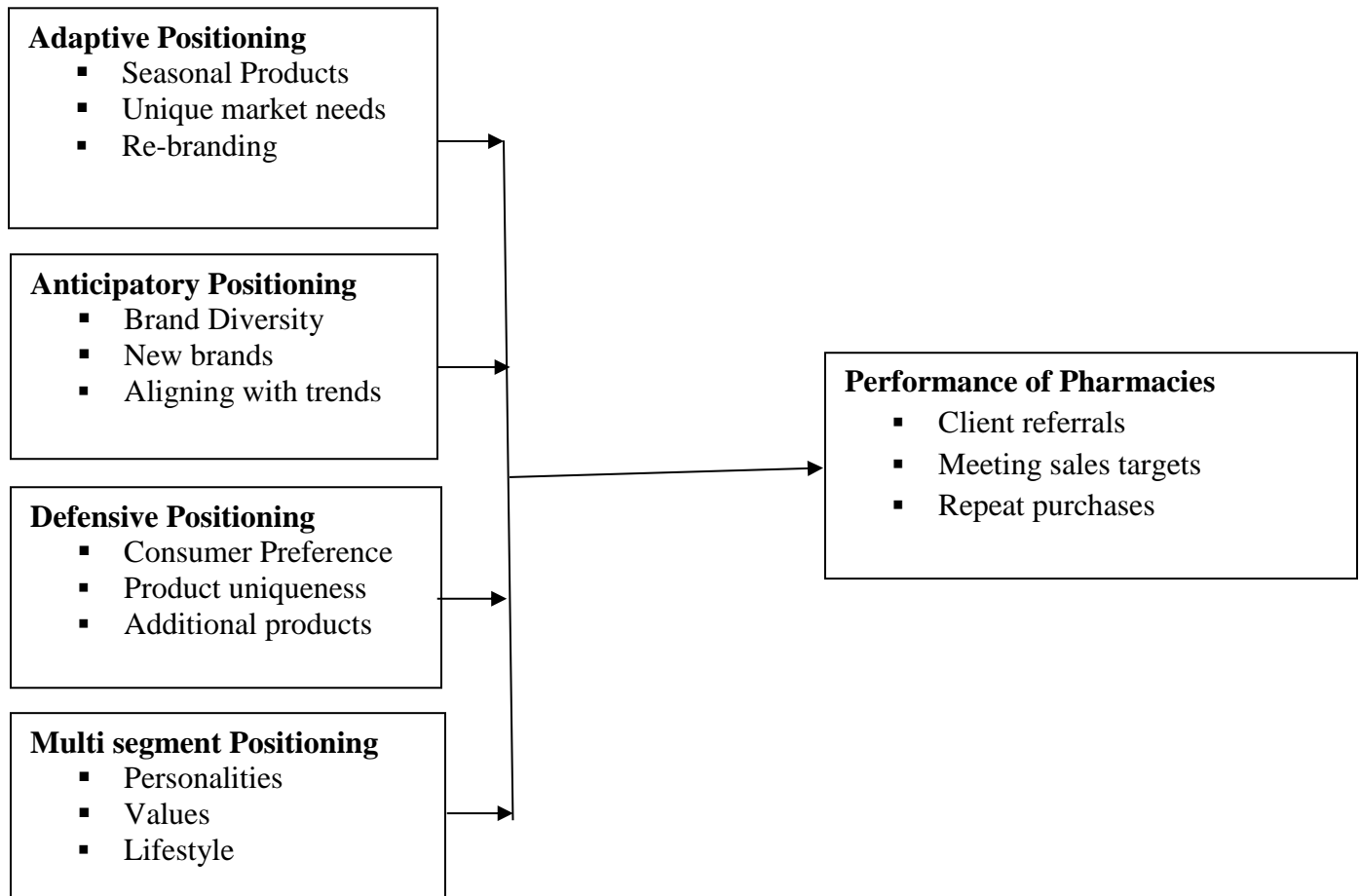
Management has four basic functions - planning, organizing, leading, and controlling (Cove, 2019). Administrative Management theory is credited to Henri Fayol in 1916 who developed the theory as he sought to refine and define management. Fayol's work sprung from scientific

management theories. Fayol's theory is grounded in the five functions that represent management: planning, organizing, command, coordination, and control (Ward, 2019), which are as follows:. The first is planning, which is defined as the need "to assess the future and make provision for it." That includes an elastic action plan that takes to account available resources, work in progress, and future market trends. Second is organizing, which is laying out lines of authority and responsibility for employees. This covers recruitment and training, coordinating activities, and making employees' duties clear. The third is commanding which means getting the most from people. So, managers must know their employees' skills, delegate to tap into these skill sets, and set a good example. The fourth is coordinating in a well-coordinated organization, departments know their responsibilities, the needs of other teams, and their obligations to them. Finally, is controlling i.e continually checking that rules, plans and processes are working as well as they should be.

He also developed 14 Principles of Management by focusing on administrative over technical skills. The Principles are some of the earliest examples of treating management as a profession. division of work, balancing authority and responsibility, discipline unity of command, unity of direction, subordination of individual interests to the general interest, remuneration centralization, scalar chain, order, equity, stability of tenure of personnel, initiative and esprit de corps or teamwork. His Principles advocate teamwork and working together for the mutual benefit of the business. The Five Functions reveal the need for organizations to plan and be agile in the face of changing market conditions

Theory of Performance

The Theory of Performance (ToP) was developed by Don Elger in 2007. The theory proposes a framework to explain performance and performance improvements. It identifies six components that holistically influence an individual or organization's level of performance: context, knowledge, skills, identity, personal factors, and fixed factors (Elger, 2007). He adds that a performer's level of performance describes their location on the journey to produce valued results. Elder (2007) proposed three axioms for effective performance improvements involve adopting a growth mindset, engaging in an enriching environment, and practicing reflection. The ToP can be applied to both traditional learning contexts as well as non-traditional settings like advising, departments, and organizations.

Conceptual Framework**Independent Variable****Dependent Variable****Empirical Reviews****Adaptive Positioning**

The Harvard Business Review (2020) noted that in today's fast-paced and ever-evolving business landscape, the ability to adapt is not just an asset but a necessity. Organizations that are nimble and responsive to change are often the ones that thrive amidst uncertainty. This adaptability can manifest in various ways, from adjusting to market trends and consumer demands to embracing technological advancements and responding to economic fluctuations. Adaptability fosters innovation. Organizations that cultivate a culture of flexibility are more likely to encourage creative problem-solving and exploration of new ideas. This innovative mindset is essential for staying relevant in a competitive market.

Mankins (2022) observed that if senior executives had better forecasts, they could devise better plans. They pressure their teams to come up with more accurate projections for how their markets

evolve, competitors respond and consumers react, thinking that forecast precision is the key to defining winning strategies.

Adapting strategy is crucial for maintaining a competitive edge as markets evolve, new technologies emerge, and customer behaviors shift. Adaptation in business is a multifaceted concept that helps companies thrive in a fluctuating marketplace. Responsiveness to change allows for timely modifications in operations, such as amending product offerings or service delivery to match economic trends. Introspection and learning from past experiences aid in shaping future strategies, much like individuals learn from prior encounters to overcome subsequent challenges (Vigolozi, 2023).

Anticipatory Positioning

In a workplace where individuals are empowered to anticipate challenges and proactively address disruptions, leaders can cultivate a positive organizational culture that propels progress and fuels innovation. Yet, many companies struggle with disengaged employees, stalled innovation, and reactive decision-making (Burus, 2021). Building an anticipatory organization with a positive workplace culture is not about making employees work harder, it is about giving them the tools and mindset to work smarter and think ahead. It is best to create a positive work culture focused on Anticipation that empowers employees, strengthens corporate resilience, and ensures long-term organizational success.

It is an essential skill that involves foreseeing positive opportunities while also being prepared to make necessary adjustments for future changes that align with business growth. Rather than merely bracing for the worst, anticipation in business focuses on seizing potential benefits and staying agile to adapt to evolving circumstances. This approach can transform not just strategy but the entire trajectory of your business (Gama, 2016).

Defensive Positioning

Defensive strategies are management tools that can be used to fend off an attack from a potential competitor (Bradley, 2023). It is aimed at blocking competitors who are attempting to take over part of the business's market share. Cutting the price of your products, adding incentives or discounts to encourage customers to buy from you or increasing your advertising and marketing campaigns are the best common ways of going about this. Employing a defensive strategy in business can be an effective way of getting both old and new customers through the door. Secondly, they are typically less risk-laden than offensive strategies.

Singh (2024) notes that defensive strategy plays a critical role in business and competition, focusing on safeguarding a company's market position, resources, and reputation against competitors and external threats. By implementing effective defensive measures, organizations can ensure stability and maintain their competitive edge in volatile markets.

A firm should adjust its marketing expenditures and its price to defend its position in an existing market from attack by a competitive new product. Furthermore, if the consumer tastes are uniformly distributed across the spectrum a price decrease increases defensive profits, it is optimal (at the margin) to improve product quality in the direction of the defending product's strength and it is optimal (at the margin) to reposition by advertising in the same direction (Hauser & Shugan, 2008).

Multi-segment Positioning

Multi-segment positioning is the process of dividing a target market into various segments in order to more closely target each segment with a different message or product. Companies employ multi-segment marketing strategies to sell the same product to different population segments, customizing their messages to fit the needs and wants of each audience. Market segmentation occurs when prospective customers are divided into different groups based on factors like demographics, buying behavior and other various characteristics. By dividing groups of customers into subgroups with shared needs and preferences, marketers can create targeted messages to reach each audience (Pratt, 2018).

Multi-segment positioning is a strategy where a company targets multiple segments of customers with different products or services that are tailored to each segment. This is an attractive strategy since it provides higher economies of scale, requires smaller investments, and avoids the dispersion of managerial attention (Srikanth, 2023). Multi-segment marketing does exactly that: it breaks down your target market into smaller, more easily definable market segments.

RESEARCH METHODOLOGY

This study adopted the explanatory research design. The study targeted proprietors from 118 pharmacies within Kisumu City. The targeted managers included those in charge of key functions within the shops such as sales promotion, marketing, business development, risk management and operations. The study used purposive sampling technique. Respondents were chosen from the existing shops. A sample of 118 respondents were used in the study. Only one person was adopted from each Pharmacy. Primary data was collected by use of semi-structured questionnaires containing both open-ended and closed questions. For this study, data analysis mainly relied on Pearson correlation, multi-linear regressions, Analysis of Variance and Step-wise multiple regression. A correlation analysis was conducted to establish the relationship between the independent and dependent variables; this was to test the hypotheses of the study and show the degree of relationship between the independent and dependent variables. The purpose of doing correlations was to allow the study to make a prediction on how a variable deviate from the normal. The research findings from this study was presented using figures, charts, graphs and others to convey the finding a clear and concise manner which can be easily understood.

PRESENTATION AND DISCUSSION OF FINDINGS

Response Rate

Data was collected from 118 Pharmacies in Kisumu City. In total, 118 respondents were targeted and 106 respondents filled and returned questionnaires and this was a response rate of 89.84% which was excellent. Tsui *et al.* (1995) argue that a response rate of 90% or more is excellent. The high response rate was due to the fact that study's population was relatively small. Results are presented in Table 1.

Table 1: Response Rate

Respondents	Frequency	Percentage
Questionnaires issued	106	89.84
Questionnaires returned	12	10.16
Total	118	100%

Descriptive Statistics for Adaptive Positioning

This study carried out the following descriptive statistics; mean, standard deviation of all the study variables.

Adaptive Positioning

The first objective of the study was to establish the extent to which adaptive positioning affected performance of Pharmacies in Kisumu City. Respondents were required to do this on a 5 point Likert scale where 1 represented Strongly disagree while 5 represented Strongly agree as shown in Table 2.

Table 2: Descriptive Statistics for Adaptive Positioning

	N	Mean	Std. Dev
I sufficiently cater for all seasons in terms of product preferences	106	3.21	.825
My products offer a face of unique market needs	106	3.37	1.141
My product offering is suitable for my target market needs	106	3.50	1.080
My range of products is suitable for different market segments	106	3.05	1.036
Rebranding should be done in response to shift in market	106	3.98	.805
There is need to rebrand products to penetrate markets	106	3.53	.875

Table 2 presents findings showing that respondents were indifferent to the statement that agreed to the statement that the pharmacies sufficiently cater for all seasons in terms of product preferences by a mean of 3.21 and 3.37 respectively. Respondents agreed to the statement that their products offered a face of unique market needs (mean=3.50). However, respondents were indifferent to the statement that their product offerings were suitable for their target market needs (mean = 3.05) and that the range of products was suitable for different market segments (3.53). The results revealed that respondents agreed to the statement that there was need to rebrand products to penetrate markets by a mean of 3.98 and std. deviation of 0.805.

Anticipatory Positioning

The second objective of the study sought to establish the effect of anticipatory positioning on performance. Data was collected through the Likert-scale measuring the level of agreement of the respondents with respect to the given aspects of anticipatory positioning. The results are as presented in Table 3 below.

Table 3: Descriptive Statistics for Anticipatory Positioning

	N	Mean	Std. Dev
My firm has brand diversity	106	3.98	.805
I strive to bring more products in the current market	106	3.53	.875
I launch new products after market survey and since I believe they are suitable for the target market	106	3.69	.866
New products offered by firm cater for different markets	106	3.40	.836
Products that I offer to the market are aligned to market trends	106	3.75	.814
Product alignment able increase product utility to consumers	106	3.37	.908

Table 3 presents findings showing that respondents agreed to the statement that firm has brand diversity as indicated by a mean of 3.98 and standard deviation of 0.805. The respondents agreed to the statement that the firms strive to bring more products in the current market as shown by a mean of 3.53 and a standard deviation of 0.875. Further, respondents agreed to the statement that they only launch new products after market survey and since they believed they were suitable for the target market as shown by a mean of 3.69 and a standard deviation of 0.866. However, respondents were indifferent to the statement that new products offered by firm cater for different markets as indicated by a mean of 3.40 and 3.37 respectively. Respondents agreed to the statement that the products that they offered to the market were aligned to market trends (mean = 3.75). There was also agreement with the fact that product alignments help to increase product utility to customers.

Defensive Positioning

The third objective of the study sought to determine the effect of defensive positioning on performance of Pharmacies in Kisumu City. The results are presented in Table 4 below.

Table 4: Descriptive Statistics for Defensive Positioning

	N	Mean	Std. Dev
My firm does product modification in relation to customer preferences	106	3.94	.882
My firm offers unique products	106	3.08	1.070
We keep adding more products in the market	106	3.25	.849
New products attracts and retains customers	106	3.17	.941

Descriptive statistics in Table 4 revealed that respondents agreed to the statement that their firms engage in product modification in relation to customer preferences as indicated by a mean of 3.94 with a standard deviation of 0.882. Further respondents were indifferent to the statement that firm offers unique products as indicated by a mean of 3.08 and mean of 3.25 respectively. Also, respondents were indifferent to the assertion that the firms keep adding more products in the market as indicated by a mean of 3.17 and standard deviation of 0.941. Similar sentiments were expressed by the assertion that new products attracts and retains customers. The findings are consistent with Von Krogh (2020) who avers that knowledge of products plays a role in the performance of a firm.

Multi-segment Positioning

The fourth objective sought to investigate the effect of multi-segment positioning on performance of Pharmacies. The results are on means and standard deviation presenting the level of agreement of the respondents on the given aspects of the variable. The results are as presented in Table 5.

Table 5: Descriptive Statistics for Multi-segment Positioning

	N	Mean	Std. Dev
Customer personality affects product offering	106	3.74	.820
Consumer personality lead to product modification by my firm	106	3.22	.781
I carefully evaluate consumer values in my product offering	106	3.27	.763
I consider consumer values while doing product modification at my firm	106	4.08	.796
I consider consumer lifestyle while doing product modification.	106	4.10	.839

Descriptive results in Table 5 showed that respondents agreed to the statement that customer personalities affect product offering by Pharmacies as indicated by a mean of 3.74 and standard

deviation of 0.820. Findings further showed that respondents were indifferent to the statement that consumer personality lead to product modification by my firm as indicated by a mean of 3.22 and mean of 3.27 respectively. The findings also showed that respondents agreed to the statement that they carefully evaluate their consumer values in their product offering (mean = 4.08; std. dev. = .796) and agreed to the statement that they consider consumer values while doing product modification at their firms (mean = 4.10 and std. dev. = .839). The findings agree with Ngahu (2017) whose study established that multi segment positioning has the most significant effect on firm performance.

Correlation Analysis

Correlation analysis was conducted on the study variables using the Pearson's correlation coefficient to determine the strength of relationships between study variables. Table 6 presents outcomes of correlation analysis that was conducted.

Table 6: Correlation Analysis Results

		AP	ANP	DP	MSP	Performance
Adaptive Positioning	Pearson Correlation	1				
	Sig. (1-tailed)					
	N	106				
Anticipatory Positioning	Pearson Correlation	.331	1			
	Sig. (1-tailed)	.043				
	N	106	106			
Defensive Positioning	Pearson Correlation	.270	.147	1		
	Sig. (1-tailed)	.060	.067			
	N	106	106	106		
Multi-segment Positioning	Pearson Correlation	.166*	.128	.211*	1	
	Sig. (1-tailed)	.045	.096	.015		
	N	106	106	106	106	
Performance	Pearson Correlation	.143	.293**	.219*	.350**	1
	Sig. (1-tailed)	.031	.001	.012	.000	
	N	106	106	106	106	106

*. Correlation is significant at the 0.05 level (1-tailed).

**. Correlation is significant at the 0.01 level (1-tailed).

The results of correlation analysis in Table 6 show that the relationship between adaptive positioning and performance was weak and positive ($r = 0.143$) and this was significant at 0.05 level. Correlation between anticipatory positioning and performance was also weak and positive ($r = 0.293$) which was also significant at 0.05 level. Further, the correlation between defensive positioning and performance was weak and positive ($r = 0.219$) and this was significant at 0.05 level. However, the correlation between multi-segment positioning and performance was moderate and positive ($r = 0.350$) and significant at 0.05 level.

Multiple Linear Regression

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.469	.362	.541

a. Predictors: (Constant), Adaptive, Anticipatory, Defensive and Multi-segment positioning

Table 7 presents results demonstrating that the coefficient of determination (R^2) was 0.469 which implied that strategic positioning explained 46.9% of variation in performance. Table 8 indicates the results of ANOVA on strategic positioning and performance of Pharmacies.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.363	4	4.341	22.376	.000 ^b
	Residual	19.607	101	.194		
	Total	36.969	105			

a. Dependent Variable: Performance of Pharmacies

b. Predictors: (Constant), Adaptive, Anticipatory, Defensive and Multi-segment positioning

Table 8 presents ANOVA results showing that F value was 22.376 with a p-value of 0.000 which was significant. The regression model, therefore, robust in explain the relationship between strategic positioning and performance. This implied that the model had a good predictive power of the effect of strategic positioning on performance of Pharmacies. Table 9 provides the regression coefficients of strategic positioning effects on performance of Pharmacies.

Table 9: Coefficients of Regression of the Effect of Strategic Positioning on Performance

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.468	.231		2.026	.031
	Adaptive Positioning	.117	.056	.012	2.089	.028
	Anticipatory positioning	.341	.130	.238	2.630	.010
	Defensive positioning	.136	.062	.123	2.194	.022
	Multi-segment	.384	.123	.291	3.125	.002

a. Dependent Variable: Performance

$$Y = 0.468 + .117X_1 + .341X_2 + .136X_3 + .384X_4 + \varepsilon$$

Regression equation above has established that taking all factors constant at zero, performance would be .468. From the regression coefficients results it can be noted that the independent variables has a probability of 0.05 and below which implies that the coefficients are statistically significant.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that adaptive positioning has a positive and statistically significant effect on the performance of Pharmacies in Kisumu. This type of positioning requires organizations to periodically reposition a brand to follow the evolution of the segment's needs. Despite the restricted nature of the industry, this concept may be helpful to firms seeking to gain some advantage over their peers.

The study concludes that anticipatory positioning has a positive and statistically significant effect on the performance of Pharmacies. A firm may position a new brand in anticipation of the evolution of a segment's needs. This is particularly appropriate when the new brand is not expected to have a fast acceptance, and market share will build as the needs of consumers become more and more aligned with the benefits being offered.

The study concludes that defensive positioning has a positive and statistically significant effect on the performance of Pharmacies in Kisumu. When a firm occupies a strong position in a market segment with a single brand, it is vulnerable to imitative positioning strategies. The firm may preempt competitive strategies by introducing an additional brand in a similar position for the same segment. This will reduce immediate profitability, but it may allow the firm to better protect itself against competitors in the long term.

The study concludes that multi-segment positioning has a positive and statistically significant effect on the performance of Pharmacies. This consists of positioning a product so as to attract consumers from different segments. This is an attractive strategy since it provides higher economies of scale, requires smaller investments, and avoids dispersion of managerial attention. Pharmacies may find it appropriate when individual segments are small, as is generally the case in the early stages of the product's life cycle.

Recommendations

The researcher recommends that tea warehouse management should develop a well-structured knowledge reporting system and establish active methods for acquiring customer and industry information. This is because knowledge acquisition capability was found to have a positive and statistically significant effect on performance. Furthermore, enhancing information sensitivity and dissemination practices within the warehouses could strengthen performance outcomes, as these were identified as critical components in achieving higher organizational effectiveness.

The researcher recommends that tea warehouse management should invest in advanced communication technologies, such as teleconferencing, video conferencing, and groupware, to facilitate more efficient knowledge transformation and dissemination. This recommendation arises from the finding that knowledge conversion capability has a positive and statistically significant effect on performance. Additionally, management should implement a system for the regular updating of warehouse databases with best practices, as this would support continuous learning and improvement across the organization.

The researcher recommends that tea warehouse management should enhance knowledge protection measures by implementing strong firewalls in information systems and introducing knowledge protection maps to safeguard critical organizational knowledge. This recommendation is based on the finding that knowledge protection capability has a positive and statistically significant effect on performance. Additionally, management should develop incentive-based awareness programs to ensure employees understand and adhere to knowledge protection practices.

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