

**EFFECTS OF BUSINESS MODEL INNOVATION ON COMPETITIVE ADVANTAGE
OF APPAREL STORES IN NAIROBI COUNTY**

OCHIKO RODGERS OGOMBO

114695

STRATHMORE UNIVERSITY
LIBRARY
P. O. Box 59657 - 00200
Tel: 0703034000

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MASTER OF COMMERCE STRATHMORE UNIVERSITY**

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DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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Ochiko Rodgers Ogombo

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Date: 11th November 2021

Approval

The dissertation of Ochiko Rodgers Ogombo was reviewed and approved for examination by the following:

Dr. Hellen Otieno

Associate Dean Academic and Student Affairs

Strathmore University Business School

Dr. George Njenga

Executive Dean

Strathmore University Business School.

Dr. Bernard Shibwabo

Director, Office of Graduate Studies

ABSTRACT

Business model innovation lacks clarity on common definition and conceptualization mechanisms among scholars. There is also a dearth of empirical evidence that reveal the effects of business model innovation on competitive advantage of apparel stores in Nairobi County. This study bridged this gap and enriched strategic management literature by providing meaningful insights on the relationship between business model innovation and competitive advantage of apparel stores in Nairobi County. The study was grounded on Resource based view theory which enabled the study to understand how apparel stores adopt and exploit business model innovation as their intangible resource to achieve competitive advantage and Porter's generic strategies which enabled the study to determine the competitive strategies that apparel stores employ to improve their market competitiveness. Positivism research philosophy was adopted to ensure data collected was independent from researcher and reliable to support study findings. Descriptive research design was used to illustrate the unique characteristics of the sampled population. Quota sampling was adopted to classify sample size based on constituency location of the apparel stores while convenient sampling was applied to the identified quotas to determine the study's sample size. Structured questionnaire was used on a sample of 307 apparel stores to collect data which was analyzed using spearman correlation analysis and regression analysis. Descriptive statistics were also used as part of analysis techniques. The study findings established business model innovation positively affected the competitive advantage of apparel stores in Nairobi County. Value creation business model innovation had a positive significant effect on differentiation strategy and insignificant effect on cost leadership competitive strategy. Value proposition business model innovation had a negative effect on cost leadership strategy and positive significant effect on differentiation strategy. Value capture business model innovation had a positive effect on cost leadership strategy and positive effect on differentiation competitive strategy. The study suggested further studies to be done on business model innovation concept in relation to other business management disciplines such as organization culture, organization structure, corporate strategy and leadership. The study adopted convenient sampling technique which presented probability of biasness especially when respondents chose to take part in the study while others refused to participate. The study data collection process was also affected by COVID-19 pandemic. Collecting data became a challenge as study respondents were cautious of their health safety. This affected the overall response rate achieved during data collection process.

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STRAIKER UNIVERSITY
KUALA LUMPUR
P. O. BOX 10717, JALAN
TANJONG 54200

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ABBREVIATION AND ACRONYMS

BMs	Business models
BMI	Business model innovation
CA	Competitive advantage
RBV	Resource based view
CL	Cost leadership strategy
DF	Differentiation strategy
VCR	Value creation
VPR	Value proposition
VCA	Value capture

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The competitive landscape in the apparel industry is growing and changing tremendously (Jo et al., 2020). The industry is experiencing the rise of e-commerce platforms and web based technologies that have fully revolutionized the operations of apparel stores (Jo et al., 2020). There's also growing numbers of digital age consumers who access information real time, have the ability to aggregate online and offline content and are able to make competitive rational purchase decisions to their advantage that's detrimental to brick and mortar stores (Ye et al., 2018). Trade liberalization between countries has also aided increased competition by making trade to be a global activity (Imo et al., 2015). To keep pace with the industrial changes and achieve competitive advantage in the process, today's fashion firms devise different innovative competitive strategies (Anwar, 2017; Lechner & Gudmundsson, 2014).

Zara and Uniqlo, the two leading global players in the apparel industry, have succeeded in the highly competitive global industry by maintaining a distinct competitive advantage in brand visibility and quality of their products (Anwar, 2017). They prosper through their ability to respond quickly to consumer tastes, cultivate supplier networks to contain prices, seek economies of scale and keep pace with web based technologies and retailing online trends (Anwar, 2017). Singh and Samuel (2018) established apparels provide good retail shopping environment, adopt appropriate technologies, manage their human resource well and adopt information communication technology in efforts to achieve competitive advantage.

Kenya's apparels also aim for different competitive options to outshine competitors and survive the cut-throat competitive environment (Imo et al., 2015; Kimemia, 2018). Scholarly literature revealed competitions in the sector are based on prices, quality of product offers, customer services and the importation of second hand and new apparels (Imo et al., 2015; Ndirangu, 2019; Nyarunda, 2016). Bashir and Verma (2019) found above competitive options are never sustainable in the long-term and are vulnerable to imitability by competing rivals. Firms imitate what they see working in rival companies. Business model innovation stands to be an appropriate tool through

which apparel stores in Nairobi County can exploit to outshine their rivals (Mitchel & Coles, 2003).

This study defined business model innovation as a firm's new way of creating value, proposing value and capturing value from its business exchange activities (Foss & Saebi, 2016; Gatautis et al., 2019; Saqib & Satar, 2021). The concept is different from other types of innovation and supplements traditional forms of product, process and market innovation as it incorporates innovating an entire firm's activities, structure and governance (Stampfl, 2016). In the study, competitive advantage is defined as a firm's ability to create more value for its customers in unique ways that exceeds the costs of creating that value and the industry known customer value (Ghemawatt & Rivkin, 2014; Anwar, 2018).

The relationship between business model innovation and competitive advantage is well detailed on Saqib and Satar (2021) study who did an explorative case study of online transport companies based in India with the aim of finding how business model innovation affects competitive advantage of India's taxi service sector. The study found business model innovation aided the firms to attain competitive advantage in the market by offering strategic reincarnation mechanisms such as personalized service offers and delivery of such offers to customers. Stampfl (2016) performed an empirical exploration of business model innovation on incumbent firms both at organization and individual level. The study found business model innovation enabled the incumbents to enjoy significant growing profits compared to firms that relied solely on product, process and market innovations.

Bashir and Farooq (2019) study also affirmed business model innovation enable firms to achieve consistent and certain investment returns making firms to increasingly turn their focus towards business model innovation from product or service innovations. Similarly, this study sought to contribute to the growing literature of business model innovation and competitive advantage by examining the effects of business model innovation on competitive advantage of apparel stores in Nairobi County.

1.1.1 Business Model Innovation

Business model innovation is a new form of innovation that is rapidly growing in scholarly literature and managerial practice (Foss & Saebi, 2016). The concept is different from other types of innovation and supplements traditional forms of product, process and market innovation as it

incorporates innovating an entire firm's activities, structure and governance (Stampfl, 2016). Zott and Amit (2012) state business model innovation comprise innovating a firm's products and services, distribution channels, firm's architecture and activities while Casadesus-Masanell and Zhu (2013) affirmed business model innovation summarizes a firm's new ways of creating and capturing value, focusing primarily on redefining value propositions for its stakeholders.

Stampfl (2016) defined business model innovation as a firm's search of new ways to create and capture value for its stakeholders and partners while Gatautis et al. (2019) defined business model innovation as the changes that a firm makes on its business logic to new ways of creating value and capturing value for its businesses and customers. Saqib and Satar (2021) defined business model innovation as a firm's process to find a novel way to do business which results in reconfiguration of the firm's value creation and value capture methods. Teece (2010) defined business model innovation as a firm's discovery of new ways of creating value, proposing created value to customers and capturing value from its existing business. Above definitions informed this study's definition of business model innovation as a firm's new ways of creating value, proposing value and capturing value from its business exchange activities (Teece, 2010; Saqib & Satar, 2021; Stampfl, 2016; Gatautis et al. 2019).

Gatautis et al. (2019) conceptualized business model innovation to comprise value creation and value capture activities in their study to find out the relationship between business model innovation drivers, practices and outcomes in SMEs. The study sought to fill practical knowledge gap of business model innovation in context of small medium size enterprises. In a study to find out the effects of business model innovation on competitive advantage of startups in India's emerging market, Saqib and Satar (2021) conceptualized business model innovation to include value creation and value capture mechanisms. Bashir and Farooq (2019) performed extensive literature review and found most researchers conceptualized business model innovation as a firm's modification to how it creates value, captures value and delivers the value to its customers while Stampfl (2016) visualized business model innovation in their literature review to entail value creation, value delivery and value capture. Similarly, this study conceptualized business model innovation to include value creation, value proposition and value capture activities.

This study defined value creation as the process through which a firm uses its resources and capabilities to create value for its customers (Clauss, 2017). Bashir and Farooq (2019) state

resources and capabilities are a firm's strengths and include technology, skills, people, equipment, facilities, existing product lines and logistics. Osterwalder (2010) define capabilities as firm's competences to execute reputable actions that are necessary to create customer value. This study defined value proposition as bundle of benefits that firms deliver to their customers (Bashir & Farooq, 2019). Stampfl (2016) state value propositions are greatly characterized by a firm's products and services offered and specific mechanisms affiliated to such particular offerings. According to Clauss (2017) value proposition differentiate a firm from its market rivals and explains why customers incline to particular products and services. Value capture was defined as the process through which a firm realizes revenues that meet costs incurred and retains part of the profits for itself (Baden-Fuller & Mangematin, 2013). Value capture include all cost centers involved in delivering value propositions and the different ways in which companies monetize value propositions (Bashir & Farooq, 2019). Osterwalder (2004) state cost component comprise all costs a company incurs to create, market and deliver value to its customers while revenue component entails a firm's profit streams as well as firm's pricing strategies.

1.1.2 Competitive Advantage of Apparel Stores

Competitive advantage refers to a firm's ability to drive a wide gap between amount customers are willing to part with for the firm's offers and the operational costs incurred by the firm to create the offer (Ghemawatt & Rivkin, 2014). The gap should be wider than what rival firms are experiencing. According to Ghemawatt and Rivkin (2014) a firm's essence to create competitive advantage is to find a unified set of options that sets it apart from its competitors. Badenhorst-Weiss and Cilliers (2019) defined competitive advantage as a firm's differentiating aspects that makes customers buy from such firm and not rival competing firms. Badenhorst-Weiss and Cilliers (2019) state a firm's competitive advantage represents its unique and better options to identify and sustain a profitable opportunity.

Bashir and Verma (2019) performed literature review on business model innovation and competitive advantage and defined competitive advantage as the action of providing customers more value offers than rival firms at lower costs or relatively same costs but in unique ways and charging premium price for the offer. Anwar (2018) defined competitive advantage as strategic advantage that a firm has over its industry competitors that allows it to over perform. Based on above scholarly studies, this study defined competitive advantage as a firm's ability to create more

value for its customers in unique ways that exceeds the costs of creating that value and the industry known customer value.

Cost leadership and differentiation strategies have stood to be recognized as the two main sources of competitive advantage that firms use to achieve superior performance and competitive advantage (Lechner & Gudmundsson, 2014; Anwar, 2018; Vieira & Ferreira, 2020). Cost leadership strategy involves a firm operating at lower costs relative to its market competitors (Porter, 1980). The strategy implies a firm achieves cost based advantage by operating on economies of scale, patented technologies, reducing its research and development intensity, maximizing on firm efficiency and accessing raw materials at low prices (Anwar, 2018; Vieira & Ferreira, 2020). Differentiation strategy defines the strategy in which a firm provides more value to its customers in unique ways at above average price (Porter, 1980). Differentiation strategy is driven by a firm's focus on its customers to provide intended customer benefits and maximize on customer satisfaction. Anwar (2018) state differentiation strategy enables a firm to gain differential advantage by offering customers unique and novel products.

This study conceptualized competitive advantage in two dimensions, cost leadership strategy and differentiation strategy. Cost leadership strategy was defined as a firm's ability to greatly reduce its costs of operation compared to rival firms while differentiation strategy was defined as a firm's ability to create and offer its customers unique products and services at premium prices. The study sought to determine whether apparel stores implement cost leadership strategies or differentiation strategies to achieve competitive advantage.

1.1.3 Apparel Stores in Nairobi County

Kenya's apparel sector is the second largest in Africa behind South Africa's sector which is the largest and most advanced (Oxford Business Group, 2020). The sector contributes significantly to Kenya's economy and employment opportunities to the Kenya population (Kimemia, 2018). Oxford Business Group (2020) report state Kenya is composed of thousands apparel companies, medium and large firms are approximately 170 while small and micro firms are more than 74,000. EPZ are composed of twenty-one companies that employ an average of 1,800 people per company.

Apparels sold in the market include locally produced, custom-tailored, second hand clothes and newly imported apparels (Imo et al., 2015). Imported apparels are cheaper and increasingly purchased than locally produced apparels which are expensive due to high taxes imposed on local

apparel traders and their high quality aspects over local products (Kimemia, 2018). Factors that have fueled the continued growth of apparel sector in Kenya are trade liberalization that was introduced in 1990s by the government, increased population, customer demand for differentiation, efficient retailing services and advanced technology (Imo et al., 2015).

The sector faces stiff competition due to the importation of cheap second hand clothes and new apparels into Kenya's market space (Imo et al., 2015). There are also no adequate policies that enhance fair trade among participants. Shopping malls in the country continue to experience surge of apparel stores all competing to satisfy the same customer (Kimemia, 2018). Price based competition has become the order of day, a snap short of prevailing market prices shows apparel stores are either imitating competitor prices or selling below market prices to attract more customers (Ndirangu, 2019).

Scholarly literature from Kenyan context affirm apparel traders pursue product and service innovations to achieve competitive advantage. They either provide a variety of high quality products or improve their service offers in order to retain and attract more customers (Imo et al., 2015). Kimemia (2018) found apparel traders improve human touch service offers to meet the market tastes of their customers. Ndirangu (2019) revealed apparel retailers shift focus from highly competitive environments to low competitive market environment to maintain their competitive market edge while Nyarunda (2016) established apparels shift to selling imported products as they are more preferred due to their attractiveness, durability and quality.

This study affirmed Kenyan apparels focus on product and service innovation to achieve competitive advantage by providing variety of high quality products, improving customer service offers, importing foreign apparels or shifting focus to less competitive market areas. Bashir and Verma (2019) state such competitive options are never sustainable in the long-term. They are vulnerable to imitability by rival firms and their associated investment returns diminish with the passage of time (Foss & Saebi, 2016). Business model innovation befits to meet this gap as it's the most appropriate tool that apparel stores can use to outshine their market rivals and achieve competitive advantage (Mitchel & Coles, 2003).

1.2 Problem Statement

Business model innovation literature is at a budding stage in its development but rapidly growing and attracting a lot of attention from practitioners and the academic community (Bashir & Verma,

2018). Academic research on business model innovation brings out new perspectives of innovation raising new critical thinking on the drivers and hindrances of business model innovation and status under which business model innovation affects competitive advantage of firms (Foss and Saebi, 2016). According to Saqib and Satar (2021) business model innovation represents a firm's unique source of competitive advantage enabling firms to achieve high sales, high profit margins and good cash flows relative to market competitors. Mitchel and Coles (2003) established business model innovation represent an appropriate tool that firms can use to outshine market rivals and achieve competitive advantage.

Although business model innovation is intriguing increased interest in academic literature (Gatautis et al. 2019; Foss & Saebi, 2016), this study finds knowledge of business model innovation on apparel sector is limited. Previous studies such as Saqib and Satar (2021), Nunes and Russo (2019) and Anwar (2018) focused on Transport Company, manufacturing sector and SME sector in India and Pakistan respectively. Saqib and Satar (2021) found business model innovation enabled India's taxi companies to achieve market competitiveness by offering strategic reincarnation services such as personalized service offers and delivery of such offers to customers. Nunes and Russo (2019) found India manufacturing firms achieved customer loyalty competitive advantage on employing business model innovation while Anwar (2018) found business model innovation played a significant role in the success and survival of small and medium enterprises in Pakistan's economy.

In Kenya scholarly literature provide ways through which apparel firms achieve and maintain competitive advantage. Ndirangu (2019) established product prices play a huge role in how apparel stores compete in Kenyan market. Low prices attract more customers which result in more revenues to the respective stores than rivals. Imo et al. (2010) found apparel stores in Kenya compete based on the quality of products and services offered to customers. Apparels that provide high quality products and improve on service offers, retain and attract more customers. Nyarunda (2016) found apparel firms that sold imported foreign products had an upper edge over rivals since foreign products were deemed to be of great quality than local products. Bashir and Verma (2019) contributions critique above competitive options and state competitions based on product, process and service innovations are never sustainable in the long-term. They are vulnerable to imitability by rival firms and their associated investment returns diminish with the passage of time (Foss &

Saebi, 2016). This study sought to contribute to strategic management literature into how business model innovation affects competitive advantage of apparel stores and also meet the empirical literature gap that is available on business model innovation with regard to apparel sector.

1.3 Research Objectives

The general objective of the study was to determine the effects of business model innovation on competitive advantage of apparel stores in Nairobi County.

The study was guided by the following specific objectives.

- i. To determine the effect of value creation on competitive advantage of apparel stores in Nairobi County.
- ii. To determine the effect of value proposition on competitive advantage of apparel stores in Nairobi County.
- iii. To determine the effect of value capture on competitive advantage of apparel stores in Nairobi County.

1.4 Research Questions

- i. What is the effect of value creation on competitive advantage of apparel stores in Nairobi County?
- ii. What is the effect of value proposition on competitive advantage of apparel stores in Nairobi County?
- iii. What is the effect of value capture on competitive advantage of apparel stores in Nairobi County?

1.5 Scope of the Study

This study sought to determine the effects of business model innovation on competitive advantage of apparel stores. This study focused on apparel stores in Nairobi County. Nairobi was chosen as it is Kenya's capital city and a nerve center for major business activities in the country. The apparel stores in Nairobi County were a representation of all apparel firms operating in Kenya. The study's population was 1,315 apparel stores obtained from Nairobi County licenses department 2020 and the respondents were the apparel stores' business owners and managers.

1.6 Significance of the Study

The study findings are significant to business owners and managers of apparel retail stores as it will enable them to understand the benefits of business model innovation. Apparel stores face stiff competition in the apparel industry from both existing and new businesses. The study findings will enable business owners and managers to adopt and implement business model innovation to achieve competitive advantage over their rivals.

The study findings will also encourage national government and devolved county governments to provide efficient sensitization programs through training and seminars on business model innovations to equip business entrepreneurs on the new format of operating their businesses in the face of stiff competition.

The study findings will be significant to future academic researchers as it will contribute to the existing body of knowledge of business model innovation which is at the budding stage of development. The study also made recommendations on areas for further research. This will serve as a reference basis for future researchers who will be interested to study more on business model innovation and competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents theories underpinning the study as well as empirical studies that discuss the relationship between business model innovation and competitive advantage. A conceptual framework diagram that explains the relationship between the study variables was also presented as well as the operationalization of the study variables.

2.2 Theoretical Framework

Theories are tools that provide explanations and new insights on an empirical phenomenon (Gassmann et al. 2016). This study adopted Resource Based View (RBV) as the primary theory of the study and supported by Porter's generic strategies to help the study establish the effects of business model innovation on competitive advantage of apparel stores. These are discussed in detail below.

2.2.1 Resource Based View (RBV)

Barney (1991) is generally acknowledged as the first to formalize the resource-based literature into a comprehensive theoretical framework and contributed that a firm's resources are its primary source of competitive advantage. Barney's contributions are an enhancement of Penrose (1959) and Wernerfelt (1984) contributions on resource based view, who suggested that a firm possesses a bundle of resources that can be deployed and used by the firm on its endeavors. Arthur and Damoah, (2015) also shared on resource-based view discussion by stating, resources empower firms to implement activities that enhance their market competitiveness. According to Barney (1991) and Arthur and Damoah, (2015) a firm's resources could either be tangible consisting of physical assets or intangible assets comprising of firm's information and knowledge, routines and processes, brand image, capabilities and are heterogeneously distributed across different firms. Barney (1991) states such resources have the traits of; valuable, rare, inimitable, and non-substitutable (VRIN).

In 1997, Barney amended the VRIN framework after much criticism that possessing resources alone is not a guarantee to a firm's competitiveness (Newbert, 2008). He argued that to achieve sustained competitive advantage, a firm's resources should be valuable, rare, and inimitable and

that a company must be organized to exploit and deploy them (Barney, 1997). The resource based view is still being criticized among scholars in regards to the lack of clarity on what actually constitutes a resource (Kellermanns et al., 2016). The fundamental assumption that underlies the RBV framework is that resources are heterogeneously dispersed across various firms and the differences between the various firms based on the resources remain steady over time (Barney, 1991).

RBV has been adopted by a number of scholars to theoretically underpin their studies including DaSilva and Trkman (2014) who applied RBV in their study with an objective of finding out the effects of business models on a firm's customer value generation. Anwar (2018) also adopted RBV to help their study establish the fundamental concepts of BMI that enhanced a firm's performance. Similarly, Kellermanns et al., (2016) adopted the RBV to help their study determine how resources are conceptualized as stated in theory and entrepreneurial practice. Soko et al., (2015) used the RBV to anchor their study on the competitive advantage of Kenyan universities while Njambi (2017) adopted the RBV theory to explore the possible reasons behind the mixed successes of mass customization business ventures in Kenya.

This study employed RBV theory to help determine how apparel stores exploit and deploy business model innovation intangible resource to gain competitive advantage over their competitors. To expound more on the usefulness of RBV theory to this study, the study greatly employed the RBV tenets of valuable, rare and inimitability to find out how BMI fits the characteristics. To catalyze the RBV discussion, a leaf is borrowed from Casadesus-Masanell and Zhu (2013) who state business model innovation represents the valuable aspect of resource based view characteristics as it is an important tool that firms use to achieve success. Zott and Amit (2012) also express the rare aspect of business model innovation by stating it provides a unique way through which firms create and capture value. Verma and Bashir (2015) express the inimitability aspect of RBV by stating BMI confuses firm's competitors in how to respond to a firm's new way of doing business.

2.2.2 Porter's Generic Strategies

Porter's generic strategies still remain the dominant paradigms in strategic management literature (Vieira & Ferreira, 2020). The strategies reveal the competitive options that firms choose to increase performance (Porter, 1980). Porter proposed three competitive strategies, cost leadership strategy, differentiation strategy and focus strategy that are available to any business. Cost

leadership and differentiation strategies represent the dominant strategic weapons of a firm's competitive strategy while focus strategy defines a firm's product or market scope (Lechner & Gudmundsson, 2014).

Cost leadership strategy involves reducing a firm's operational costs relative to rival firms while differentiation strategy entails a firm creating more value for its customers than the average market competitors (Porter, 1980). Focus strategy involves a firm selecting a competitive space within a particular industry. The firm chooses a segment or group of segments in the industry and adapts its strategy to the specific characteristics of that particular segment (Porter, 1980).

This study identified researchers that theorized Porter's competitive strategies in their studies and their useful impact on the studies. Lechner and Gudmundsson (2014) grounded their study on cost leadership strategy and differentiation strategy in an effort to determine the influence of a firm's competitive strategies on firm's performance. The study found both cost leadership and differentiation strategies had a positive effect on firm's performance. Badenhorst-Weiss and Cilliers (2019) also adopted Porter's competitive strategies in a study to determine the competitiveness of small businesses in Soweto South Africa over large retail chain stores. The study found the success and survival of small businesses depended on the differentiating aspects of the businesses. The businesses focused on providing unique value offers based on customer knowledge and competitor's experience.

Anwar (2018) focused their study on Porter's generic competitive strategy with aim to examine the competitive advantage of manufacturing SME's operating in Pakistan's economy. The study found competitive advantage mediates the relationship between business model innovation and SME's performance. Vieira and Ferreira (2020) also adopted Porter's competitive strategies in their study to identify strategies that private fitness centers in Portugal implement and their effect on financial performance. The results demonstrated private fitness centers implemented both cost leadership and differentiation strategies to better their financial performance.

This study found cost leadership strategy and differentiation strategy are most common among scholars and frequently used strategies by firms to gain competitive advantage. This study thus adopted cost leadership strategy and differentiation strategy to help determine competitive strategies that apparel stores employ to improve their market competitiveness.

2.3 Empirical Literature Review

In this section, the researcher compared different author's views on effects of business model innovation on competitive advantage.

2.3.1 Value Creation and Competitive Advantage

Sjödin et al. (2020) carried an in-depth case study of manufacturing firms in Sweden with an aim of finding out how the firms create value and the effect of the created value on the firm's competitive advantage. The study was grounded on bicamel aspects of business model innovation that comprised engaging a firm and its customers. Sjödin et al. (2020) found value creation improved a firm's competitive advantage in customer loyalty. A firm that involved and engaged its customers in value creation activities was able to obtain customer insights to improve its products. Sweden firms shifted to selling outcome based services guaranteeing customers performance outcome of the product sold and accepted penalties for any shortcoming. This led to increased loyalty from customers to the company.

Wu et al. (2018) examined the creation of value between hotels and customers in China's hospitality industry. The study involved a review of literature and online surveys on customer mobile booking in hotels. Study responses were analyzed using SPSS and Amos software. The study revealed China hotels engaged its customers to find out their perceptions towards the hotel's products and services. Customers contributed to the value creation process by offering suggestions for improvements, providing positive word of mouth and recommending the hotel products and services to other customers. In return, the firms benefited in terms of repeat purchases, realized profits and gained a differential advantage in the market (Wu et al., 2018).

Sánchez-gutiérrez et al. (2019) analyzed effects of a firm creating value with its customers on SME's competitiveness which operate in Mexico's furniture industry. Through confirmatory factor analysis and structural equation model on the study sample, the study found customers are a firm's key players in the value creation process. The decision to create value with them benefits a firm with constructive relationships that lead to costs optimization and profitability. The firm leverages on customer's intellectual knowledge in terms of customer product user experience, reducing costs related to research and development. Customers become brand ambassadors to the firm's products enabling the company to save on marketing costs. The firm also gains access to

the right customer friendly technologies that facilitate the efficient operations of the firm's activities.

Kim et al. (2018) carried out an investigative study on female consumers from US with an aim of finding the effect of fast fashion retailers involving customers in developing products. The study involved group interviews and responses were analyzed by means of structural equation modelling. Kim et al. (2018) found customer involvement in product development is crucial in solidifying the relationship a firm has with its customers. Successful value creation entails in depth understanding of customers and their unique needs and suggestions for product or service improvement. The process results in the creation of emotional bonds and customer loyalty which firms leverage to achieve competitive advantage in the market.

Battisti et al. (2019) examined value creation activities of firms listed on Italian's stock exchange. Empirical analysis of the listed firms was adopted with an aim of finding out how the firms paid regular dividends and beat market yield in a 40-year period. The study found Italian firms created value in two ways, internally through research and development efforts and externally through mergers and acquisitions, joint ventures, and open innovation practices. Firms that practiced the value creation methods, created long-term value in form of profits that enabled the firms to beat the market's yield rate and pay dividends to their shareholders for longer periods of years. Battisti et al. (2019) established value creation leads to competitive advantage in form of profits realized.

Olendo and Kavale (2016) looked at value creation from the perspective of firm-supplier relationship in Kenya's cement industry. The study aimed to determine how supply relationship management affects performance of Bamburi cement supply chain. Study data was collected via questionnaires and analyzed using descriptive statistics and statistical package for social sciences. Olendo and Kavale (2016) found firms which collaborate with their suppliers to create value, achieve competitive advantage in cost efficiency and quality products. From the relationships, firms gain expertise on their supplier's transport logistics which is later employed to get products quicker to market and cut on distribution costs. The reduced costs eventually get passed to consumers via reduced prices, giving the firms cost competitive advantage. The firms also manage to reduce inventory related costs through lead time because of the associations. The close relationships enable the firms to develop innovative ideas of their products which are finally introduced to the market (Olendo & Kavale, 2016).

Andersson et al. (2020) sought to determine how born global firms create value for their customers with an aim of furthering their successes on continued international growth. The researchers adopted a case study approach and collected data through observations, interviews and secondary data. Andersson et al. (2020) found born global firms have cultures in place that determine their value creations. Such companies build their competitiveness by developing international products and implementing both proactive and reactive market orientation activities that facilitate the creation and delivery of customer value. The resulting value creations enabled the firms to achieve and sustain competitiveness in international growth (Andersson et al., 2020).

The above studies affirm value creation affects a firm's competitive advantage in terms of cost leadership, profitability, customer loyalty and international growth (Olendo & Kavale, 2016; Battisti et al., 2019; Sjödin et al., 2020; Andersson et al., 2020). Sjödin et al. (2020) performed an in depth case study on manufacturing firms in Sweden with an aim of establishing how the firms create value and its effect on competitive advantage. The study found firms created value by engaging their customers to understand their inputs to incorporate in the firm's offers. This improved the firm's competitive advantage in customer loyalty. Wu et al. (2018) performed literature reviews and online surveys on China's hospitality industry to determine how value is created between hotels and their customers. The study found firms that involved customers in value creation benefited in repeat purchases and realized profits than competitors.

Sánchez-gutiérrez et al. (2019) based their study on SMEs furniture industry in Mexico in a study to determine the effects of a firm creating value with its customers. The study found the resulting effect improves a firm's competitive position in terms of profitability, costs reduction and technology adoption. Battisti et al. (2019) performed an empirical analysis on listed firms in Italy's stock exchange to determine how the firms paid regular dividends and bet market yields relative to other non-listed firms. The study found value creation measures adopted by the listed firms led to the firm's long term value in terms of profits realized. Olendo and Kavale (2016) contextualized their study on cement industry in Kenya to find out how supply relationship management affects firm performance. The study found firms which collaborate with their suppliers to create value achieved competitive advantage in cost efficiency and quality of products. The above summarized studies reveal scarcity of studies on effects of value creation on competitive advantage from the

context of apparel industry. This study filled the gap by studying effects of value creation business model innovation on competitive advantage of apparel stores in Nairobi County.

2.3.2 Value Proposition and Competitive Advantage

Sheth et al. (2020) analyzed competitiveness of value offers among industries in India with an aim of determining how after sale services generate revenues for firms and are a firm's source of competitive advantage. The study was grounded on theoretical foundations of service dominant logic, customer centric and customer loyalty. Sheth et al. (2020) found Indian firms make customers the central focus of all their transactions and commit to provide superior post sales services such as delivery options, installations, maintenance, financing and responding to customer queries and complaints. After sale services provide key differential competitive advantages to firms in the satisfaction and retention of customers and they are hard to replicate by competition (Sheth et al., 2020).

Payne and Frow (2014) undertook a case study research of two leading Australian companies in business to consumer financial sector and business to business telecommunication sector investigating how they developed their value propositions. In the study value proposition was found to represent a promise that a company makes to its customers to deliver combinations of value such as price, quality, performance, selection, and convenience. Successful value propositions provided the basis for differentiation and foundation of buyer-seller long term relationship which gave the respective firms a competitive advantage over their competitors. Customers ended up choosing the firm's products over those of competitors in the market (Payne and Frow, 2014).

Moorthi and Mohan (2017) examined value propositions of Indian banks and the perceptions of customers on the value offers. The study was based on both descriptive and exploratory approaches and used survey designs to collect data from study respondents. Moorthi and Mohan (2017) found banks achieve differential advantage in the marketplace when they determine how customers feel when doing business with them. Banks design distinct brand identities and meaningful value offers that meet customers' specifications. Customers choose banks depending on the benefits offered which range from functional benefits such as rational aspects of decision making, emotional benefits like security needs of the customer and self-expressive benefits which represent the ego needs of the customer.

Sight (2017) focused their study on member associations' subscriptions and sought to know why existing and prospective members subscribe to particular associations and not others. According to Sight (2017) value propositions are a firm's selling tool that speak directly to the emotional and tangible benefits of customers. A firm's value offers shows why firms are better off than competitors in the market. Customers incline more to such firm holding it accountable to deliver on its promise. The value offers set firms apart from their competitors and provide market differential competitive advantage (Sight, 2017).

Dulay, Malao and Carbonel (2016) did a case study on Kalinga woven fabric, a firm in South Asia with an aim of establishing ways through which the firm met customer preferences on apparel products. Dulay, Malao and Carbonel (2016) found literature gaps on products innovations that intensified the marketability of apparel products. The study found Kalinga woven fabric firm differentiated and increased marketability of its products by infusing heritage and culture into its apparels. The South Asian firm incorporated beads into its apparels such as woven dress, scarf blazers, bags, and wallets after determining beads consciously communicated to the culture of the people. This made their products to be unique and marketable than competitors. The added beads acted as symbols of ethnic identity.

Castro et al. (2018) studied wine industry in Brazilian market and used exploratory and qualitative research designs to determine the effects of brands on a firm's market competitiveness. The study was grounded on resource based view theory and data captured using in-depth interviews. The study affirmed brands are strategic assets which help firms achieve market competitiveness. Brands facilitate the creation of trust relationships between a firm and its customers giving the firm competitive advantage in the market. Castro et al. (2018) state brands play a huge role in how a buyer interacts with company's products and services.

Similarly, Soko et al. (2015) studied factors that make Kenyan universities gain competitive advantage over their competitors operating in Kenya's landscape. The study was anchored on resource based view, adopted exploratory qualitative research and used open ended questionnaire to collect data which was analyzed using thematic analysis. The study found brands are a significant source of a firm's competitive advantage which make universities stand out from the rest of the pack. According to Soko et al. (2015) Kenyan university's brands consisted of unique and diverse programs, cultural diversity, values, employability ratings, and student to lecturer ratio.

Belwal and Belwal (2017) conducted a detailed literature review with an aim of determining factors that lead to customer's choice of hypermarkets in Oman. The study found value offers provide customer loyalty competitive advantage when firms focus on providing unique experiences that satisfy their customers. Belwal and Belwal (2017) state small retail stores should focus on offering conveniences in terms of ease in shopping, accessibility of the store, familiarity, and intimacy with their customers while big stores to provide wide assortment of goods and parking facilities. Services that can be provided by either store include long operating business hours, professional staff, after sale services and extended facilities such as flexible payment options, children's corner, and food courts. According to Belwal and Belwal (2017) satisfying and meeting customer specific needs demands investment in different types of retail facility and infrastructure.

Similarly, Yrjölä et al. (2018) found a firm's value offers, provide the baseline upon which customers select which firm to relate with, and firms benefit when customers do repeat purchases. According to Yrjölä et al. (2018) multi-channel retailers who sell their merchandise on more than one channel, provide wide selections and high quality products at low prices while cross channel retailers provide easy and convenient shopping experience by making customers see shopping as a pastime rewarding activity. Omni channel retailers offer customers personalized services that involve spending time with the retailer and creating memorable events.

According to Nijhof et al. (2019) innovative value propositions enable firms to increase their market competitiveness resulting to increased market share and tapping into an unexploited customer segment. Nijhof et al. (2019) established value propositions are parts of a firm's strategic component enabling it to gain sustainable competitive advantage. A firm decides to either provide products at lower prices or differentiate its products and services by providing extra benefits to customers which outweigh those of competitors.

Value propositions ascribe benefits either products or services that a firm provides to its customers. Sheth et al. (2020) carried out a study among India industries to determine effects of after sale services on firm's revenues and competitive advantage. The study found after sales services provide key differential competitive advantage to firms in satisfaction and retention of customers. Moorthi and Mohan (2017) employed an exploratory approach on India's banking industry to determine perception of customers on value offers by different banks. The study established banks

achieved differential advantage when they determined how customers felt when doing business with them. Castro et al. (2018) undertook a case study on wine industry in Brazil to establish the effects of a firm's brands on its market competitiveness. The study found brands are strategic assets which help firms achieve market competitiveness in relation to how customers interact with the different brands.

Payne and Frow (2014) focused their study on business to business Australian firms in the financial sector and telecommunication sector to establish how the firms developed their value offers. Payne and Frow (2014) found successful value propositions provided the basis for differentiation and foundation of buyer seller long term relationships. Dulay, Malao and Carbonel (2016) studied apparel firms in South Asia with an aim of determining how they differentiated and increased marketability of their products. The study found South Asian firms infused culture into apparels which made their products to be unique and marketable. From above summarized studies, this study found a dearth of studies on value proposition and competitive advantage from the framework of apparel stores. This study filled this gap by investigating the effects of value proposition on competitive advantage of apparel stores in Nairobi County.

2.3.3 Value Capture and Competitive Advantage

Rietveld (2018) focused his study on Netherlands computer game industry with an aim of determining competitive differences between video firms that provide pay to play games and video firms that provide free to play games. The study found value capture affects a firm's competitiveness with respect to amount of revenues generated from its product or service offerings. Free to play games were played less, generated less revenue and were less competitive than pay to play games. Pay to play game firms provided great variety of product and service items allowing consumers to purchase in accordance to their willingness to pay. Pay to play firms generated more revenues and were more competitive than free to play game firms (Rietveld, 2018).

Verdin and Tackx (2015) performed literature review of major strategic journals in a span of twenty-year period. The study aimed to determine the importance of value capture to companies. Verdin and Tackx (2015) established value capture affects the long-term sustainability of a firm's products and services. Firms that capture sufficient value obtain resources for further investments which ensure the long-term sustainability of their offerings while firms that fail to capture sufficient value, secure no resources for further investment, and lack long term sustainability of

their offers. Verdin and Tackx (2015) also found sufficient value capture depends on pricing and cost structures that a firm adopts.

Zhang and Du (2018) analyzed Chinese business to business firms and found two dimensions to how firm's capture value, competitive dimension, and non-competitive dimension. Both dimensions affect firm's relationship with customers differently. In competitive dimension, a firm seeks to capture maximum profits and other benefits from relationship with its customers. However, the dimension makes customers feel unfairly treated from the business exchange, become unsatisfied and intent to quit the business relationship. In non-competitive dimension, firms seek fairness in the business exchange with customers. Such firms attain fair benefits while at the same time maintain long term relationships with their customers. Zhang and Du (2018) established value capture affects the firm's competitiveness in terms of firm-customer relationship performance.

Kang et al. (2018) did an empirical analysis of public franchised channels merging data from top 500 entrepreneur franchises 2012 as the study's sampling frame. The study sought to determine the effect of value capture on a firm's overall value. The study found the amount of value captured has an increasing effect on the firm's overall value. Kang et al. (2018) found firms capture value in two mechanisms, profit capture and resource capture. In profit capture, a firm retains profits that are generated during business exchange process. The firm reinvests the profits earned into the business, to increase its revenue streams and enhance stability of cash flows. In resource capture, a firm exploits relationship with its stakeholders including suppliers and customers. For instance, a firm can take advantage of the trust it has with its customers to build relationships with new potential customers or leverage on its suppliers to access other complementary raw materials. According to Kang et al. (2018) resource capture can reduce a firm's needed working capital to facilitate the efficient operation of the business.

Gopalakrishnan and Matthews (2018) analyzed business models of secondhand fashion stores within USA market with an aim of exploring their opportunities and challenges together with potential strategies for competitive advantage. The researchers adopted in depth interviews and convenient sampling of store managers/owners of USA secondhand fashion stores. The study revealed value capture determines firm's competitiveness in terms of realized profits. Gopalakrishnan and Matthews (2018) established secondhand fashion stores retain small profits

given their business models which involve sharing profits with customers and offering customers products at cheaper prices. To increase profits and remain competitive, the study recognized secondhand fashion stores adopt innovative revenue streams such as performing online sales rather than relying on traditional brick and mortar physical stores.

Silveira et al. (2021) annexed a forty-year period time series data of four thousand companies to determine the effect of value capture on companies' short term and long-term financial performance. According to Silveira et al. (2021) value capture comprised activities such as advertising which make firms to capture more value by improving competence of product offers. Advertising cause increased firm revenues which boost company's profits in short run and indirectly affect the firm's value in the long run. Silveira et al. (2021) acclaimed value capture is necessary for firms who resolve to obtain sustainable competitive advantage in terms of long-term performance and survival.

Miguel et al. (2014) focused their study on inter-firm relationships of firms from cosmetics and hospitality industries in Brazil. The study investigated the amount of value that's captured by each firm in the inter-firm relationship and its effect on competitive advantage. The researchers used survey data which was analyzed and interpreted using qualitative interviews. The study found in a buyer supplier relationship, its buyers who capture a large value share forcing suppliers to find new sources to increase their share. According to Miguel et al. (2014) firms that capture value achieve superior performance relative to firms that fail to capture enough value from their product offerings.

Fischer (2011) also found amount of value captured determines how successful a firm is in its market relative to competitors. A firm's captured value correlates to the strength of bargaining power that such firm has in the market. Firms with strong bargaining power, capture a larger share of the value created while firms with weak bargaining power, find it hard to capture any value even though they contribute highly towards its creation.

The above studies articulate authors have studied value capture and its effects on competitive advantage from different industrial perspectives. Rietveld (2018) focused on Netherlands computer game industry and established value capture affects firm's competitiveness with respect to amount of revenues generated from a firm's offerings. Verdin and Tackx (2015) performed management literature review from a multi-industry perspective and affirmed value capture affects

long-term sustainability of a firm's products and services. Zhang and Du (2018) sought to know dimensions in which Chinese business to business firms capture value. The study found value capture affects performance relationships a firm has with its customers.

Silveira et al. (2021) undertook literature review on time series data of 4000 companies to determine the effect of value capture on company's short-term and long-term financial goals. The study found value capture makes companies to capture more value by improving competence of its products. This study established a deficiency of studies on value capture and competitive advantage from the perspective of apparel industry. This is a gap that this study filled by investigating the effect of value capture on competitive advantage of apparel stores in Nairobi County.

2.4 Summary and Research Gap

Theoretically, this study employed resource-based view theory and porter's generic strategies to help accomplish the study objectives. Resource based view helped the study to determine how apparel stores exploited and deployed business model innovation intangible resource to gain competitive advantage over their competitors. Porter's generic strategies helped the study determine competitive strategies that apparel stores employ to improve their market competitiveness.

An empirical analysis on relationship between value creation business model innovation and competitive advantage was carried out and the study identified a dearth of studies which explored effects of value creation on competitive advantage of apparels. The study also found an empirical analysis gap on scholarly literature on how apparel firms exploit value proposition business model innovation to achieve competitive advantage. The study also established scholars did not examine effects of value capture business model innovation on competitive advantage from the perspective of apparel stores. This study filled the identified gaps and contributed towards strategic management literature by studying the effects of business model innovation on competitive advantage of apparel stores in Nairobi County.

2.5 Conceptual Framework

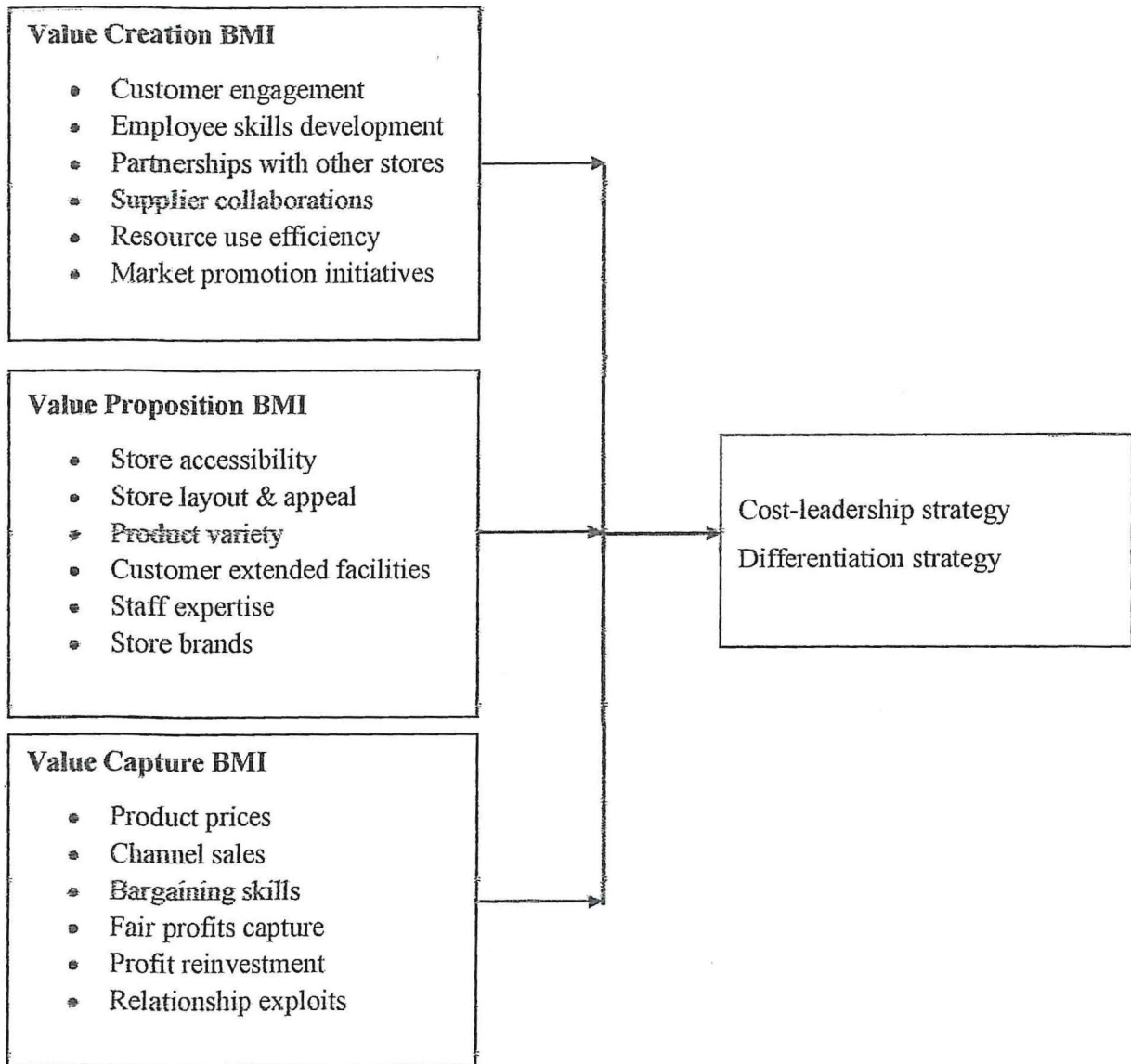
The conceptual framework showed conceptualization of the relationship between business model innovation and competitive advantage.

Independent Variable

Business Model Innovation (BMI)

Dependent Variable

Competitive Advantage



Source: Author (2021)

Figure 2.1 Conceptual Framework

2.5.1 Operationalization of Study Variables

This sub-section outlined how the researcher measured the independent and dependent variables.

Table 2.1: Operationalization of Study Variables

Variable	Indicators	Operational Definition	Measurement	Supporting Literature
Business Model Innovation (Independent variable)	Value creation was measured by six elements namely. <ul style="list-style-type: none"> a) Customer engagement b) Employee skills development c) Partnerships with other stores d) Supplier collaborations e) Resource use efficiency f) Market promotion activities 	Value creation refers to the process through which a firm uses its resources and capabilities to create value for its customers.	A 5point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree)	Clauss (2017); Churchill (1979); Yi and Gong (2013)
	Value proposition was captured by six elements namely. <ul style="list-style-type: none"> a) Store accessibility 	Value proposition is defined as a bundle of benefits that a firm	A 5point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree)	Bashir and Farooq (2019); Churchill (1979);

	<ul style="list-style-type: none"> b) Store layout and appeal c) Product variety d) Customer extended facilities e) Professional staff expertise f) Stores brands 	delivers to its customers.		Netemeyer et al. (2003)
	<p>Value capture was measured by six elements namely.</p> <ul style="list-style-type: none"> a) Product prices b) Channel sales c) Bargaining skills d) Fair profits capture e) Profit reinvestment f) Relationship exploits 	Value capture defines the process through which a firm realizes revenues that meet incurred costs and retains part of profits for itself.	A 5point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree)	Baden-Fuller and Mangematin (2013); Churchill (1979); Hinkin (1998)

Competitive Advantage (Dependent variable)	Cost leadership strategy	Cost leadership strategy involves a firm operating at lower costs relative to its market competitors.	A 5point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree)	Porter (1980); Churchill (1979).
	Differentiation strategy	Differentiation strategy defines the option in which a firm provides more value to its customers in unique ways at above average price.	A 5point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree)	Porter (1980); Churchill (1979).

Source: Author (2021)

STRATHMORE UNIVERSITY
 10000
 P. O. Box 10000
 Telephone: 416-400

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research design and the methodologies that were used in the study. The chapter is divided into eight sections: research philosophy, research design, target population, sampling, data collection, data analysis, research quality and ethical considerations.

3.2 Research Philosophy

Creswell (2013) defines research philosophy as the basis for research upon which data is collected, analyzed, and used. This study adopted positivism philosophy which acknowledges the stance of natural scientists by working with data that can be scientifically verified, logically proved or mathematically proved (Saunders et al., 2016). Positivism philosophy requires the researcher to conduct the research in a value free-way by remaining neutral and detached from the research and data in order to avoid influencing the research findings (Saunders et al., 2016). Positivism philosophy was appropriate to this study as it ensured data collected was independent from the researcher and reliable to support the study findings (Pham, 2018). Positivism philosophy was also appropriate to this study as it support appropriate methods of sampling, instrumentation and statistical treatment of data which ensured the validity of this study's research results by providing accurate and unambiguous findings (Pham, 2018).

3.3 Research Design

Research design is a framework that provides the research methods and techniques that a researcher chooses to conduct a study (Creswell, 2003). It is used to determine the answers to research questions and approve or disapprove hypotheses. This study adopted descriptive research design. Descriptive research design enabled the researcher to illustrate the unique characteristics of the sampled population (Denscombe, 2010). The study adopted survey research design. The survey design enabled the researcher to administer questionnaires to a sample of the population in order to obtain statistical data for analysis (Creswell, 2003). A cross-sectional study was also performed to make inferences of the addressed population in a snapshot of one point in time (Creswell, 2003). The study employed Statistical Package for Social Sciences (SPSS) Version 28.0 to analyze collected data via correlation and regression analysis which helped to examine the relationship between the competitive advantage and business model innovation.

3.4 Target Population

Target population refers to all the study elements to which a researcher is interested in making an inference from (Creswell, 2003). The target population of this study comprised licensed stores operating in Nairobi County. Licensed apparel stores were chosen as a sample of all apparel stores operating in Nairobi County. This enabled the researcher to conveniently collect data for analysis purpose. The population data was obtained from Nairobi County licenses department which revealed 1,315 apparel stores were licensed as of fiscal year 2020 (Nairobi Licenses Department, 2020).

3.5 Sampling

A sample represents a subset of the population that's mainly drawn from the target population (Kothari, 2011). Sampling describes the process of drawing a sample from the target population (Saunders et al., 2016). Sampling is suitable when a researcher finds it impossible to study the entire population, is faced with time and budget constraints or the survey results are quickly needed (Saunders et al., 2016).

The study adopted quota sampling by classifying sample size based on constituency location of the apparel stores. Actual sample size per each quota was determined non-proportionately by weighing population size of each constituency to the total population 1,315 apparel stores multiplied by sample size of 307 apparel stores.

Sample size was determined using Joskow and Yamane (1967) sample size simplified statistical formula, where n is the sample size, N is population size and e is $\pm 5\%$ level of precision.

$$n = \frac{N}{1 + N(e)^2} = 307 \text{ apparel chain stores.}$$

Convenient sampling was applied to the identified quotas to determine the study's sample size. The researcher conveniently selected apparel stores and had the store's manager or owner as respondents to the study questionnaire since they had the operational knowhow of their businesses.

Table 3.1 Sample Size Distribution

	Nairobi County Constituency	Population	Sample Size Distribution	Proportion (%)
--	--	-------------------	-------------------------------------	-----------------------

1	Dagoreti North	48	11	0.85
2	Dagoreti South	19	4	0.34
3	Embakasi Central	117	27	2.08
4	Embakasi East	125	29	2.22
5	Embakasi North	16	4	0.28
6	Embakasi South	61	14	1.08
7	Embakasi West	76	18	1.35
8	Kamukunji	423	99	7.51
9	Kasarani	96	22	1.70
10	Kibra	12	3	0.21
11	Langata	45	11	0.80
12	Makadara	111	26	1.97
13	Mathare	17	4	0.30
14	Roysambu	56	13	0.99
15	Ruaraka	10	2	0.18
16	Starehe	30	7	0.53
17	Westlands	53	12	0.94
	TOTAL	1315	307	23.35

Source: Nairobi Licenses Department (2020)

3.6 Data Collection

Data collection refers to the process of gathering information about a situation, person, problem or phenomenon (Kumar, 2011). This study used primary data which was collected using structured questionnaires. Questionnaires are relevant as they provide an efficient way of collecting responses from a large sample prior to quantitative analysis (Saunders et al., 2016). The researcher designed the questionnaire and was assisted by two research assistants to a drop and pick technique to collect data from the sampled apparel store owners and managers.

To identify respondent's level of identity to the store, the researcher requested to know if the respondents were the store's managers or owners during the initial introduction stage. The respondents were given a grace period of one week to complete filling in the questionnaire. To minimize non-response rate, the researcher together with research assistants emphasized the importance of filling in the questionnaire and how useful their responses would be towards completion of the research process.

3.7 Data Analysis

Data analysis involves systematic application of statistical tools to process data into meaningful information (Lewis-Beck & Michael, 1995). Saunders et al. (2016) emphasized on the importance of analyzing data as raw data conveys little or no information.

The collected data from the questionnaires was sorted, checked, and edited for comprehensiveness and consistency before analysis. This was also done to identify and eliminate any errors that might have been made by the respondent. The data was keyed into Statistical Package for Social Sciences (SPSS) Version 28.0 software for analysis. Descriptive statistics were used to analyze the demographics of the respondents and characteristics of the apparel stores. Correlation and regression analysis were used to examine the relationship between the independent variable business model innovation and the dependent variable competitive advantage.

Regression model was.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Whereby: Y = Competitive Advantage (Cost leadership, Differentiation), X₁ = Value Creation; X₂ = Value Proposition and X₃ = Value Capture

β_0 = Constant term; β_1 , β_2 , and β_3 = Regression model coefficients values for independent variables X₁, X₂ and X₃ respectively

ε = Error Term.

3.7.1 Correlation Coefficient (R)

This described the degree to which the study variables are associated. Correlation coefficient is usually within the range of values between -1 and +1 (Huber & Ronchetti, 2009). Spearman correlation coefficient was selected for the correlation analysis due to the ordinal nature of the data.

A correlation of -1 indicates a perfect negative correlation while a correlation of +1 indicates a perfect positive correlation. A correlation of 0 indicates no relationship. The closer the correlation coefficient is towards -1 or +1, the stronger the association between the variables (Huber & Ronchetti, 2009).

3.7.2 Coefficient of Determination (R square)

This enabled the researcher to explain how well the response variable variation is explained by the linear model. A model fits the data if the differences between the observed values and the predicted value of the models are small and unbiased (Allen, 2004). R square ranges from 0 to 1. The closer the R square is to 1, the better the model fits the data.

3.7.3 T-Test

This enabled the researcher to test whether the dependent variables are individually influenced by the independent variable. T-values were obtained from the regression output and interpreted such that if the values are less than 0.01, they are significant and should be included in the model otherwise insignificant (Higgins, 2005).

3.8 Research Quality

Research quality defines the extent to which research instruments measure what they are intended to measure (Mugenda and Mugenda, 2010). In this study, research quality was ascertained by ensuring validity and reliability. A pilot study was conducted on the questionnaire before its deployment for general data collection purposes. The pilot study involved performing a survey on 15 respondents from both the academic and professional field. The respondent's suggestions for more clarifications and corrections on the questionnaire, were collected and amendments made henceforth. The questionnaire was then reissued to the 15 respondents to ascertain if their recommendations were worked upon before its deployment for final survey.

Data reliability is a measure of the consistency of test results when multiple measurements are taken (Saunders et al., 2009). Reliable data gives the same results as it did during its first-time measurement. Any results differences on the second measure, means the data is unreliable. Cronbach's alpha was employed to test the reliability of the questions asked under different groups. An alpha value of greater than 0.70 imply that the data is consistent regarding the measurements given (Saunders et al., 2003). The closer the Cronbach's alpha coefficient is to 1, the greater the internal consistency of the items on the scale. The reliability statistics as presented in Table 3.4 below established the Cronbach alpha for all the study elements was 0.832. This affirmed that the values in the study produced scales that had consistent results should the research be repeated.

Table 3.2: Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
0.832	5
0.831	Value Creation Business Model Innovation
0.830	Value Proposition Business Model Innovation
0.829	Value Capture Business Model Innovation
0.834	Cost Leadership Strategy
0.836	Differentiation Strategy

Source: Research Data (2021).

Data validity determines the extent to which the study instrument measures what it was intended to measure in terms of accuracy and meaningfulness (Saunders et al., 2003). This study employed construct validity techniques from which the researcher ensured the questionnaire only included relevant questions and that variables and their measurements were carefully developed from relevant existing knowledge.

3.9 Ethical Considerations

Before the commencement of the data collection process, the researcher obtained approval from Strathmore University Institute for Ethics Review Committee to undertake the research. The researcher also obtained research license from National Commission for Science, Technology, and Innovation (NACOSTI) to conduct the research in Nairobi County on the topic: *Effects of Business Model Innovation on Competitive Advantage of Apparel Stores in Nairobi County*.

The researcher ensured the safety of research team by availing nametags which formally introduced the research team to the respondents. A research clinic was also conducted to acquaint the research team on the data collection process and professional interactions with study respondents. To ensure safety of respondents, an introductory letter from Strathmore Business School accompanied the questionnaire detailing the researcher's full names, institution, and the purpose of the survey. The researcher also sought the willing participation of the respondents to participate in the study. Respondents' privacy was guaranteed by coding the filled questionnaires for anonymity. Confidentiality was also ascertained by assuring the respondents data collected was to be treated for academic purposes only.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

The main objective of this study was to determine the effects of business model innovation on competitive advantage of apparel stores in Nairobi County. This chapter presents analysis and findings of the study as set out in the research methodology. The research data was gathered exclusively through structured questionnaires which were designed in line with the research objectives of the study. To enhance quality of the obtained data, Likert type questions were used whereby respondents indicated the extent to which the variables were practiced on a five-point Likert scale.

4.2 Response Rate

The key respondents in this study were managers and owners of apparel stores in Nairobi County. The respondents were selected because they have operational knowledge of the stores. The study sample was 307 apparel stores from which 227 responded giving a response rate of 74%. Mugenda and Mugenda (2003) stated a response rate of more than 70% is good to support study conclusions, this makes the 74% response rate a good rate for the study findings.

4.3 Demographic Characteristics

The researcher sought to establish the demographic characteristics of the respondents with regards to gender of respondents, age of respondents, respondent's level of education and the number of years the respondents managed the apparel stores. The results are presented in the following sections.

4.3.1 Gender of the Respondents

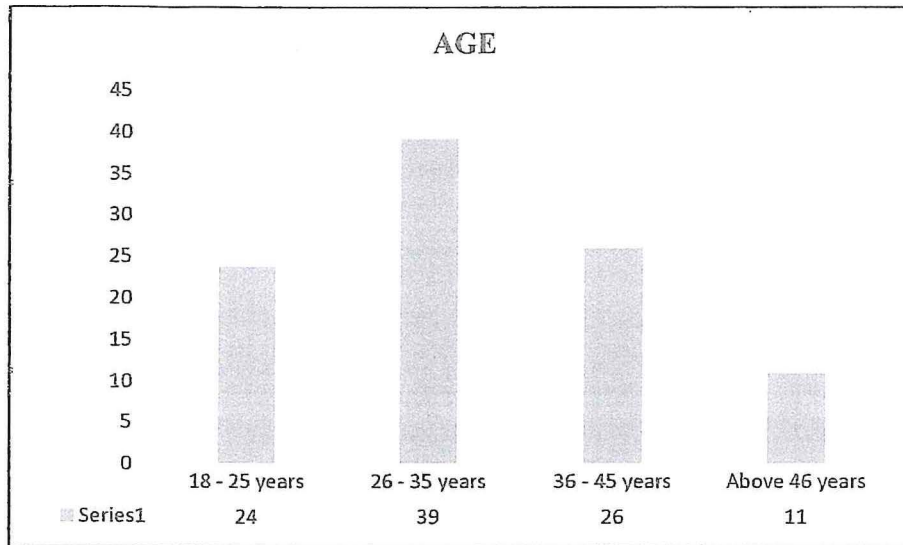
The study aimed to find the gender of the respondents. The results informed 60% of the respondents were female while 40% were male. This affirmed more females either owned or managed apparel stores than males in Nairobi County.

4.3.2 Age of Respondents

The study endeavored to establish the age of the respondents. The results identified 39% of the respondents were aged between 26 – 35 years, 26% of the respondents between 36 – 45 years, 24% of the respondents between 18 - 25 years and 11% of the respondents above 46 years. The

results were important as they enabled the study to understand the different logics of the respondents between age groups.

Figure 4.1: Age of Respondents



Source: Author (2021)

4.3.3 Level of Education

The study undertook to determine respondent's level of education. The results revealed 41% of the respondents had bachelor level education, 39% had diploma level education, and 7% had master and doctorate level education while 13% had below diploma level education. The results meant more than 80% of the respondents were able to read and understand the questionnaire and respond effectively within the set timelines giving the researcher ample time to analyze the collected data.

Table 4.1: Level of Education

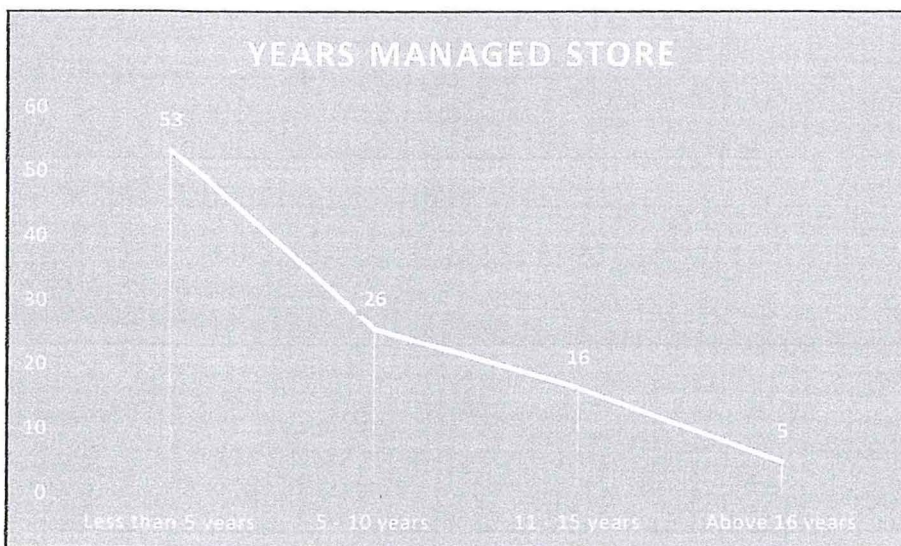
Level of Education	Frequency	Percentage
Below diploma	29	13
Diploma	89	39
Bachelor's degree	93	41
Master's and doctorate's degree	16	7
	227	100

Source: Author (2021)

4.3.4 Duration of Managing the Store

The study aspired to find the number of years' managers and owners managed the apparel stores. The results affirmed 53% of the respondents managed the store for less than 5 years, 26% between 5 and 10 years, 16% between 11 and 15 years while 5% of the respondents managed the stores for more than 16 years. The results were important to the study as they meant study respondents were well conversant with the apparel store's operations and able to give good responses to support the study findings.

Figure 4.2: Duration of Managing Store



Source: Author (2021).

4.4 Firm Profile

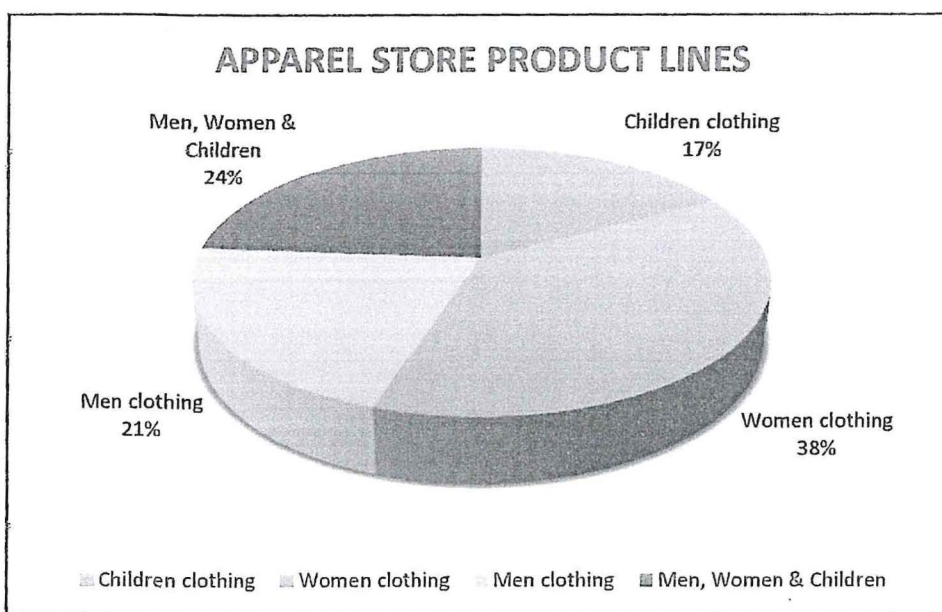
Firm profile includes a basic summary of the apparel stores. The study sought to determine employees employed at the store, ownership orientation of the store, length of business operation, number of outlets and product lines of the stores. The results are presented below.

The study findings revealed 47% of apparel stores had below 10 employees, 35% had between 11-20 employees, 14% between 21-30 employees and 4% above 30 employees. The study sought to find out the ownership orientation of the apparel stores and established 73% of apparel stores were locally owned, 14% foreign owned and 13% both locally and foreign owned. The study also sought to determine the number of years the apparel stores had been in operation. The results affirmed

59% of the apparel stores were in operation between years 1-5, 22% were in operation for less than a year, 14% between years 5-10 and 5% were in operation for more than 10 years.

On branch outlets the study found 80% of apparel stores had no branch outlets while 20% of apparel stores had branch outlets. Study findings also affirmed 38% of the apparel stores sold women clothing, 24% sold men, women, and children clothing, 21% sold men clothing while 17% of the apparel stores sold children clothing as shown in the figure 4.3 below.

Figure 4.3: Apparel Store Product Lines



Source: Author (2021)

4.5 Business Model Innovation and Competitive Advantage

Business model innovation was measured in three variables; value creation, value proposition and value capture and competitive advantage was measured in two variables; cost leadership strategy and differentiation strategy. A set of statements for each variable were presented to study respondents who were requested to express their degree of agreement on a five-point Likert scale where 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 5 = Strongly disagree.

4.5.1 Value Creation Business Model Innovation

The respondents were asked to express their degree of agreement or disagreement with the statements below in relation to value creation business model innovation.

Table 3.2: Value Creation Business Model Innovation

Descriptive Statistics			
Statement	N	Mean	Std. Deviation
The store engages its customers either physically or online to understand their perceptions on the store's products & services.	227	4.95	.224
The store invests in the skills of its employees to offer better customer service and provide valuable insights towards the creation of its products & services.	227	4.88	.330
The store collaborates with its suppliers to provide innovative products & services that meet their customer's needs.	227	4.82	.382
The store efficiently uses its physical assets and technological resources to create value for its customers.	227	4.76	.429
The store collaborates & partners with other stores to provide variety and increase customer base.	227	4.00	.000
The store invests in trade fairs, social media marketing and personal selling initiatives to market its products.	227	3.89	.314
Overall mean		4.55	.280

Source: Research Data (2021).

The table above present the mean score and standard deviation for each response. The statement store engages its customers either physically or online to understand their perceptions on the store's products & services had the highest mean of 4.95 with a standard deviation of 0.224. The statement store invests in trade fairs, social media marketing and personal selling initiatives to market its products, had the lowest mean of 3.89 with a standard deviation of 0.314. The overall mean was 4.55 which meant most stores created value in business model innovation by engaging customers to understand their perceptions on store's products & services, investing in skills of employees to offer better customer service and providing valuable insights towards the creation of products and services, collaborating with suppliers to provide innovative products & services that met customer's needs and efficiently using physical assets and technological resources to create value for customers.

4.5.2 Value Proposition Business Model Innovation

The respondents were asked to express their degree of agreement with the statements below in relation to value proposition business model innovation.

Table 4.3: Value Proposition Business Model Innovation

Descriptive Statistics			
Statement	N	Mean	Std. Deviation
The store has professional staff who provide professional customer shopping experience.	227	5.00	.000
The store's location is easily accessible to customers for convenient shopping experience.	227	4.91	.284

The store provides extended facilities to its customers such as changing rooms, flexible payment options & in house tailors for fitting clothes.	227	4.87	.339
The store frequently improves its layout and appeal to improve on appearance & attract more customers.	227	4.81	.389
The store invests in brands either brand clothes, store's name, or store's choice of location.	227	3.81	.393
The store provides a variety of products to its existing & potential new customers.	227	3.74	.440
Overall mean		4.52	.308

Source: Research Data (2021).

The statement the store has professional staff who provide professional customer shopping experience had the highest mean of 5.0 with a standard deviation of 0. This was followed closely by the statement store's location is easily accessible to customers for convenient shopping experience which had a mean of 4.91 with a standard deviation of 0.284. The statement store provides a variety of products to its existing & potential new customers had the lowest mean of 3.74 with a standard deviation of 0.440. The overall mean of the responses was 4.52 and this affirmed most stores in Nairobi County provide value offers in terms of professional customer shopping experience, accessible store's locations for convenient shopping experience, extended facilities such as changing rooms, flexible payment options, in house tailors for fitting clothes and frequent improvement of store's layout and appeal to attract more customers.

4.5.3 Value Capture Business Model Innovation

The respondents were asked to express their degree of agreement with the statements below in relation to value capture business model innovation. The results demonstrated respondents rated highly with a mean score of 5.0 and standard deviation of 0 the statement store exploits relationships with its customers, suppliers & other stakeholders to either win new potential customers or gain access to other suppliers. The statement store employs bargaining & negotiation skills into its business exchange transactions to retain more profits had the lowest mean of 4.0 with a standard deviation of 0. The average mean was 4.65 which implied most apparel stores in Nairobi County captured value by exploiting relationships with their customers, suppliers & other stakeholders to either win new potential customers or gain access to other suppliers, adopting prices that are above costs incurred to operate the business and using part of earned profits to further invest into the business operations.

Table 4.4: Value Capture Business Model Innovation

Descriptive Statistics			
Statement	N	Mean	Std. Deviation
The store exploits relationships with its customers, suppliers & other stakeholders to either win new potential customers or gain access to other suppliers.	227	5.00	.000
The store adopts prices that are above costs incurred to operate the business.	227	4.94	.233
The store uses part of its profits to further invest into the business operations.	227	4.90	.296
The store captures fair profits to maintain good relationships with its customers & suppliers.	227	4.53	.848
The store boosts its sales by selling through both online platforms and physical store outlets.	227	4.52	.501
The store employs bargaining & negotiation skills into its business exchange transactions to retain more profits.	227	4.00	.000
Overall mean		4.65	.313

Source: Research Data (2021).

4.5.4 Cost Leadership

The respondents were requested to evaluate their degree of agreement or disagreement with below statements relating to cost leadership competitive advantage. The responses were made on a five-point Likert scale and the findings summarized as shown in the table 4.5.

Table 4.5: Cost Leadership Competitive Advantage

Descriptive Statistics			
Statement	N	Mean	Std. Deviation
The store enjoys more profits by implementing a cost reduction strategy.	227	4.92	.271
The store implements digital technology to aid in cost reduction i.e., online marketing channels such as digital social platforms.	227	4.85	.353
The store continuously reduces its operational costs without sacrificing on quality.	227	4.79	.409
The store offers premium prices on its products and services to cater for the high costs.	227	4.18	.386
The store offers products at lower prices as compared to its competitors.	227	3.87	.994
The store is well known in the market due to affordability of its products and services.	227	3.36	.481
Overall mean		4.33	.482

Source: Research Data (2021).

The statement store enjoys more profits by implementing a cost reduction strategy had the highest mean of 4.92 with a standard deviation of 0.271. The statement store implements digital technology to aid in cost reduction i.e., online marketing channels such as digital social platforms followed with a mean of 4.85 and standard deviation of 0.353. The statement the store is known in the market due to affordability of its products and services had the lowest mean of 3.36 with a

standard deviation of 0.481. The overall mean of the responses was 4.33 and this affirmed most apparel stores in Nairobi County captured profits by implementing cost reduction strategies, reduced costs by implementing digital technologies such as social media marketing channels and continuously reduced operational costs without sacrificing quality of products.

4.5.5 Differentiation Strategy

The respondents were asked to evaluate their degree of agreement with the following statements relating to differentiation strategy competitive advantage. The responses were summarized as shown in table 4.6 below. The respondents rated highly with a mean score of 4.83 and standard deviation of 0.374 the statement store ensures constant improvement on its products and services to stay ahead of imitative competitors. This was followed by the statement store communicates its unique product and service traits in incredible ways which had a mean of 4.78 with a standard deviation of 0.627. The overall mean of the respondents was 4.47 which indicated apparel stores in Nairobi County differentiated their stores by constantly improving their products and services, communicating in incredible ways their unique products and services, offering a wide selection of products to cater for the varied customer needs and offering customers friendly packaging for their products.

Table 4.6: Differentiation Strategy Competitive Advantage

Descriptive Statistics			
Statement	N	Mean	Std. Deviation
The store ensures constant improvement on its products and services to stay ahead of imitative competitors.	227	4.83	.374
The store communicates its unique product and service traits in incredible ways.	227	4.78	.627
The store offers a wide selection of products to cater for the varied customer needs.	227	4.77	.421
The store offers customer friendly packaging for its products.	227	4.69	.463
The store offers unique product & services that customers are willing to pay a higher price for.	227	4.00	.000
The store's branding is well known in the market.	227	3.76	.427
Overall mean		4.47	.385

Source: Research Data (2021).

4.6 Correlation Analysis

The study sought to find the correlation between dependent variable and independent variables using spearman's correlation analysis. The results are summarized in the table 4.7 below. As per the spearman's correlation matrix, both variables were statistically significant as they had a

significant value of less than 0.05 ($P < 0.05$). For competitive advantage dependent variable, value creation had a strong positive correlation coefficient of 0.773 at 0.01 level of significance. Value proposition had a weak positive correlation coefficient of 0.261 at 0.01 level of significance while value capture had a strong positive correlation coefficient of 0.704 at 0.01 level of significance. The results meant business model innovation associated positively with competitive advantage at varying degrees.

Table 4.7: Spearman's Correlation Analysis

			Correlations			
			CA	VCR	VPR	VCA
Spearman's rho	CA	Correlation Coefficient	1.000	.773**	.261**	.704**
		Sig. (2-tailed)	.	<.001	<.001	<.001
		N	227	227	227	227
	VCR	Correlation Coefficient	.773**	1.000	.708**	.783**
		Sig. (2-tailed)	<.001	.	<.001	<.001
		N	227	227	227	227
	VPR	Correlation Coefficient	.261**	.708**	1.000	.633**
		Sig. (2-tailed)	<.001	<.001	.	<.001
		N	227	227	227	227
	VCA	Correlation Coefficient	.704**	.783**	.633**	1.000
		Sig. (2-tailed)	<.001	<.001	<.001	.
		N	227	227	227	227

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

Source: Research Data (2021).

Keys: CA = competitive advantage, VCR = value creation, VPR = value proposition and VCA = value capture.

4.7 Regression Analysis

The regression analysis showed the relationship between the dependent variable and independent variables of the study and determined the influence of value creation, value proposition and value capture on competitive advantage of apparel stores in Nairobi County. The researcher first conducted a sub-regression analysis of each variable before carrying out an overall analysis of the study variables as detailed below.

The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Whereby: Y = Competitive Advantage, X₁ = Value Creation; X₂ = Value Proposition and X₃ = Value Capture.

β_0 = Constant term; β_1 , β_2 , and β_3 = Regression model coefficients values for independent variables X_1 , X_2 and X_3 respectively.

ε = Error Term.

4.7.1 Effects of Value Creation on Cost Leadership Strategy

The study sought to establish the effect of value creation business model innovation on cost leadership strategy where VCR is value creation and CL is cost leadership in the model. The results are as shown below.

Table 4.8: Value Creation and Cost Leadership Strategy

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
1	.019 ^a	.000	-.004	.22076	.000	.084	1	225	.772

a. Predictors: (Constant), VCR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.004	1	.004	.084	.772 ^b
	Residual	10.965	225	.049		
	Total	10.969	226			

a. Dependent Variable: CL

b. Predictors: (Constant), VCR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.250	.274		15.515	<.001
	VCR	.017	.060	.019	.290	.772

a. Dependent Variable: CL

Source: Research Data (2021).

The model summary contains the coefficient of determination R^2 which explains the extent to which the independent variable accounts for the variance in dependent variable. R^2 value 0.000 meant that value creation account for 0.00% changes in cost leadership.

The results of Anova table divulge the significance of the model to the study. The significant value state whether the model is to be accepted or rejected. The model's significant value was more than 0.05 ($P < 0.05$) which meant that the model was not statistically significant to explain the relationship between value creation and cost leadership strategy.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value creation is not statistically significant because its significance value is more than 0.05.

4.7.2 Effect of Value Creation on Differentiation Strategy

The study endeavored to find the effect of value creation on differentiation strategy of apparel stores. The results are shown below where VCR represent value creation and DF represent differentiation strategy.

Table 4.9: Value Creation and Differentiation Strategy

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.961 ^a	.924	.924	.09454	.924	2730.529	1	225	<.001

a. Predictors: (Constant), VCR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.405	1	24.405	2730.529	<.001 ^b
	Residual	2.011	225	.009		
	Total	26.416	226			

a. Dependent Variable: DF

b. Predictors: (Constant), VCR

Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-1.649	.117		-14.053	<.001
	VCR	1.346	.026	.961	52.254	<.001

a. Dependent Variable: DF

Source: Research Data (2021).

The model summary coefficient of determination R^2 explain the extent to which value creation account for the variance in differentiation strategy. R^2 value 0.924 meant that value creation accounted for 92.4% changes in differentiation strategy.

The results of Anova table explain the significance of the model to the study. The significant value state whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which meant that the model was statistically significant to explain the relationship between value creation and differentiation strategy competitive advantage.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value creation is statistically significant because its significance value is less than 0.05. The results in the coefficient matrix inform that value creation business model innovation is a significant positive predictor of differentiation strategy. For every one-unit increase on value creation business model innovation would yield 0.961 increase on differentiation strategy. When value creation is 0, differentiation strategy would be -1.649.

4.7.3 Effect of Value Proposition on Cost Leadership Strategy

The results below divulge the effect of value proposition on cost leadership strategy where VPR is value proposition and CL is cost leadership strategy.

Table 4.10: Value Proposition and Cost Leadership Strategy

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	.358 ^a	.128	.124	.20620	.128	32.974	1	225	<.001	

a. Predictors: (Constant), VPR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.402	1	1.402	32.974	<.001 ^b
	Residual	9.567	225	.043		
	Total	10.969	226			

a. Dependent Variable: CL
b. Predictors: (Constant), VPR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	6.346	.351		18.061	<.001
	VPR	-.446	.078	-.358	-5.742	<.001

a. Dependent Variable: CL

Source: Research Data (2021).

The model summary coefficient of determination R^2 explain the extent to which value proposition account for the variance in cost leadership competitive advantage. R^2 value 0.124 meant that value proposition accounted for 12.4% changes in cost leadership.

The results of Anova table identify the significance of the model to the study. The significant value determines whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which meant that the model was statistically significant to explain the relationship between value proposition and cost leadership strategy.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value proposition is statistically significant because its significance value is less than 0.05. The results in the coefficient matrix established that value proposition business model innovation negatively affects cost leadership strategy. For every one-unit increase on value proposition business model innovation would yield 0.358 decrease on cost leadership strategy. When value proposition is 0, cost leadership would be 6.346.

4.7.4 Effect of Value Proposition on Differentiation Strategy

The results below reveal the effect of value proposition on differentiation strategy where VPR represent value proposition and DF represent differentiation strategy.

Table 4.11: Value Proposition and Differentiation Strategy

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.741 ^a	.549	.547	.23005	.549	274.154	1	225	<.001

a. Predictors: (Constant), VPR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.509	1	14.509	274.154	<.001 ^b
	Residual	11.907	225	.053		
	Total	26.416	226			

a. Dependent Variable: DF

b. Predictors: (Constant), VPR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.012	.392		-5.134	<.001
	VPR	1.433	.087	.741	16.558	<.001

a. Dependent Variable: DF

Source: Research Data (2021).

The model summary coefficient of determination R^2 explain the extent to which value proposition account for the variance in differentiation strategy. R^2 value 0.547 meant value proposition accounted for 54.7% changes in differentiation strategy.

The results of Anova table divulge the significance of the model to the study. The significant value establishes whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which affirmed the model was statistically significant to explain the relationship between value proposition and differentiation strategy.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value proposition is statistically significant because its significance value is less than 0.05. The results in the coefficient matrix revealed value proposition business model innovation is a significant positive predictor of differentiation strategy. For every one-unit increase on value proposition business model innovation would yield 0.741 increase on differentiation strategy. When value proposition is 0, differentiation strategy would be -2.012.

4.7.5 Effects of Value Capture on Cost Leadership Strategy

The results below reveal the effect of value capture on cost leadership competitive advantage where CL is cost leadership strategy and VCA is value capture.

Table 4.12: Value Capture and Cost Leadership Strategy

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.200 ^a	.040	.21633	.040	9.395	1	225	.002	

a. Predictors: (Constant), VCA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.440	1	.440	9.395	.002 ^b
	Residual	10.529	225	.047		
	Total	10.969	226			

a. Dependent Variable: CL
b. Predictors: (Constant), VCA

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.367	.314		10.715	<.001

VCA	.207	.068	.200	3.065	.002
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a. Dependent Variable: CL

Source: Research Data (2021).

The model summary coefficient of determination R^2 reveal the extent to which value capture explains the variance in cost leadership strategy competitive advantage. R^2 value 0.036 affirmed value capture accounted for 3.6% changes in cost leadership strategy.

The results of Anova table establish the significance of the model to the study. The significant value establishes whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which meant the model was statistically significant to explain the relationship between value capture and cost leadership strategy.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value capture is statistically significant because its significance value is less than 0.05. The results in the coefficient matrix established value capture business model innovation is a significant positive predictor of cost leadership strategy competitive advantage. For every one-unit increase on value capture business model innovation would yield 0.200 increase on cost leadership strategy. When value capture is 0, cost leadership strategy would be 3.367.

4.7.6 Effects of Value Capture on Differentiation Strategy

The results below revealed the effect of value capture on differentiation strategy competitive advantage where DF = Differentiation strategy and VCA = Value capture.

Table 4.13: Value Capture and Differentiation Strategy

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	
						F Change	df1	df2		
1	.915 ^a	.836	.836	.13860	.836	1150.125	1	225	<.001	

a. Predictors: (Constant), VCA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.094	1	22.094	1150.125	<.001 ^b
	Residual	4.322	225	.019		
	Total	26.416	226			

a. Dependent Variable: DF

b. Predictors: (Constant), VCA

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-2.348	.201		-11.663	<.001
	VCA	1.467	.043	.915	33.913	<.001

a. Dependent Variable: DF

Source: Research Data (2021).

The model summary coefficient of determination R^2 reveal the extent to which value capture account for the variance in differentiation strategy competitive advantage. R^2 value 0.836 meant value capture accounted for 83.6% changes in differentiation strategy.

The results of Anova table identify significance of the model to the study. The significant value establishes whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which revealed the model was statistically significant to explain the relationship between value capture and differentiation strategy.

The coefficient matrix establishes the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, value capture is statistically significant because its significance value is less than 0.05. The results in the coefficient matrix revealed that value capture business model innovation is a significant positive predictor of differentiation strategy competitive advantage. For every one-unit increase on value capture business model innovation would yield 0.915 increase on differentiation strategy. When value capture is 0, differentiation strategy would be -2.348.

4.7.7 Effects of Business Model Innovation on Competitive Advantage of Apparel Stores

The results below establish the effects of business model innovation on competitive advantage of apparel stores where CA is competitive advantage, VCR is value creation, VPR is value proposition and VCA is value capture.

Table 4.14: Business Model Innovation and Competitive Advantage

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.917 ^a	.841	.839	.08558	.841	393.461	3	223	<.001

a. Predictors: (Constant), VCA, VPR, VCR

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	8.646	3	2.882	393.461	<.001 ^b
	Residual	1.633	223	.007		
	Total	10.279	226			

a. Dependent Variable: CA

b. Predictors: (Constant), VCA, VPR, VCR

Model		Coefficients ^a				95.0% Confidence Interval for B		
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.671	.152		11.015	<.001	1.372	1.970
	VCR	.441	.049	.505	9.074	<.001	.345	.536
	VPR	-.668	.050	-.554	-13.319	<.001	-.767	-.569
	VCA	.807	.054	.806	15.061	<.001	.701	.912

a. Dependent Variable: CA

Source: Research Data (2021).

The model summary coefficient of determination R^2 explain the extent to which business model innovation account for the changes in competitive advantage. R^2 value 0.839 affirmed that business model innovation accounted for 83.9% changes in competitive advantage.

The results of Anova table reveal the significance of the model to the study. The significant value state whether the model is to be accepted or rejected. The model's significant value was less than 0.05 ($P < 0.05$) which meant that the model was statistically significant to explain the relationship between business model innovation and competitive advantage.

The coefficient matrix shows the statistical significance of the variables and the impact of the relationship between the variables. As shown in the table above, the independent variables are statistically significant because their significance values are less than 0.05. The results in the coefficient matrix established value creation business model innovation positively affects competitive advantage, value proposition business model innovation negatively affects competitive advantage while value capture business model innovation positively affects competitive advantage.

$$Y = 1.671 + 0.505X_1 - 0.554X_2 + 0.806X_3$$

From the above regression model, every one-unit increase on value creation business model innovation would yield 0.505 increase on competitive advantage; a unit increase on value proposition would yield 0.554 decrease on competitive advantage while a unit increase on value capture would yield 0.806 increase on competitive advantage. When value creation, value proposition and value capture are 0, competitive advantage would be 1.671.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four and gives conclusions and recommendations of the study based on study objectives. The overall objective of the study was to determine the effects of business model innovation on competitive advantage of apparel stores in Nairobi County.

5.1.1 Summary of Findings

The study presented business model innovation and competitive advantage statements to study respondents who were requested to express their degree of agreement on a 5 point Likert scale. On value creation the results established most apparel stores engaged customers both physically and online to understand their perceptions on stores products and services. On value proposition the results revealed apparel stores had professional staff to provide professional shopping experience to customers while on value capture the study found apparel stores exploit relationships with their customers, suppliers and other stakeholders to either win new potential customers or gain access to other suppliers. On competitive strategies, the study found most stores implemented digital technologies to aid in cost reductions and constantly improved their products and services to stay ahead of competitors.

Regression analysis was carried out on relationship between business model innovation and competitive advantage and the results revealed business model innovation positively accounted for 83.9% changes on competitive advantage. The study found value creation was not statistically significant to have an effect on cost leadership strategy but accounted for 92.4% changes on differentiation strategy. With regard to value proposition, the study found value proposition negatively accounted for 12.4% changes in cost leadership and positively accounted for 54.7% changes in differentiation strategy. On value capture, the study found it accounted for 3.6% changes in cost leadership strategy and 83.6% changes on differentiation strategy.

5.2 Discussion of Findings

This section explained the main findings of the study in line with the specific study objectives.

5.2.1 Value Creation and Competitive Advantage

The study sought to determine the effect of value creation business model innovation on competitive advantage of apparel stores in Nairobi County. The study found value creation was statistically insignificant to influence cost leadership strategy. The study also established that value creation had a positive significant effect on differentiation strategy accounting for 92.4% changes on differentiation strategy of apparel stores in Nairobi County. The study findings conformed to Wu et al. (2018) findings which established value creation process through customer engagement enabled firms to achieve differentiation competitive advantage in form of customer repeat purchases and more profits realization. Similarly, Olendo and Kavale (2016) found firm supplier value creation collaboration enabled the firms to achieve differentiation competitive advantage on quality of products produced.

Value creation activities carried out by most apparel stores include, engaging customers physically and online to understand their perceptions on store's products and services, investing in skills of employees to enable them offer better customer service and provide valuable insights towards the creation of store's products & services, collaborating with suppliers to provide innovative products and services that meet customer's needs, and efficiently using the store's physical assets and technological resources to create value for customers. The identified value creation activities coincide with Sjödin et al. (2020); Kim et al. (2018) findings which established firms create value by engaging customers to determine their insights for improving a firm's products and services. The findings also concurred with Olendo and Kavale (2016) who established firms create value by collaborating with their suppliers to develop innovative ideas to improve their products and services.

5.2.2 Value Proposition and Competitive Advantage

The study investigated the effect of value proposition business model innovation on competitive advantage of apparel stores in Nairobi County. The study established value proposition negatively affected cost leadership competitive strategy accounting for 12.4% variances. The study also found value proposition was a positive predictor of differentiation strategy and explained 54.7% changes experienced in differentiation strategy. The study findings correlated to Sheth et al. (2020) findings which found a firm's value offers like after sale services provide key differentiation advantage in satisfaction and retention of customers and they are hard to replicate by competition. Moorthi and

Mohan (2017) also found firms achieve competitive advantage in the market place when they determine how customers feel when doing business with them. Customers choose firms to buy from depending on the benefits offered to them.

Value offers that were provided by most apparel stores include, professional customer shopping experience, customer extended facilities such as changing rooms, flexible payment options & in house tailors for fitting clothes, variety of products and services, frequent improvements on store's layout and appeal to attract more customers and making the store's location easily accessible to customers for convenient shopping experience. The findings conform to Belwal and Belwal (2017); Sheth et al. (2020) recommendations who stated firms should seek to provide after sale services and shopping convenience to customers in terms of location accessibility, ease in shopping, delivery and financing options and intimate firm-customer relationship.

5.2.3 Value Capture and Competitive Advantage

The study examined the effect of value capture business model innovation on competitive advantage of apparel stores in Nairobi County. The study revealed value capture was a significant positive predictor of cost leadership strategy accounting for 3.6% changes in cost leadership strategy. The study also found value capture was a significant positive predictor of differentiation strategy and accounted for 83.6% changes on differentiation strategy. The study findings supported Kang et al. (2018) findings which stated firms that capture value in form of profits, reinvest the profits back into the business to increase revenue streams and enhance stability of cash flows. Verdin and Tackx (2015) also found firms that capture sufficient value obtain resources for further investments reducing firm's possibilities of incurring more investment financing costs. Silveira et al. (2021) findings also conform to these study findings that value capture improves a firm's differentiation competitiveness by improving the competences of a firm's offers through promotional activities such as advertising.

Value capture activities that were carried out by most apparel stores in Nairobi County include, firms exploiting relationships with its stakeholders to win new potential customers or gain access to other suppliers, adopting sales prices that are above costs incurred to operate the business and using part of realized profits to reinvest into the business. The findings conformed to Kang et al. (2018) who found firms reinvested part of generated profits into the business to increase revenue streams and stability of cash flows.

5.3 Conclusion

This paper highlights how apparel stores have been able to gain competitive advantage in Kenya's market space by adopting business model innovation. The study found business model innovation accounted for 83.9% changes on competitive advantage of apparel stores in Nairobi County. Theoretically, the study adds to resource based view theory that truly business model innovation is a firm's intangible resource that apparel firms can adopt and implement to gain competitive advantage over their competitors.

The study explained how value creation business model innovation, value proposition business model innovation and value capture business model innovation affect competitive advantage of apparel stores in Nairobi County. The study established value creation positively affect apparel firm's *differentiation strategy but has no effect on cost leadership strategy*. The study also found value proposition had negative effect on cost leadership strategy of apparel stores and positive effect on differentiation strategy of apparel stores in Nairobi County. The study finally affirmed value capture had positive effect on cost leadership strategy and differentiation strategy of apparel stores in Nairobi County.

5.4 Recommendations

This study noted Kenya's apparel sector faces cutthroat competition with each apparel store striving to innovatively entice existing and potential new customers with compelling value offers. Business model innovation provide the key of winning in competitive markets by confusing competitors in how to respond to a firm's new way of doing business. This study has established business model innovation has a positive effect on competitive advantage of apparel stores in terms of enabling the stores achieve profitable and long-term consistent returns.

To achieve competitive advantage in the industry, this study recommends apparel firms to create value by engaging customers to understand their perceptions on store's products and services, invest in skills of employees to enable them offer professional customer services and provide *valuable insights towards the creation of the store's products & services*, collaborate with suppliers to provide innovative products and services that meet customer's needs, and efficiently use their physical assets and technological resources to create value for customers (Olendo & Kavale, 2016; Kim et al., 2018).

In value propositions, this study suggests apparel stores to provide extended facilities to customers such as changing rooms, flexible payment options & in house tailors for fitting clothes, provide professional customer shopping experience, accessible locations for convenient shopping experience and frequently improve the store's layout and appeal to attract more customers (Belwal & Belwal, 2017). For value capture activities, this study advocates apparel stores to use part of generated profits to reinvest into the business operation, adopt sales prices that are above costs incurred to operate the business and exploit relationships with stakeholders to either win new potential customers or gain access to other suppliers (Kang et al., 2018).

5.5 Suggestion for Future Research

This research was conducted in Nairobi County which is the nerve center of all economic activities in Kenya. The findings of this research may not provide valuable insights of operations of apparel stores in other forty-six Kenyan counties. The comparison of these findings with other counties could enhance insights regarding differences in business model innovation in relation to competitive advantage. Further research can also be done on business model innovation in relation to other business management related concepts such as organization culture, organization structure, corporate strategy, and leadership.

5.6 Limitation of Research

The present study applied convenient sampling technique to determine the study's sample size. The technique presented probability of biasness especially when respondents chose to take part in the study while others refused to participate in the study. The researcher mitigated this by seeking the willing participation of the respondents to participate in the study. The study data collection process was also affected by COVID-19 pandemic. Collecting data became a challenge as study respondents were cautious of their health safety. This affected the overall response rate achieved during data collection process.

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APPENDICES

APPENDIX I: Research Permits

Old Sangale Rd, Waiyaki Estate,
P.O. Box 59887 00200, Nairobi Kenya.
Cell: +254 703 414 677 / waiyaki@strathmore.edu
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



3rd March 2021

RE: FACILITATION OF RESEARCH – RODGERS OCHIKO

This is to introduce Rodgers Ochiko who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/114695. As part of our MCOM Program, Rodgers is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Rodgers would like to request for appropriate data from your organization.

Rodgers is undertaking a research paper on "Effects of Business Model Innovation on Competitive Advantage of Apparel Chain Stores in Nairobi County". The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required. Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Caroline Tiara', with a flourish at the end.

Caroline Tiara
Manager – Graduate Programs.
Strathmore University Business
School.

Association of African
Business Schools



Strathmore Business School is a Founding member of:





2nd March 2021

Mr Ochiko, Rodgers
rodgers.ochiko@strathmore.edu

Dear Mr Ochiko

RE: Effects of Business Model Innovation on Competitive Advantage of Apparel Chain Stores in Nairobi County

This is to inform you that SU-IFRC has reviewed and approved your above master's research proposal. Your application reference number is **SU-IFRC 0979/21**. The approval period is **2nd March 2021 to 1st March 2022**.

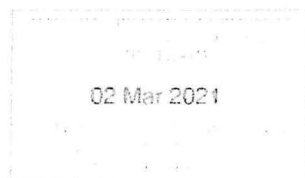
This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IFRC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IFRC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IFRC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IFRC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed

Yours sincerely,

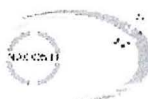
for: Dr Virginia Gichuru,
Secretary: SU-IFRC



Cc: Prof Fred Were, Chairperson: SU-IFRC



REPUBLIC OF KENYA

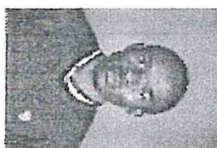


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

RefNo: 536196

Date of Issue: 18-March-2021

RESEARCH LICENSE



This is to Certify that Mr. Rodgers Ogombo Ochiko of Strathmore University, has been licensed to conduct research in Nairobi on the topic: Effects of Business Model Innovation on Competitive Advantage of Apparel Chain Stores in Nairobi County for the period ending : 18-March-2021.

License No: NACOSTI/P/21/9448

536196

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
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INNOVATION

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APPENDIX III: Questionnaire

The researcher requests for your answers in the following questions. Your response will help to examine the effects of refining a store's business format on bettering the competitiveness of apparel stores in Nairobi County.

Instructions: Please answer all questions by filling in the information and tick (✓) where appropriate, in the spaces provided. Kindly try your best to respond to all items.

PART I:

SECTION A: BACKGROUND INFORMATION

1. Gender: Male Female

2. Kindly, indicate the range of your age
18 - 25 years 26 - 35 years
36 - 45 years Above 46 years

3. Which of the following best describes your highest level of education?
Below diploma Bachelor's degree
Diploma Master's and doctorate's degree

4. Kindly, indicate the range of the number of years you have managed the apparel store.
Less than 5 years 5 - 10 years
11 - 15 years 16 years and above

SECTION B: FIRM PROFILE

5. How many people are employed at the store?
Below 10 employees 11 - 20 employees
21 - 30 employees Above 30 employees

6. What is the ownership orientation of the firm?

Locally owned Foreign owned Both local & foreign owned

7. How long has the business been in operation?

Less than a year 5 - 10 years
 1 - 5 years Above 10 years

8. Does the firm have more than one outlet?

Yes No

9. Which product line has the firm specialized in?

Men clothing Children clothing
 Women clothing Men, women & children clothing

PART II:

SECTION C: VALUE CREATION BUSINESS MODEL INNOVATION

Value creation is the process through which a firm uses its resources (both tangible and intangible) and processes to create value for its customers. Kindly, rate your level of agreement / disagreement with the following statements relating to Value Creation Business Model Innovation. Use a scale of 1 – 5 where: 5 - Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10. The store engages its customers either physically or online to understand their perceptions on the store's products & services.					
11. The store invests in the skills of its employees to offer better customer service and provide valuable insights towards the creation of its products & services.					

12. The store collaborates & partners with other stores to provide variety and increase customer base.					
13. The store collaborates with its suppliers to provide innovative products & services that meet their customer's needs.					
14. The store efficiently uses its physical assets and technological resources to create value for its customers.					
15. The store invests in trade fairs, social media marketing and personal selling initiatives to market its products.					
16. Any other (please provide).					

SECTION D: VALUE PROPOSITION BUSINESS MODEL INNOVATION

Value proposition represents a variety of solutions both products and services that a firm offers its target customers. Kindly, rate your level of agreement / disagreement with the following statements relating to Value Proposition Business Model Innovation. Use a scale of 1 – 5 where: 5 - Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17. The store's location is easily accessible to customers for convenient shopping experience.					
18. The store frequently improves its layout and appeal to improve on appearance & attract more customers.					

19. The store provides a variety of products to its existing & potential new customers.					
20. The store provides extended facilities to its customers such as changing rooms, flexible payment options & in house tailors for fitting clothes.					
21. The store has professional staff who provide professional customer shopping experience.					
22. The store invests in brands either brand clothes, store's name, or store's choice of location.					
23. Any other (please provide).					

SECTION E: VALUE CAPTURE BUSINESS MODEL INNOVATION

Value capture is defined as the process through which a firm keeps part of the value created for itself in terms of financial and non-financial benefits. Kindly, rate your level of agreement / disagreement with the following statements relating to Value Capture Business Model Innovation. Use a scale of 1 – 5 where: 5 - Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
24. The store adopts prices that are above costs incurred to operate the business.					
25. The store boosts its sales by selling through both online platforms and physical store outlets.					
26. The store employs bargaining & negotiation skills into its business					

exchange transactions to retain more profits.					
27. The store captures fair profits to maintain good relationships with its customers & suppliers.					
28. The store uses part of its profits to further invest into the business operations.					
29. The store exploits relationships with its customers, suppliers & other stakeholders to either win new potential customers or gain access to other suppliers.					
30. Any other (please provide).					

PART III:

SECTION F: COST LEADERSHIP STRATEGY

Cost leadership refers to a firm's choice to reduce its operational costs more than its competitors. Kindly, rate your level of agreement / disagreement with the following statements relating to cost leadership strategy. Use a scale of 1 – 5 where: 5 - Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
31. The store offers products at lower prices as compared to its competitors.					
32. The store continuously reduce its operational costs without sacrificing on quality.					
33. The store enjoys more profits by implementing a cost reduction strategy.					

34. The store is well known in the market due to affordability of its products and services.					
35. The store implements digital technology to aid in cost reduction i.e., online marketing channels such as digital social platforms.					
36. The store offers premium prices on its products and services to cater for the high costs.					
37. Any other (please provide).					

SECTION G: DIFFERENTIATION STRATEGY

Differentiation strategy refers to the ability of the firm to create and provide unique products and services that sets apart the firm from its competitors. Kindly, rate your level of agreement / disagreement with the following statements relating to differentiation strategy. Use a scale of 1 – 5 where: 5 - Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
38. The store offers unique product & services that customers are willing to pay a higher price for.					
39. The store offers customer friendly packaging for its products.					
40. The store communicates its unique product and service traits in incredible ways.					
41. The store offers a wide selection of products to cater for the varied customer needs.					

42. The store ensures constant improvement on its products and services to stay ahead of imitative competitors.					
43. The store's branding is well known in the market.					
44. Any other (please provide).					

Thank you for taking part in this study!!!

APPENDIX IV: Population Frame

1	JIWM BOUTIQUE	440	NAOSA SHOES	878	ODERMARKS BOUTIQUE
2	CARING BOUTIQUE	441	TOPAS BRIDAL BOUTIQUE	879	BOUTIQUE WAMAMA
3	SHOE WORLD BASE	442	DANLIZ BOUTIQUE LTD	880	MARY BOUTIQUE
4	HI-FASHION BOUTIQUE	443	KALU SHOES COLLECTION	881	BIANCA STYLES BOUTIQUE
5	VIRGY BOUTIQUE	444	BIBI HARUSI BOUTIQUE	882	RETRO ROSE BOUTIQUE
6	SURE SHOE SHINE SHOP	445	POLLAS BOUTIQUE	883	ANKI BOUTIQUE
7	PRECIOUS BOUTIQUE	446	ZALIKI BOUTIQUE	884	QUEENS BOUTIQUE
8	SELECTIONS BOUTIQUE	447	MIREMBE BOUTIQUE	885	SOILA BOUTIQUE
9	BLESSED SHOES	448	NJOKI BOUTIQUE	886	BOUTIQUE SHOP
10	BLESSED BOUTIQUE	449	MIMO BOUTIQUE	887	SHOE PLANET
11	FAIR PRIC BOUTIQUE	450	WAMERCY SHOES	888	CATS SHOE TRADER
12	WA-KEN BOUTIQUE	451	JOE AND B SHOES	889	MOREEN BOUTIQUE
13	STYLISHATS BOUTIQUE	452	JEKEFA BOUTIQUE	890	SHOE VEDIC HSE
14	TRIPPLE 5 M BOUTIQUE	453	HANNAN BOUTIQUE	891	TRICIOUS TRENDS BOUTIQUE
15	MOSHOEU BOUTIQUE	454	BET - EL BOUTIQUE	892	SHOE PALACE
16	KIRIANI BOUTIQUE	455	ANNETTES BOUTIQUE	893	CLASSY BOUTIQUE
17	LONDON BOUTIQUE	456	KLASSY KIDZ BOUTIQUE	894	VISION BOUTIQUE
18	LYDIA BOUTIQUE	457	SHOE SPACE AFRICA	895	JOYRIDE FASHION BOUTIQUE
19	BB ROYAL SHOES	458	JOLIMARK BOUTIQUE	896	SAMUEL BOUTIQUE
20	MMG CLASSIC BOUTIQUE	459	BALOZI SHOE DESIGNERS	897	CLASSIC CURVES BOUTIQUE
21	SYLVIA BOUTIQUE	460	GARISSA SHOE	898	M AND J BOUTIQUE
22	MUFASA BOUTIQUE	461	THE TREND BOUTIQUE	899	NESPHINE BOUTIQUE
23	ROSAMI BOUTIQUE	462	LUCYANNE BOUTIQUE	900	LILY KOTS BOUTIQUE
24	THE CLOTHING BOUTIQUE	463	KAB AND JAY BOUTIQUE	901	THE GREEN BOUTIQUE
25	SHOES SHOP	464	H AND H BOUTIQUE	902	WAIRIMU BOUTIQUE
26	EXIT T BOUTIQUE	465	SIGAL BOUTIQUE	903	URBAN SHOES
27	THE FLORAL BOUTIQUE	466	OPPZ BOUTIQUE	904	SHOE HUB
28	FABGURU SHOES	467	MWANGI SHOES	905	DIVAS PARADISE BOUTIQUE
29	JAMALEK BOUTIQUE	468	MUNGEO BOUTIQUE	906	FOREVER TRENDY BOUTIQUE
30	MINAAL BOUTIQUE	469	GEOMAT BOUTIQUE	907	JOYLAND 15 BOUTIQUE

31	SHOES CENTRE UPPERHILL	470	CARRIBEAN SHOE	908	MAMA BONNY BOUTIQUE
32	LIAN HILL BOUTIQUE	471	WONDER BOUTIQUE	909	BATA SHOE CO. (K) LTD
33	SMARTER SHOES	472	NJERIS BOUTIQUE	910	FRAMA BOUTIQUE
34	JIBAMBE BOUTIQUE	473	BETH BOUTIQUE	911	FAVOURED BOUTIQUE
35	CARONEY BOUTIQUE	474	TAWAKAL 2 BOUTIQUE	912	SHOE BRANDS FOR LESS
36	SHOE BRANDS CO. LTD	475	LOMOANE BOUTIQUE	913	GODS TIME BOUTIQUE
37	HANA BOUTIQUE	476	KEEVAS BOUTIQUE	914	KARERI'S BOUTIQUE
38	SHAMIII BOUTIQUE	477	SEASONS BOUTIQUE	915	MURIMI BOUTIQUE
39	MIA CLOTHING BOUTIQUE	478	JENDA BOUTIQUE	916	HIGHWAY BOUTIQUE
40	CONQUEST BOUTIQUE	479	BLESSED SHOE PARLOUR	917	MIKE ENTERPRISE BOUTIQUE
41	BLUSH BOUTIQUE	480	ESTHER GIRLS BOUTIQUE	918	BURGAIN BOUTIQUE
42	THE FLORAL BOUTIQUE	481	PREMIER BOUTIQUE	919	SHOE WEAR FASHIONS
43	INSTYLE SHOES	482	WIDE SHOE LTD	920	SUMARC BOUTIQUE
44	JACY WAX BOUTIQUE	483	ROSE BOUTIQUE	921	SHADRACK BOUTIQUE
45	RITTA THE BOUTIQUE	484	BRAI BOUTIQUE	922	ANTOROSE LEATHER SHOES
46	NEZA BOUTIQUE	485	KARL OXFORD SHOES	923	NJOKI BOUTIQUE
47	FAVOUR BOUTIQUE	486	DANFAR BOUTIQUE	924	JACKYS BOUTIQUE
48	GRACIOUS BOUTIQUE	487	AMARDEEP BOUTIQUE	925	CHARAG BOUTIQUE
49	EBENEZER SOUTIQUE	488	KNOTS BOUTIQUE	926	CLASSY FASHION BOUTIQUE
50	HOUSE OF LEATHER	489	BLESSED BOUTIQUE	927	DOCIE BOUTIQUE
51	WANJUGUNA BOUTIQUE	490	SUNITA BOUTIQUE	928	DANLIZ FASHIONS
52	TWINS BOUTIQUE	491	JOES FASHIONS	929	VEMAASU BOUTIQUE
53	WAMUGURE'S BOUTIQUE	492	SONAIRA BOUTIQUE	930	MBOHA SHOE MAKERS
54	KARANGA SHOES	493	SHOE BRANDS FOR LESS	931	GENA BOUTIQUE
55	TENDER BOUTIQUE	494	ANGEL BOUTIQUE	932	DIASPORA BOUTIQUE
56	JUNCTION SHOE SHINE	495	PURE BOUTIQUE	933	ROSE BOUTIQUE
57	NEWSTYLE DESIGNERS	496	COLABA BOUTIQUE	934	ALLOYS SHOE REPAIR
58	JIBAMBE BOUTIQUE	497	TSALACH BOUTIQUE	935	LEATHER SHOE
59	MERCY'S BOUTIQUE	498	BATA SHOE CO LTD	936	POLLY BOUTIQUE
60	ZURI BOUTIQUE	499	PARMER TAILORING	937	LIKAT BOUTIQUE LTD
61	GARISSA BOUTIQUE	500	RAAS BOUTIQUE	938	PRIDE BASE SHOE BOYS

62	DOMINION SHOE SHOP	501	THE MOTOR BOUTIQUE	939	TUMBALAND BOUTIQUE
63	WAOWFA SHOES & BAGS	502	SAI ZARA BOUTIQUE	940	NORKAN BEAUTY BOUTIQUE
64	AMOR BOUTIQUE	503	FOREVER TRENDY	941	THE NEW JERUSALEM
65	LIZJOHNEE FASHIONS	504	PREMIER BOUTIQUE	942	BITA SHOE PALACE
66	GOD'S FAVOUR SHOP	505	MWIKALI BOUTIQUE	943	PEEP CLOTHES BOUTIQUE
67	MAMA ETHAN BOUTIQUE	506	NEXT BOUTIQUE	944	SMART SHOES SHOP
68	MAMA NERI BOUTIQUE	507	CLASSIC BOUTIQUE	945	BEST END BOUTIQUE
69	BATA SHOE COMPANY	508	MYS STYLE BOUTIQUE	946	FOREVER TRENDY BOUTIQUE
70	HAPPY HEELS BOUTIQUE	509	PINK BOUTIQUE	947	EXODUS BOUTIQUE
71	MEN SHIRT BOUTIQUE	510	DIMPLE TAILORING	948	RAHAB BOUTIQUE
72	MWASHI BOUTIQUE	511	ASHIVAY BOUTIQUE	949	VISION BOUTIQUE
73	SMART WALK SHOE	512	NEW LOOK DREAMLINE	950	NEW KEN SHOES CO. LTD
74	SHOE CHOICE	513	SMARTERS BOUTIQUE	951	PRETTY BOUTIQUE
75	COLLOSSIANS BOUTIQUE	514	MOON TAILORING	952	CRYSTALS BOUTIQUE
76	ELOHEENU BOUTIQUE	515	SEASONS BOUTIQUE B	953	NANCY BOUTIQUE
77	BLESSED BOUTIQUE	516	AMARA BOUTIQUE	954	THE GREEN BOUTIQUE
78	VERO BOUTIQUE	517	SANDS BOUTIQUE KE	955	TAMSH BOUTIQUE
79	WINNIE BOUTIQUE	518	KARUNDU SHOE SHOP	956	VIRWAMU BOUTIQUE
80	LYNN BOUTIQUE	519	ANNEX SHOE	957	JOAN RAY BOUTIQUE
81	BY FAITH BOUTIQUE	520	PRIME BOUTIQUE	958	VYELANA COLLECTIONS
82	MAMA JOAN BOUTIQUE	521	ELJAD FASHION SHOES	959	FOR YOU BOUTIQUE
83	MARY B BOUTIQUE	522	MODERN SHOES	960	FLORETE BOUTIQUE
84	JOGRA BOUTIQUE	523	JACQUES BOUTIQUE	961	SHOES OLD NATION
85	KAIMSA BOUTIQUE	524	BAROS SHOE PALACE	962	CHARITY BOUTIQUE
86	AMAZING BOUTIQUE	525	ALISAM BOUTIQUE	963	BOUTIQUE YARTZ FASHIONS
87	HANNAH SHOE SHOP	526	TCHIBO SHOE PARLOUR	964	SUSAN S BOUTIQUE
88	BY GRACE BOUTIQUE	527	SHOE COLLECTION	965	MERCY BOUTIQUE
89	FEMA BOUTIQUE	528	CHARLES BOUTIQUE	966	MAINA BOUTIQUE
90	GARISSA NDOGO	529	WORLD COLLECTION	967	MPINGA SHOES
91	MUGENDI BOUTIQUE	530	SELINA BOUTIQUE	968	HAPPY CHANCE BOUTIQUE
92	MAMA BOUTIQUE	531	SHOETOPIA	969	EMILY BOUTIQUE

93	DAMARIS SHOES	532	CAROL BOUTIQUE	970	CHABE SHOE MAKERS
94	STAGE 17 BOUTIQUE	533	ELIZABETH BOUTIQUE	971	NEW MEN SHOE DEALERS
95	GIFTED BOUTIQUE	534	EXECUTIVE BOUTIQUE	972	SHOES PALACE
96	WAKEVIN BOUTIQUE	535	WILMA BOUTIQUE	973	CARONEY BOUTIQUE
97	CHERISH SHOE SHOP	536	ANYANGOS BOUTIQUE	974	MONIQUE'S BOUTIQUE
98	SMART CHOICE BOUTIQUE	537	MNS SHOES	975	RHODA'S BOUTIQUE
99	JETO BOUTIQUE SHOP	538	KAJUJU'S BOUTIQUE	976	DANLIZ FASHION BOUTIQUE
100	ESTHERS BOUTIQUE	539	LA MODA BOUTIQUE	977	BOLIAN BOUTIQUE
101	SHANGAZA BOUTIQUE	540	MISHY FASHIONS	978	SHOE TOWN
102	DAMARIS BOUTIQUE	541	RAPESH BOUTIQUE	979	ARTISTES SHOE SHINE
103	ROHOBOTH BOUTIQUE	542	LESHOE GAME	980	GREAT BOUTIQUE
104	SUSANS SMARTBOUTIQUE	543	CARIBBEAN SHOE	981	PEMA BOUTIQUE
105	REHOBOTH BOUTIQUE	544	AFRO BELLEZA BOUTIQUE	982	NJOKI BOUTIQUE
106	TRANS BOUTIQUE	545	BROWNTECC BOUTIQUE	983	JAMCETRA BOUTIQUE
107	EXCELLENT BOUTIQUE	546	ELIMA SHOES LTD	984	SHOE WORLD
108	ANNS BOUTIQUE	547	NICE BOUTIQUE	985	SHOECITY TWO KENYA LTD
109	GARRISA BOUTIQUE	548	FANSLY SHOEZ	986	NDIKI BOUTIQUE
110	GOLDEN HEART SHOES	549	JD BOUTIQUE	987	SHOE WONDER
111	MAMA CIKU BOUTIQUE	550	WINNIES BOUTIQUE	988	TWINS BOUTIQUE
112	FAIR TRADE BOUTIQUE	551	ASTONS SHOES	989	THE SHOE & BEAUTY CENTRE
113	MBUGUAS BOUTIQUE	552	ELEGANTE BOUTIQUE	990	WALDER- BOUTIQUE
114	STYLE IN BOUTIQUE	553	MARY'S BOUTIQUE	991	DAMA BOUTIQUE
115	FASHION ALLEY	554	RODAS BOUTIQUE	992	ERICK BOUTIQUE
116	WA NJUGUNAS BOUTIQUE	555	LANDOVER SUPA	993	PIM'S BOUTIQUE
117	JOHN SHOE CRAFT	556	IZO LOVE BOUTIQUE	994	TABBYS BOUTIQUE
118	ROHI BOUTIQUE & SALON	557	HOME OF LEGENDS	995	CHICHI BOUTIQUE
119	JIREN BOUTIQUE	558	NAIZ SBOUTIQUE	996	RHEMA SALON & BOUTIQUE
120	PRIESTS BOUTIQUE	559	SUNSHINE BOUTIQUE	997	NAIBUTU'S BOUTIQUE
121	HAILAYS BOUTIQUE	560	SAFINA BOUTIQUE	998	DOTIS BOUTIQUE
122	LOISKA BOUTIQUE	561	HOPE BOUTIQUE	999	LETAMB SHOE COLLECTION
123	MAMA SHIKU BOUTIQUE	562	THE SHOE BOUTIQUE	1000	BATA SHOE CO.

124	MAMA LORNA TEXTILE	563	KEN BAG BOUTIQUE	1001	VALERIA BOUTIQUE
125	GOD'S BOUTIQUE	564	AL-SHARIFFAH BOUTIQUE	1002	EMIRATES SHOE COLLECTION
126	STYLE SHOES COLLECTION	565	MUHAIB SHOE	1003	X-TEP FASHION SHOES
127	TIGER GROUP SHOE	566	WAMURITHI BOUTIQUE	1004	SHOE SALES
128	NJERIS BOUTIQUE	567	WACIRU SHOES	1005	KEN & MWASH BOUTIQUE
129	VISION BOUTIQUE	568	GREY ROCK BOUTIQUE	1006	URBAN FORTUNE BOUTIQUE
130	KENESO BOUTIQUE	569	DIVINE ELEGANCE	1007	UNIQUE SHOES CENTRE
131	AGGIE BOUTIQUE	570	KEZZY BOUTIQUE	1008	CATHYS BOUTIQUE
132	VICTORY BOUTIQUE	571	DIMU LEATHER	1009	ALPHAKAMM BOUTIQUE
133	WA MARCY BOUTIQUE	572	BATA SHOE CO. (K)LTD	1010	ON TREND BOUTIQUE
134	KWA CYNTHIA BOUTIQUE	573	GRASSROOTS BOUTIQUE	1011	SANNA BOUTIQUE
135	JAMU BOUTIQUE	574	CEREMONY BOUTIQUE	1012	VICTOR SHOES
136	EBENEZER BOUTIQUE	575	WACHUKA BOUTIQUE	1013	BETA SHOES KENYA
137	FAITH & HOPE BOUTIQUE	576	JARNS BOUTIQUE	1014	MORE BOUTIQUE
138	WANHS BOUTIQUE	577	CLASSIC SHINE BOUTIQUE	1015	MAQUINLY BOUTIQUE
139	RAHISI BOUTIQUE	578	MANDERA BOUTIQUE	1016	SHOE SHOP
140	ROZINA BOUTIQUE	579	MARIANA BOUTIQUE	1017	MALESIS BOUTIQUE
141	GATUOSH BOUTIQUE	580	EDEN SHOEGAME	1018	EMMAJOZ BOUTIQUE
142	MAMA KELVIN BOUTIQUE	581	SHOE BRANDS	1019	CAROSABA BOUTIQUE
143	WINNIE BOUTIQUE	582	ALICE BOUTIQUE	1020	WAKANJE BOUTIQUE
144	THE COLLAGE BOUTIQUE	583	HARVESTERS BOUTIQUE	1021	JUST LOOKING BOUTIQUE
145	JACKA BOUTIQUE	584	JARNS BOUTIQUE	1022	DUNVIR BOUTIQUE
146	SABINAS BOUTIQUE	585	MAMA BOUTIQUE SHOP	1023	JAIMAX SHOES SHINE
147	PATRICK BOUTIQUE	586	HEAT FAVOUR BOUTIQUE	1024	SHOE EMPIRE
148	FAVOURRED BOUTIQUE	587	JACKYS BOUTIQUE	1025	ELIZABETH BOUTIQUE
149	MAMA JACKS BOUTIQUE	588	BOUTIQUE	1026	SHOE AGA KHAN WALK
150	J.K SHOES PALACE	589	JAMCENTRA BOUTIQUE	1027	ACCRA CENTRE SHOES
151	KAYOLE SHOE MASTER	590	JULIANES BOUTIQUE	1028	WAKABA JUNIOR BOUTIQUE
152	MARY'S BOUTIQUE	591	SETERCKY BOUTIQUE	1029	UNIQUE SHOES
153	CAROLINE BOUTIQUE	592	MARY BOUTIQUE	1030	SHI'S BOUTIQUE
154	KIRATHIMO BOUTIQUE	593	BAZILA FASHION	1031	AL-MUBARAK LEATHER SHOES

155	ZUENA BOUTIQUE	594	FANSLY SHOEZ	1032	ALEBY SHOE DEN
156	GRACE BOUTIQUE	595	EMBASSY SHOE MAKER	1033	KHAMISA BOUTIQUE
157	DOMINION BOUTIQUE	596	SYL BOUTIQUE	1034	NEW LOOK BOUTIQUE
158	KERRY BOUTIQUE	597	DIVINE FAVOUR	1035	MENS WEAR BOUTIQUE
159	MAGECAL BOUTIQUE	598	KARIS BOUTIQUE	1036	SOFIA BOUTIQUE
160	MA'CROY BOUTIQUE	599	IMAGE MASTERS	1037	OUR INNERWORLD BOUTIQUE
161	BATA SHOE CO. (K)LTD	600	GALENKA BOUTIQUE	1038	RUBEE TURKEY COLLECTIONS
162	MARY BOUTIQUE	601	GLORY BOUTIQUE	1039	KIMAARA BOLT BOUTIQUE
163	MAMA FEDEL BOUTIQUE	602	LENSUE BOUTIQUE	1040	HE AND SHE BOUTIQUE
164	DOCS BOUTIQUE	603	QUEENS BOUTIQUE	1041	KIWI SHOE CARE CENTRE-
165	BLESSED BOUTIQUE	604	GENTLEMAN CITY	1042	ESSENCE BOUTIQUE
166	JUNEBERRY BOUTIQUE	605	BIBIANA BOUTIQUE	1043	NISHMART BOUTIQUE
167	MEN BOUTIQUE	606	AFRICAN BOUTIQUE	1044	VICTORY BOUTIQUE
168	TOWER BOUTIQUE	607	VERA BOUTIQUE	1045	CAROL'S BOUTIQUE
169	CLASSIC DESIGNS	608	EMMYS FASHION	1046	SHOE NATIONAL ARCHIEVES
170	CLASSIC BOUTIQUE	609	LUCKY KIDS BOUTIQUE	1047	CAROL BOUTIQUE
171	TAWAKAL BOUTIQUE	610	FAITH BOUTIQUE	1048	ANNEK BOUTIQUE
172	DOMINION BOUTIQUE	611	ABBA SHOES	1049	PREMIER SHOES MARKET
173	WAMUSON BOUTIQUE	612	NEW SHIKU BOUTIQUE	1050	JANEMBO BOUTIQUE
174	MAMA LEAH BOUTIQUE	613	LADIES BOUTIQUE	1051	DANLINE SHOE DEALERS
175	FAVOUR SHOES SHOP	614	CLOTHING CLOSET	1052	DESTINY SHOES
176	SISI KWA SISI BOUTIQUE	615	SOLAI BOUTIQUE	1053	PLATINUM SHOES
177	TRIPPLE M BOUTIQUE	616	CARO'S BOUTIQUE	1054	BT SHOE DEALERS & MPESA
178	SIMPLEX BOUTIQUE	617	ELLA ANATOMIC SHOES	1055	NGUVU KAZI SHOE SHINERS
179	BELLA BOUTIQUE	618	WONDER BOUTIQUE	1056	CLOSET ENVY BOUTIQUE
180	CLASSIC BOUTIQUE	619	TRIPPLE'S FASHION	1057	IRENE BOUTIQUE
181	J.M BOUTIQUE	620	MARJOY BOUTIQUE	1058	DANLIZ FASHIONS BOUTIQUE
182	SMART LADIES BOUTIQUE	621	SAMALI BOUTIQUE	1059	MICHELLES BOUTIQUE
183	KENMAR SHOES	622	WIMART SHOES	1060	SHOE CORNER
184	JEMU BOUTIQUE	623	SANMA BOUTIQUE	1061	PEMU LEATHER SHOES
185	PRIMA BOUTIQUE	624	LIZ BOUTIQUE	1062	Z.I. MARCO BOUTIQUE

186	SPORTS BOUTIQUE	625	WANJE BOUTIQUE	1063	REGWEA BOUTIQUE
187	LUKIRE BOUTIQUE	626	MARY BOUTIQUE	1064	DELTA BOUTIQUE
188	GENERATION BOUTIQUE	627	JOHN BOUTIQUE	1065	EDITH SHOE SHOP
189	KENS BOUTIQUE	628	BATA SHOE COMPANY	1066	POCUS BOUTIQUE
190	JANET BOUTIQUE	629	DAVIE MEN AND LADIES	1067	REGAL BOUTIQUE
191	BEBZ BOUTIQUE	630	THE MOTOR BOUTIQUE	1068	GODS CHOSEN BOUTIQUE
192	MAMA NJERI BOUTIQUE	631	BACKYARD SHOEZ	1069	SHOE JEEVANJEE GARDENS
193	SIR ANILOV BOUTIQUE	632	MARK BOUTIQUE	1070	NAOMI BOUTIQUE
194	MAMA ANN BOUTIQUE	633	NEESGAN BOUTIQUE	1071	PRINCESS BOUTIQUE
195	UNIQUE BOUTIQUE	634	TERRYATON BOUTIQUE	1072	DANLINE SHOES DEALERS
196	MAMA TANGO BOUTIQUE	635	WIDE SHOES COLLECTION	1073	LUCYS BOUTIQUE
197	LAVENDER BOUTIQUE	636	LYDIAH DREAM UNISEX	1074	MIKE SHOE SHOP
198	KANBIZ BOUTIQUE	637	WILMA BOUTIQUE	1075	MILLIES BOUTIQUE
199	SHOES PALACE EQUITY	638	UNIQ CURVES BOUTIQUE	1076	WAKARIZ BOUTIQUE
200	HONEST BOUTIQUE	639	ANTOS SHOES	1077	KIOKOS SHOES PARLOUR
201	ENDEVER BOUTIQUE LTD	640	TINA BOUTIQUE	1078	PAMAGA BOUTIQUE
202	JANTS BOUTIQUE	641	SHOES 'N' SHOES BASE	1079	SUPER LADY BOUTIQUE
203	MAGGIES BOUTIQUE	642	FELICITY'S BOUTIQUE	1080	HEMVICK BOUTIQUE
204	FAIR DEAL BOUTIQUE	643	KYLIE BOUTIQUE	1081	HELISA BOUTIQUE
205	MAMA PETER BOUTIQUE	644	BEST RUBBER SHOES	1082	DUBAI QUALITY BOUTIQUE
206	MAGGYS BOUTIQUE	645	BEAUTY & BOUTIQUE	1083	NICE DAY BOUTIQUE
207	TINA'S SALON/BOUTIQUE	646	ATEMOU UNISEX	1084	MIRACLE BOUTIQUE
208	NEVA BOUTIQUE	647	WILLY'S BOUTIQUE	1085	TIMES COLLECTIONS
209	MAKUTI SHOE SHOP	648	SHOE PALACE	1086	SHOE MARK
210	SAIMA BOUTIQUE	649	SANTA CLASSIC	1087	CECILE BOUTIQUE
211	PRECIOUS BOUTIQUE	650	GENESIS SHOES	1088	SHOES EXPERT ENTREPRISES
212	GONNAH BOUTIQUE	651	BONITA SHOE PALACE	1089	DORO BOUTIQUE
213	T MAMNAE BOUTIQUE	652	SAMRA BOUTIQUE	1090	TWENTY EIGHT BOUTIQUE
214	WHISPERS BOUTIQUE	653	AMANI BOUTIQUE	1091	DAVE & EVE BOUTIQUE
215	UNIQUE BOUTIQUE	654	CONTRITENESS SHOP	1092	JAMBO SHOES ENTERPRISES
216	BARKAY BOUTIQUE	655	PALM WING BOUTIQUE	1093	JEWADA SHOE SHOP

217	GLAMOUR AND STYLE	656	KIZURI BOUTIQUE	1094	SYOMBI BOUTIQUE
218	MAMA HOPES BOUTIQUE	657	AIDAS GENTS BOUTIQUE	1095	ELEGANCE BOUTIQUE
219	ANGLOESPE BOUTIQUE	658	WALKERS BOUTIQUE	1096	FLASHY BOUTIQUE
220	STEPS BOUTIQUE	659	MURALAIN BOUTIQUE	1097	MUINDI FASHION BOUTIQUE
221	BATA SHOE COMPANY	660	EBENEZER BOUTIQUE	1098	BILA ANY BOUTIQUE
222	HELLENAS BOUTIQUE	661	MATHEW'S SHOES SHOP	1099	QUALITY SHOES-KENYA
223	SMART SHOE DESIGN	662	NEW ARRIVALS	1100	BELUNGA BOUTIQUE
224	FRANCIS BOUTIQUE	663	BINGO SHOES PALACE	1101	ROSETA CLASSY BOUTIQUE
225	NEEMA BOUTIQUE	664	RASH BOUTIQUE LIMITED	1102	BLESSED BOUTIQUE
226	WAMWANGI BOUTIQUE	665	EMIRATES SHOES	1103	CATHWIN BOUTIQUE
227	SHOE PALACE	666	FASHIONWISE BOUTIQUE	1104	SAMROSE SHOE TRADERS
228	JAMBO 2 BOUTIQUE	667	WOW BOUTIQUE	1105	HARVESTER BOUTIQUE
229	BUSIA SHOEROOM	668	LILLY SHOES SHOP	1106	K. MAKER BOUTIQUE
230	CYNTHYA BOUTIQUE	669	JOYS BOUTIQUE	1107	ESPRIT BOUTIQUE
231	OLIVE BOUTIQUE	670	MITHEU BOUTIQUE	1108	HILTOP BOUTIQUE
232	MAWARIO BOUTIQUE	671	MWA'S BOUTIQUE	1109	ESTHER BOUTIQUE
233	SHADES OF CREATIONS	672	ABIB BOUTIQUE	1110	KINGS BOUTIQUE
234	FLOKIM SHOES BAY	673	UNITEX BOUTIQUE	1111	TABITHA BOUTIQUE
235	FLORISH BOUTIQUE	674	AFFORDABLE CLOTHES	1112	SMART WEAR BOUTIQUE
236	SAMAR BOUTIQUE	675	QUALITY SHOE SHOP	1113	BRICAH SHOES COLLECTIONS
237	NEVADA BOUTIQUE	676	LIZA BOUTIQUE	1114	FLORAL BOUTIQUE
238	WEARWELL BOUTIQUE	677	OPPZ BOUTIQUE	1115	EULA BOUTIQUE
239	SHALLIS BOUTIQUE	678	MOMMY BOUTIQUE	1116	SUNTON BOUTIQUE
240	MAMA TONY TAILORING	679	CHIWAT BOUTIQUE	1117	BEI POA BOUTIQUE
241	NDAYAYA BOUTIQUE	680	MAMA QUITA BOUTIQUE	1118	LYNN & CHLOE BOUTIQUE
242	SIMPLE BOUTIQUE	681	SHOEBIZ LIMITED	1119	SMART BOUTIQUE SHOP
243	KYSTAL'S BOUTIQUE SHOP	682	TRES CHIC BOUTIQUE	1120	THE TREND BOUTIQUE
244	FRANICE BOUTIQUE	683	MERIJANE BOUTIQUE	1121	SHOE CENTRE
245	SARAH BOUTIQUE	684	TOP SHINE BOUTIQUE	1122	SMART CHOICE BOUTIQUE
246	ZALOIN BOUTIQUE	685	TRENDY TOTOS	1123	CHRIST FAVOUR BOUTIQUE
247	BINRI STYLES BOUTIQUE	686	NANCY BOUTIQUE	1124	REUPE SHOE SHOP

248	LUCY BOUTIQUE	687	NG'ANG'A SHOESHINE	1125	REUPE SHOE SHOP
249	J SHOE & COSMETICS	688	MERCYLAND BOUTIQUE	1126	SMART LADY BOUTIQUE
250	RUTHIES BOUTIQUE	689	ESSYS FASHIONS	1127	NANCY CLASSIC BOUTIQUE
251	CHARITY BOUTIQUE	690	MARRIONS BOUTIQUE	1128	ELPA SHOE FASHIONS
252	WACHEGE BOUTIQUE	691	BOUTIQUE SUPERTEX	1129	NJERI HSE SHOE SHOP
253	EUCABETH BOUTIQUE	692	LUCY BOUTIQUE	1130	EBENEZER BOUTIQUE
254	NAFAKA BORA BOUTIQUE	693	SACA BOUTIQUE	1131	SALOMES BOUTIQUE
255	M.ROGER BOUTIQUE	694	LA-MADONNA BOUTIQUE	1132	BLESSED PALACE BOUTIQUE
256	F T BOUTIQUE	695	JAMASA BOUTIQUE TWO	1133	WAGITAU BOUTIQUE
257	BEST LADY CHOICE	696	CHALET BOUTIQUE	1134	MUMBI BOUTIQUE
258	ROZIE BOUTIQUE	697	UAE SHOE GAME	1135	JUDITH BOUTIQUE
259	REDMAC BOUTIQUE	698	ROMA DESIGNS	1136	FRANK BOUTIQUE
260	MONICA BOUTIQUE	699	RICHMOND COLLECTIONS	1137	BARAKA BOUTIQUE
261	EVA SMART BOUTIQUE	700	HOMOLOGIA BOUTIQUE	1138	FAITH BOUTIQUE
262	SUSAN BOUTIQUE	701	CATS SHOE TRADER	1139	PASALS BOUTIQUE
263	REYLYN SUPER BOUTIQUE	702	CIANDA BOUTIQUE	1140	SMARTER BOUTIQUE
264	ARIDI BOUTIQUE	703	BOMALAME BOUTIQUE	1141	KAMPALA NDOGO SHOES
265	ONE STOP SHOE	704	SELDAAH BOUTIQUE	1142	JANE NJERI BOUTIQUE
266	PIPELINE BOUTIQUE	705	AYMAR BOUTIQUE	1143	FELISTA'S BOUTIQUE
267	FIFI BOUTIQUE	706	MZEDU BOUTIQUE	1144	CHAMOS BOUTIQUE
268	B -SMART BOUTIQUE	707	VICTORY BOUTIQUE	1145	VISION BOUTIQUE
269	IDEAL SHOES & CLOTHES	708	SHOES CENTER	1146	MAWINGU BOUTIQUE
270	ROSEFA BOUTIQUE	709	NEEMA BOUTIQUE	1147	FRAPEPAI SHOES COLLECTION
271	BISIMILIA BOUTIQUE	710	SHOE PARADISE	1148	TABBY LEAF BOUTIQUE
272	MZEDU BOUTIQUE	711	MIDLAND BOUTIQUE	1149	JOY COSMETIC & BOUTIQUE
273	ELEGANT BOUTIQUE	712	REDZI SHOE PLANET	1150	MA NJERI BOUTIQUE
274	TREDY BOUTIQUE	713	EVAS BOUTIQUE	1151	ESTHER BOUTIQUE
275	SAMCY VINTAGE	714	BLESSED BOUTIQUE	1152	PROSPER SHOES COLLECTION
276	FAVOUR BOUTIQUE	715	JILLY BOUTIQUE	1153	IRENE'S BOUTIQUE
277	FLAVOURED COLLECTION	716	MAKENZIE FASHION	1154	AMAZING GRACE BOUTIQUE
278	CICI SALON & BOUTIQUE	717	EMIRATES COLLECTION	1155	CLASSIC BOUTIQUE

279	PRECIOUS FAVOUR	718	WONDERFUL BOUTIQUE	1156	KATESOME BOUTIQUE
280	S & N BOUTIQUE	719	UMOJA SHOE DEALERS	1157	SHALOM HOUSEHOLDS
281	TASH BOUTIQUE	720	EMIRATES SHOES	1158	WAMOREEN BOUTIQUE
282	PHILY SALON/BOUTIQUE	721	ESTHER BOUTIQUE	1159	NJEE BOUTIQUE
283	REENEKAKI BOUTIQUE	722	BATA SHOE COMPANY(K)	1160	CATHERINE BOUTIQUE
284	RAHISI BOUTIQUE	723	BODMASS BOUTIQUE	1161	HELENS BOUTIQUE
285	FEICY BOUTIQUE	724	WA MWENDE BOUTIQUE	1162	CASH BOUTIQUE
286	JOY BOUTIQUE	725	WAFRIDA BOUTIQUE	1163	QUALITY SHOES
287	AUTO IMPRESS BOUTIQUE	726	ANNITA BOUTIQUE	1164	ANNS SHOE PALACE
288	SAMS SHOE RACK	727	KIMS BOUTIQUE	1165	NAOMI BOUTIQUE
289	IDEAL SHOES	728	WINNGS BOUTIQUE	1166	GILGAL BOUTIQUE
290	PEDDS BOUTIQUE	729	SMATEX MEN WEAR	1167	ROSEMARY BOUTIQUE
291	NEW ARRIVALS BOUTIQUE	730	GREENLAND BOUTIQUE	1168	BEULA FASHION BOUTIQUE
292	SHOE MAN EMBASSY	731	INTERCOOLER BOUTIQUE	1169	JOY SALON & BOUTIQUE
293	FORESTER SHOE	732	UP TOWN WEAR	1170	PURITY BOUTIQUE
294	BATA SHOE COMPANY	733	SAMJACI BOUTIQUE	1171	GOLDEN HILL BOUTIQUE
295	PROMISE BOUTIQUE	734	FAITH SHOE SHOP	1172	SERAH BOUTIQUE
296	SEREDI BOUTIQUE	735	SOPHIA BOUTIQUE	1173	WAGA BOUTIQUE
297	MIRIAM BOUTIQUE	736	JOSEPHAT BOUTIQUE	1174	KIAMA BOUTIQUE
298	KICILU EMPIRE BOUTIQUE	737	HURUMA SHOES MART	1175	SHALOM BOUTIQUE
299	FAIR PRICE BOUTIQUE	738	JAKAKA BOUTIQUE	1176	SHAMIX BOUTIQUE
300	CARPHAEL BOUTIQUE	739	LWAMBAI SHOES	1177	EXODUS BLESSED BOUTIQUE
301	EBENEZER BOUTIQUE	740	BOUTIQUE CENTRE	1178	SUPER BOUTIQUE
302	GLORIOUS BOUTIQUE	741	NJEMWA BOUTIQUE	1179	GRACE BOUTIQUE
303	FAITH & HOPE BOUTIQUE	742	NEW DELTA BOUTIQUE	1180	HOPE BOUTIQUE
304	LEVIJEANS AND JEANS	743	RACHEAL BOUTIQUE	1181	BLISS SHOES BOUTIQUE
305	MEKSY BOUTIQUE	744	BLESSED BOUTIQUE	1182	JAYTEX BOUTIQUE
306	GHEMS AND BOUTIQUE	745	REBIS BOUTIQUE	1183	BLESSED BEAUTY BOUTIQUE
307	EURO BOUTIQUE	746	WAMBUI BOUTIQUE	1184	ALL IN ONE BOUTIQUE
308	MORAX SHOE	747	CLASSY MISSY BOUTIQUE	1185	REHABOTH BOUTIQUE
309	HARMONY BOUTIQUE	748	HABECA BOUTIQUE	1186	KELLY OUTFITTERS BOUTIQUE

310	GRACIOUS BOUTIQUE	749	LINAH BOUTIQUE	1187	STARLIGHT BOUTIQUE
311	WILKISTER BOUTIQUE	750	FASHIONSTA BOUTIQUE	1188	COUNTY BOUTIQUE
312	MWANGI SHOES	751	MIRACLE BOUTIQUE	1189	SHOE IMAGE
313	BOWAMA SHOES	752	MUTHONI BOUTIQUE	1190	KADDY BOUTIQUE
314	WA-ESTHER BOUTIQUE	753	NEW LOOK BOUTIQUE	1191	SMART BOUTIQUE
315	CLASSIC SHOES PALACE	754	PASA BOUTIQUE	1192	UNIQUE BOUTIQUE
316	BLESSINGS BOUTIQUE	755	TIP TOP BOUTIQUE	1193	WANGUNJIRI BOUTIQUE
317	B.WAMUCHIRI BOUTIQUE	756	MALAW BOUTIQUE	1194	BRIMAX BOUTIQUE
318	SANCHEZ BOUTIQUE	757	GOD'S POWER FASHIONS	1195	ANNOITED BOUTIQUE
319	MAMA KUI BOUTIQUE	758	MAWANDI BOUTIQUE	1196	SMARTWEAR BOUTIQUE
320	STAGE BOUTIQUE	759	CATHYTECH HANDBAGS	1197	WA GRACE BOUTIQUE
321	MODERN FIT BOUTIQUE	760	SHALOM BOUTIQUE	1198	MY CHOICE BOUTIQUE
322	GENESIS SHOE SHOP	761	TEXAS SHOES RETAIL	1199	BLESSED BOUTIQUE
323	KARINDUNDU BOUTIQUE	762	LUNA BOUTIQUE	1200	SUPER BOUTIQUE
324	DIPLOMATIC BOUTIQUE	763	RONEL BOUTIQUE	1201	ASHANI BOUTIQUE
325	BEAUTY BOUTIQUE	764	PRIJO DRESSMAKING	1202	TRIO SARTORIA
326	MARON BOUTIQUE	765	PREVA BOUTIQUE	1203	THE MOTOR BOUTIQUE LTD
327	GRACEFULL BOUTIQUE	766	UNIQUE BOUTIQUE	1204	SMARTER SHOES
328	SEATIEZ SHOES	767	BASELINE BOUTIQUE	1205	KASMOLS BOUTIQUE
329	Blessed boutique	768	SELECT BOUTIQUE	1206	SHOE BUNKER
330	TALIA BEST BOUTIQUE	769	TREANN BOUTIQUE	1207	LISSALYNE FASHION
331	IMARA BOUTIQUE	770	JUDY BOUTIQUE	1208	SYPRIAN BOUTIQUE
332	LA GRAZIA BOUTIQUE	771	THIKA RD SHOE WORLD	1209	BATA SHOE COMPANY
333	GRACE VILLA BOUTIQUE	772	GRACE BOUTIQUE	1210	AVEANA BOUTIQUE
334	EMANUEL BOUTIQUE	773	GETTY'S BOUTIQUE	1211	IVY'S BOUTIQUE & SALOON
335	JEIDAGE BOUTIQUE	774	BATA SHOE COMPANY	1212	MISS FITTING BOUTIQUE
336	J & M SHOE COLLECTION	775	ABISHAN BOUTIQUE	1213	KAREN SHOE CENTRE LTD
337	IMPULSE SHOE SHOP	776	GLAM UP BOUTIQUE	1214	PREMIER BOUTIQUE
338	GOJO BOUTIQUE	777	BEN COLLECTION	1215	BOUTIQUE AND BEAUTY
339	PENNY'S BOUTIQUE	778	ACHIENG BOUTIQUE	1216	LIZZIES BOUTIQUE
340	KOSET BOUTIQUE	779	BLESSING BOUTIQUE	1217	MY DZYN BOUTIQUE

341	GODS FAVOUR BOUTIQUE	780	REHOBOTH BOUTIQUE	1218	DIGITAL SHOE CARE CENTRE
342	SHALINE BOUTIQUE	781	BLESSED BOUTIQUE	1219	EL AZA BOUTIQUE LTD
343	IDEAL SHOES	782	DENISIEL BOUTIQUE	1220	BATA SHOE CO. LTD
344	SMART WEAR BOUTIQUE	783	MATANYA BOUTIQUE	1221	BATA SHOE COMPANY
345	NEW GARISA BOUTIQUE	784	JONES BOUTIQUE	1222	NAJI BARBERS BOUTIQUE
346	STELLA BOUTIQUE	785	PENINA DRESSING	1223	JULELY BOUTIQUE
347	QUEEN'S BOUTIQUE	786	IBTISAM BOUTIQUE	1224	BATA SHOE CO.
348	MEMA BOUTIQUE	787	NOBLE BOUTIQUE	1225	GRAMARIC BOUTIQUE
349	ALODO BOUTIQUE	788	JNS BOUTIQUE	1226	MBUGGUS BOUTIQUE
350	LIVISTONE BOUTIQUE	789	GORETTI BOUTIQUE	1227	AVIMI BOUTIQUE
351	GOSHEN SHOE SHOP	790	SHOE & BEYOND	1228	ANGELS BOUTIQUE
352	TABBY BOUTIQUE	791	PECA BOUTIQUE	1229	MUGURE BOUTIQUE
353	FASHION PARADISE	792	FLORINSTAR BOUTIQUE	1230	MARY'S BOUTIQUE
354	UZIMA BOUTIQUE	793	GRACIOUS BOUTIQUE	1231	ZAINABU BOUTIQUE
355	SMART PLANET	794	THE RADIATE BOUTIQUE	1232	STYLEOVER BOUTIQUE
356	NGUSH BOUTIQUE	795	MALTECK BOUTIQUE	1233	BYGRACE BOUTIQUE
357	VICTORY BOUTIQUE	796	MERCY'S BOUTIQUE	1234	BATA SHOE COMPANY
358	FAIRDEAL BOUTIQUE	797	HERITAGE BOUTIQUE	1235	WESSIDE SHOES
359	INOCENT BOUTIQUE	798	DUBAI SHOES	1236	EMMA'S BOUTIQUE
360	UNIQUE BOUTIQUE	799	EDDIES BOUTIQUE	1237	'J S BOUTIQUE
361	MUCH BOUTIQUE	800	SHOE WEAR FASHIONS	1238	MODERN VOGUE BOUTIQUE
362	BLESSESED BOUTIQUE	801	ESTHER BOUTIQUE	1239	NJOKIS BOUTIQUES
363	NURIA BOUTIQUE	802	BETH BOUTIQUE	1240	DIVINE BOUTIQUE LIMITED
364	JUDY KEN BOUTIQUE	803	ONE STOP BOUTIQUE	1241	JOSKLAZ BOUTIQUE
365	KINGSTONE SHOES	804	BLESSED BOUTIQUE	1242	STYLE UP BOUTIQUE
366	SUNSHINE BOUTIQUE	805	KARUNDU SHOE SHOP	1243	ROSEARA BOUTIQUE
367	IRIAN BOUTIQUE	806	MARTINS SHOES	1244	STUNNING IMAGE BOUTIQUE
368	SERONEY'S BOUTIQUE	807	BE SMART BOUTIQUE	1245	NAJI BARBER AND BOUTIQUE
369	ESBOUTIQUE	808	WA KEN BOUTIQUE	1246	NYAMAMA BOUTIQUE
370	SIR SONGA BOUTIQUE	809	SHOE DOC	1247	TOPSHOP BOUTIQUE
371	CHARITY BOUTIQUE	810	DELTA SHOE SHINNERS	1248	HAIR NEAT SALON/BOUTIQUE

372	PARIS SHOE HUB	811	MAMA KEN BOUTIQUE	1249	LUNIEZ BOUTIQUE
373	MOSES BOUTIQUE	812	DANJA BOUTIQUE	1250	SMART COLLECTION
374	B-SELCTIONS BOUTIQUE	813	GOSHEN SHOE SHOP	1251	KAMAL BOUTIQUE
375	ALL IN ONE BOUTIQUE	814	JOKAGA SHOES	1252	RIHANNA BOUTIQUE
376	DASH ON IN BOUTIQUE	815	TOP SHOES ENTERPRISES	1253	JOYOUS BOUTIQUE
377	GAZA WIZZY BOUTIQUE	816	GRACIOUS SHOE SELLER	1254	RASH BOUTIQUE
378	DAN WEAR BOUTIQUE	817	DIMA SHOES	1255	SHOE WARLD SHOP
379	GODS GIFT BOUTIQUE	818	GRACIOUS SMALL SHOP	1256	DAYA'Z BOUTIQUE
380	MAMA MARY BOUTIQUE	819	JOKAGA SHOE	1257	SILMAR BOUTIQUE
381	LINET BOUTIQUE	820	LAKI SHOE TRADERS	1258	LAWA SHOE PARADISE
382	AGUNYA BOUTIQUE	821	SHOE LIFE BY EVE	1259	DORCAS BOUTIQUE
383	MACCOS BOUTIQUE	822	ALICE JAY BOUTIQUE	1260	BRAND NAME SHOES
384	SUNRISE SHOES SHOP	823	KAGZ BOUTIQUE	1261	FLO BOUTIQUE
385	G-REB BOUTIQUE	824	MARIANAH SHOES	1262	SACRED BOUTIQUE
386	BLESSED BOUTIQUE	825	SHOENIVERSE	1263	BLESSED BOUTIQUE
387	EMIRATE SHOES	826	FASHION SHOE WEAR	1264	ROBOT STYLE SHOES
388	CAROLINE BOUTIQUE	827	SAFROB SHOE SHOP	1265	JAKARTA BOUTIQUE
389	TAJI SHOES	828	ELEGANT SHOES	1266	SWAY SHOES
390	FAVOUR BOUTIQUE	829	PANIEL SHOE PALACE	1267	ESTHER'S BOUTIQUE
391	BEAUTY AND SHOES SHOP	830	META SHOE	1268	ANISA FASHION BOUTIQUE
392	MWANGI'S BOUTIQUE	831	RAFIKI SHOE	1269	IDIL BOUTIQUE SHOP 16
393	RYETAFF BOUTIQUE	832	BETTY SHOES	1270	BOUTIQUE BLESSED SHOP
394	MUNJE SHOE AND SALON	833	SHOE UNIVERSE KENYA	1271	ABIWA BOUTIQUE SHOP
395	AMANI BOUTIQUE	834	WANJIRU SHOE DEALERS	1272	SHOE SIGNATURE
396	TERRY'S BOUTIQUE	835	J J SHOES GARDEN	1273	JULIETEX BOUTIQUE
397	TAUSI BOUTIQUE	836	WAMSON SHOE DEALERS	1274	DIGITAL SHOP RUBBER SHOES
398	ANGEL BOUTIQUE	837	THE SHOE CENTRE	1275	GLOBAL SHOES AND BAGS
399	NIXON BOUTIQUE	838	SAFROB SHOE SHOP	1276	SALMA MODEST BOUTIQUE
400	UREMBO BOUTIQUE	839	GRAMAR SHOE PALACE	1277	DANIEL BOUTIQUE
401	BYFAITH BOUTIQUE	840	SHALLOM SHOE DEALER	1278	AL -AMIN BOUTIQUE
402	JENNZIL BOUTIQUE	841	DIKIROS FASHION SHOE	1279	TIFFATECH BOUTIQUE 1

403	ANSTEPOL SHOES	842	WAMSON SHOE DELEARNS	1280	TIFFATECH BOUTIQUE 2
404	LORINE'S BOUTIQUE	843	PETANCY SHOES	1281	EMIRATES BOUTIQUE
405	FELIX BOUTIQUE	844	TODAY'S BOUTIQUE	1282	BY GRACE BOUTIQUE
406	SHEESHAN BOUTIQUE	845	BATA SHOE CO.	1283	BEATRICE BOUTIQUE
407	TIFCHEMUTAI SHOES	846	CATE'S BOUTIQUE SHOP	1284	NEW FASHION BOUTIQUE
408	FATUMA'S BOUTIQUE	847	PEARL BOUTIQUE	1285	BLESSED BOUTIQUE
409	PRESTIGE BOUTIQUE	848	KISHKAI BOUTIQUE	1286	MANDERA BOUTIQUE
410	TREANDY BOUTIQUE	849	FAITH BOUTIQUE	1287	TIFFATECH BOUTIQUE 3
411	SERAH'S BOUTIQUE	850	MWANGI BOUTIQUE	1288	SHARIF SHOES
412	IRIWA BOUTIQUE	851	VINORA BOUTIQUE SHOP	1289	ESSY SHOE PALACE
413	LIVERN BOUTIQUE	852	SHOPRITE BOUTIQUE	1290	AMCO BOUTIQUE
414	GLADYS BOUTIQUE	853	RURAGO SHOES SHOP	1291	254 SHOE WORLD
415	MUTUMBA SHOES	854	DORA'S BOUTIQUE	1292	HIGHEND HANDBAG & SHOES
416	REHOBOTH BOUTIQUE	855	TEDDY BOUTIQUE	1293	AL-SAWAE BOUTIQUE
417	SHAZZ BOUTIQUE	856	VISION BOUTIQUE	1294	BECKY B SHOE PALACE
418	JOYFLO SHOE	857	CUCU BOUTIQUE	1295	SHOE WORLD FASHION
419	MARY'S BOUTIQUE	858	CLASSIQUE BOUTIQUE	1296	JIMRA BOUTIQUE
420	CROSS-OVER BOUTIQUE	859	SHIKU BOUTIQUE SHOP	1297	CODE RED BOUTIQUE
421	WERANTIRO SHOES	860	BLESSED BOUTIQUE	1298	ADAANI LADIES SHOES
422	TINA BOUTIQUE	861	PLATITUDE BOUTIQUE	1299	CAMARK BOUTIQUE
423	FAVOUR BOUTIQUE	862	LUCILLE BOUTIQUE	1300	MAGAN SHOES SHOP 11
424	VISION BOUTIQUE	863	BATA SHOE CO. LIMITED	1301	GOD FAVOUR BOUTIQUE
425	TEWA SHOES COLLECTION	864	NIMFA BOUTIQUE	1302	MC BOUTIQUE
426	LOVEBIRDS BOUTIQUE	865	KELTA SHOES	1303	IKY DESIGIGNER BOUTIQUE
427	IMANI BOUTIQUE	866	MOGAKA SHOES	1304	PAGLA SHOES
428	CALEM BOUTIQUE	867	MAGGIS BOUTIQUE	1305	BLUE BELLA BOUTIQUE
429	OMI BOUTIQUE	868	JOSTE BOUTIQUE	1306	AHLAM BOUTIQUE
430	DAYTWIST BOUTIQUE	869	FAVOUR VILEX BOUTIQUE	1307	FIFTH BOUTIQUE
431	JOSSY BOUTIQUE	870	PHOESSEL BOUTIQUE	1308	ANN'S BOUTIQUE
432	CLASSIC BOUTIQUE	871	NEWBIZ SHOES	1309	BK SHOES
433	ALIJOS BOUTIQUE	872	CAMERA BOUTIQUE	1310	PAYLESS SHOE SOURCE

434	PRECIOUS BOUTIQUE	873	SHOES COLLECTION	1311	HABIBA BOUTIQUE
435	JAWIMI BOUTIQUE	874	TALKAN 10 BOUTIQUE	1312	PARIS SHOE HUB
436	ROSES BOUTIQUE	875	GLAM WEAR BOUTIQUE	1313	KAYGEL BOUTIQUE
437	IMPRESSIONS BOUTIQUE	876	J'S FASHION BOUTIQUE	1314	PHILOBEN BOUTIQUE
438	COLLECTION BOUTIQUE	877	FANTASTIC BOUTIQUE	1315	DREAM FASHION BOUTIQUE
439	J AND B BOUTIQUE				

APPENDIX V: Research Budget

Item	Cost (Ksh)
Printing & Stationery	10,000
Travel, Meals & Per diem	15,000
Research Assistants (2)	15,000
Miscellaneous (Airtime, Internet etc.)	5,000
TOTAL	45,000



Strathmore University

School of Graduate Studies

CERTIFICATE OF FINAL VERSION OF THESIS/DISSERTATION

Name of Candidate Ochiko Rodgers Ogombo	Student Number 114695
Faculty/School/Institute Strathmore Business School	Title of Degree: Master of Commerce
Title of Thesis: Effects of Business Model Innovation on Competitive Advantage of Apparel Stores.	
Postal Address 47409 00100 Nairobi	Email: rodders.ochiko@strathmore.edu
Expected date of Graduation: 3 rd Dec. 2021	
Number of Permanently bound copies submitted: Two	
Electronic Thesis submitted: <input type="checkbox"/> Yes <input type="checkbox"/> No	

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Candidate's signature:	Date: 11 th Nov. 2021
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DECLARATION		
We, the undersigned, agree and certify that this is the final version of the thesis and no further alterations will be made.		
Candidate	Signature 	Date 11 th Nov. 2021
Principal Supervisor	Signature	Date
Co- Supervisor	Signature	Date
Dean, School of Graduate Studies	Signature	Date