ENTREPRENEURIAL CAPABILITIES, ENTREPRENEURIAL ORIENTATION AND COMPETITIVE ADVANTAGE OF EVENT MANAGEMENT VENTURES IN SELECTED COUNTIES IN KENYA

BY

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DECLARATION

Declaration by Candidate

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To my beloved parents and elder brother, Kiplimo Cheruon for being my greatest inspiration and, for their encouragement, moral and material support. To my son, Joseph Prince- the end of a matter is better than the beginning.

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Glory and honor to God for giving me the grace to do this work! He has given me good health, sound mind and ability to write this work. He reigns forever!

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ABSTRACT

The events sector is one of the fastest-growing areas of the tourism industry. Despite its great potential and the positive impacts events have on a countries economy, it is faced with challenges like all other industries. With rising competition within the events management industry, competitive strategies help focus on assessing organizations' strengths, growth opportunities, and competitive threats. Traditional competitive advantage models may not completely be applicable for smaller firms because they assume the existence of economies of scale and yet small firms cannot compete with larger organizations in economies of scale. The study therefore sought to establish the influence of entrepreneurial capabilities on the competitive advantage of Event Management Ventures in selected counties in Kenya. The specific objectives were to determine the influence of networking, managerial and dynamic capabilities on the competitive advantage of EMVs. The study also tested the moderating effect of entrepreneurial orientation on the relationship between entrepreneurial capabilities and the competitive advantage of Event Management Ventures. The study was anchored on the Resource-based view, Dynamic capability, and Network theories. Descriptive and sequential explanatory research designs were adapted. The target population comprised 310 managers and 20 entrepreneurs of Event Management Ventures from four purposively selected counties. The sample size comprised 230 managers selected through stratified and simple random sampling techniques respectively and, 15 entrepreneurs selected using purposive sampling. Nominal and ordinal scales were used to measure the variables. Data was collected using questionnaires for managers and interview schedules for entrepreneurs. Process macro was used to test the moderating effect of the intervening variable. Multiple regression analysis established that entrepreneurial capabilities explained 64.6% (R^2=0.646) of the variance in the competitive advantage of Event Management Ventures. The regression analysis revealed that networking capabilities (β=0.197, p=0.001), managerial capabilities (β=0.334, p=0.000), and dynamic capabilities (β= 0.295, p=0.000) significantly influenced the competitive advantage of Event Management Ventures. However entrepreneurial orientation does not moderate the relationship between networking capabilities (β= -0.987, p=.1976), managerial capabilities (β= -1.1821, p=.0862), dynamic capabilities (β= -1.286, p=.1481), and competitive advantage of Event Management Ventures. Based on these results, the study concluded that entrepreneurial capabilities influence the competitive advantage of Event Management Ventures. The study recommends that managers network strategically with various stakeholders in Event Management Ventures; hospitality ventures continue investing in managerial knowledge and skills acquisition in order to attain superior managerial capabilities, and constantly respond to the changing environment to achieve competitive advantage. The new knowledge is that the calculated use of resources, capabilities, and networks enhances competitive advantage while controlling risk-taking, pro-activeness, and innovation.

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ACRONYMS

ASAL	Arid and Semi-arid Land
CE	Corporate Entrepreneurship
DC	Dynamic Capability
DCV	Dynamic Capability View
EC	Entrepreneurial Capabilities
EMVs	Event Management Ventures
EO	Entrepreneurial Orientation
EU	European Union
GCP	Gross County Product
GDP	Gross Domestic Product
GoK	Government of Kenya
GVA	Gross Value Added
KNBS	Kenya National Bureau of Statistics
LREB	Lake Region Economic Bloc
MICE	Meetings, Incentives, Conventions and Exhibitions
MSE	Micro and Small Enterprises
OECD	Organization for Economic Co-operation and Development
RBV	Resource-Based View
SMEs	Small and Medium Enterprises
UN	United Nations
UNCAD	United Nations Conference on Trade and Development

OPERATIONAL DEFINITION OF TERMS

Capabilities: are non-transferable firm-specific resources embedded in organizations whose purpose is to improve the productivity of the other resources possessed by the firm" (Makadok, 2021, p. 389). This term is used interchangeably with the term 'competence.'

Competitive advantage: means that a company or a business is able to offer something that gives it an advantage over its competitors, thus enabling the company to attract more customers (Goldblatt, 2014)

Competencies: is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees (Shannon, 2011).

Dynamic capability: A firm's behavioral orientations constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage (Wang and Ahmed, 2017, p. 35)

Entrepreneurial capabilities: unique set of skills and competencies possessed by entrepreneurs and firms in order to attain competitive advantage and be successful in the market

Entrepreneurial orientation: strategy making processes that provide organizations with a basis for entrepreneurial decisions and actions (Rauch & Wiklund, 2016).

Event management: designing, producing and managing activities required to achieve event objectives (Getz, 2020).

Innovativeness: the propensity of the firm to engage in new ideas and creative processes that may result in new products, services or technological processes (Matsuo, 2016)

Networking capability: the ability of companies to develop and manage relations with key partners such as suppliers, customers and other organizations, and to deal with the interactions occurring among these relations (Torkkeli et al., 2017)

Managerial capability: search mechanisms through which the manager seeks to optimize a firm's resource endowments within a framework of bounded rationality (Gavetti and Rivkin, 2020)

Pro-activeness: the extent to which a firm is a leader or a follower and is associated with aggressive posturing relative to competitors (Mueller, 2019)

Resources: all assets, capabilities, organizational processes, firm attributes, information, and knowledge, controlled by a firm that enable the firm to conceive of and implement strategies for efficiency and effectiveness (Barney (2011)

Risk-taking: the willingness to be bold and aggressive in pursuing opportunities and having the preference for high-risk projects with chances of very high returns over low-risk projects with low and predictable rates of return (Tajeddini, 2016)

Small and Medium-sized Enterprises: small enterprises are those that constitute 10-49 employees; while medium enterprises comprise 50-99 employees hence EMVs consists of 10 to 99 employees.

Ventures: refer to a commercial undertaking that risks a loss but promises a profit - can operate as either registered or unregistered such as outside catering, hire of tents and chairs, decorations, hire of equipment, drapery and furniture, hire of public address system, event planners, hire of cars, cake bakers and master of ceremony services.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter gives an overview of the study. It includes the background information to the study, problem statement and objectives of the study, research hypotheses, significance, scope and limitations of the study.

1.1 Background to the Study

The events sector as observed by Uysal and Xiangping, 2018; Dwyer, 2018 is one of the fastest growing areas of the tourism industry. Nevertheless, Getz (2020) and Dwyer et al., (2020) point to events as important motivators of tourism forming part of the marketing plans of most destinations yet in most cases it remains largely unstructured and informal. As noted by Dwyer et al., (2020), despite its great potential and positive impacts events have on a countries economy, it is faced with challenges like all other industries. Events ventures use resources and create economic costs and benefits in equal measure. Apart from provision of job alternatives, events raise the level of population participation in economic development, generate secondary income, enhance community stability, and are often considered to have minimal damage to the physical environment (Hall, 2013; Oppermann,2012; Editner 2015). Moreover, tourism and hospitality ventures are not necessarily capital intensive and are therefore less dependent on massive foreign investment thereby limiting the financial risk involved thus encouraging entrepreneurship and self-employment. The ventures also have the advantage of enabling the utilization of under exploited factors of production. As noted by Weiermair (2018), they enable entrepreneurs to develop special personal relationships with customers.

Pasanen citing Simon (2016) stresses that “the most important and the most challenging business goal is long-term survival (Pasanen, 2019). Success in entrepreneurship can mean stability (after reaching some level of development) or growth, both usually measured with financial measures of performance, e.g. profit maximization, profit growth, turnover growth etc. Success can be seen also in such measures like customer satisfaction and loyalty or growth of customers’ number (not necessarily connected to financial performance). Competitive advantage is considered by all countries to be a prerequisite for maintaining high levels of income and employment. Greater competitive advantage allows developing countries to diversify away from dependence on a few primary-commodity exports and move up the skills and technology ladder, this being essential in order to sustain rising wages and permit greater economies of scale and scope in production (UNCTAD, World Investment Report, 2012).

According to Chudnovsky (2016), to transit the high road to competitive advantage, firms both large and small in developing countries have to build and continuously enhance endogenous capabilities. These capabilities can be applied to add value to existing activities and to make new products and start new services that can compete in the global economy. Small and Medium Enterprises or firms (EMVs) face various challenges in their business operating environment (both internal and external). Their success, pegged on beating stiff competition from larger-sized firms among other challenges, is a consequence of embracing a mix of strategies, appropriate strategic leadership, and appropriate utilization of available resources to achieve competitive advantage (Bowen et al., 2016).

Building a competitive advantage alone is not enough; the key to success is building a sustainable competitive advantage (Wickham, 2019; Zimmerer and Scarborough,

2019). In the long run, a company gains a sustainable competitive advantage through its ability to develop a set of core competencies that enables it to serve its selected target customers better than its rivals. Core competencies are a unique set of capabilities that a company develops in key areas, such as superior quality, customer service, innovation, team building, flexibility, responsiveness, and others that allow it to leave behind its competitors (Zimmerer and Scarborough, 2019).

Entrepreneurial competencies are related to the performance of the firm and its competitive advantage (Man et al., 2017), growth and success of the business (Colombo & Grilli, 2019). Baum et al. (2016) asserted that entrepreneurial competencies are the individual characteristics such as abilities, skills and knowledge needed to perform a specific job. According to Rasmussen, et al. (2017); Man et al., (2018); Man et al., (2017); and, Chandler & Hanks, (2014), the entrepreneur's psychological and behavioral, demographic characteristics, managerial and technical skills are the most important determinants for the performance and success or failure of small and medium sized enterprises. Brownell (2018) defined entrepreneurial competencies as specific skills, positive attitude and attributes/abilities.

Some researchers have linked the entrepreneurial competencies with the individual behaviors as well. For instance, Woodruffe (2013) defined entrepreneurial competencies as a set of pattern of different individual behaviors to perform functions and tasks with competence. Likewise, Thompson et al. (2016) viewed entrepreneurial competencies as integrated sets of individual behaviors to accomplish a goal successfully. Similarly, Brophy & Kiely (2017) defined them as behaviors, attitude, knowledge and skills needed to effectively perform a role. Mitchelmore, & Rowley (2020) states that in research on entrepreneurship and SME, the entrepreneur's

demographic, behavioral characteristics and skills are often considered as the most critical factors to performance.

Network competence represents the firm's ability to develop and manage relations with their suppliers, customers, and other organizations, and to deal effectively with the interactions among these relations (Ritter et al. 2017; Ritter, 2014). The network competence can be described on the basis of Resource Dependence Theory (RDT). The origin of resource dependence theory is in social exchange theory. RDT focuses on the needs of firm's resources (Chiu, 2018). Thus, the firms seek to build relationships with other firms to gain to access the needed resources and assets (Salancik & Pfeffer, 2014; Kogut, 2013; Nohria & Garcia-Pont, 2015). Traditionally, the firms more depend on their vertical network members but now increasingly establish relationships with their horizontal actors to acquire resources (Chiu, 2018).

The study of Hyvonen and Tuominen (2019) shows that technological innovation capability and strong relationships with customers and supply chain partners are the key determinants of positional and economic performance advantages in EMVs. Additionally, companies regardless of their size need to constantly seek for new opportunities, to which possessing an Entrepreneurial Orientation (EO) has been recognized as potentially beneficial (Wiklund and Shepherd, 2019). EO involves the willingness to innovate, take risks to try out new products, services and markets, and act more proactively than competitors when it comes to new opportunities in the marketplace (Covin and Slevin, 2015). Due to the potential benefits of EO, it has become a central concept in the field of entrepreneurship and received a significant amount of attention both among researchers and practitioners (Covin, Green and Slevin, 2019).

This study argues that entrepreneurial competencies are strong predictor of EMVs business success and supports the view of resource- based theory that the competitive advantages for firms can be generated from their unique set of resources (Saffu et al., 2018; Peteraf, 2013; Barney, 2015, 2014; Wernerfelt, 2012).

A basic assumption of the RBV is that organizational competencies that are immobile and heterogeneous lead to sustainable competitive advantage. Barney (2015) argued that heterogeneous competencies can generate competitive advantage when they satisfy at least the two conditions: firstly; the competencies must be valuable that enable the firm to neutralize threats and exploit opportunities in the competitive environment and secondly, that only a few firms in a specific competitive environment possess these competencies.

Drawing on the theoretical perspectives from the RBV of strategic management, this study argues that the entrepreneurial competencies are the vital resources of the organization. The entrepreneurial competencies are associated with birth, survival and venture's growth (Colombo & Grilli, 2019; Baum et al., 2016; Bird, 2015). There is evidence that an entrepreneur's skills lead to venture performance, expansion or growth (Lerner & Almor, 2017; Bird, 2014; Cooper et al., 2014). Also, not all entrepreneurs possess all essential competencies. Thus, the success of various businesses can be distinguished on the basis of their entrepreneurial competencies as well. Further, research has shown that entrepreneurial skills of entrepreneurs also contribute towards profitability and growth of business (Chandler & Jansen, 2015).

1.1.1 Overview of the Events Sector

The events industry consists of different large-scale as well as small-scale- personal or corporate events including formal parties, concerts, festivals, exhibitions, conferences,

seminars, and others. The events industry involves events management and events planning that include budgeting, events scheduling, site selection, and others. The global events industry is segmented based on type, revenue source, organizer, age group, and region. Depending on type, the industry is divided into music concerts, festivals, sports, exhibitions & conferences, corporate events & seminar, and others. By revenue source, it is classified into ticket sale, sponsorship, and others. On the basis of organizer, it is categorized into corporate, sports, education, entertainment, and others.

In 2019, based on type, the corporate events & seminars segment accounted for the maximum events industry share, owing to rise in number of corporate companies coupled with frequent seminars and events conducted by them. In addition, seminars and events involve interaction between speaker and audience, thereby increasing the number of attendees. Region wise, Europe accounted for the highest revenue in 2019, as the region has been extremely successful in winning conferences of international associations with over half of the top cities and countries selected as destinations for international association conferences (Research, 2022).

Events industry is gaining significant popularity across several countries owing to an increase in the government as well as company sponsorships. Sponsorships plays a crucial role in driving the events industry growth as it helps the event management companies in advertising their events to attract large number of audiences. According to the regional analysis, the Europe region dominated the events industry in the present years. This region’s growth is majorly attributed to increase in event sponsorships, digital campaigns, exhibitions, and marketing programs. Also, the European countries namely Germany, France, UK, and others are the popular event destinations for conducting various international conferences (Dive, 2023).

In Africa, event management industry has witnessed a rapid growth, whereby in some countries such as South Africa, it is a multi-million-rand industry that is gaining international recognition (Kimani, 2014). Similarly, Wanjiru (2012) notes that events management companies have also been on the rise in Kenya. Agreeing with this observation, Kimani (2014) comments that event management in Kenya has indeed changed the way we handle our events; it's not only done for lavish parties, weddings and big companies who hire managers to help in organizing and planning their events but clients who have small budgets are also getting help from event managing companies.

The key players operating in the events industry analysis focus on prominent strategy to overcome competition and to maintain as well as improve their events industry share in worldwide. The events industry is affluent and dynamic, which provides worldwide chances and creates strong performance. The core of event management has always been to inspire people to come together for a collective, innovative collaboration. With a growing demand for event management industry, the career options and employment opportunities have seen a staggering growth in demand. An entirely new set of skills, roles have become predominant in the market through the evolving landscape of event management. Despite recent global events, the events industry continues to thrive each year, successfully growing and influencing many lives around the world, whether personal or business-related. The events industry includes but is not limited to the following; festivals, live music and trade shows, corporate events, conferences, exhibitions and trade shows, concerts & music events, celebrity & private parties, sports, charities, weddings and funerals, fashion events, seminars and workshops, home-coming parties, among others (Jenkins, 2022).

1.2 Statement of the Problem

Events are an important motivator of tourism, and figure prominently in the development and marketing plans of most destinations. Similarly, event management is a fast growing professional field (Getz, 2020). Event management involves designing, producing and managing activities required to achieve event objectives. Broadly, the events sector consist of business or corporate events represented by the acronym MICE (meetings, incentives, conventions and exhibitions); leisure events such as sporting events; cultural events such as rites of passage; and social events such as weddings (Bladen, Kennell, Abson & Wilde, 2019).

The event management business continues to attract attention today due to growth witnessed in the events industry in the recent past (Duncan et al., 2017). Apart from the significance of event planning in today's business, however, the range of possible factors influencing event planning companies is evidently very wide, especially a high level of competition. Event management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event. Getz (2020) states that, regardless of size, all events have other things in common – they require a high degree of planning, a range of skills and a lot of energy. With rising competition within the events management industry reaching fever pitch, a successful competitive strategy is needed as it helps focus on assessing an organizations unique strengths, identifying growth opportunities, collecting competitive intelligence, and responding to competitive threats.

Studies have been done on competitive advantage and performance of enterprises in various fields. Wanjiru (2019) in her study on competitive strategies adopted by event

management companies in Kenya did a cross-sectional survey of 30 event management companies. The strategies used were based on Porter's Five Forces model which include; intensity of rivalry, threat of substitutes, threats of new entrants, bargaining power of buyers and, supplier power. The findings show that cost leadership and differentiation were the main competitive strategies used in Event Management companies.

Gitia (2017) conducted a descriptive study on the influence of competitive advantage strategies on the performance of international fast food franchises in Kenya. The study adopted Porters' generic strategies for competitive advantage namely; differentiation, cost leadership and, focus strategies.

The findings indicated that cost leadership strategy was the most significant in enhancing the performance of international fast food franchises in Kenya. Munyoki (2016) in a case study on strategic change management practices and competitive advantage of National Bank of Kenya used Porter's generic strategies of differentiation, cost leadership and focus. The study adopted content analysis in its methodology. From the findings, differentiation strategy gave the bank a competitive edge.

On the other hand, Gliga (2016) undertook a qualitative study on the influence of entrepreneurial networking on the development of marketing capabilities in EMVs. The study focused on the entrepreneur's mindset and human capital, networking forms and activities; and marketing capabilities developed from networking. The study findings affirmed that through networking entrepreneurs can leverage resources and accrue benefits to develop the marketing capabilities of the firm. Further, a comparative study by Abdul (2018) determined the influence of entrepreneurial skills

on the growth of EMVs in Nigeria and United Kingdom (UK). The skills comprised creative thinking, leadership, problem solving and communication.

Further, Korir (2018) in a quantitative study on networking dimensions and performance of event management ventures (EMVs) in Kenya used Structural Equation Modeling to establish the effects of networking dimensions in terms of network capability, network structure and network dimensions on performance of EMVs in Kenya. In another study of network capability dimensions in minor EMVs in Kenya, Korir et al. (2019) measured network capability using open communication, partner knowledge, initiating relationships and developing relations. The study used factor analysis in data analysis.

It is thought that traditional competitive advantage models are not completely applicable for smaller firms because they assume the existence of scale economies and it is recognized that small firms cannot compete with larger organizations in terms of economies of scale (O'Donnell, Gilmore, Carson and Cummins, 2017, p.207). The problems faced by EMVs bring up the question how can firms sustain the challenges they face? It is said that the way to sustain the challenge is by efficiently allocating resources, developing competencies and capabilities, and exploiting competitive advantages that will enable the firm to perform and deliver products and services better than competitors. Barney (2020) and; Pearce and Robinson (2016) further highlight the importance of firms' resources and capabilities, both tangible and intangible, as resources that enhance sustainable competitive advantage. These resources vary from firm to firm.

It is against this background that the study sought to establish the influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of event management ventures in selected counties in Kenya.

1.3 Objectives of the Study

The study was guided by a general objective and four specific objectives as indicated below. The specific objectives were used to formulate research questions and research hypotheses.

1.3.1 General Objective of the Study

The main purpose of this study was to establish the influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of Event Management Ventures in selected counties in Kenya.

1.3.2 Specific Objectives of the Study

This study was guided by the following specific objectives:

i. To establish the influence of networking capability on competitive advantage of Event Management Ventures in Kenya.
ii. To determine the influence of managerial capability on competitive advantage of Event Management Ventures in Kenya
iii. To establish the influence of dynamic capability on competitive advantage of Event Management Ventures in Kenya.
iv. To determine the moderating effect of entrepreneurial orientation (EO) on the relationship between entrepreneurial capabilities and competitive advantage of Event Management Ventures in Kenya.

1.4 Research Hypotheses

i. Networking capability does not significantly influence the competitive advantage of Event Management Ventures in Kenya.
ii. Managerial capability does not significantly influence the competitive advantage of Event Management Ventures in Kenya.
iii. Dynamic capability does not significantly influence the competitive advantage of Event Management Ventures in Kenya.
iv. Entrepreneurial Orientation does not significantly moderate the relationship between entrepreneurial capabilities and competitive advantage of Event Management Ventures in Kenya.

1.5 Research Questions

i. What knowledge, skills and experiences are important for an Event Management Venture to gain competitive advantage in Kenya?
ii. In what way does the entrepreneur of an Event Management Venture in Kenya contribute to its competitiveness?

1.6 Significance of the Study

Empirically, this study contributes to the existing body of knowledge on entrepreneurial competencies and competitive advantage, particularly within the Events sector in Kenya. While previous studies have primarily focused on large enterprises, limited research has examined the concept of competitive advantage among small and medium sized enterprises. This study bridges that gap by offering empirical insights into how entrepreneurial competencies such as networking capabilities, managerial capabilities and dynamic capabilities influence the competitive advantage of Event Management Ventures in the Hospitality and Tourism industry. Additionally, the study will serve as a reference point for future scholars

interested in entrepreneurial competencies and capabilities, small and medium-enterprises, and competitiveness in the Hospitality and Tourism Industry.

This study is also beneficial in that it looked at entrepreneurial orientation as a moderator of the relationship between entrepreneurial capabilities and competitive advantage. A number of studies on competitive advantage and entrepreneurial competencies have been done by authors such as Gliga (2018), Wanjiru (2019), Munyoki (2016) and, Gitia (2017). However none has delved into a moderator of the relationship between entrepreneurial capabilities and competitive advantage. So the findings of this study provide an opportunity for future researchers to explore other likely moderators of this relationship apart from entrepreneurial orientation such as gender.

This study will be useful to the SME sector in Kenya in that they can learn from strategies used by Event Management Ventures (EMVs) to gain competitive advantage. In the past large enterprises in terms of the size and number of employees have enjoyed competitive advantage due to a number of factors. This study however brings out clearly that even SMEs can utilize their resources specifically entrepreneurial competencies and capabilities, to gain competitive advantage and that competitive advantage is not a preserve of large enterprises only.

Last but not least, the study is useful to entrepreneurs who own and operate SMEs in the Hospitality and Tourism industry in Kenya in that it underpins the usefulness of their competences in the success of an enterprise. That an entrepreneur's knowledge, skills and competences are valuable assets to the enterprises regardless of the size of the enterprise. Therefore there is need to enhance these skills further so at to give an SME a competitive edge in the market.

1.7 Scope of the Study

The study established the influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of Event Management Ventures in Nairobi, Nakuru, Uasin-Gishu, and, Kisumu counties in Kenya. The entrepreneurial capabilities and competencies under investigation included; networking capability, managerial capability and dynamic capability. The study also explored the moderating effect of entrepreneurial orientation on competitive advantage of Event Management Ventures in Kenya. The study was undertaken in Event management ventures which offer services ranging from but not limited to event planning and management to décor, floral arts, tent and chairs hiring, ushering, entertainment and photography. The target population of the study comprised entrepreneurs and managers of Event management ventures in the selected counties. The primary data was collected using questionnaires and interview schedules between August and December 2022.

Quantitative data was analyzed using percentages, frequencies, bivariate analysis, one way analysis of variance (ANOVA), factor analysis and, multiple regression. Qualitative data on the other hand was analyzed using thematic analysis.

1.8 Limitations of the Study

In carrying out the study, there was scarcity of literature on Event Management Ventures mainly in Kenya. However the researcher used available study materials and scholarly articles and, read widely and borrowed from previous studies outside Kenya. Due to the vast nature of the SMEs in the Hospitality sector, the study was limited to Event Management Ventures in 4 counties in Kenya as a representation of SMEs in the industry. This limited the generalizability of the findings to other types of SMEs in other sectors in Kenya.

The other limitation was on the initial list of Event Management Ventures that had been identified for the study. The research began just before the COVID – 19 pandemic in Kenya and was done through to a year after the pandemic. Some EMVs were hence affected by the pandemic and either closed down or relocated their offices. The researcher addressed this limitation by updating the list of EMVs to reflect the actual number of EMVs at the time of data collection and particularly those with specific characteristics for the study namely EMVs that offer a minimum of 3 products to the market.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter reviews relevant literature related to the study. It discusses the concept of competitive advantage, how to gain competitive advantage, models of competitive advantage, entrepreneurial capabilities and competences and entrepreneurial orientation. Additionally, the chapter reviews theories such as networking theory and Resource Based View that are deemed relevant to the study.

2.1 The Concept of Competitive Advantage

Competitive advantage can be defined as a set of unique features of a firm and its products that are perceived by the target market as significant and superior to the competition (Study.com, 2021). Competitive advantage is also defined as the increased rate of attractiveness a firm offers compared to competitors from customers' viewpoints (Keegan, 2020). According to Alimin Ismadi Ismail, (2020), competitive advantage is defined as the presentable values of a firm for customers so that these values outweigh the price paid by the customer. Grupe C. (2020) defines competitive advantage as a firm's ability to improve the quality of its products, reduce the costs of its products, or enlarge market share or profit. A firm is said to have competitive advantage when its profit rate is higher than the average rate of the related industry.

Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, such as inexpensive power, or access to highly trained and skilled personnel human resources. Additionally competitive advantage is defined as the presentable values of a firm for customers so that these values outweigh the price paid by the customer (De Toni & and Tonchia,

2003). Saaty and Vargas (Zabieh, 2014) believe competitive advantage lies in the properties or dimensions of each firm enabling it to offer better services than the competitors (i.e., better value) to customers. Similarly a competitive advantage exists when the firm is able to deliver the same benefits as competitors but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage).

According to the above definitions of competitive advantage, it seems that a direct relation between customers' expected values, values offered by the company, and those offered by the competitors determine the dimensions and conditions of competitive advantage. If the values presented by the company are closer to customers' expected values compared to the values offered by competitors, it can be said that the firm has competitive advantage over its competitors in one or more indices. This advantage makes the company superior to its competitors in proximity to customers and capturing its heart.

The main goal of an organization in creation of competitive advantage, based on its resources and abilities, is to gain competitive advantage and achieve a distinctive position regarding performance in the business market. In the real business world, products and services sold by different sellers are not of the same quality. Firms try to create distinctiveness, however slight, in their products and services in this tight competition and offer them with a higher price; however, achieving profitability this way is not very easy. Competitive advantage is achieved when the company is able to develop new products or provide services superior to those of competitors, or alternatively if they can provide the same products and services at a lower price or higher quality (Albrecht, 2020)

A firm is said to have competitive advantage when it is able to create more economic value than rival firms, value(s) that are not being simultaneously being implemented by other competitors. Firms that are focused on long-term success adopt competitive strategies that are constantly aligned to fit to the needs of the particular situation that the firm is facing in relation to the dynamic forces of the environment. These firms usually use their resources and capabilities to maximize their chances of survival in a highly competitive environment and highly dynamic business operating environment (Barney, 2020; Porter, 1980). Competition is a major determinant of the success or failure of a firm which does not align its strategy to the operating environmental forces.

Firms use resources, both internal and external to create opportunities for competitive advantage as well as to counter the effects of adverse competitive forces. Understanding the factors and motivators of competitive advantage has led to increasing interests in the concept among scholars and practitioners (Porter, 2015; Porter & Kramer, 2019; King, 2020). The competitive advantage of a business depends on the strategies adopted by the organization to match the key success factors for operating in its market and exceeding those of its competitors (Dash & Das, 2020). That is, the ability to achieve a sustainable competitive advantage over it rivals.

Hana (2017) opines that in the volatile and dynamic business operating environment, the goal of every organization is to outperform its rivals and attract potential buyers to its products and services while still retaining current customers. Competitive advantage is achieved when an organization can offer better products or services when compared with its contemporaries (Dess, Lumpkin, and Taylor, 2019), which has to do with the adoption of the right capabilities. Achieving competitive advantage helps the firm to dictate the price in its operating sector while maintaining a leadership

position within the industry. It is also a very important aspect of strategic management (Dash and Das, 2020).

In different industries, some firms are more profitable than others. This superior performance is a consequence of possessing special and inimitable factors resulting in higher performance than competitors. These unique skills and capital have competitive advantage (Saaty & and Vargas, 2006). Four requirements should be met for resources and skills to be sources of sustainable competitive advantage: they should be valuable, rare in existing and potential competitors should not be easily imitable; and there should be no strategic alternative for that skill or resource.

2.1.1 Sources of Competitive Advantage

2.1.1.1 Innovation

Innovation can be defined as new or innovative methods used by the firm or the new products it generates. Innovation includes the creation of new products and processes (Zabieh, 2014). Perhaps innovation is the most important source of competitive advantage. It is innovation that stimulates competitors. Since innovation provides a firm with unique advantages (which competitors lack), it can be regarded as the main source of competitive advantage. Uniqueness enables the firm to make it distinct from competitors and put higher prices on its products or significantly reduce its costs compared to competitors. Product innovations are products that are perceived to be new by either the producer or the customer; the latter includes both end-users and distributors. Process innovation refers to new processes which either reduce the cost of production or enable the production of new products (Harmsen, Grunert, and Declerck, 2000). The most innovative firms engage in a continual search for better products, services, and ways of doing things. They try to continuously upgrade their internal capabilities and other resources.

2.1.1.2 Human Resources as a source of Competitive Advantage

Human resources are a term used to describe the individuals who comprise the workforce of an organization. Firms can develop this competitive advantage only by creating value in a way that is difficult for competitors to imitate. Traditional sources of competitive advantage such as financial and natural resources, technology and economies of scale can be used to create value.

Human Resources with good entrepreneurial competencies will be a source of competitive advantage, because they have skills and abilities that are not easily replicated and may not be owned by competitors. Human resources can contribute in achieving competitive advantage through developing specific competencies needed by the company, building social relations, corporate culture and tacit organizational knowledge (Augustine et al., 2013).

2.1.1.3 Competitive Advantage through Organizational Structures

An organization can be structured in many different ways, depending on their objectives. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. Individuals in an organizational structure are normally hired under time-limited work contracts or work orders, or under permanent employment contracts or program orders. When superior skills or resources exist outside the company, firms are making increased use of strategic alliances to supplement and sometimes enhance their own competencies. An effective organizational structure shall facilitate working relationships between various entities in the organization and may improve the working efficiency within the organizational units (Petison & and Johri, 2006).

Organization shall retain a set order and control to enable monitoring the processes. Organization shall support command for coping with a mix of orders and a change of conditions while performing work. Organization shall allow for application of individual skills to enable high flexibility and apply creativity. When a business expands, the chain of command will lengthen and the spans of control will widen. When an organization comes to age, the flexibility will decrease and the creativity will fatigue. Therefore organizational structures shall be altered from time to time to enable recovery. If such alteration is prevented internally, the final escape is to turn down the organization to prepare for a re-launch in an entirely new set up.

2.1.2 Porter's Generic Strategies for Competitive Advantage

Porter (1985) has argued that a firm's strengths ultimately fall into one of two headings: cost advantage and differentiation. By applying these strengths in either a broad or narrow scope, three generic strategies result: cost leadership, differentiation, and focus. These strategies are applied at the business unit level. They are called generic strategies because they are not firm or industry dependent.

2.1.2.1 Differentiation Strategy

This strategy involves selecting one or more criteria used by buyers in a market - and then positioning the business uniquely to meet those criteria. This strategy is usually associated with charging a premium price for the product - often to reflect the higher production costs and extra value-added features provided for the consumer. Differentiation is about charging a premium price that more than covers the additional production costs, and about giving customers clear reasons to prefer the product over other, less differentiated products. Firms that succeed in a differentiation strategy often have the following internal strengths: highly skilled and creative product development team; strong sales team with the ability to successfully communicate the

perceived strengths of the product and, corporate reputation for quality and innovation.

Differentiation strategy is usually developed around many characteristics such as product quality, technology and innovativeness, reliability, brand image, firm reputation, durability, and customer service, which must be difficult for rivals to imitate (Moses, 2010). A firm implementing a differentiation strategy is able to achieve a competitive advantage over its rivals because of its ability to create entry barriers to potential entrants by building customer and brand loyalty through quality offerings, advertising and marketing techniques. Thus, a firm that implements a differentiation strategy enjoys the benefit of price-inelastic demand for its product or service (Wang, Chu, & and Lin, 2011)

2.1.2.2 Cost-Leadership

With this strategy, the objective is to become the lowest-cost producer in the industry. Many (perhaps all) market segments in the industry are supplied with the emphasis placed minimizing costs. If the achieved selling price can at least equal (or near) the average for the market, then the lowest-cost producer will (in theory) enjoy the best profits. This strategy is usually associated with large-scale businesses offering standard products with relatively little differentiation that are perfectly acceptable to the majority of customers. Occasionally, a low-cost leader will also discount its product to maximize sales, particularly if it has a significant cost advantage over the competition and, in doing so, it can further increase its market share. Firms that succeed in cost leadership often have the following internal strengths: access to the capital required making a significant investment in production assets; this investment represents a barrier to entry that many firms may not overcome, skill in designing products for efficient manufacturing, for example, having a small component count to

shorten the assembly process, high level of expertise in manufacturing process engineering and, efficient distribution channels.

2.1.2.3 Focus-differentiation and cost-focus strategy

In the focus-differentiation strategy, a business aims to differentiate within just one or a small number of target market segments. The special customer needs of the segment mean that there are opportunities to provide products that are clearly different from competitors who may be targeting a broader group of customers. Companies following focused differentiation strategies produce customized products for small market segments. They can be successful when either the quantities involved are too small for industry-wide competitors to handle economically, or when the extent of customization (or differentiation) requested is beyond the capabilities of the industry-wide differentiator. For cost-focus strategy, a business seeks a lower-cost advantage in just on or a small number of market segments. The product will be basic - perhaps a similar product to the higher-priced and featured market leader, but acceptable to sufficient consumers.

2.1.3 Competitive Advantage Factors

According to Hill and Jones (2007), competitive advantage lies in the distinctiveness of features and dimensions of the company, this enables it to offer better services to customers. This is illustrated in the figure below:

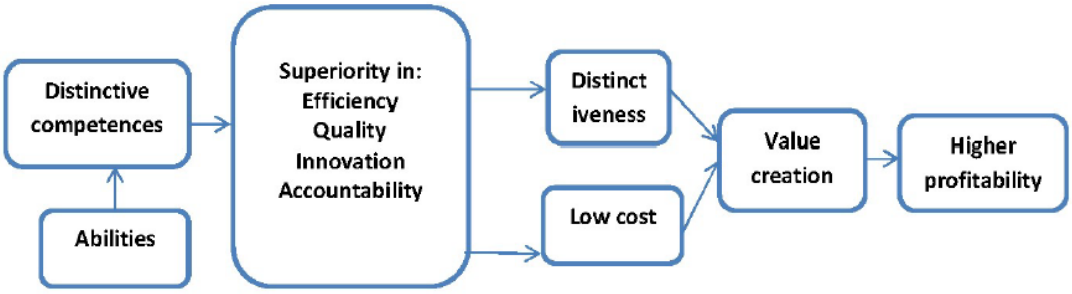


Figure 2.1 Competitive Advantage factors
Source: Hill and Jones, 2007.

From the above diagram, four factors help the company to establish and retain competitive advantage, namely superior efficiency, quality, innovation, and accountability to customer. Each of these factors is the result of a distinctive competence of a firm. Indeed, they are to some extent generally distinctive competences allowing a firm to make its products distinctive, offer higher value to customers and reduce its cost structure.

2.1.4 Measuring Competitive Advantage

Competitive advantage is a construct whose measurement is still fragmented, for example, Mahmood and Hanafi (2013) used differentiated products, market sensing, and market responsiveness as dimensions of competitive advantage. In another study by Ismail, Rose, Abdullah, and Uli (2010), competitive advantage was measured using cost-based advantage, product-based advantage, and service-based advantage. Other measurements of competitive advantage include price or cost, quality, delivery dependability, product innovation, and time to market (Wijetunge, 2016). These heterogeneous measures of competitive advantage elevate difficulty in knowledge accumulation.

Competitive advantage can be analyzed by using past performance indicators For example, market share, productivity; product cost, gross margin, returns on assets, net income, unit cost ratio; total factor productivity; financial performance (profit, sales growth, returns of investment), non-financial performance (customer satisfaction, employees growth; and benchmarking, balanced scorecard (Rahman NAA, 2018). While measuring firm level competitive advantage; profitability, costs, productivity, and market share are often used indicators (Depperu D, 2019). Competitive advantage enables a firm to earn profits that are higher than the average profit earned by its competitors. Thus, profitability is a key variable for measuring competitive advantage

and turnover is a kind of profit margin that firms often have to rely (Dziwornu RK, 2018). The growth of market share is one logical realized consequence of the improvement of competitive advantage. Therefore, market share of a particular product is considered as an indicator to measure the competitive advantage of a firm or industry.

In order to overcome the limitations of prior measurements of competitive advantage (Vinayan, Jayashree, & and, 2012) proposed four dimensions of measuring competitive advantage. The dimensions included supply chain management, product differentiation and innovation, organizational responsiveness, and cost leadership to measure competitive advantage of a firm.

Competitive advantage could be measured through general concepts such as, price/cost, net income, time, flexibility, sales growth, and employee growth. In order to measure firm's competitive advantage, some previous studies used subjective measurement indicators such as sales growth and employee growth.

In prior studies, competitive advantage was looked at in four dimensions namely: price/cost, quality, delivery dependability, and time to market. These dimensions have been adopted from the studies by Thatte (2020). Price refers to the ability of a firm to complete against major rivals based on low cost/price. Quality on the other hand is the ability of a firm to offer product quality and performance that creates higher value for customers, while delivery dependability is the ability of a firm to provide on time the type and volume of product required by customers. Time to market refers to the ability of a firm to introduce new products faster than major competitors. Previous empirical studies related to competitive advantage focused on aspects like operational efficiency, cost effective, quality, marketing, information technology, and innovation.

This study measured the concept of competitive advantage in three dimensions of value and quality, which could be listed as cost-based, product-based, and service-based (Alimin Ismadi Ismail, 2020). Lower manufacturing costs and lower price products are included into cost-based advantage.

Product-based advantage comprises higher product quality, packaging, design, and style. Firms can also achieve service-based advantage through product flexibility, accessibility, delivery speed, and technical support.

2.1.5 Competitive Advantage using Resources and Capabilities

Barney (2015, p. 101), defines resources as "all assets, capabilities, organizational processes, firm attributes, information, and knowledge, controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness". A *capability* then represents "an organizationally embedded non-transferable firm-specific resource whose purpose is to improve the productivity of the other resources possessed by the firm" (Makadok, 2016, p. 389). For other authors (Hunt,2016) and Johnson et al., 2017), the term *competence* is used to represent the same concept (i.e. capability). For instance, for Hunt (2016), competences are those enabling firms to use resources efficiently and/or effectively and may be regarded as "higher order" resources. Within current terminology the boarders between the concepts of capabilities and competences are blurring furthermore and the terms are often used interchangeably (Johnson et al., 2017). This study will thus use the term capabilities, what several authors have termed as competences.

While resources are the source of a firm's capabilities, capabilities are the main source of its competitive advantage (Grant, 2015). Capabilities are developed as firms use and combine resources over time through complex interaction. This means that

resources are necessary for the creation of capabilities, but it is the firm's capabilities (i.e. how these resources are employed and used or what the firm can do) that lead to real value creation in the market (Grant, 2020). Capabilities are embedded organizational routines performed well relative to rivals, consisting of the application of knowledge and skills by the firms' human resources and are distinctive to each individual firm.

While valuable, rare, inimitable, and non-substitutable resources may be beneficial, firms also require complementary capabilities that would allow them to successfully deploy resources and create value offerings. Accordingly, both resources and capabilities and their interaction are important in explaining performance variations (Teece et al., 2016).

2.1.6 Competitive Advantage using the VRIO Framework

Although possession of heterogeneous and immobile resources is crucial to organizational success, it is not sufficient alone if they wish to sustain this competitive advantage. Organizational resources should possess key properties namely; they should be valuable, rare, and non-imitable and organized to capture value. Resources are valuable if they can help to increase the value of the service or product supplied to customers or others reliant on the organization. This can be improved by increasing differentiation, decreasing the cost of production, or other general modifications to improve the quality and worth of the service. Any resources - both tangible and intangible - which can only be acquired by one or very few organizations may be considered rare. To sustain competitive advantage the resources need to be costly to imitate or substitute, or else rivals may begin to close the gap by obtaining the same or similar resources. Further, an organization, its systems and its processes should be designed to exploit the resource to its fullest.

Therefore, the VRIO Framework complements the RBV argument in that it advocates three crucial steps in achieving and sustaining ones competitive advantage. First, organizations should identify its potential key resources, then evaluate whether the resources fulfill the VRIO criteria and further develop and nurture the resources that meet these criteria. This is illustrated in the figure below:

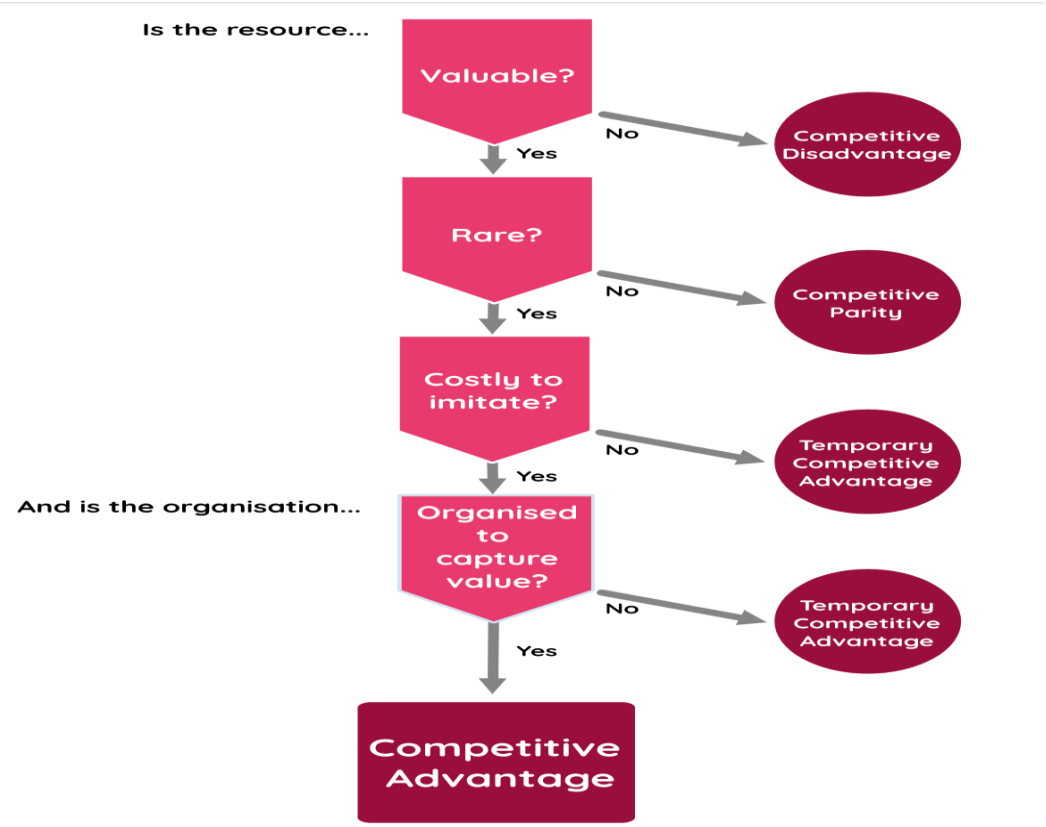


Figure 2.2: The VRIO Flowchart of Competitive Advantage
Source: Rothaermel, 2017.

2.1.7 Competitive Advantage in Hospitality Ventures

In uncertain and dynamic environments, small firms are facing challenges regarding their access to resources and capabilities (Hernández-Carrión et al. 2017), the available range of strategic and operational planning options, and their level of innovation activities. The competitiveness of EMVs depends on internal factors, such as financial, human and technological resources, organizational structures and

systems, productivity, innovation, quality, image and reputation, culture, product/service variety and flexibility, and customer service. Regarding external factors, like a hostile or uncertain environment, an entrepreneurial strategic posture is very beneficial for the competitive advantage of the small firm because it will push its competitive efforts.

When the business environment is uncertain, small firms have to change or adapt their information processing and structural and decision-making procedures for growth and innovation.

In uncertain environments, entrepreneurs are often faced with information processing burdens (Garrett and Holland 2015) and are therefore making an information-induced effort to reduce uncertainty and risk by establishing personal and professional networks for the exploitation of entrepreneurial opportunities and strategic network resources (such as funding sources, technology, human resources, knowledge, and organizational capabilities). Coordinative capabilities (i.e., managerial and network capabilities) help firms adapt to uncertain environments through learning and change. Their attribution to a firm's competitive advantage is even more important in turbulent environments than in stable ones.

2.1.8 Models of Competitive Advantage of EMVs

Competitive advantage is the means by which entrepreneurs can improve their firm's performance, and can be measured according to a number of dimensions including market share, profit, growth, and duration. Although many factors are hypothesized to impact on business outcome, there is no consistent pattern to the characteristics, which contribute to business competitive advantage, success and growth (Gibb 2015; Audretch 2016). Personality-based approach is a model for understanding small firms'

growth. It looks at the entrepreneur as fundamental to the growth process that links the success of the firm to its owner-manager's competences and characteristics (Kets de Vries 2016; Mintzberg and Waters 2016). Wickhman (2016), on the contrary, shows that there is a very little evidence to suggest that any particular trait leads to successful entrepreneurship.

In addition, Zairi (2015) presented a model to achieve competitive advantage for small business through continuous process improvement. Zairi's model is a two-staged model that provides push and pull-forces. The first set defines the business environment that identifies the demand side of the equation that includes: customer, global markets, shareholders, environment, technology and time. The second stage of the model draws upon the firms' responsiveness to the above pushes factors- their strengths and core competences. Along the same lines, core competencies are the essence of the formulation of an organization's competitive advantage. The responsiveness criteria include teamwork, streamlined process, technology, measurement and a culture of continuous improvement.

On the other hand, Man and Chan (2017), argue that the entrepreneurial competencies include the process dimension and therefore, the entrepreneur should scan the external factors and focus on the firm's internal capabilities.

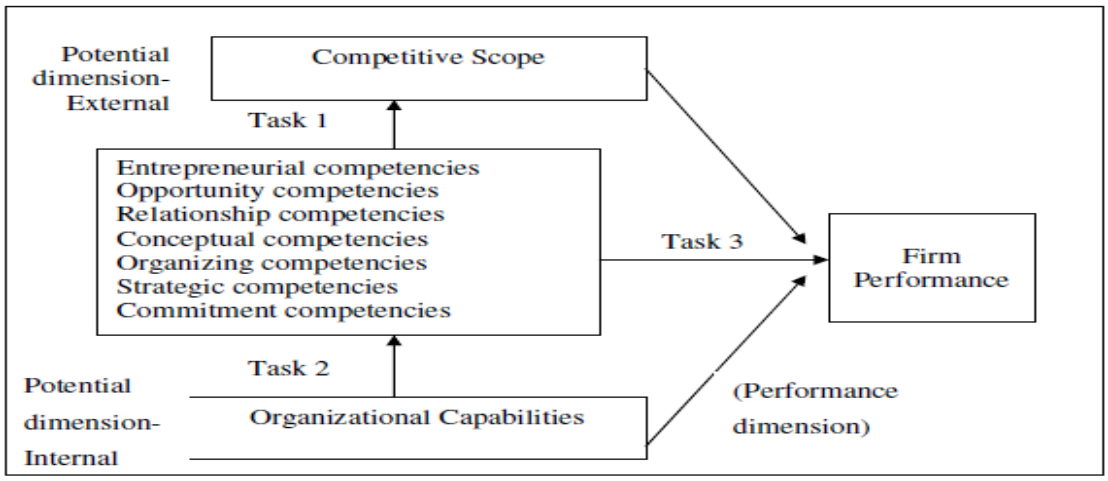


Figure 2. 3: Man and Chan's Model of Competitive Advantage of EMVs
Source: Man & Chan, 2017

Furthermore, Jones (2017) develops a conceptual framework for the competitive advantage in small firms (Fig. 2.4). To be effective, Jones shows that the starting point for the EMVs must begin with the owner-manager establishing a broad strategic framework for the firm. He also ensures that organizational flexibility is the key source of competitive advantage for most EMVs. Jones (2017) argues that the best measure of competitive advantage for the EMVs is value-added rather than profit, return on investment or market share.

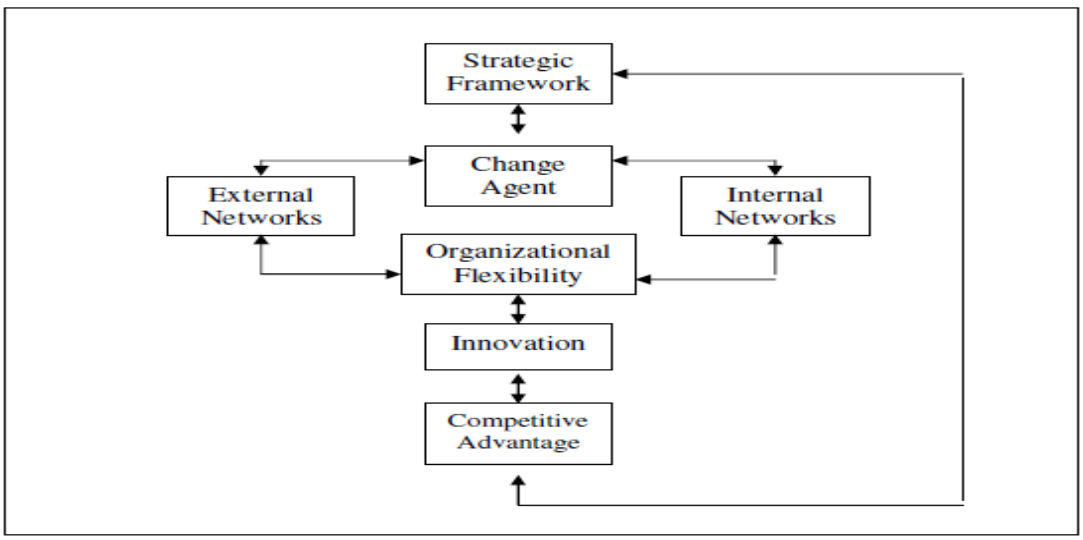


Figure 2. 4: Jones Framework for Achieving Competitive Advantage of EMVs
Source: Jones, 2017

2.1.9 Sources of Competitive Advantage

According to Lynch (2016), some sources of advantage include; differentiation, low costs, niche marketing, quality, culture, leadership and style. According to Resource - based theory, in depth time competitive advantage of a firm depends on the resources it possesses that differentiate it from its competitors and are durable and difficult to imitate and substitute (Zaridis, 2016). Some of firms have tangible assets, whereas others have intangible assets (Fig. 2.5); and both give strong impact in creating sustainable competitive advantage. However, organizational assets are not exactly tangible or intangible assets, but they constitute a great resource in business, and in the organization of all resources.

Table 2. 1: Tangible and Intangible Assets in Organizations

Tangible assets	**Intangible assets**
Financial	**Human**
Firm's cash account and cash equivalents Firm's capacity to raise equity Firm's borrowing capacity	Experience and capabilities of employees Trust Managerial skills Practices and procedures
Physical	**Innovation and creativity**
Modern plan and facilities Favorable manufacturing locations State of the art machinery and equipment	Technical and scientific skills Innovation capacities
Technological	**Reputation**
Trade Innovative production processes	Reputation with customers Reputation with suppliers Brand name
Organizational	
Strategic planning processes Excellent evaluation and control systems	

Source: Dess et al., (2020)

2.2 Entrepreneurial Capabilities

Entrepreneurial capabilities are related with the performance of the firm and its competitive advantage, growth and success of business. According to Rasmussen et al., (2011) the entrepreneur's psychological and behavioral, demographic

characteristics, managerial and technical skills are the most important determinants for the performance and success or failure of small and medium sized enterprises (Man, Lau, & Snape, 2008). Human capital is an intangible asset of firms that enables them to be more successful. The valuable skills, knowledge and abilities of an entrepreneur may lead to competitive advantage of firm because entrepreneurial capabilities are usually very rare and difficult for rivals to develop all essential capabilities. Only the competent entrepreneurs may develop and lead successful strategies towards the success of businesses.

It is vital to understand the meanings of entrepreneur in order to explore entrepreneurial capabilities. An entrepreneur is an individual who develops and grows the businesses through creative and innovative activities, by introducing new products or services, by improving the existing methods of production or service. Thus, the capabilities of entrepreneurs make a business more successful and may lead towards its competitive advantage as well. Entrepreneurial capabilities are possessed by individuals who are the entrepreneurs. The capabilities are essential to start a new venture but successful entrepreneurs are those who survive and grow their businesses through their capabilities. The capabilities are learnable; therefore it is crucial to recognize the importance of capabilities. Bird (1995) referred entrepreneurial competencies to the underlying characteristics such as traits, self-images, specific knowledge, motives, social roles and skills that lead to venture birth, survival its growth. Whereas Man et al. (2002) defined them as the entrepreneur's ability to successfully perform a job role. Thus, there is a general consensus that the capabilities of entrepreneurs are possessed by those individuals who start and further develop their businesses.

The main aspect of capabilities literature is to search for all those individual characteristics that contribute towards the success of an organization. These characteristics of individuals can vary due to their different motives, traits, social roles and skills. The entrepreneurial capabilities are associated with birth, survival and venture's growth. Personal qualities, self-confidence, leadership, innovativeness and risk-taking abilities are very essential for entrepreneur success. Entrepreneur's skills keep on changing as the firm enters from one development stage to another Thus, it is vital to understand the changes that result from venture's growth because entrepreneur's skills and capabilities for one stage will be not suitable for another (Mitchelmore, & Rowley, 2010).

2.2.1 Networking Capability

Networking capabilities, also known as social capital (Baron and Markman 2000), external links (Lee et al. 2001), or personal networks refer to the ability to initiate, maintain, and utilize relationships with other partners. Networking capabilities are also referred to as the ability of firm actors to build, manage, and leverage network relationships (Mu & Di Benedetto, 2019) Networking is "an activity in which the entrepreneurially oriented SME owners build and manage personal relationships with particular individuals in their surroundings" (Carson et al., 2014, p. 201). This implies that networking, as a process/set of activities, is essential for our understanding of the role networks play for EMVs. Networking is an inexpensive way to win and keep customers (Coviello and Munro, 2014). It allows for the sharing of expertise and resources leading to better marketing processes, internal growth and development and market expansion (Chaston, 2016).

Network capability represents a firm's ability to develop and utilize inter-organizational relationships for gaining access to various resources held by external

actors. This capa¬bility provides the medium through which firms are able to acquire external resources and helps maintain long lasting relations with external actors. Moreover, this social capability can enable small firms to increase the perceived worth of the collaboration and reduce the likelihood of opportunistic behavior. The entrepreneur himself/herself becomes an integral part of the networking capability. This implies that the entrepreneur's individual characteristics, such as knowledge and social skills, as well as the ability to manage individual and multiple relationships (Ritter and Gemünden, 2017b) become essential determinants of networking capability in EMVs. The individual characteristics can also explain why some individuals may be more adept at capturing the resources inherent in their networks as compared to others (Ibarra, 2014).

Walter et al. (2019) operationalized networking capability as a four dimensional construct: coordination between collaborating firms, which is a boundary-spanning activity, connecting firms to other firms, based on mutually supportive interactions; relational skills or social competence, which focuses on the inter-personal aspect of business relationships (which are often the basis of business relationships), including communication ability, extraversion, conflict management skills, empathy, emotional stability, self-reflection, sense of justice, and cooperativeness; partner knowledge, seen as a prerequisite for effective coordination between parties, because it enables "situation-specific management"; partner knowledge also leads to reduction of transaction costs and a proactive and solution oriented conflict management and it stabilizes a firm's position within a network; and, internal communication, a central element to a relational perspective and a requirement for effective organizational learning within partnerships, helping to avoid redundant processes and miscommunication.

2.2.1.1 The Networking Entrepreneur

In entrepreneurial contexts, networking is generally carried out mainly by the entrepreneur (Evers, 2017b, Vasilchenko and Morrish, 2017, Evers et al., 2019). As it is the individuals inside the firms that handle relationships, the owner/manager and his/her decision-making style become significant factors (Ruokonen et al., 2019). This implies that the entrepreneur's individual characteristics, such as knowledge and social skills, as well as the ability to manage individual and multiple relationships (Ritter and Gemünden, 2017b) become essential determinants of networking capability in EMVs. Both successful new venture creation and venture growth are seen as facilitated by the social ties of the entrepreneur and the resources these ties give access to (Lechner and Dowling, 2017, Lechner et al., 2019, Jack, 2020).

In small firms the entrepreneur is often the primary resource on which all other resources are composed (Hurmerinta-Peltomäki and Nummela, 2018). Researchers in the field of entrepreneurship have proved the immense value of informal and formal relationships for entrepreneurs aiming to start and grow their business; the survival and development of the firm have been linked to the entrepreneur's ability to establish, develop and exploit the value of their networks and relationships (Danov et al., 2017). On the basis of this logic, entrepreneurship itself has been defined as "inherently a networking activity" (Dubini and Aldrich, 2015, p. 305). The entrepreneur's relationships and networks are seen as a means to facilitate aid and enhance marketing in small and medium firms (Evers and O'Gorman, 2017, Sullivan Mort et al., 2019, Kraus et al., 2019, Morris et al., 2017,).

Building on research on the networking capability construct (Ritter and Gemünden, 2017b, Ritter et al., 2017, Walter et al., 2019, Mitrega et al., 2019), entrepreneurial networking capability has been defined as the set of activities and routines

implemented by the entrepreneur with the aim of initiating, establishing, maintaining and leveraging relationships for the benefit of the firm. According to O'Donnell (2018, p. 207), “it is not the existence of a network per se, but rather the use of that network through the process of networking, from which benefits accrue”. Therefore, not all firms benefit from network relationships in the same way. Because in EMVs the entrepreneur is the main networking agent (Birley, 2016, Aldrich and Zimmer, 2014, Dubini and Aldrich, 2015, Evers, 2017b, Vasilchenko and Morrish, 2017, Evers et al., 2019), the firm’s ability to network is contingent on the entrepreneur.

The entrepreneur is therefore, the main networking agent of the firm (Evers et al., 2019). Consequently, this study contends that in EMVs, networking is a function of the entrepreneur and can become a key entrepreneurial competency or capability (Ford and Mouzas, 2020, O'Donnell, 2017).

2.2.1.2 Importance of Networking Capability

Network capability can be regarded as one of the crucial factors that distinguish successful collaborating firms from unsuccessful firms. Networking is not only related to benefits, firms also need to invest a lot of money, time, resources, and effort. However, if the benefits from collaboration surpass the costs, firms can enjoy competitive advantage and achieve higher performance. Each component of network capability can facilitate such an outcome. For example, internal communication helps small firms to avoid redundant processes – when communication functions well bet¬ween functional areas the detection of real synergies between partners becomes easier. In addition, knowing your partners’ potential and having good relational skills and the ability to coordinate partners in supportive interactions could be prerequi¬sites for small firms to proactively develop their performance.

Network ties and relationships can provide motivation, support and encouragement (Szarka, 2014). Networking can lead to increased co-operation between market actors, resulting in new contacts and new business partners and associates, pooling resources and talents together and leading to results which otherwise would not be possible (Dean et al., 2016). Overall networking is seen as positively related with organisational growth (Coviello and Munro, 2014, Hansen, 2014) and may provide a base for competitive advantage (Gilmore et al., 2016, Terziovski, 2017, Braun, 2017). Moreover, firms with networking capability can acquire a strategic position in the network which can help them draw information and learn from a variety of partners. Thus, the ability of the firm to manage and gain from collaborations can become valuable attributes that could help the small firm to achieve competitive advantage. Mitrega et. al (2012) found that networking capability is a key asset for a company's competitive advantage.

2.2.1.3 Networking Capability and Competitive Advantage

Firms are connected in networks of social, professional and exchange relationships (Man et al. 2002). These networks represent an inimitable source of competitive advantage and enable firms to manage resource dependencies, decrease their costs of organizing, and foster knowledge exchange and learning (Baum et al. 2000; Cliquet 2000; Gulati et al. 2000; Windsperger 2004; Goerzen 2007). Efficient coordination of activities inside the firm (i.e., internal coordination through managerial capabilities) as well as activities with external partners of the firm (i.e., external coordination through network capabilities) is important for sustained competitive advantage.

Resources which are embedded in the entrepreneur’s relationship networks involve management skills in terms of the ability to coordinate all these resources (Hernández-Carrión et al. 2017). Top managers of effective entrepreneurial firms are

creating and maintaining alliances, developing products, selecting employees (Eisenhardt 2013), and employing top management styles. As such, they are strategic resources for the firm.

The entrepreneur plays an important influential role in affecting the performance of the firm (Man et al. 2002), and even more if the owner and manager of the small business is the same person. In that case, his personal and professional network ties are a valuable resource of competitive advantage for the small firm (Hernández-Carrión et al. 2017) because they enable access to resources created through the network. In addition, network resources are very often heterogeneously disbursed within the same industry, which makes them difficult to imitate.

2.2.2 Managerial Capabilities

Managerial capability may be defined as the human capability underpinning the competitive advantage of the firm (Barney, 2015). Managerial capability comprises search mechanisms through which the manager seeks to optimize a firm's resource endowments within a framework of bounded rationality (Gavetti and Rivkin, 2020). According to Ho (2008), a managerial capability refers to an organisation's skills, knowledge and experiences, which are used to handle difficult and complex tasks in management and production. The firm's skills, knowledge, and experience to deal with difficult and complex tasks in management and production (Choi and Shepherd 2004) and the ability to choose activities for the production and delivery of products or services to customers in an efficient and effective manner comprise managerial capabilities.

Over time managers within an industry develop experientially based capabilities which enable them to focus attention on strategically important challenges

maximizing their own potential. In changing environments such as occurs in a recovering economy, dynamic managerial capabilities are capabilities through which managers ‘build, integrate, and reconfigure organisational resources and competences’ (Adner and Helfat, 2017: 1020). Management skills allow for the identification of the basic competences, communication to the employees and the employees accepting these basic competences.

EMVs possess characteristics including low levels of formality, a high degree of personal influence of the owner/manager on communication, limited ability to influence their business environment and limited organizational capability for specialization (Barnes et al., 2019). The level of owner dominance is greater than in other firms as the owner plays a key operational role in the day-to-day work of the firm actively influencing employees (Kelliher and Reinl, 2016) and directly interacting with stakeholders (Phillipson et al., 2018). When leading their business, EMVs owners approach human resource management in a primarily informal manner.

Matlay (2014) describes informal recruitment mechanisms and a lack of formality in the management of human resources in a EMVs context.

Similarly, Phillipson et al. (2018) argue that employees have close relationships with the owner/manager in the EMVs as the nature of the relationships emerge from a common social background rooted in a local community with a socialized awareness of the common challenges facing the EMVs. While on the surface, an EMVs structure is simple (Devins et al., 2019), there may be divergent owner and employee interests (Matlay, 2014); although it is also argued the simpler structure offers EMVs a greater ability to develop communication (Walsh et al., 2016). The informality discussed above is also manifest as a lack of formal planning structures (Greenbank, 2016) and

by a lack of desire to engage with management development which may mask relatively sophisticated managerial capabilities which are context specific (Devins et al., 2019). In context this informality is often perfectly rational behavior given that costs of developing new marketing and management systems are both risky and expensive (Cyr et al., 2017) and often unsuitable for the EMVs context (O'Dwyer and Ryan, 2016; Reinl and Kelliher, 2020).

Reflecting the significance of the owner/manager in EMVs setting, the nature of managerial capability is investigated with argument made for the emergence of four categories of EMVs managerial capability, which are leadership, strategic, thinking, people relationships and problem solving. Leadership enables the owner/manager to shape the ways in which organizational members construct meaning (Kruse, 2016, cited in Devins et al., 2019). EMVs leadership is paternalistic in nature as the owner/manager's close social and physical proximity enables a profound degree of influence to be enacted. However, there are challenges in the face of personal responsibility (Oughton et al., 2017) and a sense of stakeholder responsibility (Phillipson et al., 2018).

Leadership can be enhanced where the owner/manager can delegate, releasing the pressures on the owner/manager and simultaneously empowering employees (Kelliher and Reinl, 2016). Further, the process of delegation may enable the cultivation of business responsibility taken by all organizational members. However, owner/managers are challenged by tendencies to hoard power leading to potential neglect of delegation and the cultivation of a leadership style premised on fear and dominance. Strategic thinking manifests as the ability of the owner/manager to reflect on the firm's performance (Liberman-Yaconi et al., 2020). Through temporary disengagement from the operational work of the firm, the owner/manager is able to

inject a degree of imagination into the planning of the firm (Beaver, 2020). Strategic thinking emerges in a social context and depends on the owner/manager's social identity as a 'businessman' (O'Dwyer and Ryan, 2016: 346), an identity motivating and sometimes circumscribing strategic activity.

Owner/managers day-to-day work in the firm enables the evolution of experientially based problem-solving capabilities (Greenbank, 2016). The nature of the problem solving comprises a market sensing capability emerging from the close proximity and deep level of owner/manager customer interaction (Grissemann et al., 2017; O'Dwyer and Ryan, 2016). Market information is sieved in a unique way in micro firms due to the juxtaposition of the strategic and operational work in one person (Greenbank, 2016). Moreover, problem solving is based on deeply embedded intuitive patterns (Cyr et al., 2017) rendering it a potentially difficult to imitate source of competitive advantage.

The nature of the relationships between the owner/manager and people enables the development of a people management capability category. Effective dialogue is enabled with employees leading to the smoothing of conflict (Matlay, 2014). Further it becomes possible to leverage relationships with business advisors through the process of improving owner/manager people skills (Devins et al., 2019). Where the EMVs is embedded in a family context, relationships between the owner/manager and family members may be improved, potentially leveraging the family as a support for the business (Wheelock and Baines, 1998).

For managers to perform their managerial tasks adequately, they must possess firm-specific knowledge which is history-dependent or acquired through learning by doing. These capabilities enable top management teams to face their environment, improve

organizational performance, and maintain and create competitive advantages (Carmeli and Tishler, 2004). The success of the firm will depend on its effectiveness, along with the skills and knowledge of people working in the organization, who establish priorities and belief systems, and guide managers and employees towards the shaping of business resources and competencies (Kor and Mesko, 2013). Boeker & Karichalil (2002), stated that developing managerial capabilities is necessary for growth. Organizations by attaining superior managerial capabilities create the capacity: to create vision, formulate strategies, and make them work by communicating to the workforce (Ahmed, 2017).

Managers must provide a high degree of commitment, clear definition of objectives and adequate financial resources. The relationship between management capabilities and competitive advantage is based on the successful guidance of managers implementing cost reduction, product differentiation or a combination of both. This set of managerial capabilities can become a generator of appropriable incomes and a source of maintenance of competitive advantage. It also helps explain the relationship between strategic decisions and business performance (Helfat and Martin, 2015). Their prior research indicates that the manager's knowledge and skills are the bases of managerial capabilities. The organizations are required to continue investing on developing the knowledge and skills to attain superior managerial capabilities that can be used by the organizations to improve performance.

Managerial behaviors of small entrepreneurial firms promote creativity and risk taking, flat informal structures, and actions toward opportunity exploitation and innovation, whereas non-entrepreneurial managerial behaviors emphasize planning, control, monitoring, evaluation, and formalized organizational structures (Sadler-Smith et al. 2003).

2.2.3 Dynamic Capabilities

According to Teece et al. (2016), dynamic capability is the ability of a firm to reconfigure, integrate and build internal as well as external competences to address rapidly changing environments. Helfat et al. (2020) on the other hand, defined dynamic capabilities as "the capacity of an organization to purposefully create, extend, or modify its resource base." It is also defined as the organizational ability to attain “new forms of competitive advantage by renewing competences – organizational resources – to achieve congruence with the changing business environment” (Wheeler, 2017). Additionally, Eisenhardt and Martin (2016, p. 1107) propose that DC are “the firm’s processes that use resources – specifically the process to integrate, reconfigure, gain and release resources – to match and even create market change.”

Wheeler (2017) defined organizations dynamic capabilities as firm processes that use resources, specifically the processes to integrate, reconfigure, gain and release resources to match and even create market change. Specifically, dynamic capabilities are viewed as the most significant organizational capability helping in the attainment of sustainable competitive advantage over competitors (Coombs and Bierly, 2019; Ogunkoya, Hassan, and Shobayo, 2018). Wang and Ahmed (2020, p. 35) state that DC consist of “a firm’s behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage”

Teece, 2007, defines dynamic capabilities (DC) to encompass the firm’s ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Eisenhardt & Graebner (2007) on the other hand propose that

DC are the firm's processes that use resources – specifically the process to integrate, reconfigure, gain and release resources – to match and even create market change and the organizational and strategic routines by which firms achieve new resources and configurations as markets emerge, collide, split, evolve, and die. Wang and Ahmed (2007) state that DC consist of a firm's behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage. Only dynamic capabilities are the 'ultimate' organizational capabilities conducive to long-term performance (Wang and Ahmed, 2007). Thus, in order to compete successfully firms require dynamic capabilities to be able to deploy their available resources in ways that match the firm's market environment and the changes within (Teece, 2007). DC enables both the exploitation of existing internal and external firm-specific capabilities and developing new one.

Dynamic capabilities are a special type of capabilities. They help firms achieve new resource (asset) configurations in response to market changes. Dynamic capabilities are those that operate to extend, modify or create ordinary capabilities or those that create change (Helfat and Martin, 2015). The dynamic capabilities perspective advances the RBV by emphasizing the dynamic nature of both markets and organizational capabilities. Dynamic capabilities are the capacity of an organization to purposefully create, extend, or modify its resource base in a changing environment.

Dynamic capability is rooted in the resource-based view theory of the organization (Barney, 2015; Eisenhardt and Martin, 2016). This means that in dynamic market environments, resources do not persist over time and hence cannot be a source of sustainable competitive advantage. Only dynamic capabilities are the 'ultimate'

organizational capabilities conducive to long-term performance (Wang and Ahmed, 2020). Organization must therefore, continuously attract, strengthen, and reconstruct competencies to be at par with the dynamic business environment (Teece, Pisano, and Shuen, 2016). Thus, in order to compete successfully firms require dynamic capabilities to be able to deploy their available resources in ways that match the firm's market environment and the changes within (Eisenhardt and Martin, 2016, Teece, 2020). DC enables "both the exploitation of existing internal and external firm-specific capabilities and developing new ones" (Teece et al., 2016, p. 515).

The dynamic capability can be discussed in three dimensions (sensing capability, learning capability, reconfiguration capability). These dimensions are adapted from the work of MacInerney-May (2019). Together these dimensions help the organization to realize the necessity for change, formulate the necessary response to changes in the environment, and apply the right measures to remain competitive (MacInerney-May, 2019). According to Teece (2020), sensing capability constitutes an organization's propensity to notice the changes in the environment based on its current capability. That is, sensing capability has to do with the ability to promptly recognize opportunities in the environment when it presents itself, while also, having the means to monitor threats from the environment (Teece, 2020; Barreto, 2020).

Learning capability is the second dimension of dynamic capability. It refers to the ability to create, acquire and share knowledge to respond to opportunities and threats from the operating environment (Eisenhardt and Martin, 2016; Verona and Ravasi, 2017).

Reconfiguration capability on the other hand, is the organization's potential to generate capabilities to integrate current capabilities (Lavie, 2019; Capron and

Mitchell, 2016). Leornard-Barton (2015) submits that dynamic capabilities of the firm reveal the capacity of the organization to successfully implement actions that will lead to a sustainable competitive advantage. That is the use of creative and innovative ideas to handle any changes in the business environment.

2.3 Entrepreneurial Orientation

Entrepreneurial orientation (EO) is defined as firms' propensity to engage in innovation, risk-taking, and proactive opportunity-seeking (Miller, 2011). Entrepreneurial Orientation also refers to the processes, practices, and decision-making styles of organizations that act entrepreneurially. EO, has been identified as an important driver of firm performance (Gupta & Wales, 2017). EO can contribute to firm performance because it allows firm to capitalise on potential new opportunities and thus remain competitive in the fast-changing market environment (Wales et al., 2013). Emerging research has started to suggest that the levels of the three EO dimensions tend to vary within firms (Kreiser et al., 2013; Dai et al., 2014) and further examined holistically the three EO dimensions, that is, innovativeness, risk-taking, and pro-activeness, based on a configurational perspective (Lisboa et al., 2016; McKenny et al., 2018; Palmer et al., 2019). The reason being that firms constrained by resources may not be able to pursue high innovativeness, risk-taking, and pro-activeness simultaneously as these entrepreneurial activities are resource-intensive.

Firms with high levels of EO tend to constantly scan and monitor their operating environment in order to find new opportunities and strengthen their competitive positions (Keh, et al., 2007). In scholarly literature, many researchers have focused on examining the entrepreneurial traits and activities and their positive effect on performance outcomes (Lumpkin & Dess, 2001). A firm is considered to be

entrepreneurial if it is innovative, proactive and risk-taking. Accordingly, EO can partly explain managerial strategic behaviors that allows firm to outpace the competition by being receptive to innovations, tolerant to risk, and highly proactive to market opportunities (Jiang, et al., 2016). Entrepreneurial orientation (EO) is therefore a distinct aspect of firms' strategic orientation (Hakala, 2011) and is seen as internal firm orientation to develop resources and capabilities (Menguc and Auh, 2008).

Any organization's level of EO can be understood by examining how it stacks up relative to three dimensions: (1) innovativeness, (2) proactiveness, (3) and risk taking. These dimensions are also relevant to individuals. EO can contribute to firm performance because it allows firms to capitalise on potential new opportunities and thus remain competitive in the fast-changing market environment (Hughes & Morgan, 2007; Wales et al., 2013). Any organization's level of EO can be understood by examining how it stacks up relative to three dimensions: (1) innovativeness, (2) pro-activeness, (3) and risk taking. These dimensions are discussed below.

2.3.1 Innovativeness

Innovativeness is the tendency to pursue creativity and experimentation. Some innovations build on existing skills to create incremental improvements, while more radical innovations require brand-new skills and may make existing skills obsolete. Either way, innovativeness is aimed at developing new products, services, and processes. Those organizations that are successful in their innovation efforts tend to enjoy stronger performance than those that do not.

2.3.1.1 Innovativeness and Competitive Advantage

All businesses have to be innovative in order to deal with the competition, which means diversification into new areas as well as improving and upgrading existing

products and services (Kanter, Ingols, Morgan, & Seggerman, 2015). Innovation is one of the main tasks an entrepreneurial firm has to deal with (Kuratko & Hodgetts, 2014). Innovations can be product, process or of organizational direction (Miller & Friesen, 2014; Covin & Miles, 2014).

An innovation is also the outcome of challenges a firm has to deal with and therefore the pursuit of creative or novel solutions to overcome these challenges thus includes the development or enhancement of product and services, technologies for organizational functions as well as administrative techniques (Knight, 2016).

Innovations within in the environment of selling and sales refer to the flexibility and willingness to find new ways of problem solving (Matsuo, 2016). Furthermore innovation is reflected in the actions taken by a firm to engage in and encourage new ideas, experiments or creative processes, thus resulting in new products, services or technologies (Lumpkin & Dess, 2015). Innovation is described as the heart of entrepreneurship and a central characteristic of entrepreneurial behavior (Drucker, 2017). Additionally Covin and Miles (2014) claim firms should only be named entrepreneurial when they are innovative.

2.3.2 Risk-Taking

Risk taking refers to the tendency to engage in bold rather than cautious actions. Risk taking means that a company is engaged in business ventures or strategies where the outcome is highly uncertain (Zahra & Covin, 2014) Taking opportunities with an uncertain outcome can result in financial damages as well as damages to the firm's image (Thom, 1980). To establish and increase a firm's willingness to take risks it is important to create a firm culture which is characterized by learning and experimenting (Haid, 2018). Therefore a high tolerance for failure is necessary which

does not mean to take every risk there is and play with incalculable circumstances (Morris & Trotter, 2014). Risk taking refers more to dealing and solving the risks.

2.3.2.1 Risk-Taking and Competitive Advantage

Morris and Trotter (2014) say that: “Entrepreneurship does not entail reckless decision-making, but rather, a reasonable awareness of the risks involved, and an attempt to manage these risks.” Furthermore the willingness to take risks is strongly liked to innovation. When creating something new the outcome is never certain so risks have to be taken naturally. The more radical the innovation the higher risks have to be taken. (Kotler, 2015). Additionally a proactive orientation of the firm needs a certain willingness to take risks because it is never predictable how exactly the environment develops (Haid, 2018). How high the willingness to takes risks precisely is depends on the goals which the firm sets up for themselves and the internal as well as external constraints which come along (Haid, 2018).

2.3.3 Pro-activeness

2.3.3.1 Pro-activeness and Competitive Advantage

This refers to firms acting future oriented and not only reacting to a situation (Coyne & Subramanian, 2015). It is the tendency to anticipate and act on future needs rather than reacting to events after they unfold. A proactive organization is one that adopts an opportunity-seeking perspective. Such organizations act in advance of shifting market demand and are often either the first to enter new markets or “fast followers” that improve on the initial efforts of first movers. Unfortunately in the literature acting future oriented is not clearly characterized. According to Miller (2013) a firm is proactive when it successfully acts as a first mover and enters a new market with new products or services. It also implies a "hands-on" management style, where the entrepreneur works with employees, customers, suppliers, and others to overcome

obstacles (Morris, Avila, & Teeple, 2014). Pro-activeness is a company's capacity to beat competitors in introducing new products, services, or technologies to the market (Zahra & Covin, 2014).

It may also referred to as how a firm relates to market opportunities in the process of new entry, which is done by taking initiatives and acting opportunistically to shape the environment and influencing or creating trends and new demands (Lumpkin & Dess, 2015). A proactive behavior of a firm therefore is characterized by recognizing opportunities in an early stage. Furthermore the ability to not only recognize opportunities but also to shape and create them as well as facing upcoming risks is part of the ability of a proactive firm (Dumont, 2020). This means a firm which is actively shaping its future position in the market (industry shaping) is considered proactive (Hamel & Prahalad, 2014). According to Hamel and Prahalad (2014) it is necessary for the firm to have first an industry foresight and second to be in power of strategically actions towards the competition to obtain a correlation between the internal strengths of a firm as well as the future market potential.

2.4 Theoretical Framework of the Study

2.4.1 Resource-based View (RBV)

The resource-based view of the firm (RBV) is an internal approach, which takes the firm as the unit of analysis. RBV argues that the competitive advantage of an organization is explained by the distinctiveness of its strategic resources and capabilities. In order to create a competitive advantage, a firm must control physical, human or organizational assets (i.e. resources) that are valuable, rare, inimitable, and non-substitutable. Only resources meeting these four conditions have the potential to generate competitive advantage. A resource is valuable if it can either decrease costs or increase revenue, rare if it is controlled by a small number of competing firms,

inimitable or imperfectly imitable if it is substantially costly and/or difficult to obtain or develop for competing firms (Barney and Hesterly, 2012) and non-substitutable if it cannot easily be replaced by any other strategically equivalent valuable resource.

The Resource-Based view theory (RBV) attempts to explain business performance in terms of the firm-specific skills and resources that are valuable, inimitable, rare, and non-substitutable (Barney 2001). Additionally, it aims to explain the competitive advantage of firms. Further, it focuses on the analysis of firm specific resources and capabilities and brings the firm's resources and capabilities into focus for the question of how firms achieve competitive advantage. The fundamental principle is that the competitive advantage and performance of a firm are based on its resources or resource access. The major advancement of the RBV is that a firm is a bundle of diverse resources and capabilities, which supports the competitive advantage and explains the variance in performance across companies (Conner 2015).

Resources can be tangible or intangible in nature. *Tangible resources* are the physical resources (plants, land, equipment) or financial assets (cash, securities) that can be seen in the firm's financial statements or book values (Grant (2018). Intangible resources consist of knowledge, skills and reputation, entrepreneurial orientation, among others (Runyan et al., 2019). The central affirmation within the RBV is that organizational advantages are enhanced to the extent that an organization possesses strategic resources (Barney 2015, 2016). Consequently, strategic advantages can be reached by firms if they own more resources and/or utilize these resources more efficiently than their competitors. Therefore successful strategies, based on the RBV, target sourcing different kinds of valuable resources from the within and outside the firm.

Resources themselves however, are not sufficient for competitive advantage; an organization needs capabilities, which describe *how they act on these resources*. Capabilities can be defined in terms of resources and result from interactions and coordination between the resources (organizational routines). Thus capabilities are the real source of superior performance. This means that superior performance depends not only on the size of a firm's resource base, but also on the firm's ability to leverage its resources (Hamel and Prahalad 2014), i.e. concentrating, accumulating, complementing and/or conserving resources (Grant 2018).

The RBV is characterized by resource endowments that are heterogeneously distributed; and, capabilities which allow the firm to sustain competitive advantage. Supporting this view, (Martinez, Zamudio & and Gaytan, 2014) indicate that the resources and capabilities of a firm need to be scarce to the industry but relevant to the activities of the firm in order to establish competitive advantage. Therefore, firms should be heterogeneous with respect to resources and capabilities. The RBV stipulate that a firm is a collection of heterogeneous resource, where tangible and intangible assets are semi-permanently tied to the firm. According to Ziggers & and Tjemkes (2010), the RBV conceptualizes resources and capabilities into two lines. One line broadly defines resources and includes all assets, capabilities, processes and knowledge. Second line distinguishes resources from capabilities (Lu, Zhou, Bruton, & and Li, 2010), where resources are lists of tangible or intangible assets such as physical, financial, information, technology, human and brand, whilst capabilities refer to the ability of a firm to absorb, integrate and transform internal and external resources into competitive advantage. Resources can grouped into several categories which are physical, financial, human and organizational. However, those resources may not be generalizable to all types of firms.

Basically, RBV describes a firm in terms of the resources that firm integrates. In this sense, this theory defends that, under imperfection of markets exists a diversity of firms and a variation in the specialization degrees that provokes a limited transfer of resources which present type, magnitude and different nature (Amit and Schoemaker, 2013). Therefore, the main reason for firms' growth and success is within the firms, that is, firms with resources and superior capabilities will build up a basis for gaining and sustaining competitive advantage (Peteraf, 2013). Capabilities can be defined as the ability of a firm to perform its task which is related either directly or indirectly to its input-output process. They are as a set of coordinated resources oriented toward purpose attainment. Hence, they are rooted in firms' resources and processes, they are difficult to observe and imitate, and as such they are becoming a source of competitive advantage. Within the RBV the emphasis is thus on firm-specific resources, not on market and industry characteristics.

According to RBV, it is significantly easier to exploit new opportunities using resources and competencies that are already available, rather than having to acquire new skills, traits or functions for each different opportunity. These resources are the main focus of the RBV model, with its supporters arguing that these should be prioritized within organizational strategy development. This is illustrated in the Fig. 2.4 below:

Figure 2.5 The RBV Model
Source: Ovidijus, 2017

This theory is particularly relevant to the present study, which sought to examine how entrepreneurial capabilities influenced the competitive advantage of Event Management Ventures in Kenya. Specifically, the RBV theory supports objectives 1, 2 and 3 of the study, which looked at the influence of networking, managerial and dynamic capabilities on the competitive advantage EMVs. Capabilities are one of the strategic resources of an enterprise and depending on how these capabilities are utilized and positioned they can give an enterprise a competitive edge in the market.

2.4.2 Network Theory/approach

Based on this approach, organizations develop out of personal networks (Johannisson, 2015, 2016; Larsson and Starr, 2013; Taylor, 2014). Then, the entrepreneurial career is considered as a set of interlocking ventures that are embedded in the personal network of the entrepreneur (Johannisson, 2017). The broad image of entrepreneurship, as independent entrepreneurship – creation of a new firm – or as Corporate

Entrepreneurship (CE) – birth of new business or innovative projects within existing organizations – can be perceived as the successive enactment of venture opportunities continuously produced by the personal network. Further, entrepreneurship may be associated with those ties in the overall personal network that the entrepreneur or intrapreneur establishes and maintains in order to identify opportunities.

The concept of networks suggests collections of actors joined together by a certain type of relationship (Aldrich and Zimmer, 2014; Johannisson, 2017; 2016a, b). Concretely, the ideal type of network advocates a truly symmetrical relationship between all the individuals involved to share useful information/knowledge with other members, achieve mutual understanding, and develop a firm base for mutual trust that may eventually lead to collaboration to achieve actors' individual as well as collective goals (Birley, 2016; Boojihawon, 2020; Granovetter, 2016; Johannisson, 2017, 2017; Sjostrand, 2015, 2014; Witt et al., 2018). Within firms, the networks consist of all the relations between owners, managers and employees, as they are structured by patterns of coordination and control (Dubini and Aldrich, 2015) which may influence the potential trust and outcomes of embeddedness.

This theory supports objective 1 of the study, which looked at the influence of networking, capability on the competitive advantage EMVs. According to this theory an entrepreneur's own networks are useful for the business in that from those networks the entrepreneur may connect with other entrepreneurs, get links to a broad range of suppliers, access information about competitors, build business partnerships and also access profitable markets. Therefore, networking in itself is a valuable tool in the hands of an entrepreneur and the enterprise at large. This challenges entrepreneurs to form meaningful and useful business networks as these networks may turn out to propel the enterprise to the next higher level business wise.

2.4.3 Dynamic Capabilities Approach

The dynamic capabilities (DC) approach of competitive strategy attempts to explain how organizations adapt their capabilities and gain competitive advantage in continually changing environments (Eisenhardt and Martin 2016, Teece et al. 2016). The approach assumes that capabilities are deeply embedded learning structures in the social fabric of the firm enabling the firm to cope proactively with change (Winter, 2017). According to Teece and Shuen (2016), these 'dynamic capabilities' reflect a company's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions. Dynamic capabilities, which are underpinned by organizational routines and managerial skills, are the firm's ability to integrate, build, and reconfigure internal competences to address, or in some cases to bring about, changes in the business environment (Teece, 2018).

In this view, the company's competitive advantage lies mainly in its dynamic capabilities, which refer to the capacity to build, renew and reconfigure capabilities and competences so as to achieve congruence with the changing business environment (Kylaheiko et al., 2017). The dynamic capabilities perspective advances the RBV by emphasizing the dynamic nature of both markets and organizational capabilities (Helfat and Peteraf, 2017). Dynamic capabilities are the capacity of an organization to purposefully create, extend, or modify its resource base in a changing environment (Helfat et al., 2016, Teece, 2020). Competitive advantage in the dynamic capability view (DCV) involves organizational/companies' ability to adapt to environmental change through building, renewing and reconfiguring capabilities and competences (Teece et al., 2016).

Dynamic capabilities are a key factor in firm competitiveness through sensing, seizing and reconfiguring (Teece et al., 1997). A firm's dynamic capabilities are its ability ''to

renew itself in the face of a changing environment by changing its set of resources" (Danneels, 2010, p. 1). They can be divided into these capabilities: "(1) to sense and shape opportunities and threats, (2) to seize opportunities, and (3) to maintain competitiveness through enhancing, combining, protecting, and when necessary, reconfiguring the business enterprise's intangible and tangible assets" (Wilden et al., 2013).

Romme et al. (2010) stated that dynamic capabilities can enhance an organization's ability to change and adapt to new environmental requirements. In a changing environment, therefore, dynamic capabilities are a necessary resource to sustain competitive advantage (Braganza et al., 2017). While the resource-based view involves issues addressed to existing resources of the firm, the dynamic capabilities view concerns the reconfiguration of existing resourses and the creation of the new recourses (Helfat and Peteraf, 2003; Schilke, 2014). Dynamic capabilities promote changes in the existing firm's resourse base (Schilke, 2014) and thus lead to competitive advantage for the firm. Therefore, dynamic capabilities assign a prominent role to the firm's strategic leadership in the nurturing and building of dynamic capabilities critical to the value generation process.

Dynamic capabilities theory explains the contribution of dynamic capabilities to the competitive advantage of Event Management Ventures in Kenya. Dynamic capabilities affirm that enterprises need to adapt their competencies to the changing business dynamics on a day to day basis so at to remain competitive and ahead of the market. According to this theory, only the enterprises that are able to build, renew and reconfigure capabilities and competences in the dynamic business environment will attain a competitive position in the Events sector.

2.5 Events and Events Management

Events refer to public gathering of populace art at a determined time and place. The purpose for staging an event can be increase in business profitability, celebratory, entertainment, and community causes among others. The most popular events include conference & exhibition, corporate events & seminars, promotion & fundraising, music & art performance, sports, festival, trade shows, and product launch. The key stakeholders within the events market are corporate organizations, public organizations & NGOs (Research, 2022). The initial stage of a major event involves understanding the audience and their behavior that excites and emotionally engages them. The final stage involves conducting events, such as music concerts, sports, exhibitions & conferences, seminars, and others, appropriately.

According to Surve (2019), event management is the process of analyzing, planning, marketing, producing and evaluating an event. It is a different way of promoting a product, service or idea. If an event is managed efficiently and effectively, it can be used as a very powerful promotional tool to launch or market a product or service. It requires certain core values to be deployed to every element, process and decision to justify professional approach and achieve effective and efficient results. It can be delivered by an individual or a group of individuals or a company who specializes in planning and organizing events.

The number of people involved in organizing an event depends upon the size and scale of the event. While organizing a small party may require only one or two people, organizing a very large event like the Olympics may require several thousand people. A typical trade show has following event professionals: Event Manager, Event Planner, Event Coordinators, Information manager, Logistic manager (Surve, 2019). Most weddings, music launches, concerts, office parties, or themed birthday

celebrations these days aren't simple events anymore but require the intervention of a specialized type of services collectively known as event management. Event management is one of the most effective marketing communication tools that an organization can employ to create awareness of the organisation, its products and services, and its brand.

2.5.1 Event Management Ventures (EMVs)

Event management business has and continues to gain more attention among scholars owing to the exponential growth witnessed in the events industry in the recent past (Korir, 2018). Commentators like Abson (2017) go as far as asserting that event management is a field of industrial practice, which involves the organization and coordination of the activities required to achieve event objectives. Broadly, the events sector can be seen to consist of the following categories: business or corporate events, leisure events, cultural events and hospitality events.

2.6 Conceptual Framework of the Study

In this section the conceptual framework of the study is presented (figure 2.6). The framework models the relationship between entrepreneurial capabilities, entrepreneurial orientation and competitive advantage of EMVs in Kenya. The framework assumes that networking capability, managerial capability and dynamic capability influence the competitive advantage of EMVs in Kenya. The figure also illustrates the moderating effect of Entrepreneurial Orientation on the Relationship between Entrepreneurial Capabilities and Competitive advantage of Hospitality Event Management Ventures in Kenya.

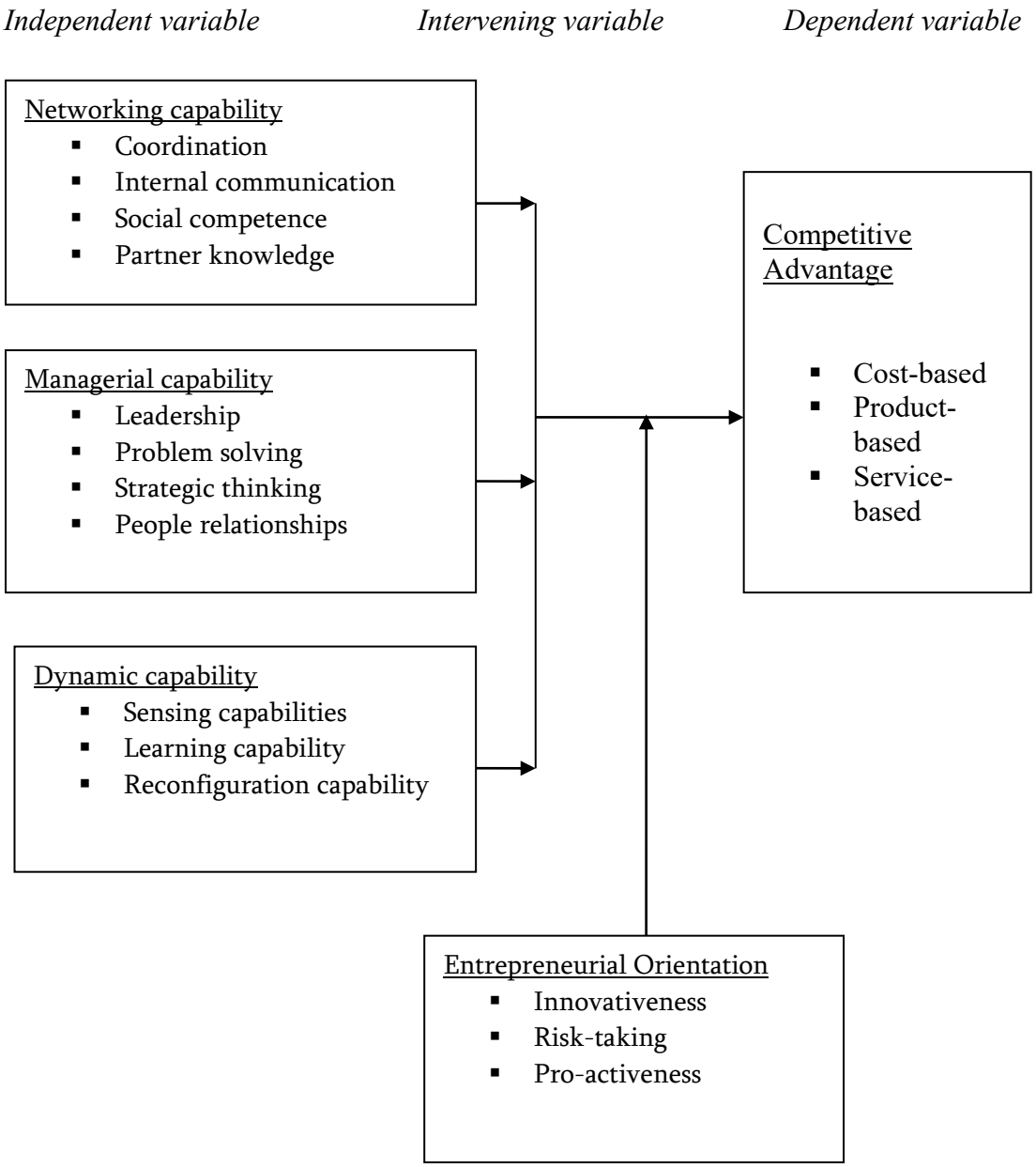


Figure 2.6: Conceptual Framework of the Study
Source: Adopted and Modified from Walter et al. (2019); Whetten and Cameron (2019); Wang and Ahmed, 2020; Rauch & Wiklund, 2016 & Thatte(2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter presents the research methodology for the study based on the following: the study area, research paradigm, research design, target population, sampling design and sample size, data collection, measurement of variables, validity and reliability of instruments, methods of data analysis, and ethical considerations.

3.1 Study Area

Kenya is a natural resource dependent country with about 75 percent of its population depending on natural resources. The main productive sectors are agriculture, livestock, horticulture, wildlife based tourism, forestry, and fisheries (UNDP and GOK 2017; AFIDEP and PAI 2019). Small and Medium Enterprises (EMVs) form an important part of a country's economy. In Kenya, they are estimated to contribute up to 20% of the GDP and substantially to employment creation. It is estimated that in Kenya, 80% of job opportunities are provided by the EMVs (Miller and Nyauncho, 2018). Other contributions of EMVs to the economy are through tax base expansion and driving innovation (Katua, 2018).

The study covered four counties, namely, Nairobi, Nakuru, Kisumu and Uasin Gishu Counties. The study was undertaken in major towns within selected counties in Kenya with the main justification that most EMVs in the hospitality sector specifically Event Planning & Management companies are established in the cities and towns found in the counties selected thereof. For example, of the 4 counties, Kisumu, Nairobi and Nakuru counties are homes to Kenya's 3 out of 4 cities in Kenya namely Nairobi City, Kisumu city and Nakuru city respectively.

3.1.1 Nairobi County

Nairobi is the capital and largest city of Kenya. The city and its surrounding area also form the Nairobi County. The name "Nairobi" comes from the Maasai phrase *Enkare Nyirobi*, which translates to "the place of cool waters". However, it is popularly known as the "Green City in the Sun" and is surrounded by several expanding villa suburbs. The people of Nairobi are popularly nicknamed 'Nairobians'. Founded in 1899 as a simple rail depot on the railway linking Mombasa to Uganda, the town quickly grew to become the capital of British East Africa in 1907 and eventually the capital of a free Kenyan republic in 1963. During Kenya's colonial period, the city became a center for the colony's coffee, tea and sisal industry. Nairobi is also the capital of the Nairobi Province and of the Nairobi District. The city lies on the Nairobi River, in the south of the nation, and has an elevation of 1795 m above sea-level.

Nairobi is the capital and largest city of Kenya. The city and its surrounding areas form Nairobi County. Nairobi covers an area of 692km^2 at about 1,661m above sea level. It has a population of approximately 3,183,295 (National census, 2016). Tourism is an important part of the Nairobi economy. With a well-developed system of hotels and top-rate tour companies, tourism has become the country's second largest foreign exchange earner. Trips to Kenya‘s impressive game parks and beautiful coast are arranged in the city. Tours of the city itself also can be arranged; tours of central Nairobi normally include visits to the Parliament Building, the City Market, and the National Museum. Trips to Nairobi National Park, the Giraffe Center, and the Karen Blixen Museum are also popular. The city offers a well- developed infrastructure, excellent hotels, and fine food. Nairobi has been host to numerous international conferences, conventions and meetings. Nairobi has a very wide range of

accommodation to suit all budgets, tastes and interests. It is home to a full range of hotels, guesthouses, serviced apartments, hostels, home stays and more.

Nairobi County is the largest contributor to Kenya's gross domestic product (GDP) at 27.5% based on the Gross County Product (GCP) 2023 report. It host Nairobi, the capital city of Kenya; which is strategically important as the epicenter of financial and technology services in the East African Region

3.1.2 Nakuru County

Nakuru County is a county in Kenya with a population of 1,603,325. The capital and largest town is Nakuru, although Naivasha is another major significant urban center. The County sits at the centre of the great road from Mombasa to Nairobi all the way through Nyanza opening Kenya to East and Central Africa, thus Nakuru is strategically located and favorable for investors, a factor that gives this county a great impetus for great socio-economic growth. Nakuru City, the headquarters of the county, is the fourth largest urban center in Kenya after Nairobi, Mombasa and Kisumu.

In addition, it is the fastest growing town in East and Central Africa according to a recent study by UN-Habitat. Other major towns in Nakuru are Naivasha, Molo, Gilgil, Njoro, Maai Mahiu, Subukia, Dundori, Salgaa, Mau Narok, Bahati, Rongai and Olenguruone. Naivasha is ranked number one non-capital investment destination in Africa as well as the fourth investment destination in Africa after Dar es Salaam, Kampala and Kigali. There are numerous opportunities for investment in meetings, incentive travels, conferences and exhibitions (MICE) in Nakuru County. MICE contributes Ksh. 4.55 billion to the national economy and going by the ranking of

Nakuru County nationally on MICE, a substantial share of this revenue ends up in Nakuru and there are more opportunities for this.

Nakuru County has a strong economy with a gross value added (GVA) higher than the national average growth rate, driven by agriculture, tourism, and a growing financial services sector. Despite this, it faces challenges like poverty (at 39.4%) and youth unemployment (around 36%). The county's economy, which includes the recently designated city of Nakuru, shows steady growth and has the potential for increased revenue, though it has also experienced financial issues and the need for greater diversification.

3.1.3 Kisumu County

Kisumu County is one of 47 counties in the Republic of Kenya and, is located in western Kenya, far from the nation’s capital. Its headquarters is Kisumu City. The city of Kisumu, on the shores of Lake Victoria, has historically functioned as a major center of Western Kenya commerce. Fishing, sugarcane farming, and rice farming are the county’s principal industries. Kisumu city is the major commercial center in Western Kenya. Service industries like wholesale & retail trade, bicycle repair, car repair, entertainment centers and low scale IT services abound within and outside the city. Several banks have their regional offices in the city, servicing the entire western Kenya region.

Kisumu County is fast developing into a major tourist destination in the Western Tourism Circuit of Kenya. Replete with great scenery and diversity concentrated within a relatively small area, Kisumu County's tourism sector is expected to experience a major boom. Kisumu International Airport has been upgraded and now has the potential to be an entrepôt for the entire region and it is expected that this will

be a major boon for the industry in the county. Tourist infrastructure, like hotels and lodges, are now springing up in many places. Kisumu County is a member of the Lake Region Economic Bloc (LREB) and is one of the six economic Blocs.

The county is classified as a non-ASAL county with less than 10 per cent aridity levels. It is also one of the four cities in Kenya and is largely urban. Kisumu County occupies a total land area of 2085.9 km^2 and has seven Sub-Counties namely: Kisumu East, Kisumu West, Kisumu Central, Muhoroni, Nyando, Seme, and Nyakach. The services sector dominates the county gross value addition with a large share of transport and storage services. Agriculture is characterised by cattle and goat for meat, milk production, a somehow diversified poultry farming and apiculture that has unexploited potential. In industry, manufacturing is the largest dominated by food products and textile. Services sector employs most of the workforce in the wholesale and retail trading which is generally informal with retail sale of food, beverages, and tobacco products dominating. In agriculture, employment is highest in crop production while in industry manufacturing takes the largest share.

3.1.4 Uasin Gishu County

Uasin Gishu County is one of the 47 counties of Kenya, located in the former Rift Valley Province with a size of 3218 km^2. The county has a population of 894,179 people. The county has a cool and temperate climate and is located on a plateau. The city of Eldoret, the largest population center, is the capital, administrative and commercial center of Uasin Gishu County. Eldoret is a major commercial center in western Kenya. Service industries like wholesale & retail trade, auto repair, entertainment centers and various IT services abound within and outside the town. Tourism, sports tourism in particular, is a growing sub-sector in the county - the result of long term performances by athletes from the region.

Uasin Gishu County has a steady economic growth, contributing significantly to Kenya's national economy through its strong agricultural sector, which earns it the nickname "the bread basket" for its large-scale production of crops like wheat and maize, and dairy. However, the county faces challenges like poverty levels at 40.4% and issues such as milk spoilage and limited farmer guidance, which impact economic potential. The good infrastructure within the County including the Eldoret International Airport and the two airstrips allow tourists to connect to the region with ease. The County has a strategic global geographical location offering its residents and visitors exceptional tourism experiences. Tourism opportunities in the County include: Sports Tourism, Agro-tourism, Home stays and Eco-tourism. The County headquarters, Eldoret city, is well known worldwide as the “City of Champions” because majority of re-known athletes have invested and reside there.

3.2 Research Paradigm

A paradigm is a set of propositions and beliefs held by researchers about the conduct of their work, the structure of what they study, the nature of their findings, how these findings are to be fitted together and the social meanings of the resulting statements (Easterby-Smith, Thorpe and Lowe, 2015; Blaikie, 2013; Hussey and Hussey, 2016). A research paradigm is characterized by the way proponents respond to four basic questions i.e. the ontological, epistemological methodological and the axiological questions. Ontology encompasses essential questions about reality; how the world is perceived, and the nature of reality. Epistemology is concerned with ‘how we know’, and basically the nature of the relationship between the researcher and the respondents. Methodology on the other hand is about how the researcher goes about finding out knowledge and the process of gathering information by the researcher.

Axiology is concerned with how knowledge is valued and how values (beliefs) influence the research process.

3.2.1 Positivist Paradigm

The positivist paradigm defines a worldview to research, which is grounded in what is known in research methods as the scientific method of investigation (Fadhel, 2017). Positivism is concerned with uncovering truth and presenting it by empirical means (Henning, Van Rensburg and Smit, 2018, p. 17). According to Walsham (2014b) the positivist position maintains that scientific knowledge consists of facts while its ontology considers the reality as independent of social construction. It is associated with quantitative research and involves hypothesis testing to obtain "objective" truth. A positivist approach emphasizes experimentation, observation, control, measurement, reliability and validity in the processes of research. This implies a quantitative approach. Positivists argue that the scientific research method produces precise, verifiable, systematic and theoretical answers to the research question or hypothesis. For this study, the use of this paradigm independently was not sufficient.

3.2.2 Interpretivist Paradigm

This approach makes an effort to 'get into the head of the subjects being studied' in order to speak, and to understand and interpret what the subject is thinking or the meaning s/he is making of the context (Guba & Lincoln, 1989). Emphasis is placed on understanding the individual and their interpretation of the world around them. Hence, the key ideology of this paradigm is that reality is socially constructed (Bogdan & Biklen, 1998). The interpretivist paradigm believes that reality is multi-layered and complex and a single phenomenon can have multiple interpretations. Interpretivism pays attention to and value what people say, do and feel, and how they make meaning of the phenomena being researched. Interpretivism proposes that there are multiple

and no single realities of phenomena and that these realities can differ across time and place. Therefore this paradigm is also referred to as constructivist paradigm. It is associated with qualitative research and is used to obtain an understanding of the word from an individual perspective. This paradigm was not used independently for this study as the study had quantitative aspects.

3.2.3 Pragmatic Paradigm

Pragmatic paradigm was formulated among philosophers who argued that it was not possible to access the 'truth' about the real world solely by virtue of a single scientific method as advocated by the positivist paradigm, nor was it possible to determine social reality as constructed under the interpretivist paradigm. These philosophers (Alise & Teddlie, 2020; Biesta, 2020; Tashakkori and Teddlie, 2017a, and 2017b; Patton, 2014) argued that there was need for approaches to research that could be more practical and pluralistic approaches that could allow a combination of methods that in conjunction could shed light on the actual *behavior* of participants, the *beliefs* that stand behind those behaviors and the *consequences* that are likely to follow from different behaviors. This gave rise to a paradigm that advocates the use of mixed methods as a *pragmatic way* to understand human behavior – hence *Pragmatic paradigm.*

Pragmatic paradigm advocates a *relational epistemology* (i.e. relationships in research are best determined by what the researcher deems appropriate to that particular study), a *non-singular reality ontology* (that there is no single reality and all individuals have their own and unique interpretations of reality), *a mixed methods methodology* (a combination of quantitative and qualitative research methods), and *a value-laden axiology* (conducting research that benefits people). The Pragmatic paradigm advocates the use of both qualitative and quantitative research methods according to

need (Creswell (2017). This study therefore adopted pragmatic paradigm as it allowed the use of both qualitative and quantitative methods of research.

3.3 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy as procedure (Kothari, 2018). The study employed descriptive and sequential explanatory research designs respectively in order to establish the relationships between entrepreneurial capabilities, entrepreneurial orientation and competitive advantage of EMVs in the hospitality sector in urban centers within selected counties in Kenya.

Sequential explanatory research design is characterized by the collection and analysis of quantitative data in a first phase of research followed by the collection and analysis of qualitative data in a second phase that builds on the results of the initial quantitative results. This design uses quantitative results to inform the selection of participants or topics for the subsequent qualitative phase, which provides a deeper understanding of "why" the quantitative results occurred. Weight typically is given to the quantitative data, and the mixing of the data occurs when the initial quantitative results informs the secondary qualitative data collection (Creswell & Creswell, 2018).

This research design was suitable because the study was a mixed method research and therefore the design allowed the researcher to identify patterns, relationships among variables in the study. Additionally the design allowed the researcher use qualitative data to explain the results of the quantitative data. The researcher was able to explore quantitative findings in more depth by use of qualitative data. The design enabled the

researcher to answer research questions that could not have been answered fully by either quantitative or qualitative methods alone.

Descriptive research design on the other hand enabled the researcher to collect data from respondents in order to determine how EMVs in the hospitality sector gain competitive advantage using entrepreneurial capabilities and competences. Further, the designs helped describe how entrepreneurial capabilities give EMVs in the hospitality sector a competitive advantage. Additionally, descriptive research helped obtain insights on variables under study.

3.4 Target Population

A population is the entire group of individuals, events or objects having common observable characteristics (Mugenda and Mugenda 2014). Target population refers to the group of people or study subjects who are similar in one or more ways and form the subject of the study in a particular survey (Kerlinger, 2003). Target population of a study is a group of individuals taken from the general population who share common characteristics and can be used to generalize certain phenomena. The main target unit for analysis of the study comprised entrepreneurs and managers of 310 Event management ventures within Nairobi (205), Nakuru (40), Kisumu (25) and Uasin Gishu (40) counties in Kenya. Event management ventures offer services such as social and corporate event planning, floral design and décor styling, entertainment and arts, tents and chairs hiring, consultancy services, event furniture, flower supply and arrangement, venue hire, outside catering and, cake baking.

3.5 Sampling

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected.

The individuals selected will form the sample of the study (Mugenda & Mugenda 2014). Sampling means selecting a given number of subjects from a defined population as representative of that population. The purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. Sampling involves drawing of a target population for observation. It is appropriate when it is not feasible to involve the entire population under study.

3.5.1 Sample Size Calculation

According to Taherdoost (2016), in order to generalize from a random sample and avoiding sampling errors or biases, a random sample needs to be of adequate size. This is because what is important is the absolute size of the sample selected relative to the complexity of the population, the aims of the researcher and the kinds of statistical manipulation that will be used in data analysis. This study employed the formula below to obtain its sample size as advanced by Yamane (1967:886):

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the required sample size, N is the population size, and e is the margin of error (0.05). The study assumed 95% confidence level and 5% margin of error. Bartell et al. (2016) suggest that researchers should use 50% as an estimate of P, as this will result in the maximization of variance and produce the maximum sample size. Hence the sample size for the study was 230.

Table 3. 1: Sample size Determination

		Variance of the population P=50%
		Confidence level =95% ***Margin of error = 5***
Population Size		**Sample size**
Nairobi County	205	135
Kisumu County	25	23
Uasin Gishu County	40	36
Nakuru County	40	36
TOTAL		**230**

Source: Researcher, 2019

3.5.2 Sampling Techniques

Sampling is the process of deriving a sample from a given population. Sampling technique is identified as a strategy through which the researcher selects the most ideal individuals to participate in the study. This is done with the keen understanding of the characteristics of the population including size, distribution and other features that distinguish the elements in the population to ensure all aspects of a population are captured in the selected sample (Korir, 2017). In essence, a sampling technique allows a researcher to identify a sample which can be easily managed by the researcher. The study employed multiple sampling techniques from the targeted population.

Purposive sampling was used to select Event Management companies in the four counties based on the products and services they offer. The researcher listed down a list of companies operating in the four counties (refer to Appendix IV). This technique was used because the study required insights from entrepreneurs and managers of EMVs who are ideally specialized skills, knowledge and, experience in events management. In addition the researcher was keen on acquiring a detailed understanding of the entrepreneurial capabilities of entrepreneurs in the events sector and, how it relates to competitive advantage of their enterprises (EMVs).

Stratified sampling technique was then used to on the event management companies listed down. Stratified sampling was appropriate as it enabled the researcher to represent not only the overall population but also key sub-groups of the population. The strata was based on specific product and services the companies offer such as venue hire, flower supply and arrangement, décor, event planning and management, cake design, entertainment, ushering services and equipment hire. Simple random sampling was finally used to obtain the respondents for the study whereby all owners and managers of the selected companies were nominated. Entrepreneurs were selected purposively based on the length of existence of their EMVs with preference for the old ventures. Stratified random sampling was appropriate as it enabled the researcher to represent not only the overall population but also key sub-groups of the population. Simple random sampling is viewed as a technique that gives each member of the population equal chances.

3.6 Data Collection

This section discusses the data types, data sources and data collection instruments that were used in the study.

3.6.1 Data Sources

Both primary and secondary data sources were utilized for the study. Primary data was collected from the owners and managers of Event Management Companies selected for the study. Entrepreneurs of companies that have been in operation for over five years served as key informants of the study. Secondary data was obtained from a review of books, journals, documents, publications, previous studies and the internet.

3.6.2 Data Collection Instruments

The study utilized questionnaires and interview schedules for data collection. The questionnaires were administered to managers of Event Management companies selected for the study. The interview schedules were used to obtain information from entrepreneurs who own the event management companies as well as entrepreneurs of companies that have been in operation for more than 5 years. As key informers of the study, the entrepreneurs provided more information to enable an in-depth understanding of the concept of competitive advantage in EMVs.

3.6.2.1 Questionnaires for Managers

Questionnaires are a collection of items to which a respondent is expected to react usually in writing (Kothari, 2018). Questionnaires were considered appropriate for this study as they allowed the researcher obtain information from a large sample. 230 questionnaires consisting of closed-ended and open- ended questions were self-administered to managers of the selected Event Management Companies. The questionnaires managers of EMVs (Appendix II) were divided into sections bearing indicators of demographics, networking capabilities, managerial capabilities, dynamic capabilities, entrepreneurial orientation and competitive advantage. The first section collected data pertaining to Managers of Event Management Ventures general information. The Managers of EMVs demographic characteristics and characteristics of EMVs such as years of operation and ownership structure were used to describe the nature of EMVs. The second section gathered information pertaining to Networking Capability of the Managers and the Event Management Ventures they are in charge of. The third section examined the availability of managerial capability in Managers and the Event Management Ventures they supervise. The fourth section concentrated on the possession of dynamic capability by Managers and the Event Management

Ventures they are in charge of. The fifth section sought information from managers of Event Management Ventures on the entrepreneurial orientation of their enterprises. Finally, the sixth section focused on the concept of competitive advantage in the selected Event Management Ventures. Data was collected using a 5-point Likert–type scale (1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent).

3.6.2.2 Interview Schedule for Entrepreneurs

An interview refers to person-to-person verbal communication which one person asks the other questions to elicit information or opinions (Kothari, 2018). Interview schedules are sets of questions that the interviewer asks when interviewing. They are used to standardize interviews so that interviewers ask the same questions in the same manner. An interview schedule for Entrepreneurs (Appendix III) was designed specifically for purposes of obtaining insightful information on the growth, survival and competitiveness of their ventures over the years.

Semi-structured interview schedules were used to obtain information from entrepreneurs who own event management companies that have been in operation for more than 5 years. As key informants, they provided more information to enable a further understanding of the concepts of entrepreneurial capabilities, entrepreneurial orientation and competitive advantage of Event Management Ventures. A total of 15 interviews were conducted on the five key constructs of the study namely; networking capability, managerial capability, dynamic capability, entrepreneurial orientation and competitive advantage. The interviews were conducted on a face to face approach and lasted for about 40 minutes.

Interviews help obtain accurate information from respondents. Additionally they provide in-depth information which is not possible to obtain using a questionnaire. They give room for clarification of questions where necessary hence respondents can give more information that is complete and honest. Further, interview schedules yield higher response rates as compared to questionnaires hence their appropriateness for this study. On the flip side, interviews are costly as researchers have to travel to meet respondents. A researcher has to be skilled in communication and interpersonal relations in order to be successful with interviews. Interviews are best suited for smaller samples as they consume a lot of time (Mugenda & Mugenda, 2017).

3.6.3 Data Collection Procedures

Both quantitative and qualitative data were collected using questionnaires for quantitative data and interview schedule for qualitative data.

3.6.3.1 Quantitative data

The researcher designed the data collection instruments appropriately in order to achieve all the objectives of the study. To achieve this, literature was reviewed in areas related to the study and consultations made with experts. The data collection instruments were pre-tested in Nakuru county using 25 respondents who formed part of the sample size for the study. Before commencement of the data collection process, the research assistants were trained on data collection techniques, specifically on issues such as research ethics, researcher-respondent relationship among others. The researcher personally took the research assistants through the entire questionnaire to ensure that they understood it well enough before commencement of the exercise. The research instruments were issued to respondents individually with the aid of 5 research assistants.

Questionnaires were self-administered due to the large sample size of the study, distribution of respondents in different geographical areas and, their convenience. To ensure all questionnaires were dully filled and questions answered correctly, the research assistants went through them to ensure that all questions had been answered before collecting the questionnaire from the respondents. On completion of the exercise, all returned questionnaires were checked for completeness before the data entry and analysis commenced. Data collection took four months during which time the researcher and research assistants converged every week to review the progress made.

3.6.3.2 Qualitative data

Qualitative data was collected using interview schedules. One interview schedule was pretested using an entrepreneur from Nakuru County. For the interviews, a total of 15 were conducted on three entrepreneurs from Nakuru County, two from Kisumu County, four from Uasin Gishu County and six from Nairobi County. The interviews took a maximum of forty minutes each. Responses gathered during the interviews were grouped into themes and the frequency with which that topic was mentioned was recorded. Open coding was used during the first phase of analysis. Open coding is the process of breaking down, examining, comparing, conceptualizing and categorizing data. Open coding occurred during data collection as the researcher reviewed the data and searched for recurring words, themes or concepts and grouped them concurrently with the interview. This type of coding is preliminary coding and may describe a word or a theme contained in a series of paragraphs.

3.7 Measurement of Variables

This study consisted of three sets of variables; independent variables, dependent variable and moderating variable. Each variable had sub-dimensions identified from literature review which serve as measures for each construct.

3.7.1 Entrepreneurial Capabilities

Entrepreneurial capabilities were the independent variables which included networking capabilities, managerial capabilities and dynamic capabilities.

Networking Capability

Entrepreneurial networking capability has been defined as the set of activities and routines implemented by the entrepreneur with the aim of initiating, establishing, maintaining and leveraging relationships for the benefit of the firm((Ritter and Gemünden, 2017b, Ritter et al., 2017, Walter et al., 2019, Mitrega et al., 2019). NC was categorized into 4 main sub- dimensions namely: Coordination, internal communication, relational skills and partner knowledge. These 4 sub-dimensions were measured using 18 items as shown below in Table 3.2.

Table 3. 2: Measures of Networking Capability

Coordination
• We coordinate with other firms
• We analyze what we would like and desire to achieve with each service provider
• We discuss with other service providers how we can support each other
• We develop relations with each service provider based on what they can contribute
Partner Knowledge
• We know other service providers' markets
• We know other service providers products/procedures/services
• We know other service providers' strengths and weaknesses
• Other service providers support us in crisis
Social Competence
• We build good relationships with business service providers
• We deal flexibly with other service providers
• We are open to new relations with new service providers
• We have the ability to initiate a relationship with new service providers
• We are alert to finding new service providers and maintaining relationships
Internal communication skills
• When errors are made, we don't blame one another as service providers but share responsibility
• Our managers and employees give feedback to each other
• We have meetings as event management service providers
• Our employees develop informal contacts among themselves
• We solve problems constructively with other service providers

Source: Adapted and Modified from Walter et al., 2019

Managerial Capability

Managerial capability (MC) may be defined as the human capability underpinning the competitive advantage of the firm (Barney, 2015). MC was discussed under four categories namely; leadership, strategic, thinking, people relationships and problem solving. These 4 categories were measured using the following 9 items in Table 3.3 below.

Table 3. 3: Measures of Managerial Capability

Leadership
• I have a strong desire for self-achievement as a manager • I am full of passion to entrepreneurship as a manager • My goal is to influence other employees to perform • I appreciate diverse views from other superiors, peers and employees • My leadership style is transformational in nature • As a manager I am not satisfied with the status quo, and am always willing to accept the challenge
Problem Solving
• Our firm is full of confidence even in the face of diversity • Our firm endeavors to solve problems within a short time • Our firm has structures and systems to solve problems • Our firm is capable of resolving any complications arising in the business. • Our firm is adaptable to uncertain environments
Strategic Thinking
• Our firm has core resources to seize business opportunities • Our firm pays attention to the latest cutting-edge technology in the industry and related industries. • Our firm encourages development of new ideas and solutions from employees • Our firm invests time and effort in generating ideas and initiatives • Our firm executes new ideas to success
People Relationships
• Our firm values team work and team-oriented leadership • Our firm seeks to manage conflicts as they arise • Our firm can always find right partners to establish the core team • Our firm can establish reasonable relationships with people or organizations that possess core resources • Our firm can persuade other firms or individuals to agree with its views

Source: Adapted and Modified from Whetten and Cameron, 2019

Dynamic Capability

According to Teece et al. (2016), dynamic capability (DC) is the ability of a firm to reconfigure, integrate and build internal as well as external competences to address rapidly changing environments. The dynamic capability has been presented in three dimensions; sensing capability, learning capability, and reconfiguration capability. These dimensions were measured by 24 items as indicated in Table 3.4 below:

Table 3. 4: Measures of Dynamic Capability

Sensing Capability
▪ Our company is fast in detecting major changes in our industry (e.g. competition, technology, regulation) ▪ We often review the possible influence of changes in our operating environment on customers ▪ We quickly understand new opportunities to serve our clients ▪ We are observe and anticipate technological trends ▪ We check the quality of our functional capabilities in comparison with the competition ▪ We pay attention to monitoring the change of functional capabilities ▪ We check the quality of our functional capabilities in comparison with companies in different industries ▪ After changing existing capabilities or integrating new capabilities, we pay great attention to monitoring the efficiency of new processes
Learning Capability
▪ We acquire knowledge about technologies and market trends from external sources We strategically identify and acquire external knowledge very quickly ▪ Employees of our unit regularly visit other branches to learn about new technologies, trends, or business models ▪ Existing knowledge (e.g., market or technology) is readily available to each department within our business unit ▪ During major changes (e.g., market or technological development), every department is made to know quickly ▪ Our employees have the capabilities to produce many novel and useful ideas ▪ Within this business unit, we have the capabilities successfully to learn new things ▪ We have the capabilities to effectively develop novel ideas with the potential to impact on product development ▪ When solving problems, we can rely on good cross-departmental support ▪ Our business unit periodically circulates codified knowledge in the form of documents (e.g., reports, newsletters) to update other units
Reconfiguration Capability
▪ We transform available knowledge into new resources (e.g., new organization structure, new technical equipment) ▪ Our employees bring about changes that are outside the available capabilities ▪ Our workers identify priced capability elements, connect, and combine them in new ways ▪ We can recombine existing capabilities into 'novel' combinations ▪ Employees merge existing methods with new ways of doing things without losing their efficiency ▪ We can integrate new externally sourced capabilities and combine them with existing capabilities into 'novel' combinations ▪ We can successfully integrate the new knowledge acquired with our existing knowledge

Source: Adapted and Modified from Wang and Ahmed, 2020

3.7.2 Entrepreneurial Orientation

Entrepreneurial Orientation (EO) was the moderating variable for the study. EO was discussed in three dimensions which were risk-taking, pro-activeness and

innovativeness. The three dimensions were measured using the following 36 items in Table 3.5 below.

Table 3. 5: Measures of Entrepreneurial Orientation

Innovativeness
▪ Generally our firm favors a strong emphasis on the marketing of tried and true products or services ▪ Our firm emphasizes on technological leadership and innovations ▪ Our firm has marketed no new lines of products and services since its establishment ▪ Our firm has marketed very many new lines of products and services since its establishment ▪ Employees are encouraged to venture into unexplored territories ▪ We constantly seek new opportunities related to present operations ▪ We constantly look out for business that can be acquired ▪ We constantly seek opportunities to improve our business performance ▪ We introduce new goods/services that competitors do not offer in the market ▪ We seek to improve existing goods/services to meet customer needs ▪ Management seeks new ways to improve the management systems ▪ Our firm renews the organization structure to facilitate the coordinator of activities. ▪ We seek to provide more competitive price by renewing the pricing strategies to market our services. ▪ We seek to expand into new market to sell our services (e.g. new location)
Pro-activeness
▪ Our firm typically responds to actions which competitors initiate ▪ Our firms typically initiates actions to which competitors then respond ▪ Our firm is rarely the first business to introduce new products/services, administrative techniques among others ▪ Our firm is often the first business to introduce new products/services, administrative techniques, among others ▪ Our firm usually seeks to avoid competitive clashes, preferring a 'live-and-let-live' posture ▪ Our firm usually adopts a very competitive, ' undo-the-competitors' posture ▪ Employees are encouraged to take responsibility for their work ▪ Employees are supposed to get the job done with minimum supervision ▪ Employees are encouraged to prioritize their work ▪ We are always ahead of our competitors in responding to market challenges ▪ We are usually the first to introduce services in the industry
Risk-taking
▪ Our firm has a tendency of taking low-risk projects with normal and certain rates of return ▪ Our firm usually takes high risk projects with chances of very high returns ▪ Our firm usually explores the business environment gradually and cautiously ▪ Our firm usually takes a wide range of actions to achieve the firm's objectives ▪ On matters decision making on uncertain situations, our firm prefers a cautious 'wait-and-see' posture in order to minimize the probability of making costly decisions ▪ On matters decision making on uncertain situations, our firm prefers a bold, aggressive move in order to maximize the probability of exploiting potential opportunities ▪ In our firm, uncertainty is treated as a challenge ▪ Employees are encouraged to venture into unexpected territories ▪ Management accepts that certain suggestions may fail when implemented ▪ Our firm emphasizes opportunity for success, rather than chances for failure ▪ In this firm, new venture failure is viewed as a learning experience

Source: Adapted and Modified from Rauch & Wiklund, 2016

3.7.3 Competitive Advantage

Competitive advantage is dependent variable for the study. Competitive advantage can be measured by return on investment, market share, profit and sales revenue, enhanced reputation with customers, suppliers, and competitors, improved quality of delivered products, services, and resources. The measurement scale of competitive advantage for the study will entail products, services, and resources, both internal and external as shown in Table 3.6 below.

Table 3. 6: Measures of Competitive Advantage

Cost-based
▪ Our firm offers competitive prices ▪ Our firm is able to offer prices as low or lower than our rivals ▪ Our firm erects "switching costs' through personal service or loyalty.
Product-based
▪ Our firm offers complete product based on quality ▪ Our firm offers product that are highly reliable ▪ Our firm offers product that are very durable ▪ Our firm offers high quality products ▪ Our firm alters product offering to meet client needs ▪ Our firm is usually first in the market in introducing new products ▪ Our firm has fast product development
Service-based
▪ Our firm delivers customer order(s) on time ▪ Our firm provides dependable delivery ▪ Our firm provides customized products to clients ▪ Our firm caters to customer needs for new features ▪ Our firm does respond quickly to customers‟ needs. ▪ Our firm is flexible and willing to change whenever necessary. ▪ Our firm constantly searches for new, emerging market segments. ▪ Our firm builds and defends market niches. ▪ Our firm remains entrepreneurial and willing to take risks and act with lightning speed.

Source: Adapted and Modified from Thatte, 2020

3.8 Reliability and Validity of Instruments

A researcher needs to assess the reliability and validity of a construct when testing any measurement (Anderson & Gerbing, 2013; Hair et al., 2019). An instrument is valid if the instrument measures what it supposed to measure, and reliable if the instrument is

consistent and stable (Sekaran, 2019). Thus, having a reliable and valid instrument is essential for robust research.

3.8.1 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda &Mugenda 2017). There are different methods of assessing reliability in data and each deal with a different aspect of the concept. Reliability was measured using the Cronbach‘s Alpha at a level of 0.7%. According to Hair et al., (2019) the general agreed upon lower limit for Cronbach's Alpha is =>0.70 but may decrease to =>0.60 in exploratory research and increase up to ≥0.80 in studies that require more stringent reliability.

3.8.2 Validity

Validity is the degree to which results obtained from the analysis of the data actually represent the phenomena under study (Mugenda & Mugenda, 2017). There are various components of validity. To ensure face validity, the researcher will subject the measurement instruments to three experts in the field under study for evaluation and possible improvement. For content validity, the researcher did an exhaustive literature review of the area under study and sought evaluation by experts for validation purposes. Further, a pilot test was conducted to test the content validity of the data collection instruments. The researcher administered the data collection instruments to 15 managers and entrepreneurs in Event Management companies located in Nairobi County. This helped establish the respondents view on the questions on matters clarity and understanding.

3.9 Data Analysis and Presentation

Data collected were coded and entered into SPSS version 22 for purposes of analysis. Data were first screened and cleaned for response rate, missing values, univariate and multivariate outliers and factor structure of key variables.

3.9.1 Data Screening and Cleaning

Data was first edited for accuracy, uniformity, completeness, consistency and order so as to simplify coding. This was a necessary step in ensuring that the quality of data used for the study was high. Every questionnaire returned was checked and edited. The collected data were entered into the SPSS code books in readiness for analysis. The extent of missing data in the study was examined using the Missing Completely At Random (MCAR) technique. This technique is used when the propensity of events that lead to missing data items are independent of observable and unobservable parameters and occur entirely at random. In line with recommendations by Tabachnick and Fidell (2013), cases with more than 5% of missing values were deleted. Series means were used to replace missing data for cases with less than 5% missing values.

Univariate outliers were identified using box and whisker plots. According to Dawson (2011), Box and whisker plots are able to isolate unusual data either below the lower whisker or above the upper whisker. The SPSS descriptive statistics-explore command was used to generate box plots. Mahalanobis distance (D^2) technique was used to examine presence of multivariate outliers. Under this technique, the probabilities associated with each chi-square value were computed. Any probability below 0.0001 was used to signify presence of outliers.

Exploratory Factor Analysis (EFA) using Principal Component Analysis (PCA) technique was used to derive a small number of independent linear combinations (principal components) of heritage dimensions and agro tourism development. In other words, PCA technique was used to establish the factor structure of the selected dimensions, with a view to reducing their large number and to identify strong patterns within the data set. The Kaiser-Mayer-Olkin (KMO) criterion was used to set apart and retain factors whose Eigen values were greater than 1.

3.9.2 Descriptive Analysis

Descriptive analysis was conducted ostensibly to explore the status of the study variables as established in the Event Management Ventures. The means were used to capture the typical response among managers of EMVs, while the standard deviations indicated the variability among managers' responses and therefore it was a measure of how consistent managers responded to questionnaire items. Response scores on the questionnaire items were elicited on a 5-point likert scale having the following options: (1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent). Analysis of general information on respondents' demographics was conducted using frequencies and percentages.

3.9.3 Inferential Analysis

The main approaches to inferential analysis were Bivariate analysis, one way Analysis of Variance (ANOVA) and multiple regression analysis. First, bivariate analysis focused on the direct influence of each entrepreneurial capability dimension on competitive advantage of Event Management Venture. Second, one way Analysis of Variance (ANOVA) with Bonferroni post hoc test was used to compare the application of entrepreneurial capabilities in each Event Management Venture. Finally, multiple regressions examined the combined influence of entrepreneurial capabilities on

competitive advantage of Event Management Venture while controlling for the influence of entrepreneurial orientation.

3.9.4 Multiple Regression

The study used Multiple Regression to establish the hypothesized relationships under investigation on the moderating effect of entrepreneurial orientation on the relationship between entrepreneurial capabilities and competitive advantage of Hospitality EMVs. Multiple Regressions is a statistical method of exploring the relationships among, and testing hypothesis about, a dependent variable and several independent variables.

Multiple regression analysis is a statistical technique that analyzes the relationship between two or more variables and uses the information to estimate the value of the dependent variables. In multiple regressions, the objective is to develop a model that describes a dependent variable to more than one independent variable. Multiple regression was used to determine if entrepreneurial capabilities enhance competitive advantage of Hospitality EMVs. This method of analysis was therefore suitable for this study as the outcome of the analysis will guide decision making based on theory and research and not arbitrary decision making.

Regression generally makes assumptions about data for the purpose of analysis and therefore, for a successful regression analysis, it's essential to validate these assumptions. The first assumption is there must be a linear relationship between dependent and independent variables. Scatterplots were used to determine this assumption. The second assumption is multivariate normality; this means that variables are normally distributed. This was tested by a goodness of fit test. The third assumption is that the independent variables are not highly correlated with each other.

This was tested using correlation coefficient values. The last assumption is that variance of error terms are similar across the values of the independent variables. This was tested by comparing standardized residuals with predicted values.

3.10 Ethical Considerations

Ethics is the branch of philosophy which deals with one‘s conduct and serves as a guide to one‘s behavior. The major ethical issues addressed by the study included informed consent, privacy and confidentiality, anonymity and researchers’ responsibility (Yuko and Onen 2005; Mugenda and Mugenda 2003). The researcher reached out to respondents prior to obtaining any information from them by making known to them the aim of the research, expectations of the researcher and how information was to be obtained from them. This helped gain their consent on matters participation in the research.

The study respected privacy of the respondents and maintained confidentiality of all data collected to the extent that was agreed between the two parties. All collected data was used for the purpose for which the study was undertaken and was not divulged to unauthorized persons. Following from the need to maintain privacy and confidentiality, the research refrained from collecting data that pertained to the identity of the respondents. Further, the researcher did not disclose the identity of the respondents to ensure anonymity and unbiased release of research findings regardless of the outcomes of the study.

Permission was sought to collect data from the relevant authorities. The researcher got a recommendation letter from Moi University (appendix III) to confirm that she was allowed to proceed to the field for data collection. Thereafter the researcher was authorized (appendix IV) by National Commission for Science, Technology and

Innovation (NACOSTI) and issued permit no NACOSTI/P/22/18806 after making the required payment for the permit.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

The main purpose of this study was to establish the influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of Event Management Ventures in selected counties in Kenya. This chapter presents preliminary results in terms of response rate, missing values, outliers, and Exploratory Factor Analysis (EFA). The chapter also reports results of the demographic profile of respondents across the four counties, results of descriptive analysis of the variables, results of the assumptions of regression, and a summary of the hypotheses test results and finally qualitative research findings.

4.1 Response Rate

A total of 230 questionnaires were issued to 230 respondents sampled for the study. Out of this number of questionnaires, 216 were returned. However, on close scrutiny, 14 respondents were found to have omitted items on competitive advantage of EMVs. Thus, fourteen questionnaires were omitted from further analysis leaving behind 202 (216 minus 14) questionnaires which yielded 87.83% response rate. Basing on recommendations that a response rate of approximately 60% and above is ideal (Draugalis, Coons & Plaza, 2008), this response rate was found ideal for purposes of the study.

4.2 Data Screening and Cleaning

Data were screened and cleaned for response rate, missing values, univariate and multivariate outliers and item redundancy.

4.2.1 Missing Values

The Missing Completely at Random (MCAR) technique was used to examine missing values. Masconi, Matsha, Erasmus and Kengue (2017) posit that missing values are common in social science research and whenever they occur, are likely to lead to loss of statistical power required in order to make accurate decisions. Baraldi and Enders (2020) observe that fatigue and questions on sensitive issues and social phenomena are some of the reasons that lead to missing data. In using the MCAR technique, the assumption made was that events leading to missing data were independent of observable and unobservable parameters, and occurred entirely at random (Polit & Beck, 2019). Under this approach, all the cases having missing values in the excess of 5% were deleted (Hair et al., 2020). In the present study, the SPSS Missing Value Analysis (MVA) command was used to identify missing values. One hundred and nineteen (119) had missing data. However, none of the cases were in the excess of 5% hence none was deleted. Missing data in cases with less than 5% missing were replaced by series means as suggested by Tabachnick and Fidell, (2017).

4.2.2 Univariate Outliers

The study examined presence of both Univariate and Bivariate Outliers. Aguinis et al., (2017) identify outliers as cases with extreme values. They argue that such cases may occur on one variable for which they are referred to as univariate, or they may occur on a combination of variables for which they are known as multivariate.

Univariate outliers were examined using Box and Whisker plots, which are noted to be useful in indicating whether a distribution is skewed, and also in identifying unusual observations (outliers). The SPSS descriptive statistics–Explore command was used to generate box plots from which univariate outliers were identified. For

each of the independent and dependent variable, outliers were depicted as numbered cases beyond lower and upper whiskers.

4.2.2.1 Outliers in Networking Capability

Networking capability was conceptualized as one of the variables that influence Competitive advantage of Hospitality EMVs. The generated box plot for the networking capability variable shown in figure 4.1 revealed that there were no outliers.

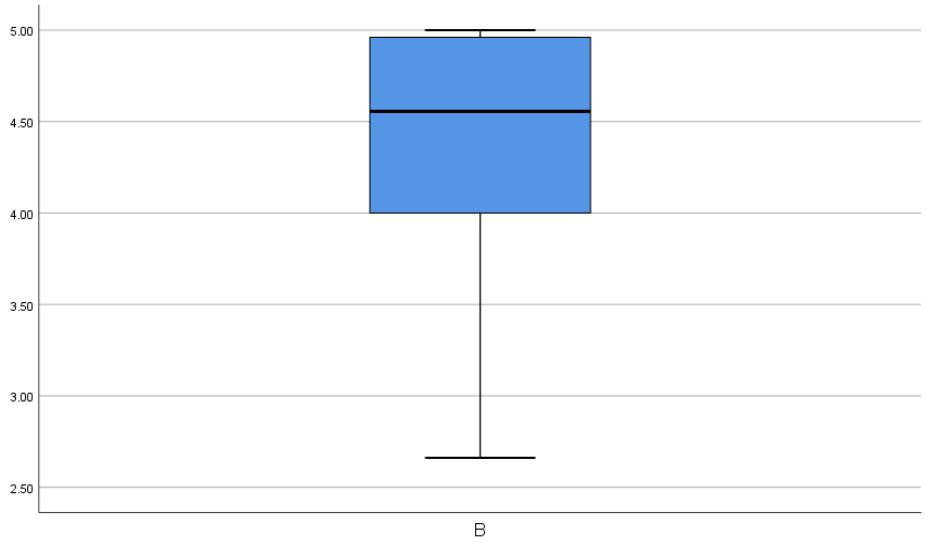


Figure 4. 1 Networking Capability Outliers
Source: Data analysis, (2023)

4.2.2.2 Outliers in Managerial Capability

Managerial Capability was the second entrepreneurial capabilities' dimension conceptualized in the study as having a direct influence on competitive advantage of Hospitality EMVs. The box plot generated for this variable (Fig. 4.2) revealed four cases (cases 38, 25, 83 and 45) with extreme values. The four cases were deleted from further analysis.

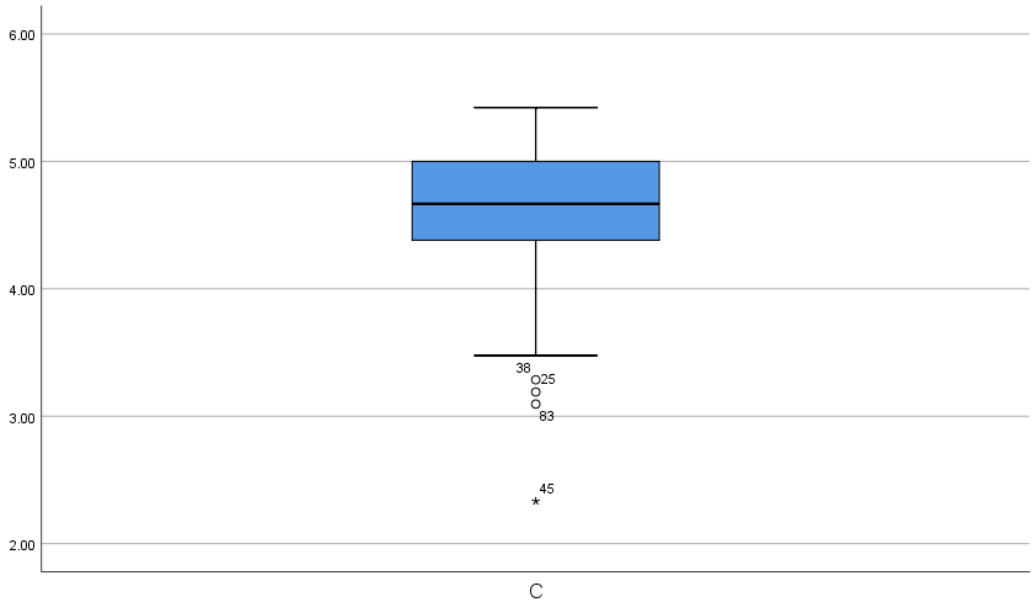


Figure 4. 2: Managerial Capability Outliers
Source: Data analysis, (2023)

4.2.2.3 Outliers in Dynamic Capability

Dynamic Capability was the third dimension conceptualized in the present study to have a direct Competitive advantage of Hospitality EMVs. An examination of the generated box plot (Fig. 4.3) revealed one case (cases 9) with an outlier value. The case was deleted from further analysis.

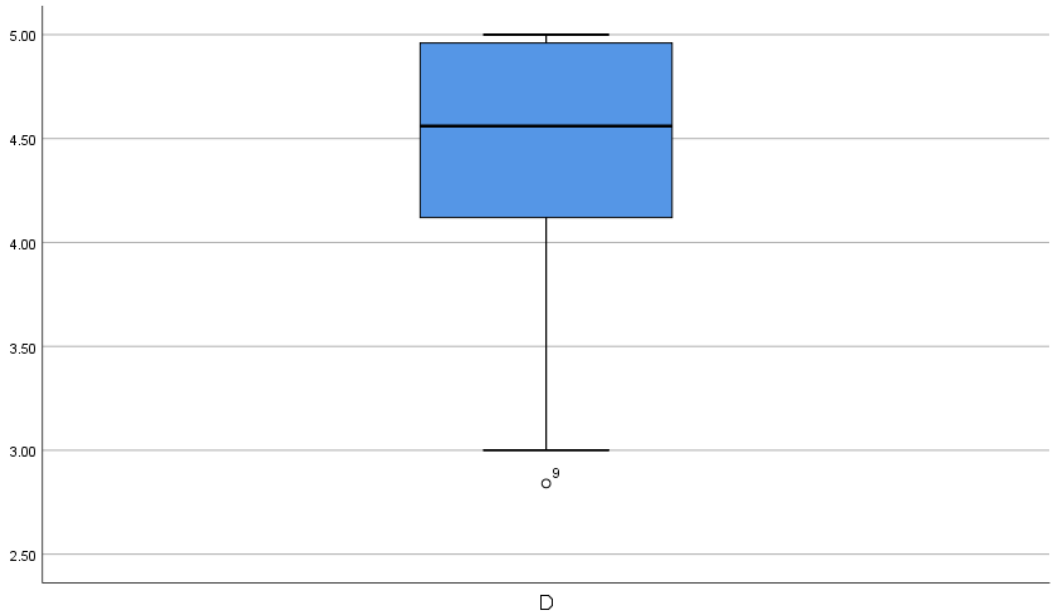


Figure 4. 3: Dynamic Capability Outliers
Source: Data analysis, (2023)

4.2.2.4 Outliers in Entrepreneurial Orientation

Entrepreneurial Orientation was the fourth dimension conceptualized in the present study to have a direct Competitive advantage of Hospitality EMVs. An examination of the generated box plot (Fig. 4.4) revealed three cases (cases 27, 36 and 39) with outlier values. These cases were deleted from further analysis.

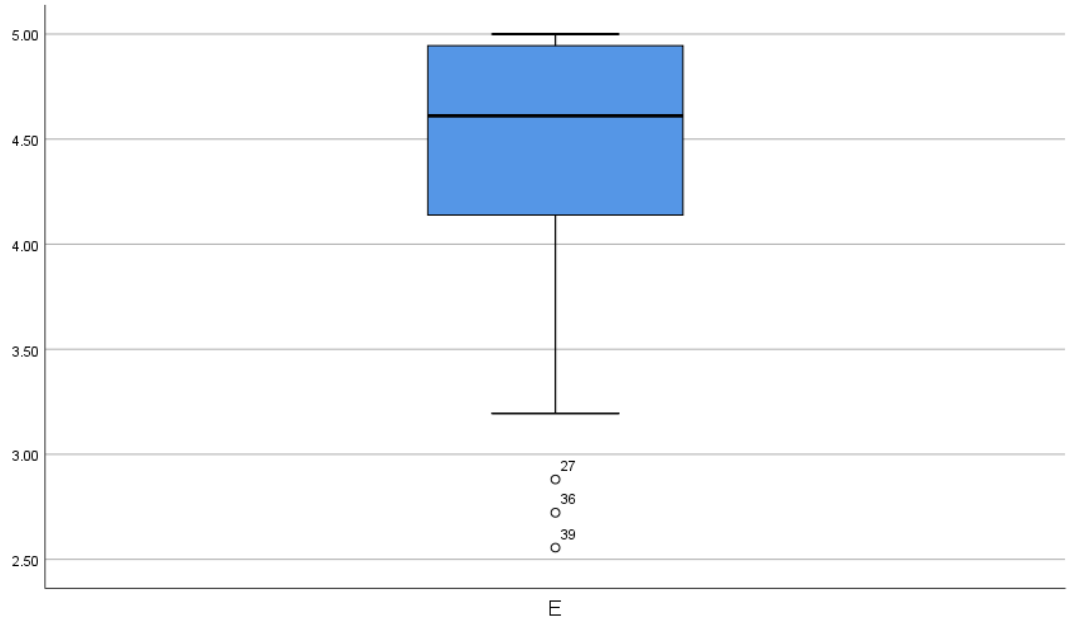


Figure 4. 4: Entrepreneurial Orientation Outliers
Source: Data analysis, (2023)

4.2.2.5 Outliers in Competitive Advantage

Competitive Advantage was conceptualized as the dependent variable in the present study, and was measured using nineteen items focusing on competitive advantage. Examination of outliers in the competitive advantage distribution revealed three outliers in cases (cases 32, and 33) (Fig. 4.5). The cases were deleted from further analysis.

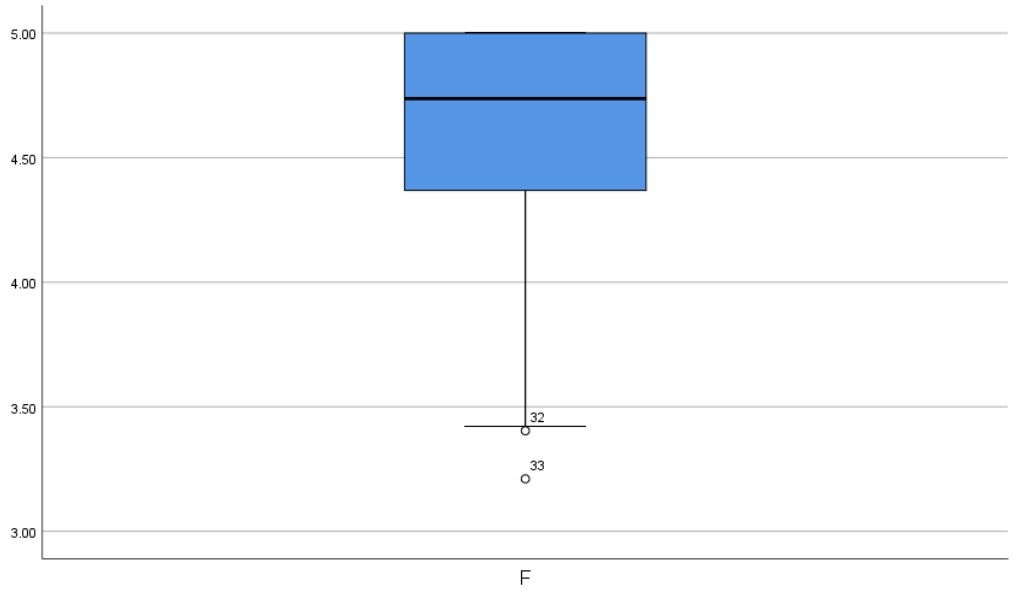


Figure 4. 5: Competitive Advantage Outliers
Source: Data analysis, (2023)

Detection of univariate outliers identified a total of ten cases with outliers. The ten cases were deleted from the remaining 185 cases leaving a total of 175 cases that were used in the examination of multivariate outliers.

4.2.3 Multivariate Outliers

Mahalanobis (D^2) distance statistic was used to detect presence of multivariate outliers. According to Garson (2019), Mahalanobis distance represents the squared distance from the centroid of a data set thereby indicating cases that are outliers on a set of variables. Cases with highest Mahalanobis D-square values and with probabilities of less than 0.001 were considered to be multivariate outliers. Results presented in Table 4.2, which is a screen shot of the first twenty-five cases sorted in ascending order reveals that all the probabilities associated with Mahalanobis distances were above 0.001. The implication is that there were 4 multivariate outliers detected. 171 cases were therefore used in the analysis of respondent's questionnaires.

Table 4. 1: Mahalanobis Distance Detecting Multivariate Outliers

	MAH_1	Probability_MD	Outlier
1	19.87243	.00053	1.00
2	27.88981	.00001	1.00
3	22.09295	.00019	1.00
4	21.88015	.00021	1.00
5	3.97739	.40907	.00
6	3.35039	.50099	.00
7	1.84156	.76487	.00
8	4.71349	.31798	.00
9	5.33504	.25461	.00
10	2.98320	.56064	.00
11	5.82926	.21227	.00
12	1.98987	.73762	.00
13	9.25757	.05497	.00
14	5.50201	.23955	.00
15	7.36018	.11804	.00
16	4.83969	.30415	.00
17	8.37923	.07863	.00
18	4.24756	.37354	.00
19	5.51822	.23813	.00
20	3.87702	.42291	.00
21	5.50421	.23936	.00

Source: Data analysis, (2023)

4.3 Reliability of Data

Reliability is a technique used in statistical research used to measure of stability or internal consistency of an instrument in measuring certain concepts (Jackson, 2017). Mohajan (2017) and Joppe (2016) clarified reliability as the extent to which results are consistent over time and show a true picture of the total population.

In order to test reliability, the coefficient α used to check internal consistency of the items in the measurement scales and whether they are statistically acceptable. The results shown in Table 4.2 revealed that all the coefficients were within the accepted thresholds of 0.7 as postulated by Hair et al., (2014). The average reliability was 0.940.

Table 4. 2: Results of Cronbach Alpha Coefficients of Study Constructs

Construct	No. of Items	Cronbach α
Networking Capability	18	0.938
Managerial Capability	21	0.890
Dynamic Capability	25	0.967
Entrepreneurial Orientation	36	0.971
Competitive Advantage	19	0.936
Average		**0.940**

Source: Data Analysis, 2023

4.4 Respondents General Information

Respondents' general information was examined from two perspectives, namely; demographic characteristics, and Business/ Enterprise level information. Next, Competitive advantage of EMVs was compared in the four counties under study.

4.4.1 Demographic Characteristics

An analysis of demographic characteristics revealed that respondents were distributed in five age brackets wherein majority (38.0%) were between 31-35 years, 29.5% were between 26 – 30 Years, 13.3% were 36 – 40 years, 10.8% (18) were below 25 years of age, while 8.4% (14) were above 40 years. With regard to gender, majority were female (51.5%) while male comprised of only 48.5% (82). On Highest level of education most of the respondents indicated that they had formal education up to college level (49.1%), although a good proportion (44.2%) had University level qualification and the remainder 6.7% had secondary level education (Table 4.3).

Table 4. 3: Respondents Personal Information

Characteristic	***Category***	***N***	***%***
Gender of Respondents	*Male*	*82*	*48.5%*
	Female	*87*	*51.5%*
Respondents Age	*Below 25 Years*	*18*	*10.8%*
	26 – 30 Years	*49*	*29.5%*
	31 – 35 Years	*63*	*38.0%*
	36 – 40 Years	*22*	*13.3*
	Above 40 Years	*14*	*8.4%*
Highest level of education attained	*Secondary*	*11*	*6.7%*
	College	*81*	*49.1%*
	University	*73*	*44.2%*

Source: Data analysis, (2023)

4.4.2 Job Title

From the findings, the managers of the selected Event Management Ventures for the study had job titles ranging from Event managers, Directors, supervisors, PR managers to team leaders, head of operations event planners and coordinators.

4.4.3 Name of Organization

The survey findings revealed that respondents came from a diverse range of organizations, indicating that the study captured a broad representation of event management ventures across Kenya.

4.4.4 Business/ Enterprise Level Characteristics

Business/ Enterprise level characteristics were examined in terms of Years of operation, ownership structure, number of employees offered by the company, products or services offered by the company and who are the main customers of their products and services.

4.4.4.1 Years of Operation

Respondents were asked to state number of years that the business has been in operation. Results presented in Table 4.4 reveals that 41.4% of the business

establishments have been in operation between 1-3 years; 27.2% (46) indicated that their business establishment were in operation between 4 -6 years, another 12.4% indicated that they have been in operation for over 10 years, 13.0% indicted that they have been in operation for Less than a year and 5.9% indicated that they have been in operation between 7 – 9 Years.

Table 4. 4: Years of Operation

Category	Interval	N	%
Number of Years in Operation	Less than a year	22	13.0%
	1 – 3 Years	70	41.4%
	4 – 6 Years	46	27.2%
	7 – 9 Years	10	5.9%
	Over 10 Years	21	12.4%

Source: Data analysis, (2023)

4.4.4.2 Ownership Structure

Another area that the researcher was keen on was the ownership structure of the business/ enterprise that the respondents were working at in the four counties under study (Table 4.5). A majority of the establishments were sole proprietorship at (61.4%) followed partnerships at (18.1%). Companies comprised of 16.4%, while those owned by family were 4.1%.

Table 4. 5: Ownership Structure

Category	Interval	N	%
Ownership structure	Sole Proprietorship	105	61.4%
	Partnership	31	18.1%
	Company	28	16.4%
	Family Business	7	4.1%

Source: Data analysis, (2023)

4.4.4.3 Number of Employees

The researcher also sought to know on the number of employees working on the firms/ ventures that the respondents worked in (Table 4.6). A majority of the

respondents indicated that their establishments had employees less than 50 (74.1%) followed by those with 51-100 employees (21.8%). And those establishments with employees between 101-150 were 4.1%

Table 4. 6: Number of Employees

Category	Interval	N	%
Number of Employees	Less than 50	126	74.1%
	51 - 100	37	21.8%
	101 - 150	7	4.1%
	151 - 200	0	0
	Over 200	0	0

Source: Data analysis, (2023)

4.4.5 Product and Services Offered by the Companies

From the findings, it was established that the EMVs offer a wide range of service, including: event management (dowry events, weddings, burial ceremonies, corporate luncheons, conferences, camping, hiking and mountaineering, ordinations and birthdays), cake baking for events, mc services, making and supplying tents and chairs, P.A. systems, apparels and gowns, catering and décor, grounds and halls hire, videography, photography, hire mobile, toilets and music classes and services

4.4.6 Main Customers of Products and Services

The findings from the survey indicate that the Event Management Ventures clients ranged from corporate clients, institutions, and parastatals, couples, churches, and schools, event planners, family and friends, funeral homes, government agencies, higher learning institutions, groups (e.g. women's and boda boda groups), to hikers and campers, photography clients and wedding invites.

4.5 Factor Analysis

Exploratory Factor Analysis (EFA) with Principal Components (PCA) was used specifically for purposes of reducing the large number of indicators measuring the

variables under study. Hair et al. (2020) contend that besides reducing large number of items, EFA has the ability to identify strong patterns in a given data set. The Principal Components Analysis (PCA) was run for each of the four variables. The Kaiser criterion for which Eigen values were set at 1 was used. Sampling adequacy was confirmed using the Kaiser–Meyer–Olkin (KMO) statistic, while data completeness was verified using Bartlett's Test of Sphericity. A KMO value above 0.6 indicated sampling adequacy while a significant Bartlett's measure (at the 5% level) was deemed to indicate data completeness (Tabachnick & Fidell, 2017).

4.5.1 Factor Analysis for Networking Capability

Principle Component Analysis was conducted to verify item loadings through which redundant items could be identified and omitted from analysis. The KMO value was 0.881 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 2096.786$, $p<0.05$) confirmed that data collected for networking capability was complete (Table 4.7).

Table 4. 7: KMO and Bartlett's Test for Networking Capability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	2096.786
	Df	153
	Sig.	.000

Source: Factor analysis, (2023)

Rotated component matrix for networking capability indicators was run (table 4.8). The findings revealed that from the eighteen original items, only thirteen items were extracted, and loaded highly on four factors. Coordination loaded two items namely; coordination with other firms in matters business and we develop relations with other EMVs based on what they contribute.

Partner knowledge loaded four items namely; other EMVs support our firm when in crisis, we know the strengths and weaknesses of other related EMVs, we know products and services of other similar EMVs to our firm and we know markets for other EMVs. Social competence loaded four items namely; we have the ability to develop a relationship with new and related EMVs, we are open to new relations with new EMVs in the market, we endeavor to build good relationships with other EMVs and we are alert to finding new business partners and maintaining relationships. Internal communication loaded three items namely; in our firm give feedback to each other, we solve problems objectively and constructively with other related EMVs and when mistakes are made, we as business partners with other EMVs don't blame each other but take responsibility.

Table 4. 8: Rotated Component Matrix[a] for Networking Capability

	Component			
	1	2	3	4
Coordination with other firms in matters business			.753	
We develop relations with other EMVs based on what they contribute			.771	
Other EMVs support our firm when in crisis	.836			
We know the strengths and weaknesses of other related EMVs	.791			
We know products and services of other similar EMVs to our firm	.741			
We know markets for other EMVs	.647			
We have the ability to develop a relationship with new and related EMVs		.741		
We are open to new relations with new EMVs in the market		.828		
We endeavor to build good relationships with other EMVs		.664		
We are alert to finding new business partners and maintaining relationships.		.742		
In our firm give feedback to each other				.831
We solve problems objectively and constructively with other related EMVs.				.629
When mistakes are made, we as business partners with other EMVs don't blame each other but take responsibility.				.614

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.a
a. Rotation converged in 9 iterations.

The four factors extracted explained cumulatively 70.005% of the variance in rotation sums of squared components associated with the factors (Table 4.9). They were named coordination, partner knowledge, social competence and internal communication. As shown from table 4.8, the four factors explained a total of 70.005% of the variance in the data. Coordination explained 47.191% of the variance, Partner knowledge explained 10.894%, Social competence explained 6.742%, and Internal communication explained 6.742% of the variance in the data.

Table 4. 9: Total Variance Explained for Networking Capability

	Rotation Sums of Squared Loadings		
Component	**Total**	**% of Variance**	**Cumulative %**
1. Coordination	8.494	47.191	47.191
2. Partner Knowledge	1.961	10.894	58.085
3. Social Competence	1.214	6.742	64.827
4. Internal Communication	.932	5.178	70.005

Source: Factor analysis, (2023)

4.5.2 Factor Analysis for Managerial Capability

Managerial Capability was measured originally using twenty-one items. Results of the PCA revealed that sampling was adequate at KMO=0.895 and that data was complete with $\chi 2$ =2152.231 (Table 4.10).

Table 4. 10: KMO and Bartlett's Test for Managerial Capability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	2152.231
	Df	210
	Sig.	.000

Source: Factor analysis, (2023)

Out of the twenty-one items PCA using Varimax rotation extracted only eighteen items clustered in four factors (Table 4.11). The eighteen items were therefore retained for measuring managerial capability. The other three were deemed redundant

and were removed. Leadership loaded five items namely I have a strong desire for self-achievement as a manager, I am full of passion to entrepreneurship as a manager, my goal is to influence other employees to perform, I appreciate diverse views from other superiors, peers and employees and my leadership style is transformational in nature. Problem Solving loaded five items comprising of our firm endeavors to solve problems within a short time, our firm has structures and systems to solve problems, our firm is capable of resolving any complications arising in the business and our firm is adaptable to uncertain environments. Strategic thinking loaded five items namely our firm has core resources to seize business opportunities, our firm pays attention to the latest cutting-edge technology in the industry and related industries, our firm encourages development of new ideas and solutions from employees, our firm invests time and effort in generating ideas and initiatives and our firm executes new ideas to success. People relationships loaded three items including our firm values team work and team-oriented leadership, our firm seeks to manage conflicts as they arise, our firm can always find right partners to establish the core team, and our firm can establish reasonable relationships with people or organizations that possess core resources.

Table 4. 11: Rotated Component Matrix[a] for Managerial Capability

	Component			
	1	2	3	4
I have a strong desire for self-achievement as a manager	.652			
I am full of passion to entrepreneurship as a manager	.715			
My goal is to influence other employees to perform	.692			
I appreciate diverse views from other superiors, peers and employees	.538			
My leadership style is transformational in nature	.731			
Our firm endeavors to solve problems within a short time			.612	
Our firm has structures and systems to solve problems			.645	
Our firm is capable of resolving any complications arising in the business.			.732	
Our firm is adaptable to uncertain environments			.675	
Our firm has core resources to seize business opportunities		.680		
Our firm pays attention to the latest cutting-edge technology in the industry and related industries.		.642		
Our firm encourages development of new ideas and solutions from employees		.733		
Our firm invests time and effort in generating ideas and initiatives		.801		
Our firm executes new ideas to success		.690		
Our firm values team work and team-oriented leadership				.770
Our firm seeks to manage conflicts as they arise				.747
Our firm can always find right partners to establish the core team				.521
Our firm can establish reasonable relationships with people or organizations that possess core resources				.620

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 7 iterations.

The four clusters within which the eighteen items were spread explained a cumulative total of 64.126% of the variance in rotation sums of squared loadings associated with managerial capability (Table. 4.12). The four factors were leadership, problem solving, strategic thinking and people relationships. As shown in table 4.11, the four factors explained a total of 64.126% of the variance in the data. Leadership explained 45.573% of the variance, Problem solving explained 7.349%, Strategic thinking explained 6.024%, and People relationships explained 5.180% of the variance in the data.

Table 4.12: Total Variance Explained for Managerial Capability

	Rotation Sums of Squared Loadings		
Component	**Total**	**% of Variance**	**Cumulative %**
1. Leadership	9.570	45.573	45.573
2. Problem Solving	1.543	7.349	52.922
3. Strategic Thinking	1.265	6.024	58.946
4. People Relationships	1.088	5.180	64.126

Source: Factor analysis, (2023)

4.5.3 Factor Analysis for Dynamic Capability

Twenty-five items were initially proposed to measure dynamic capability. PCA confirmed (Table 4.13) that there was sampling adequacy (KMO = 0.912), and that data was complete ($\chi^2 = 3397.078$, $p<0.05$).

Table 4. 13: KMO and Bartlett's Test for Dynamic Capability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	3397.078
	Df	300
	Sig.	.000

Source: Factor analysis, (2023)

Twenty-three items were extracted and clustered in three factors (Table 4.14). The twenty-three items were retained for measuring dynamic capability. The remaining two were considered to be redundant and were deleted. Sensing Capability loaded eight items namely our company is fast in detecting a major change in our industry (e.g., competition, technology, regulation), we often review the possible influence of changes in our operating environment (e.g., government regulation) on customers, we quickly understand new opportunities to serve our clients, we are very good at observing and anticipating technological trends, we regularly check the quality of our functional capabilities in comparison with the competition, we pay great attention to monitoring the change of functional capabilities, we regularly check the quality of our functional capabilities in comparison with companies in different industries and after changing existing capabilities or integrating new capabilities, we pay great attention

to monitoring the efficiency of new processes. Learning capability loaded eight items namely we frequently acquire knowledge about technologies and market trends from external sources, we strategically identify and acquire external knowledge very quickly, employees of our unit regularly visit other branches to learn about new technologies, trends, or business models, existing knowledge is readily available to each department within our business unit, during major changes (e.g., market or technological development), every department is made to know quickly, our employees have the capabilities to produce many novel and useful ideas, within this business unit, we have the capabilities successfully to learn new things and we have the capabilities to effectively develop novel ideas with the potential to impact on product development.

Reconfiguration capability loaded seven items, comprising of we effectively transformed available knowledge into new resources (e.g., new organization structure, new technical equipment), our employees bring about changes that are outside the available capabilities, our workers effectively identify priced capability elements, connect, and combine them in new ways, we can effectively recombine existing capabilities into ‘novel’ combinations, employees merge existing methods with new ways of doing things without losing their efficiency, we can effectively integrate new externally sourced capabilities and combine them with existing capabilities into ‘novel’ combinations and we can successfully integrate the new knowledge acquired with our existing knowledge

Table 4. 14: Rotated Component Matrix[a] for Dynamic Capability

	Component		
	1	2	3
Our company is fast in detecting a major change in our industry (e.g., competition, technology, regulation)			.745
We often review the possible influence of changes in our operating environment (e.g., government regulation) on customers			.724
We quickly understand new opportunities to serve our clients			.732
We are very good at observing and anticipating technological trends			.754
We regularly check the quality of our functional capabilities in comparison with the competition			.731
We pay great attention to monitoring the change of functional capabilities			.765
We regularly check the quality of our functional capabilities in comparison with companies in different industries			.668
After changing existing capabilities or integrating new capabilities, we pay great attention to monitoring the efficiency of new processes			.563
We frequently acquire knowledge about technologies and market trends from external sources		.662	
We strategically identify and acquire external knowledge very quickly		.756	
Employees of our unit regularly visit other branches to learn about new technologies, trends, or business models		.653	
Existing knowledge is readily available to each department within our business unit		.742	
During major changes (e.g., market or technological development), every department is made to know quickly		.808	
Our employees have the capabilities to produce many novel and useful ideas		.667	
Within this business unit, we have the capabilities successfully to learn new things		.681	
We have the capabilities to effectively develop novel ideas with the potential to impact on product development		.594	
We effectively transformed available knowledge into new resources (e.g., new organization structure, new technical equipment)	.599		
Our employees bring about changes that are outside the available capabilities	.712		
Our workers effectively identify priced capability elements, connect, and combine them in new ways	.717		
We can effectively recombine existing capabilities into ‘novel’ combinations	.801		
Employees merge existing methods with new ways of doing things without losing their efficiency	.732		
We can effectively integrate new externally sourced capabilities and combine them with existing capabilities into ‘novel’ combinations	.754		
We can successfully integrate the new knowledge acquired with our existing knowledge	.645		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 6 iterations.

The three factors extracted explained a cumulative total of 64.535% of the variance in extraction sums of squared loadings associated with Dynamic Capability (Table 4.15). The three factors were named sensing capability, learning capability and reconfiguration capability. As evident in table 4.15, the four factors explained a total of 64.535% of the variance in the data. Sensing capability explained 50.556%, learning capability explained 8.310%, and Reconfiguration capability explained 5.669% of the variance in the data.

Table 4.15: Total Variance Explained for Dynamic Capability

	Rotation Sums of Squared Loadings		
Component	**Total**	**% of Variance**	**Cumulative %**
1. Sensing Capability	12.639	50.556	50.556
2. Learning Capability	2.077	8.310	58.866
3. Reconfiguration Capability	1.417	5.669	64.535

Extraction Method: Principal Component Analysis

4.5.4 Factor Analysis for Entrepreneurial Orientation

Thirty-six items were proposed to measure entrepreneurial orientation. PCA was therefore run to verify item loadings and to identify redundant items. The KMO value was 0.882, an indication of sampling adequacy. The significant Bartlett's chi-square value (χ^2 = 4682.539, $p<0.05$) affirmed completeness of data for entrepreneurial orientation distribution (Table 4.16).

Table 4.16: KMO and Bartlett's Test for Entrepreneurial Orientation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.882
Bartlett's Test of Sphericity	Approx. Chi-Square	4682.539
	Df	630
	Sig.	.000

Source: Factor analysis, (2023)

Seventeen items were extracted and clustered in three factors (Table 4.17). The seventeen items retained were used to measure entrepreneurial orientation. Nineteen items were considered to be redundant and were deleted. Innovativeness loaded six

items comprising we constantly seek new opportunities related to present operations, we constantly seek opportunities to improve our business performance, we introduce new goods/services that competitors do not offer in the market, we seek to improve existing goods/services to meet customer needs, management seeks new ways to improve the management systems and we seek to expand into new market to sell our services (e.g., new location). Proactiveness loaded five items that comprise our firm typically responds to actions which competitors initiate, our firms typically initiates actions to which competitors then respond, our firm is often the first business to introduce new products/services, administrative techniques, among others, our firm usually seeks to avoid competitive clashes, preferring a 'live-and-let-live' posture and our firm usually adopts a very competitive, 'undo-the-competitors' posture.

Risk-taking loaded six items comprising our firm has a tendency of taking low-risk projects with normal and certain rates of return, our firm usually takes high risk projects with chances of very high returns, our firm usually takes a wide range of actions to achieve the firm's objectives, on matters decision making on uncertain situations, our firm prefers a cautious 'wait-and-see' posture in order to minimize the probability of making costly decisions, on matters decision making on uncertain situations, our firm prefers a bold, aggressive move in order to maximize the probability of exploiting potential opportunities and employees are encouraged to venture into unexpected territories.

Table 4.17: Rotated Component Matrix[a] for Entrepreneurial Orientation

	Component		
	1	2	3
We constantly seek new opportunities related to present operations		.560	
We constantly seek opportunities to improve our business performance		.687	
We introduce new goods/services that competitors do not offer in the market		.518	
We seek to improve existing goods/services to meet customer needs		.714	
Management seeks new ways to improve the management systems		.678	
We seek to expand into new market to sell our services (e.g., new location)		.513	
Our firm typically responds to actions which competitors initiate			.616
Our firms typically initiates actions to which competitors then respond			.588
Our firm is often the first business to introduce new products/services, administrative techniques, among others			.525
Our firm usually seeks to avoid competitive clashes, preferring a 'live-and-let-live' posture			.591
Our firm usually adopts a very competitive, 'undo-the-competitors' posture			.715
Our firm has a tendency of taking low-risk projects with normal and certain rates of return	.672		
Our firm usually takes high risk projects with chances of very high returns	.510		
Our firm usually takes a wide range of actions to achieve the firm's objectives	.569		
On matters decision making on uncertain situations, our firm prefers a cautious 'wait-and-see' posture in order to minimize the probability of making costly decisions	.735		
On matters decision making on uncertain situations, our firm prefers a bold, aggressive move in order to maximize the probability of exploiting potential opportunities	.545		
Employees are encouraged to venture into unexpected territories	.516		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.a
a. Rotation converged in 9 iterations.

The three factors extracted explained a cumulative total of 54.901% of the variance in extraction sums of squared loadings associated with entrepreneurial orientation (Table 4.17). The three factors were named innovativeness, proactiveness and risk-taking. As evident in table 4.17, the four factors explained a total of 54.901% of the variance in

the data. Innovativeness explained 43.144%, Proactiveness explained 7.378%, and Risk-taking explained 4.379% of the variance in the data.

Table 4.18: Total Variance Explained for Entrepreneurial Orientation

	Rotation Sums of Squared Loadings		
Component	**Total**	**% of Variance**	**Cumulative %**
1. Innovativeness	15.532	43.144	43.144
2. Proactiveness	2.656	7.378	50.522
3. Risk-taking	1.576	4.379	54.901

Extraction Method: Principal Component Analysis

4.5.5 Factor Analysis for Competitive Advantage of EMVs

Nineteen items were proposed to measure the competitive advantage of EMVs. PCA was therefore run to verify item loadings and to identify redundant items. The KMO value was 0.876, an indication of sampling adequacy. The significant Bartlett's chi-square value ($\chi 2 = 1943.766$, $p<0.05$) affirmed completeness of data for competitive advantage of EMVs (Table 4.18).

Table 4.19: KMO and Bartlett's Test for Competitive Advantage of EMVs

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.876
Bartlett's Test of Sphericity	Approx. Chi-Square	1943.766
	Df	171
	Sig.	.000

Source: Factor analysis, (2023)

Thirteen items were extracted and clustered in three factors (Table 4.19). The thirteen items retained were used to measure competitive advantage of EMVs. Six items were considered to be redundant and were deleted. Cost-based loaded five items comprising; our firm is able to offer prices as low or lower than our rivals and our firm erects "switching costs' through personal service or loyalty. Product-based loaded four items that comprise; our firm offers product that are very durable, our firm offers high quality products, our firm alters product offering to meet client needs

and our firm is usually first in the market in introducing new products. Service-based loaded seven items comprising; our firm delivers customer order(s) on time, our firm provides dependable delivery, our firm provides customized products to clients, our firm caters to customer needs for new features, our firm is flexible and willing to change whenever necessary, our firm constantly searches for new, emerging market segments and our firm remains entrepreneurial and willing to take risks and act with lightning speed.

Table 4. 20: Rotated Component Matrix[a] for Competitive Advantage of EMVs

	Component		
	1	2	3
Our firm is able to offer prices as low or lower than our rivals			.708
Our firm erects "switching costs' through personal service or loyalty.			.882
Our firm offers product that are very durable		.727	
Our firm offers high quality products		.636	
Our firm alters product offering to meet client needs		.793	
Our firm is usually first in the market in introducing new products		.652	
Our firm delivers customer order(s) on time	.816		
Our firm provides dependable delivery	.836		
Our firm provides customized products to clients	.762		
Our firm caters to customer needs for new features	.604		
Our firm is flexible and willing to change whenever necessary.	.595		
Our firm constantly searches for new, emerging market segments.	.629		
Our firm remains entrepreneurial and willing to take risks and act with lightning speed.	.721		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 6 iterations.

The thirteen items extracted loaded highly in three factors that explained a cumulative total of 60.86% of the variance in extraction sums of squared loadings associated with competitive advantage of EMVs (Table 4.20). The three items were cost-based, product-based and service-based. Cost-based explained 44.17%, product-based explained 10.12% and service-based explained 6.57%

Table 4. 21: Total Variance Explained for Competitive Advantage of EMVs

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1. Cost-based	8.391	44.166	44.166	8.391	44.166	44.166
2. Product-based	1.923	10.121	54.287	1.923	10.121	54.287
3. Service-based	1.249	6.572	60.859	1.249	6.572	60.859

Extraction Method: Principal Component Analysis

4.6 Descriptive Analysis of Dependent Variables and Competitive Advantage of EMVs

Means and standard deviations were employed to establish the study variables with the aim of describing their current status in the four counties of study in Kenya. More precisely, the study sought to find out respondents' perception on Networking, Managerial, Dynamic, and entrepreneurial orientation as well as the evidence showing their impact on competitive advantage of EMVs. Means were used to capture the typical responses among the respondents while standard deviations explained the variations in responses thereby indicating consistency among them. Responses were obtained on a 5 – point discrete scale with the following options. 1=Not at all, 2=To a small extent, 3=To a moderate extent, 4=To a large extent, 5=To a very large extent. This scale was further transformed into a continuous scale in order to capture mean response scores which were continuous measures. The options for the continuous scale were: $R<1.5$- Not at all; $1.5 \leq R<2.5$ – To small extent, ; $2.5 \leq R<3.5$ – To a moderate extent ; $3.5 \leq R<4.5$ – To a large extent ; $R \geq 4.5$ – To a very large extent , where R signified response.

4.6.1 Networking Capability Descriptive Statistics

The first objective of the study sought to establish the influence of Networking Capability on Completive Advantage of EMVs in the four counties of study in Kenya.

It was therefore necessary to first explore four grouped sections in the four counties of study in Kenya. Respondents were asked to indicate their agreement or disagreement with the suggested statements that were used to measure networking capability.

A total of thirteen statements were extracted and used to measure existence of networking capability (Table 4.21). The overall mean response score (M=4.48) together with the associated standard deviation (SD=0.74), this shows that there is a high degree of consistency among the respondents in their agreement with the availability of networking capabilities within their respective firms.

The survey shows that there is coordination amongst firms (M=4.46, SD=0.730) and the firms have developed relations with other EMVs based on what they contribute (M=4.44, SD=0.888).

With reference to partner knowledge, the findings revealed that there is there is a significant level of support and cooperation among EMVs, particularly in times of crisis (M=4.20, SD=1.061). The study has shown that EMVs possess knowledge of each other's strengths and weaknesses (M=4.29, SD=0.985), which allows for a more effective collaboration and partnership (M=4.44, SD=0.888). Moreover, the results indicate that EMVs are knowledgeable about the products and services offered by their partner EMVs (M=4.44, SD=0.819). Another key finding is that EMVs are aware of the markets in which their partner EMVs operate (M=4.42, SD=0.839).

Regarding social competence, most firms have the ability to develop a relationship with new and related EMVs (M=4.54, SD=0.616), they are open to new relations with new EMVs in the market (M=4.53, SD=0.616), they endeavor to build good relationships with other EMVs (M=4.62, SD=0.575) and they are alert to finding new business partners and maintaining relationships (M=4.60, SD=0.619).

As per the findings, when it comes to internal communication, most firms give feedback to each other (M=4.63, SD=0.541), solve problems objectively and constructively with other related EMVs (M=4.58, SD=0.583) and take responsibility when mistakes are made (M=4.54, SD=0.688).

Table 4. 22: Descriptive Statistics for Networking Capability

	N	M	SD	RB
Coordination with other firms in matters business	171	4.46	.730	.689
We develop relations with other EMVs based on what they contribute	171	4.44	.888	.654
Other EMVs support our firm when in crisis	171	4.20	1.061	.744
We know the strengths and weaknesses of other related EMVs	171	4.29	.985	.713
We know products and services of other similar EMVs to our firm	171	4.44	.819	.675
We know markets for other EMVs	171	4.42	.839	.724
We have the ability to develop a relationship with new and related EMVs	171	4.54	.616	.539
We are open to new relations with new EMVs in the market	171	4.53	.616	.598
We endeavor to build good relationships with other EMVs	171	4.62	.575	.598
We are alert to finding new business partners and maintaining relationships.	171	4.60	.619	.505
In our firm give feedback to each other	171	4.63	.541	.512
We solve problems objectively and constructively with other related EMVs.	171	4.58	.583	.624
When mistakes are made, we as business partners with other EMVs don't blame each other but take responsibility.	171	4.54	.688	.606
Valid N (listwise)	**171**	**4.48**	**0.74**	**0.63**

Note: 1=Not at all, 2=To small extent, 3=To a moderate extent, 4=To a large extent, 5=To a very large extent

Source: Data analysis, (2023)

4.6.1.1 Networking Activities Engaged in as a Manager

Overall, the activities related to activations involve marketing and advertising (creating awareness of our products and services through social media outdoor marketing, use of billboards, word of mouth), networking and customer engagement (customer follow-ups, product launch, workshops, food and business expos, mall/roadside/market activations, team building activities, networking groups, social activities and social media platforms, round tables, luncheons and CSR Events),

execution and planning (activations and business open days), and channels and partnerships (advertising to wedding attendees, DJ and MC in the events).

4.6.2 Managerial Capability Descriptive Statistics.

The second objective examined the influence of Managerial Capability on Competitive Advantage of EMVs in the four counties of study in Kenya. Eighteen items were used to measure managerial capability (Table 4.22). Respondents were asked to indicate the extent to which the statements apply to their organizations and its impact on competitive advantage of EMVs as an indicator. The overall response yielded a mean score of 4.63 with a standard deviation of 0.54. This response score indicated that a majority of the respondents were in agreement that there exist managerial capabilities within their respective firms.

With respect to leadership majority of the respondents expressed a strong desire for self-achievement (M=4.74, SD=0.455), and a passion for entrepreneurship (M=4.75, SD=0.445). The respondents also sought to influence other employees to perform (M=4.70, SD=0.486) and they welcome diverse views and perspectives from others (M=4.71, SD=0.469). In addition, it is evident that majority of the respondents have adopted the transformational leadership style (M=4.67, SD=0.529).

Regarding problem solving, most of the managers endeavor to solve problems in the shortest possible time (M=4.60, SD=0.538), resolve any complications that may arise (M=4.61, SD=0.524), and adapt to uncertain environments (M=4.57, SD=0.584). Most firms have developed structures and systems to solve problems (M=4.5, SD=0.562).

With reference to strategic thinking, it was established that most firms have core resources to seize business opportunities (M=4.51, SD=0.598) and pay close attention

to the latest cutting-edge technology (M=4.60, SD=0.579). Majority of the firms encourage development of new ideas and solutions, (M=4.57, SD=0.855), invests time and effort in generating ideas (M=4.60, SD=0.549) and executes these ideas (M=4.59, SD=0.620) to success.

With reference to people relationships, most firms value team work and team-oriented leadership (M=4.65, SD=0.4.91), manage conflicts as they arise (M=4.64, SD=0.529), identify team dynamics (M=4.63, SD=0.584) and reasonable relationships with people or organizations that possess core resources (M=4.63, SD=0.574).

Table 4. 23: Descriptive Statistics for Managerial Capability

	N	M	SD	Skewness		Kurtosis		RB
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
I have a strong desire for self-achievement as a manager	171	4.74	.455	-1.274	.186	.136	.369	.640
I am full of passion to entrepreneurship as a manager	171	4.75	.445	-1.393	.186	.501	.369	.703
My goal is to influence other employees to perform	171	4.70	.486	-1.167	.186	.091	.369	.602
I appreciate diverse views from other superiors, peers and employees	171	4.71	.469	-1.093	.186	-.353	.369	.681
My leadership style is transformational in nature	171	4.67	.529	-1.330	.186	.816	.369	.613
Our firm endeavors to solve problems within a short time	171	4.60	.538	-.852	.186	-.392	.369	.657
Our firm has structures and systems to solve problems	171	4.58	.562	-.920	.186	-.161	.369	.636
Our firm is capable of resolving any complications arising in the business.	171	4.61	.524	-.816	.186	-.561	.369	.593
Our firm is adaptable to uncertain environments	171	4.57	.584	-1.162	.186	1.325	.369	.648
Our firm has core resources to seize business opportunities	171	4.51	.598	-.787	.186	-.349	.369	.615
Our firm pays attention to the latest cutting-edge technology in the industry and related industries.	171	4.60	.579	-1.145	.186	.331	.369	.618
Our firm encourages development of new ideas and solutions from employees	171	4.57	.563	-.893	.186	-.211	.369	.656
Our firm invests time and effort in generating ideas and initiatives	171	4.60	.549	-.932	.186	-.175	.369	.627
Our firm executes new ideas to success	171	4.59	.620	-1.999	.186	6.864	.369	.591
Our firm values team work and team-oriented leadership	171	4.65	.491	-.781	.186	-1.017	.369	.631
Our firm seeks to manage conflicts as they arise	171	4.64	.529	-1.054	.186	.036	.369	.653
Our firm can always find right partners to establish the core team	171	4.63	.584	-1.487	.186	2.132	.369	.576
Our firm can establish reasonable relationships with people or organizations that possess core resources	171	4.63	.574	-1.261	.186	.618	.369	.689
Valid N (listwise)	**171**	**4.63**	**0.54**	**-1.13**	**0.19**	**0.54**	**0.37**	**0.63**

Note: 1=Not at all, 2=To small extent, 3=To a moderate extent, 4=To a large extent, 5=To a very large extent

Source: Data analysis, (2023)

4.6.3 Dynamic Capability Descriptive Statistics

The third objective focused on determining the influence of dynamic capability on competitive advantage of EMVs in the four counties of study in Kenya. It was conceptualized that dynamic capability could have a direct influence on Competitive Advantage. Respondents were asked to indicate their agreement or disagreement with statements that were used to measure networking capability. A total of twenty-three statements were extracted and used to measure existence of competitive advantage (Table 4.23). The overall mean response score (M=4.53) together with the associated standard deviation (SD=0.63), this shows that there is a high degree of consistency among the respondents in their agreement with the availability of dynamic capabilities within their respective firms.

With respect to sensing capability, most companies are fast in detecting a major change in their industry (M=4.64, SD=0.540), they are also quick to review the possible impact of changes in the operating environment on customers (M=4.54, SD=0.577) and to identify new opportunities to serve their clients (M=4.62, SD=0.544). In addition, most firms appear to be very good at observing and anticipating technological trends (M=4.64, SD=0.540), they also regularly check the quality of their functional capabilities compared to the competition (M=4.61, SD=0.689), pay close attention to changes in functional capabilities (M=4.58, SD=0.593), and even compare their capabilities to those of companies in different industries (M=4.61, SD=0.524). Furthermore, most firms are highly attuned to the efficiency of their processes, particularly after changing existing capabilities or integrating new ones (M=4.64, SD=0.494).

Regarding learning capability, most firms frequently acquire knowledge about technologies and market trends from external sources (M=4.46, SD=0.616) and they

are able to strategically identify and acquire external knowledge very quickly (M=4.48, SD=0.626). Many firms encourage their employees to learn from other branches (M=4.39, SD=0.777), since existing knowledge is readily available (M=4.54, SD=0.606). When major changes are undertaken most firms relay this information to all department quickly (M=4.52, SD=0.617).

Many of the firms have employees who are skilled at generating innovative ideas that can contribute to the development of new products or services (M=4.49, SD=0.663). They are also capable of successfully adapting to new learning opportunities (M=4.57, SD=0.573), and implementing the acquired knowledge in their work (M=4.51, SD=0.636).

With reference to reconfiguration capability, most firms able to effectively transform available knowledge into new resources (M=4.51, SD=0.617). It was also observed that many employees bring about changes that are outside the available capabilities (M=4.43, SD=0.804), and they effectively identify priced capability elements, connect, and combine them in new ways (M=4.44, SD=0.729).

Additionally, the research found that many firms are confident in their ability to recombine existing capabilities into novel combinations (M=4.42, SD=0.780), moreover, employees are skilled at merging existing methods with new approaches without sacrificing efficiency (M=4.53, SD=0.617) and that most firms can successfully integrate the new knowledge acquired with existing knowledge (M=4.59, SD=0.539).

Table 4.24: Descriptive Statistics for Dynamic Capability

	N	M	SD	Skewness		Kurtosis		RB
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
Our company is fast in detecting a major change in our industry (e.g., competition, technology, regulation)	171	4.64	.540	-1.135	.186	.286	.369	.675
We often review the possible influence of changes in our operating environment (e.g., government regulation) on customers	171	4.54	.577	-.989	.186	1.030	.369	.636
We quickly understand new opportunities to serve our clients	171	4.62	.544	-1.045	.186	.070	.369	.552
We are very good at observing and anticipating technological trends	171	4.64	.540	-1.135	.186	.286	.369	.589
We regularly check the quality of our functional capabilities in comparison with the competition	171	4.58	.593	-1.083	.186	.180	.369	.669
We pay great attention to monitoring the change of functional capabilities	171	4.61	.524	-.816	.186	-.561	.369	.693
We regularly check the quality of our functional capabilities in comparison with companies in different industries	171	4.49	.654	-1.052	.186	.539	.369	.687
After changing existing capabilities or integrating new capabilities, we pay great attention to monitoring the efficiency of new processes	171	4.64	.494	-.724	.186	-1.113	.369	.528
We frequently acquire knowledge about technologies and market trends from external sources	171	4.46	.616	-.826	.186	.480	.369	.671
We strategically identify and acquire external knowledge very quickly	171	4.48	.626	-.940	.186	.565	.369	.702
Employees of our unit regularly visit other branches to learn about new technologies, trends, or business models	171	4.39	.777	-1.252	.186	1.247	.369	.730
Existing knowledge is readily available to each department within our business unit	171	4.54	.606	-1.293	.186	2.210	.369	.689
During major changes (e.g., market or technological development), every department is made to know quickly	171	4.52	.617	-1.068	.186	.860	.369	.675
Our employees have the capabilities to produce many novel and useful ideas	171	4.49	.663	-1.049	.186	.467	.369	.790
Within this business unit, we have the capabilities successfully to learn new things	171	4.57	.573	-1.144	.186	1.379	.369	.593

We have the capabilities to effectively develop novel ideas with the potential to impact on product development	171	4.51	.636	-1.214	.186	1.624	.369	.724
We effectively transformed available knowledge into new resources (e.g., new organization structure, new technical equipment)	171	4.51	.617	-.892	.186	-.208	.369	.692
Our employees bring about changes that are outside the available capabilities	171	4.43	.804	-1.494	.186	2.167	.369	.692
Our workers effectively identify priced capability elements, connect, and combine them in new ways	171	4.44	.729	-1.282	.186	1.414	.369	.752
We can effectively recombine existing capabilities into 'novel' combinations	171	4.42	.780	-1.180	.186	.648	.369	.742
Employees merge existing methods with new ways of doing things without losing their efficiency	171	4.53	.617	-.939	.186	-.132	.369	.745
We can effectively integrate new externally sourced capabilities and combine them with existing capabilities into 'novel' combinations	171	4.48	.722	-1.207	.186	.691	.369	.713
We can successfully integrate the new knowledge acquired with our existing knowledge	171	4.59	.539	-.825	.186	-.443	.369	.654
Valid N (listwise)	**171**	**4.53**	**0.63**	**-1.07**	**0.19**	**0.60**	**0.37**	**0.68**

Note: 1=Not at all, 2=To small extent, 3=To a moderate extent, 4=To a large extent, 5=To a very large extent

Source: Data analysis, (2023)

4.6.4 Entrepreneurial Orientation Descriptive Statistics

The fourth objective focused on determining the influence of entrepreneurial orientation on competitive advantage of EMVs in the four counties of study in Kenya. It was conceptualized that entrepreneurial orientation could have a direct influence on Competitive Advantage of EMVs. Respondents were asked to indicate their agreement or disagreement with the suggested statements that were used to measure entrepreneurial orientation. A total of seventeen statements were extracted and used to measure existence of entrepreneurial orientation (Table 4.24). The overall mean response score (M=4.52) together with the associated standard deviation (SD=0.70),

this shows that there is a high degree of consistency among the respondents in their agreement with the availability of entrepreneurial orientation within their respective firms.

With regard to innovativeness, many firms sought after new opportunities related to their operations (M=4.61, SD=0.689) in order to improve the overall performance of the business (M=4.61, SD=0.689). Many of the firms are introducing new goods and services to the market (M=4.61, SD=0.689) and they are also making improvements to the existing products and services in order to better meet customer needs (M=4.61, SD=0.689). In addition, management teams are actively seeking out new ways to improve their management systems (M=4.61, SD=0.689). They are also looking for new market niches to explore (M=4.61, SD=0.689).

With reference to proactiveness, majority of the firms react to actions initiated by their competitors (M=4.49, SD=0.777) and they are often the first to introduce new products or services, as well as administrative techniques, among others (M=4.46, SD=0.753). Firms tend to avoid direct competition with competitors, opting instead for a more passive "live-and-let-live" approach, (M=4.38, SD=0.934) and when they engage in competition, they tend to be very aggressive and adopt an "undo-the-competitors" approach (M=4.53, SD=0.754).

Regarding risk taking, most firms tend to take low-risk projects that offer a normal and certain rate of return (M=4.22, SD=0.979). However, there are also many firms that take on high-risk projects with the potential for very high returns (M=4.46, SD=0.792). Most firms takes a wide range of approaches to achieve its objectives (M=4.54, SD=0.597). When it comes to decision making in uncertain situations, most firms prefer to take an aggressive move to exploit potential opportunities (M=4.56,

SD=0.633) and they tend to take a cautious "wait-and-see" approach in order to minimize the risk of making costly decisions (M=4.36, SD=0.987).

Table 4. 25: Descriptive Statistics for Entrepreneurial Orientation

	N	M	SD	Skewness		Kurtosis		RB
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
We constantly seek new opportunities related to present operations	171	4.70	.474	-1.026	.186	-.515	.369	.643
We constantly seek opportunities to improve our business performance	171	4.71	.505	-1.462	.186	1.200	.369	.493
We introduce new goods/services that competitors do not offer in the market	171	4.58	.667	-1.676	.186	2.827	.369	.711
We seek to improve existing goods/services to meet customer needs	171	4.71	.491	-1.397	.186	.919	.369	.505
Management seeks new ways to improve the management systems	171	4.65	.514	-1.020	.186	-.133	.369	.627
We seek to expand into new market to sell our services (e.g. new location)	171	4.60	.579	-1.329	.186	1.767	.369	.669
Our firm typically responds to actions which competitors initiate	171	4.49	.777	-1.700	.186	3.101	.369	.645
Our firms typically initiate actions to which competitors then respond	171	4.50	.645	-.942	.186	-.197	.369	.706
Our firm is often the first business to introduce new products/services, administrative techniques, among others	171	4.46	.753	-1.312	.186	1.190	.369	.687
Our firm usually seeks to avoid competitive clashes, preferring a ‘live-and-let-live’ posture	171	4.38	.934	-1.881	.186	3.676	.369	.657
Our firm usually adopts a very competitive, ‘undo-the-competitors’ posture	171	4.53	.754	-2.071	.186	5.486	.369	.526
Our firm has a tendency of taking low-risk projects with normal and certain rates of return	171	4.22	.979	-1.360	.186	1.550	.369	.682
Our firm usually takes high risk projects with chances of very high returns	171	4.46	.792	-2.034	.186	5.517	.369	.569
Our firm usually takes a wide range of actions to achieve the firm’s objectives	171	4.54	.597	-.905	.186	-.164	.369	.682
On matters decision making on uncertain situations, our firm prefers a cautious ‘wait-and-see’ posture in order to minimize the probability of making costly decisions	171	4.36	.987	-1.860	.186	3.258	.369	.645

On matters decision making on uncertain situations, our firm prefers a bold, aggressive move in order to maximize the probability of exploiting potential opportunities	171	4.56	.633	-1.290	.186	1.185	.369	.729
Employees are encouraged to venture into unexpected territories	171	4.47	.799	-1.818	.186	3.922	.369	.732
Valid N (listwise)	**171**	**4.52**	**0.70**	**-1.48**	**0.19**	**2.03**	**0.37**	**0.64**

Source: Data analysis, (2023)

4.6.5 Competitive Advantage of EMVs Descriptive Statistics

Competitive advantage was conceptualized as the dependent variable in the present study. Thirteen items focusing on activities that can be undertaken were used to measure the competitive advantage. Respondents were asked to show their extent to which the statements apply to their organizations. The overall mean response score (M=4.62) together with the associated standard deviation (SD=0.61), shows that there is a high degree of consistency among the respondents in their agreement with the existence of competitive advantage activities within their respective firms.

From the findings, with regard to cost-based competitive advantage, most firms offer prices as low or lower than their competitors (M=4.37, SD=0.976) and they have introduced “switching costs’ through personal service or loyalty (M=4.49, SD=0.890).

With reference to product- based competitive advantage, majority of the firms offers products that are durable (M=4.71, SD=0.528) and high quality (M=4.69, SD=0.556). Firms also alter product offering to meet client needs (M=4.61, SD=0.689). Moreover, majority of firms have demonstrated a tendency to be the first movers in the market when it comes to introducing new products (M=4.48, SD=0.814).

Regarding service-based competitive advantage, most firms deliver customer order(s) on time (M=4.68, SD=0.468), offer dependable delivery (M=4.68, SD=0.466), customizes client’s products (M=4.63, SD=0.543) and cater to customer needs for new features (M=4.64, SD=0.571). The findings also indicated that most firms were

highly adaptable and willing to change course when needed (M=4.68, SD=0.514); constantly searching for new, emerging market segments (M=4.66, SD=0.511); building and defending market niches (M=4.64, SD=0.592); lastly they remained entrepreneurial and willing to take risks and act with lightning speed (M=4.71, SD=0.481).

Table 4.26: Descriptive Statistics for Competitive Advantage of EMVs

	N	M	SD	Skewness		Kurtosis		RB
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
Our firm is able to offer prices as low or lower than our rivals	171	4.37	.976	-1.617	.186	1.809	.369	.591
Our firm erects "switching costs' through personal service or loyalty.	171	4.49	.890	-2.251	.186	5.476	.369	.454
Our firm offers product that are very durable	171	4.71	.528	-2.596	.186	12.746	.369	.591
Our firm offers high quality products	171	4.69	.556	-2.458	.186	10.522	.369	.614
Our firm alters product offering to meet client needs	171	4.61	.689	-2.360	.186	7.133	.369	.571
Our firm is usually first in the market in introducing new products	171	4.48	.814	-2.018	.186	4.637	.369	.597
Our firm delivers customer order(s) on time	171	4.68	.468	-.770	.186	-1.423	.369	.507
Our firm provides dependable delivery	171	4.68	.466	-.800	.186	-1.377	.369	.593
Our firm provides customized products to clients	171	4.63	.543	-1.298	.186	2.038	.369	.672
Our firm caters to customer needs for new features	171	4.64	.571	-2.087	.186	8.391	.369	.642
Our firm is flexible and willing to change whenever necessary.	171	4.68	.514	-1.578	.186	3.213	.369	.661
Our firm constantly searches for new, emerging market segments.	171	4.66	.511	-1.083	.186	.018	.369	.685
Our firm builds and defends market niches.	171	4.64	.592	-2.100	.186	7.588	.369	.686
Our firm remains entrepreneurial and willing to take risks and act with lightning speed.	171	4.70	.481	-1.238	.186	.289	.369	.621
Valid N (listwise)	**171**	**4.62**	**0.61**	**-1.73**	**0.19**	**4.36**	**0.37**	**0.61**

Note: 1=Not at all, 2=To small extent, 3=To a moderate extent, 4=To a large extent, 5=To a very large extent

Source: Data analysis, (2023)

4.6.5.1 Sources of Competitive Advantage for EMVs

The findings of the research suggest that there are several key factors that contribute to competitive advantage in Event Management Ventures in Kenya. These factors

include strong customer relations, the ability to adapt to changing external environments, efficient and quality services, fair pricing, differentiation and information advantage, innovation and creativity, and the use of technology. Additionally, providing after-sale services, offering free gifts, and giving attention to detail and commitment also play a significant role in customer satisfaction and loyalty. The research also highlights the importance of staying competitive, providing interactive customer service, and utilizing media publicity to promote businesses. Overall, these findings can be useful for businesses looking to improve their operations and succeed in their respective industries.

4.7 Assumptions of Regression Analysis

The study postulated that the entrepreneurial capabilities could influence competitive advantage of EMVs. Regression analysis was therefore used to test the posited direct relationships between entrepreneurial capabilities and competitive advantage of EMVs. Prior to running the tests, assumptions of regressions were first examined. It is argued that regression analysis and more so multiple regressions works best on the basis of certain assumptions (Tabachnick & Fidell, 2017).

4.7.1 Normality Assumption Test

Normality in distributions of data across the five constructs was examined using the quantile – quantile (Q-Q) plots. Cramer and Howitt (2018), identify normality of distributions as a pre-requisite for conducting multivariate analysis of the type of regression analysis. Loy, Follett and Hofman (2017) observe that Q-Q plots have the ability to point out non-normal features of distributions, making them more suitable for testing normality. In the Q-Q plot, normality is achieved if plotted data representing a given variable follow a diagonal line usually produced by a normal distribution.

4.7.1.1 Normality of Networking Capability

Networking capability was identified as an essential entrepreneurial dimension with ability to influence competitive advantage of EMVs. The normal Q-Q plot shows that data dots were largely along the diagonal line, which signifies that data distribution for networking capability dimension was normal (Figure 4.6).

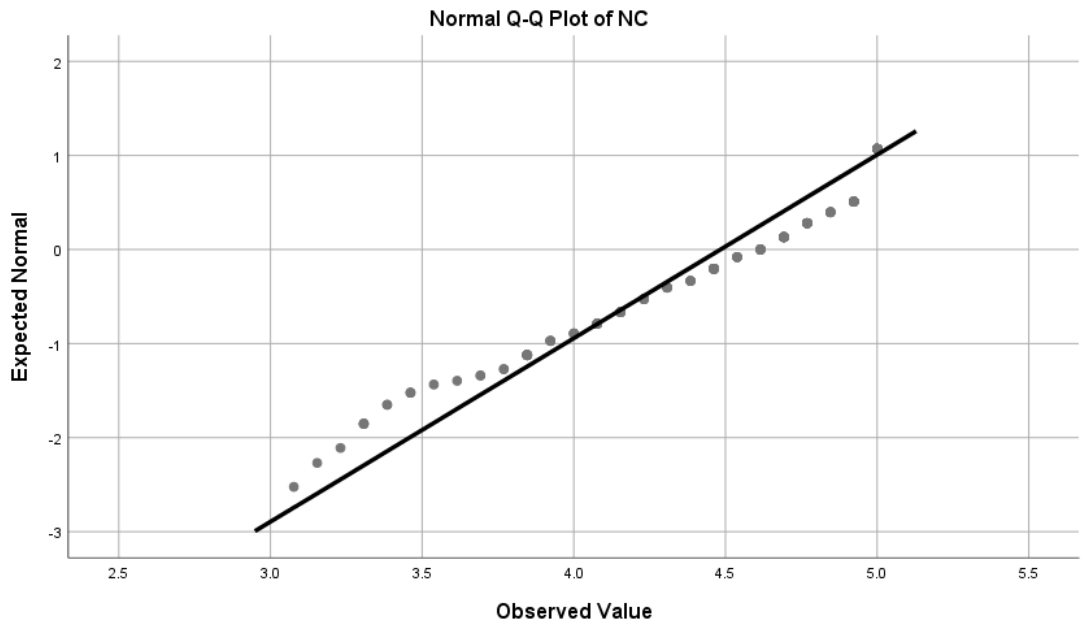


Figure 4. 6: Normal Q-Q Plot of Networking Capability
Source: Data analysis, (2023)

4.7.1.2 Normality of Managerial Capability

The plot of the rank ordered values of the managerial capability were largely along the diagonal line except for a few points at the lower extreme (Figure 4.7). The normality assumption for the managerial capability data distribution was therefore met.

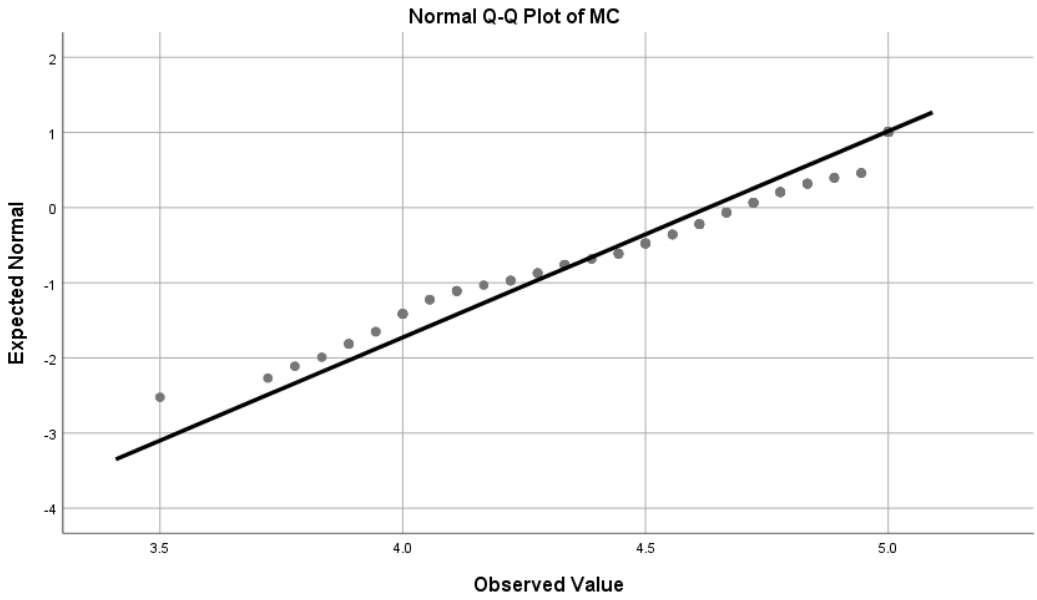


Figure 4. 7: Normal Q-Q Plot of Managerial Capability
Source: Data analysis, (2023)

4.7.1.3 Normality of Dynamic Capability

Dynamic capability was the third entrepreneurial dimension that was deemed to have influence on competitive advantage of EMVs. The normal Q-Q plot of the dynamic capability distribution indicated that normality assumption was not violated (Figure 4.8). The data dots stayed close to the diagonal line.

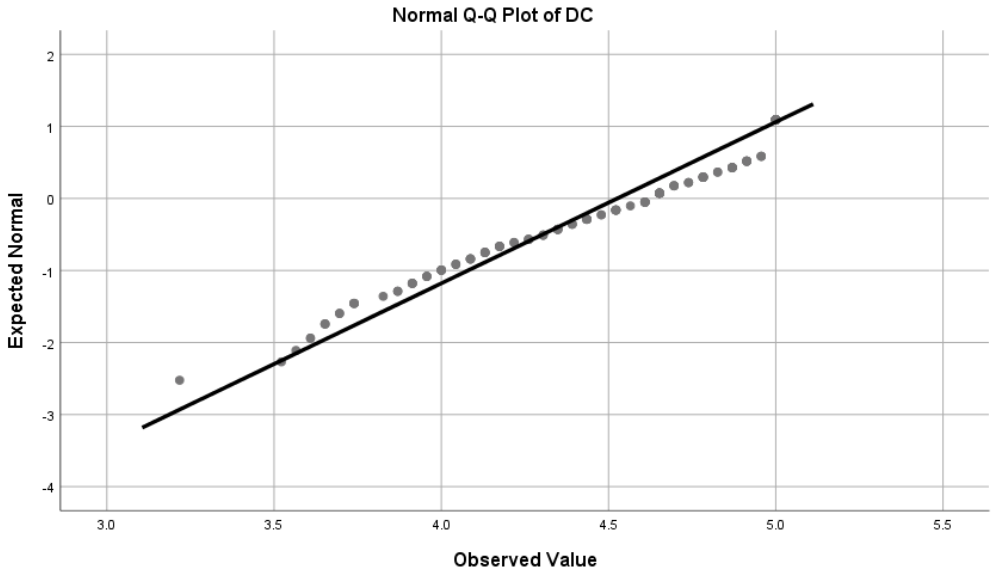


Figure 4. 8: Normal Q-Q Plot of Dynamic Capability
Source: Data analysis, (2023)

4.7.1.4 Normality of Entrepreneurial Orientation

Entrepreneurial orientation was the fourth entrepreneurial dimension that was deemed to have influence on competitive advantage of EMVs. The normal Q-Q plot of the entrepreneurial orientation distribution indicated that normality assumption was not violated (Figure 4.9). The data dots stayed close to the diagonal line.

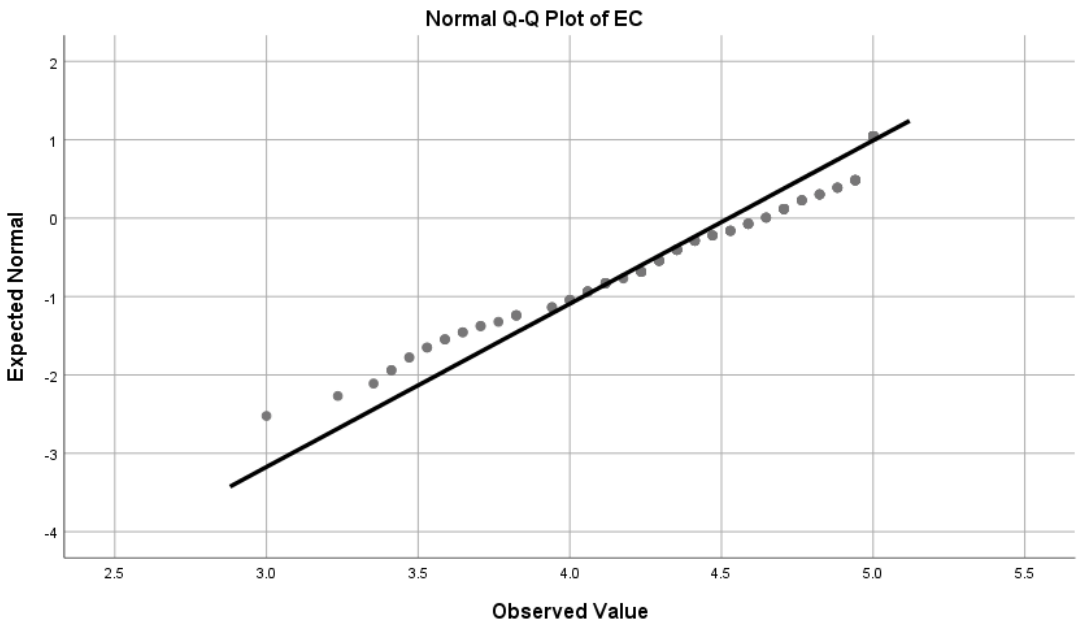


Figure 4. 9: Normal Q-Q Plot of Entrepreneurial Orientation
Source: Data analysis, (2023)

4.7.1.5 Normality of the Competitive Advantage of EMVs Distribution

Competitive advantage of EMVs was conceptualized as the dependent variable. The normal Q-Q plot displayed in Figure 4.10 indicates that data dots stayed alongside the diagonal throughout the distribution. Competitive advantage of EMVs data therefore followed a normal distribution.

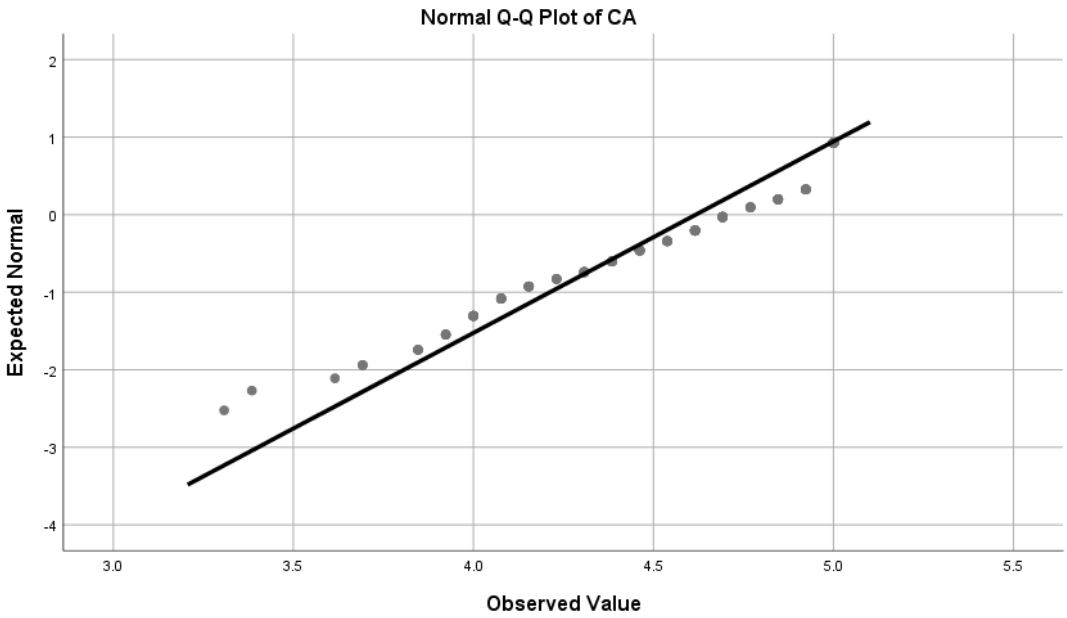
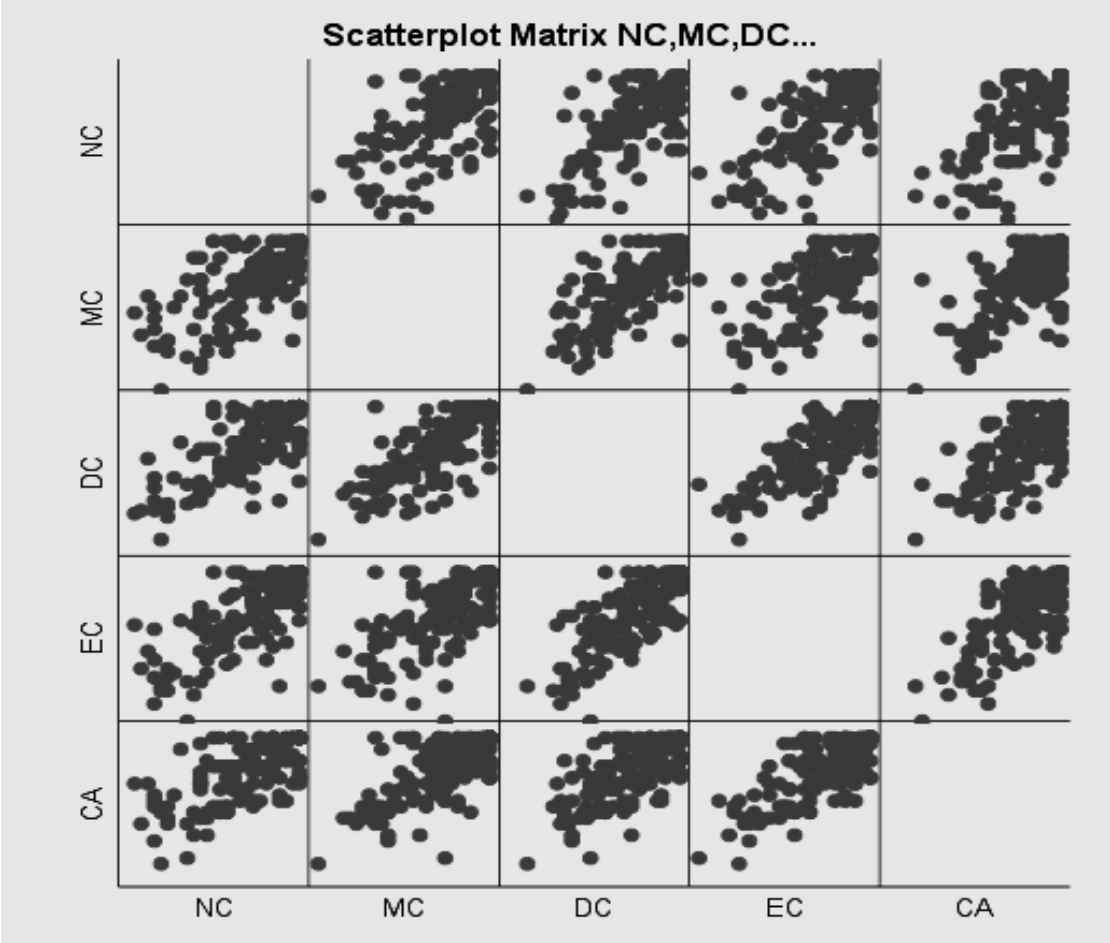


Figure 4. 10: Normal Q-Q Plot of Competitive Advantage of EMVs Distribution
Source: Data analysis, (2023)

4.7.2 Linearity Assumption Test

The Bivariate Scatter plots were used to examine the degree of linear relationship among the study variables. Tabachnick and Fidell (2017) recognize linearity as one of the assumptions upon which regression analysis is pegged. They contend that Bivariate Scatter plots capture linearity better than Pearson correlation which is only limited to capturing the linear component of the relationship. Linearity among variables was confirmed if variables produced elliptical or oval scatter plots. Figure 4.11 indicates that this was the case with the variables under study hence linearity assumption was not violated.



NC Networking Capability
MC Managerial Capability
DC Dynamic Capability
EC Entrepreneurial Orientation
CA Competitive Advantage of EMVs

Figure 4.11: Linear relationship of variables
Source: Data analysis, (2023)

4.7.3 Multicollinearity Test

Multicollinearity assumption was tested using the Statistic–Collin instruction in SPSS. Tabachnick and Fidell, (2017), note that multi-collinearity relates to the correlation matrix resulting from variables that are highly correlated. The collinearity statistics (Table 4.27) indicated that none of the dimensions (rows) contained more than one variance proportion above 0.50. Multicollinearity assumption was therefore not violated.

Table 4.27: Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	NC	MC	DC	EC
1	1	4.986	1.000	.00	.00	.00	.00	.00
	2	.008	25.722	.53	.11	.01	.01	.04
	3	.003	42.344	.11	.87	.04	.07	.22
	4	.002	50.787	.20	.00	.29	.22	.71
	5	.001	58.484	.16	.02	.66	.71	.03

a. Dependent Variable: Competitive Advantage of EMVs

Source: Data analysis, (2023)

4.7.4 Autocorrelation Test

Autocorrelation (independence of errors) was tested using the Durbin–Watson (DW) statistics. According to Hair et al., (2017), regression analysis assumes that regression residuals are independent of one another. In retrospect, a Durbin–Watson statistic in the range 1.5<d<2.5 suggests lack of autocorrelation (Verbeek, 2019). Results in Table 4.28 confirms that the Durbin–Watson statistics for each of the four independent variables were in the range 1.5<d<2.5, an indication of lack of autocorrelation.

Table 4.28: Independence of Errors

Model	Std. Error of the Estimate	Durbin-Watson
Networking Capability	.283	1.969
Managerial Capability	.277	1.600
Dynamic Capability	.265	1.737
Entrepreneurial Orientation	.249	2.110

a. Dependent Variable: Competitive Advantage of EMVs
b. Dependent Variable: Competitive Advantage of EMVs

Source: Data analysis, (2023)

4.8 Multiple Regression

The study conceptualized that competitive advantage of Event Management Ventures (EMVs) was a function of entrepreneurial capabilities dimensions, and could be represented by the following model

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \varepsilon$$

Where;

Y= Competitive Advantage of Event Management Ventures (Dependent variable)

B_{iis} = Standardized regression coefficients

ε = Error term

Independent Variables

X_1 Networking Capability

X_2 Managerial Capability

X_3 Dynamic Capability

To test this conceptualization, competitive advantage of event management ventures was regressed on the entrepreneurial capabilities: networking capability (X_1), managerial capability (X_2) and dynamic capability (X_3). The multiple regressions model summary presented in Table 4.29 revealed that the multiple coefficients of determination was 0.646 for entrepreneurial capabilities, an indication that entrepreneurial capabilities explained 64.6% of the variance in competitive advantage of event management ventures. The actual variance accounted for was 64% (Adjusted $R^2 = 0.640$).

Table 4.29: Model Summary[c] for Entrepreneurial Capabilities and Competitive Advantage of Event Management Ventures

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.804[a]	.646	.640	.24331	.646	101.548	.000	1.806

a. Predictors: (Constant), Networking Capability, Managerial Capability, Dynamic Capability

b. Dependent Variable: Competitive Advantage of Event Management Ventures

The ANOVA results in Table 4.30 show that the conceptualized model was statistically suitable. At least one of the regression coefficients was different from zero ($F_{7, 167} = 101.548$, $p<0.05$).

Table 4. 30: ANOVA[a] for Entrepreneurial Capabilities and Competitive Advantage of Event Management Ventures

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.035	3	6.012	101.548	.000[b]
	Residual	9.887	167	.059		
	Total	27.922	170			

a. Dependent Variable: Competitive Advantage of Event Management Ventures
b. Predictors: (Constant), Networking Capability, Managerial Capability, Dynamic Capability

The multiple regressions coefficient displayed in table 4.31 revealed that when entrepreneurial capabilities were considered together, networking capability (B=0.197, p<0.05), managerial capability (B=0.334, p<0.05) and dynamic capability (B=0.295, p<0.05) were positive and significant predictors of competitive advantage of event management ventures in Kenya. The confirmed regressions model can therefore be represented as:

$$Y=0.850 + 0.197X_1 + 0.334X_2 + 0.295X_3 + \varepsilon$$

Table 4. 31: Coefficient[a] for Entrepreneurial Capabilities and Competitive Advantage of Event Management Ventures

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.850	.238		3.573	.000		
	Networking Capability	.197	.061	.250	3.249	.001	.359	2.786
	Managerial Capability	.334	.085	.300	3.928	.000	.362	2.759
	Dynamic Capability	.295	.081	.325	3.653	.000	.268	3.737

a. Dependent Variable: Competitive Advantage of Event Management Ventures

4.8.1 Test for Hypothesis

Hypothesis H_{01}: Networking capability does not significantly influence competitive advantage of Event Management Ventures in Kenya.

Hypothesis H_{01} presupposed that networking capability does not significantly influence competitive advantage of Event Management Ventures in Kenya.

The p value for the regression associated with networking capability was 0.001, and was below the 0.05 threshold set for significance (Table 4.31). The hypothesis that networking capability has no influence on competitive advantage of EMVs development was rejected. Thus, networking capability had a positive and significant influence on competitive advantage of EMVs ($B=0.197$, $p<0.05$).

Hypothesis H_{02}: Managerial capability does not have a significant influence on competitive advantage of EMVs in Kenya.

Hypothesis H_{02} claimed that Managerial capability does not have a significant influence on competitive advantage of event management ventures in Kenya. The regression weight associated with managerial capability on table 4.31 had a p-value of 0.000 that was much less than 0.05, and signified that managerial capability positively and significantly influences Competitive Advantage of Event Management Ventures in Kenya ($B = 0.334$, $p<0.05$). The regression coefficient of 0.334 implies that a 1 percent improvement in managerial capability results in a 0.334 percent improvement Competitive Advantage of Event Management Ventures. The hypothesis that managerial capability has no influence on competitive advantage of EMVs development was rejected.

Hypothesis H_{03}: Dynamic capability does not significantly influence competitive advantage of EMVs in Kenya.

Hypothesis H_{03} postulated that dynamic capability has no significant influence on competitive advantage of event management ventures in Kenya. The regression coefficient associated with dynamic capability as shown on table 4.31 had a p-value of 0.000, hence, the hypothesis was rejected indicating that dynamic capability positively and significantly influenced competitive advantage of Event Management

Ventures (B=0.295, p<0.05). The implication is that when dynamic capability increases by a unit percentage point, competitive advantage of Event Management Ventures increases by 0.295 percent points. The hypothesis that dynamic capability has no influence on competitive advantage of EMVs development was rejected.

4.9 Test for Moderation Effects

Process Macro was used to determine the moderating effect of entrepreneurial orientation on the relationship between entrepreneurial capability dimensions and competitive advantage of EMVs in Kenya. Moderation analysis was used to determine if a third variable or set of variables influenced the magnitude of a variable's impact on an outcome variable. Model 1 was used to estimate a moderation model with one moderator, W, for the effect of X on Y. In addition, Process Macro provided an output option to construct a visual representation of the interaction between entrepreneurial capability dimensions and competitive advantage of EMVs. The values obtained from this output were then used to generate a visual depiction of the interaction in a graph.

H_{04a}: Moderating effect of Entrepreneurial Orientation on the Relationship between Networking Capability and Competitive Advantage of EMVs, Kenya

The first moderation in this study was moderation effect of entrepreneurial orientation on the relationship between networking capability and competitive advantage of EMVs, in Kenya.

The overall moderation model results had significant effects F (3, 167) =105.1831; P=.001; R^2 = .6539 (Table 4.32). Together, the variables accounted for approximately 65% of the variance in competitive advantage of EMVs.

Table 4. 32: Networking capability* Entrepreneurial Orientation Outcome Variable

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8087	.6539	.0579	105.1831	3.0000	167.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.6365	.0235	197.4951	.0000	4.5902	4.6829
NC	.1875	.0588	3.1868	.0017	.0713	.3037
EO	.4815	.0630	7.6423	.0000	.3571	.6058
Int_1	-.0987	.0763	-1.2937	.1976	-.2493	.0519

Int_1: NC x EO

The results of interaction were insignificant (β= -0.987, p=.1976). This implies that entrepreneurial orientation is not a statistically significant moderator, in the relationship between networking capability and the competitive advantage of EMVs. Thus the hypothesis was not rejected.

Table 4. 33: Test(s) of highest order unconditional interaction(s) (NC*EO)

	R^2-chng	F	df1	df2	p
X*W	.0035	1.6736	1.0000	167.0000	.1976

Focal predict: NC (X)
Mod var: EO (W)

When the interaction term between networking capability and entrepreneurial orientation was added to the regression model, it accounted for an insignificant proportion of the variance in competitive advantage of EMVs with R^2 Change = .0035, change in F (1, 167) = 1.6736, p = .1975, β= -0.987, t(167) = -1.2937, p >.05 as summarized in Table 4.42.

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between networking capability and entrepreneurial orientation. Figure 4.12 plots the simple slopes for the interaction between networking capability and entrepreneurial orientation.

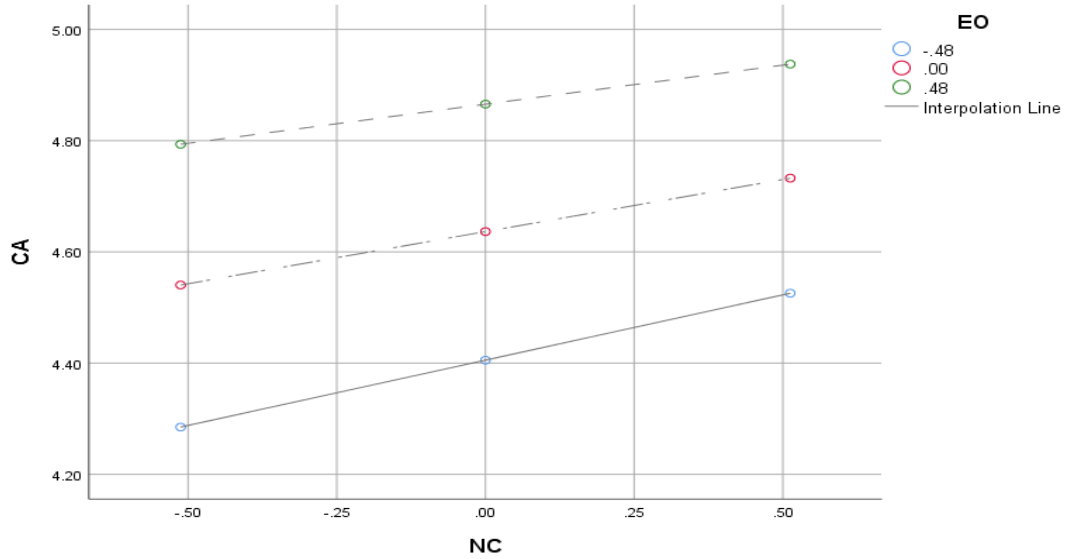


Figure 4. 12: Simple Plot of Competitive Advantage of EMVs versus Moderated Networking Capability.
Source :Survey Data, 2023

The regression coefficient of interaction between networking capability and entrepreneurial orientation on competitive advantage of EMVs was not significant. Hypothesis H_{04a} stated that entrepreneurial orientation does not moderate the relationship between networking capability and competitive advantage of EMVs in Kenya. The results of the study support this hypothesis, as it was not rejected. The findings suggest that there is no moderating effect of entrepreneurial orientation on the relationship between networking capability and competitive advantage of EMVs in Kenya.

H_{04b}: Moderating effect of Entrepreneurial Orientation on the Relationship between Managerial Capability and Competitive Advantage of EMVs, Kenya

The third moderation in this study was moderation effect of entrepreneurial orientation on the relationship between managerial capability and competitive advantage of EMVs in Kenya. The overall moderation model results had significant effects F (3, 167) =110.3275; P=.000; R^2 = .6758 (Table 4.34). Together, the variables accounted for approximately 68% of the variance in competitive advantage of EMVs.

Table 4. 34: Managerial Capability* Entrepreneurial Orientation Outcome Variable

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8221	.6758	.0542	116.0627	3.0000	167.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.6413	.0225	206.5345	.0000	4.5969	4.6857
MC	.3293	.0753	4.3753	.0000	.1807	.4779
EO	.4475	.0570	7.8585	.0000	.3351	.5600
Int_1	-.1821	.1055	-1.7257	.0862	-.3904	.0262

Int_1: MC x EO

The results of interaction were insignificant (β= -1.1821, p=.0862). This implies that entrepreneurial orientation is not a statistically significant moderator, in the relationship between managerial capability and the competitive advantage of EMVs. Thus the hypothesis was not rejected.

Table 4. 35: Test(s) of highest order unconditional interaction(s) (MC*EO)

	R^2-chng	F	df1	df2	p
X*W	.0058	2.9781	1.0000	167.0000	.0862

Focal predict: MC (X)

Mod var: EO (W)

When the interaction term between managerial capability and entrepreneurial orientation was added to the regression model, it accounted for an insignificant proportion of the variance in competitive advantage of EMVs with R^2 Change = .0058, change in F (1, 167) = 2.9781, p = .0862, β= .-1.1821, t(167) = -1.7257, p >. 05 as summarized in Table 4.34.

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between managerial capability and entrepreneurial orientation. Figure 4.13 plots the simple slopes for the interaction between managerial capability and entrepreneurial orientation.

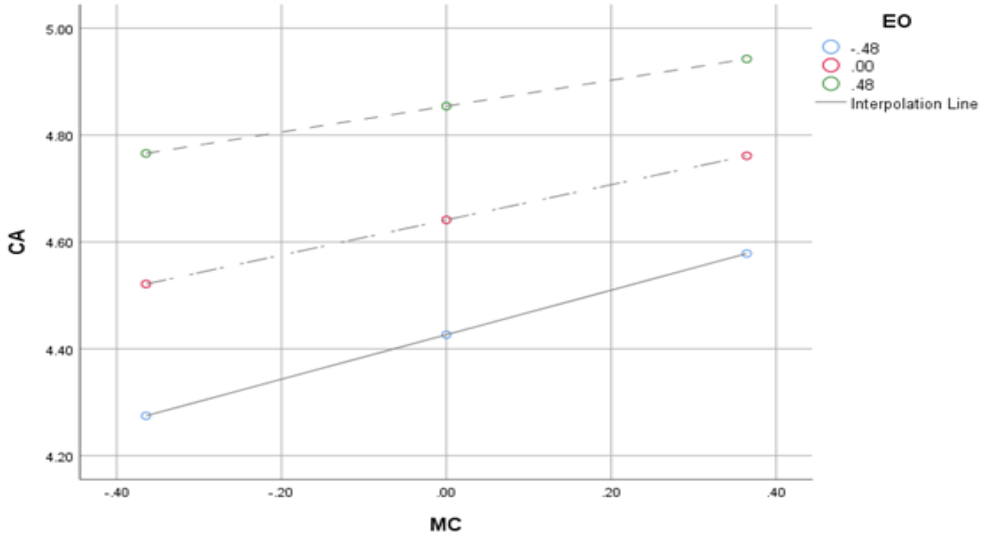


Figure 4. 13 : Simple Plot of Competitive Advantage of EMVs versus Moderated Managerial Capability
Source: Survey Data, 2023

The regression coefficient of interaction between managerial capability and entrepreneurial orientation on competitive advantage of EMVs was not significant.

Hypothesis H_{04b} stated that entrepreneurial orientation does not moderate the relationship between managerial capability and competitive advantage of EMVs in Kenya. The results of the study support this hypothesis, as it was not rejected. The findings suggest that there is no moderating effect of entrepreneurial orientation on the relationship between managerial capability and competitive advantage of EMVs in Kenya.

H_{04c}: Moderating effect of Entrepreneurial Orientation on the Relationship between Dynamic Capability and Competitive Advantage of EMVs, Kenya

The third moderation in this study was moderation effect of entrepreneurial orientation on the relationship between dynamic capability and competitive advantage of EMVs, in Kenya.

The overall moderation model results had significant effects F (3, 167) =110.3275; P=.000; R^2 = .6646 (Table 4.36). Together, the variables accounted for approximately 66% of the variance in competitive advantage of EMVs.

Table 4. 36: Dynamic Capability* Entrepreneurial Orientation Outcome Variable

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8153	.6646	.0561	110.3275	3.0000	167.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.6403	.0239	194.1751	.0000	4.5931	4.6875
DC	.3019	.0722	4.1801	.0000	.1593	.4445
EO	.3995	.0713	5.6061	.0000	.2588	.5403
Int_1	-.1286	.0885	-1.4531	.1481	-.3034	.0461

Int_1: DC x EO

The results of interaction were insignificant (β= -1.286, p=.1481). This implies that entrepreneurial orientation is not a statistically significant moderator, in the relationship between dynamic capability and the competitive advantage of EMVs. Thus the hypothesis was not rejected.

Table 4. 37: Test(s) of highest order unconditional interaction(s) (DC*EO)

	R^2-chng	F	df1	df2	p
X*W	.0042	2.1116	1.0000	167.0000	.1481

Focal predict: DC (X)

Mod var: EO (W)

When the interaction term between dynamic capability and entrepreneurial orientation was added to the regression model, it accounted for an insignificant proportion of the variance in competitive advantage of EMVs with R^2 Change = .0042, change in F (1, 167) = 2.1116, p = .1481, β= .-1.286, t(167) = -1.4531, p >. 05 as summarized in Table 4.37.

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between dynamic capability and entrepreneurial orientation. Figure 4.14 plots the simple slopes for the interaction between dynamic capability and entrepreneurial orientation.

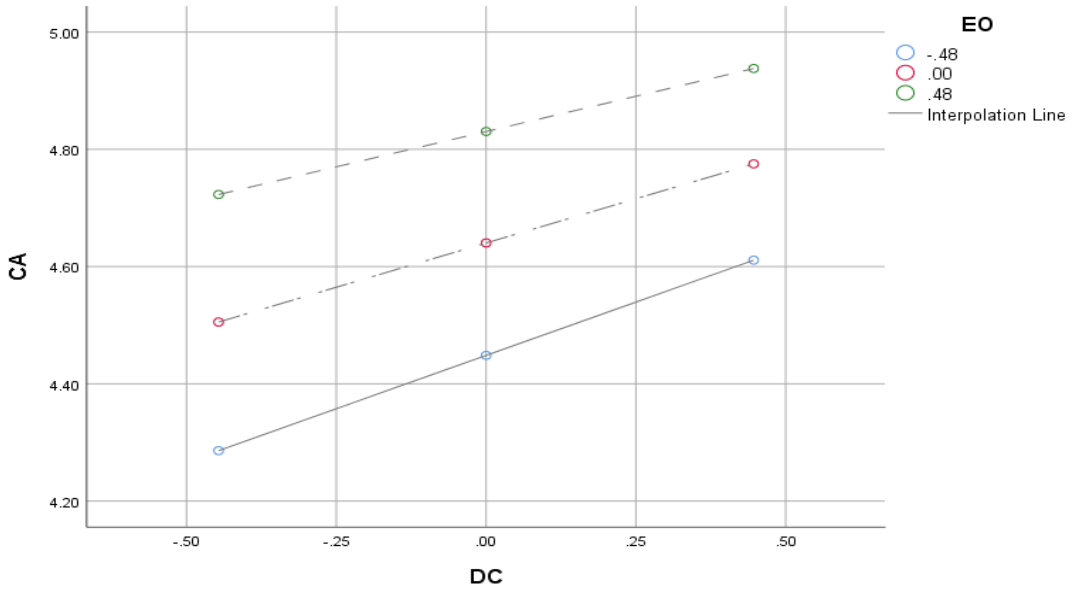


Figure 4. 14: Simple Plot of Competitive Advantage of EMVs versus Moderated Dynamic Capability
Source: Survey Data, 2023

The regression coefficient of interaction between dynamic capability and entrepreneurial orientation on competitive advantage of EMVs was not significant.

Hypothesis H_{04c} stated that entrepreneurial orientation does not moderate the relationship between dynamic capability and competitive advantage of EMVs in Kenya. The results of the study support this hypothesis, as it was not rejected. The findings suggest that there is no moderating effect of entrepreneurial orientation on the relationship between dynamic capability and competitive advantage of EMVs in Kenya.

Table 4. 38: Summary of the Hypotheses

Hypothesis	Statement	Method	Test statistic	Decision
H_{01}	Networking capability does not significantly influence competitive advantage of event management ventures in Kenya.	Multivariate regression technique	=0.197, p=0.001	Rejected
H_{02}	Managerial capability does not have a significant influence on competitive advantage of event management ventures in Kenya.	Multivariate regression technique	=0.334, p=0.000	Rejected
H_{03}	Dynamic capability does not significantly influence competitive advantage of event management ventures in Kenya.	Multivariate regression technique	=0.295, p=0.000	Rejected
H_{04a}	Entrepreneurial Orientation does not significantly influence the relationship between networking capability and competitive advantage of event management ventures in Kenya.	PROCESS	-0.0987, p=0.1976	Fail to Reject
H_{04b}	Entrepreneurial Orientation does not significantly influence the relationship between managerial capability and competitive advantage of event management ventures in Kenya.	PROCESS	-.01821, p=0.0862	Fail to Reject
H_{04c}	Entrepreneurial Orientation does not significantly influence the relationship between dynamic capability and competitive advantage of event management ventures in Kenya.	PROCESS	-0.1286, p=0.1481	Fail to Reject

Source: Researcher, 2023

4.10 Qualitative Analysis for Entrepreneurial Capabilities and Competitive Advantage of EMVs

This section answered questions posed to entrepreneurs and owners of Hospitality EMVs in the study. The data was collected using interviews conducted with Hospitality EMVs entrepreneurs and owners.

4.10.1 Features of EMVs

The study sought to establish general features of the selected EMVs including the products offered, years of operation and their type of clientele. The products offered by EMVs ranged from tents and décor, outside catering, flower arrangement, public address hire, photography to cake making and car hire services. In terms of years of

operation, most EMVs had been operating for 7years to 15 years. On the type of clientele, there were mixed answers from the respondents. For example, some respondents stated that:

> *'My clients are all over. I can't tell you they are specifically these or those ones. Some are corporate clients. Others are from referrals from previous clients and friends' (INT-1)*
>
> *'My clients are majorly civil servants and county governments. They give me business in form of seminars, conferences and trainings' (INT-5)*
>
> *'My customers are majorly members of public. I depend on positive-word-of mouth to get them. As many as they approach my company for any services we offer, I agree with them on a tailor made package' (INT-8)*

4.10.2 Competitive Factors for EMVs

Respondents were also asked to state competitive factors for their EMVs and the role of EMV owners on the success or failure of EMVs. Results indicate that most participants were of the view that the characteristics of the entrepreneurs and owners of the EMVs played a critical role in the success or failure of the company. These characteristics included: being a visionary leader, ability to negotiate with different clientele, excellent financial skills and flexibility. Typical narratives included:

> *'I attribute the success of my EMV to my efforts. As the owner of the company I have a vision for this company. I know what I want. That's why I work extra hard for it to succeed.'(INT-3)*
>
> *'The company depends on me to a large extent for it to succeed… I provide leadership. I am in charge of finances. I have to be physically present in most events to ensure everything goes on well. I do not want to disappoint my customers.'(INT-7)*
>
> *'Actually this business is about networking. I am a people person. I take every opportunity to establish networks then I turn these networks to profits. So the ability to speak well to significant people has been a great pillar for my company' (INT-10).*

4.10.3 Sources of Competitive Advantage for EMVs

Respondents were also asked to indicate that which distinguished them from other EMVs. Results indicated a range of sources including offering a variety of products and services to customers, flexible pricing of products, professionalism, ability to tailor make a product to suit customers' taste and preferences and possession of equipment and facilities for events management. Typical responses included:

> *'What has stood out most for my company is the fact that we have our own tents, chairs and equipment needed in an event. We do not have to hire or borrow from other companies as this may delay come in bad shape. We have invested in acquiring our own tools of trade hence our clients choose us always.'(INT-2)*
>
> *'The most unique element about us is our flexible pricing model. We never turn away clients. We talk and talk and talk more until we agree on what is a win for them and a win for us. So never say no to a client. Offer them what their budget can allow. (INT-15)*
>
> *'I mean business when it comes to business. Be it family, friends or other clients I handle them professionally. I mind my language and so do my employees. We use tact in difficult situations. We keep deadlines. We begin events on time and en them on time. My employees are trained from day 1.' (INT-20)*

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of this study was to establish the influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of Event Management Ventures in selected counties in Kenya. The study examined the influence of networking, dynamic and managerial capabilities on the competitive advantage of EMVs in 4 selected counties in Kenya. Additionally, the study examined the moderating effect of Entrepreneurial Orientation on the relationship between entrepreneurial capabilities and competitive advantage of Hospitality EMVs in 4 selected counties in Kenya. This chapter presents a summary of major findings and draws conclusions based on the findings. Implications for theory and practice are presented as are recommendations for future studies.

5.1 Discussion of Findings

The discussion of findings is presented consistent to the specific objectives of the study.

5.1.1 General Demographics of Managers

The demographic characteristics of managers of the selected EMVs were examined in terms of gender, age, level of education and job title. Previous studies have shown that demographics such as the level of education and age of managers and entrepreneurs may influence the competitive advantage of hospitality SMEs such as Event Management Ventures (Powell, 2001; O'Regan,, Ghobadian and Gallear, 2006). For example, Powell, (2001) argues that a firm acquires competitive advantage by creating capabilities that are precious, rare, inimitable or non-substitutable. These capabilities can be tangible such as human, economic or physical capabilities; or

intangible such as reputation, know-how or patents(Collis &Montgomery, 2015, Hall, 2012) A young entrepreneur, besides desire and perhaps a certain amount of capital, has no knowledge of prudent business planning, which leads to high SME mortality (Lambropoulos, 2015). This study found out that the level of education was a contributor of competitive advantage of EMVs in that majority of the managers had formal education up to college level (49.1%), (44.2%) had university level qualification, and the remainder 6.7% had secondary level education. The findings on age however contradicted those from previous studies in that majority of the managers (38.0%) were between 31-35 years, 29.5% were between 26 - 30 Years, 13.3% were 36 - 40 years, 10.8% (18) were below 25 years of age, while 8.4% (14) were above 40 years.

5.1.2 Characteristics of EMVs as Hospitality SMEs

The study asked respondents about the number of years their business had been in operation. The results indicated that 41.4% of businesses have been operating for 1-3 years, 27.2% for 4-6 years, 12.4% for over 10 years, 13.0% for less than a year, and 5.9% for 7-9 years. The study also examined the ownership structure and number of employees of businesses in four counties. The findings revealed that most businesses were sole proprietorships (61.4%), followed by partnerships (18.1%), companies (16.4%), and family-owned (4.1%). With reference to the number of employees the findings indicated that the majority of respondents reported having less than 50 employees (74.1%), followed by those with 51-100 employees (21.8%), and 4.1% had between 101-150 employees.

5.1.3 Networking Capability and Competitive Advantage of EMVs

The first objective of this study was to establish the influence of networking capability on the competitive advantage of Event Management Ventures in Kenya.

Results of a descriptive analysis shows that there is coordination amongst EMVs and the EMVs have developed relations with one other based on what they contribute. Additionally it was noted that there is a significant level of support and cooperation among EMVs, particularly in times of crisis. Moreover, the results indicate that EMVs are knowledgeable about the products and services offered by their partner EMVs. Regarding social competence, most firms have the ability to develop a relationship with new and related EMVs, they are open to new relationships, and they endeavor to build good relationships with other EMVs and are alert to finding new business partners and maintaining relationships.

The implications of these results are that networking is a key component of successful operation of an EMV and that if harnessed well it can be a source of competitive advantage for a firm. Chaston (2016) argues that networking allows for the sharing of expertise and resources leading to better marketing processes, internal growth and development and market expansion. The findings agree with previous studies on the importance of networking capability in hospitality SMEs like EMVs. For example, Coviello and Munro (2014) who affirmed that networking is seen as positively related with organizational growth and may provide a base for competitive advantage.

Exploratory factor analysis extracted thirteen components namely coordination, relationships, support in crisis, knowledge of strengths and weaknesses of others, products knowledge, market knowledge, ability to develop relationships, openness to new relations, endeavor to build relationships, alertness to new business partners, providing feedback, problem solving, and responsibility. These findings indicate that networking capability is about pursuing relationships, making them and maintaining these relationships. For one to be competitive in the market, EMVs must flex their networking muscles especially with significant and profitable persons and entities.

Additionally, EMVs must be aware of what their competitors offer in terms of products and services, what their strengths and weaknesses are and continually pay attention to potential business partnerships to pursue

Multiple regression analysis examining the influence of networking capability on the competitive advantage of Event Management Ventures revealed that networking capability had a positive and significant influence on competitive advantage of EMVs in Kenya ($B=0.197$, $p<0.05$). The regression results confirmed that networking capability is core in the competitive running of an EMV. A manager, entrepreneur or owner of an EMV must possess networking skills in order to survive in the competitive business environment.

5.1.4 Managerial Capability and Competitive Advantage of EMVs

The second objective of the study was to determine the influence of managerial capability on competitive advantage of Event Management Ventures in Kenya. The results of descriptive analysis show that with respect to leadership there is a strong desire for self-achievement, passion for entrepreneurship, influence to perform, openness to diverse views and perspectives as well as transformational leadership. Regarding problem solving, there are structures and systems to solve problems, managers endeavor to solve problems in the shortest possible time, they resolve any complications that may arise, and they adapt to uncertain environments.

On strategic thinking, most firms have core resources to seize business opportunities, they pay close attention to the latest cutting-edge technology, they encourage development of new ideas and solutions, invest time and effort in generating ideas and they executes these ideas to success. On people relationships, most firms' value team work and team-oriented leadership, manage conflicts as they arise, identify team

dynamics and make reasonable relationships with people or organizations that possess core resources.

The implication of these findings is that managers should provide leadership in EMVs. Competitive EMVs are those that embrace transformative leadership styles in that managers are influencers rather than bosses of their teams. They seek to push their subordinates to deliver results all the time. Studies by Phillipson et al. (2018) argue that employees have close relationships with the owner/manager in the EMVs as the nature of the relationships emerge from a common social background rooted in a local community with a socialized awareness of the common challenges facing the EMVs. This therefore calls for managers to be deliberate, strategic, team players and problem solvers when managing an EMV.

Exploratory factor analysis extracted only eighteen items clustered in four factors namely leadership, problem solving, strategic thinking and people relationships. These findings support previous studies that emphasize on the importance of a manager in the competitive operations of an EMV.

Multiple regression analysis examining the influence of managerial capability on the competitive advantage of Event Management Ventures revealed that managerial capability had a positive and significant influence on competitive advantage of EMVs in Kenya ($B=0.334$, $p<0.05$). The regression results confirmed that managerial capability is essential in the survival and growth of an EMV as it is about offering leadership to a people who share a common goal.

5.1.5 Dynamic Capability and Competitive Advantage of EMVs

The third objective of this study was to establish the influence of dynamic capability on competitive advantage of Event Management Ventures in Kenya. The results of the

descriptive analysis of dynamic capability show that on sensing capability, most companies are fast in detecting a major change in their industry, they are also quick to review the possible impact of changes in the operating environment on customers and they identify new opportunities to serve their clients. In addition, most firms appear to be very good at observing and anticipating technological trends and are highly attuned to the efficiency of their processes, particularly after changing existing capabilities or integrating new ones.

Regarding learning capability, most firms frequently acquire knowledge about technologies and market trends from external sources, they encourage their employees to learn from other branches and when major changes are undertaken most firms relay this information to all department quickly. On reconfiguration capability, most firms able to effectively transform available knowledge into new resources, many employees bring about changes that are outside the available capabilities and are confident in their ability to recombine existing capabilities into novel combinations.

These findings imply that EMVs in general are prepared for changes in the dynamic business environment. EMVs are particularly alert to new technological advancements and are willing to go an extra mile to adapt to the new trends in order to remain competitive in the market. These results support the studies by Coombs and Bierly (2019); Ogunkoya, Hassan, and Shobayo (2018) who said that dynamic capabilities are the most significant organizational capability helping in the attainment of sustainable competitive advantage over competitors.

Studies by Teece, Pisano, and Shuen (2016) also affirm the need for organizations to continuously attract, strengthen, and reconstruct competencies to be at par with the dynamic business environment.

Exploratory factor analysis extracted twenty-three items clustered in three factors namely sensing capability, learning capability and reconfiguration capability. These findings support previous studies that emphasize on the need for continuous learning among all individuals in organizations, alertness to the constantly changing business environment and flexibility in adapting to changes.

Multiple regression analysis examining the influence of dynamic capability on the competitive advantage of Event Management Ventures revealed that dynamic capability had a positive and significant influence on competitive advantage of EMVs in Kenya ($B=0.295$, $p<0.05$). The regression results confirmed that dynamic capability is a prerequisite in the ever changing Events sector business environment.

5.1.6 Entrepreneurial Orientation and Competitive Advantage of EMVs

The fourth objective of this study was to determine the moderating effect of entrepreneurial orientation (EO) on the relationship between entrepreneurial capabilities and competitive advantage of Event Management Ventures in Kenya. The results of descriptive analysis show that on innovativeness, many firms sought after new opportunities related to their operations, firms are introducing new goods and services to the market and they are also making improvements to the existing products and services in order to better meet customer needs

With reference to pro-activeness, majority of the firms react to actions initiated by their competitors and they are often the first to introduce new products or services while avoiding direct competition with competitors. On risk taking, most firms tend to take low-risk projects that offer a normal and certain rate of return, they take a wide range of approaches to achieve their objectives and when it comes to decision making they tend to take a cautious "wait-and-see" approach in order to minimize the risk of

making costly decisions. These findings indicate that EMVs are innovative, risk-takers and pro-active in their endeavors. Nevertheless, these EMVs are cautious on what risks to take, when to take them. Additionally, the results show that EMVs are keen on improving the kind of products and services they offer while developing new ones in order to meet arising marketing needs. Further, EMVs are mostly reactive rather than pro-active in their actions in response to stiff competition in the market.

These results are consistent with studies by Kanter, Ingols, Morgan, & Seggerman (2015) who proposed that all businesses have to be innovative in order to deal with the competition, which means diversification into new areas as well as improving and upgrading existing products and services. The findings agree with Lumpkin & Dess (2015) who affirmed that innovation is reflected in the actions taken by a firm to engage in and encourage new ideas, experiments or creative processes, thus resulting in new products, services or technologies.

Process Macro analysis was used to test the moderating effect of entrepreneurial orientation on the relationship between entrepreneurial capability dimensions and competitive advantage of EMVs, Kenya. The results show that entrepreneurial orientation does not moderate the relationship between networking capability (β= -0.987, p=.1976), managerial capability (β= -1.1821, p=.0862), dynamic capability (β= -1.286, p=.1481) and competitive advantage of EMVs in Kenya. These findings mean that despite the strong influence of entrepreneurial orientation on competitive advantage of EMVs, EO does not moderate the relationship between entrepreneurial capabilities and competitive advantage of EMVs.

These results may be attributed to the fact that entrepreneurs and owners of EMVs may be oriented in an entrepreneurial manner but the managers may not have similar

attributes as the owners. Naturally entrepreneurs are vision bearers. They carry the most burdens for their companies. They are the risk takers. However, managers who in most cases are employees of companies may not possess the same attributes as the owners and entrepreneurs.

5.2 Conclusions

Following the findings enumerated above, the following conclusions were arrived at regarding entrepreneurial capabilities, entrepreneurship orientation and competitive advantage of EMVs in Kenya. Entrepreneurial capabilities are a source of competitive advantage in EMVs if cultivated and enhanced well in organizations. The capabilities adopted for this study comprised networking, managerial and dynamic capabilities. Networking capability is about pursuing profitable relationships with significant individuals, bodies and enterprises. Managerial capability is about providing leadership and influencing other to deliver results in an enterprise. Dynamic capability entails paying attention to the changing business environment and taking steps to adapt to the new changes.

From the three entrepreneurial capabilities tested against competitive advantage of EMVs, all were found to have a positive influence on competitive advantage of EMVs. In other words, EMVs should possess and utilize the above entrepreneurial capabilities tactfully in order to have a competitive advantage in the Events market. On the other hand, entrepreneurial orientation which comprised of risk-taking, innovation and pro-activeness; was found to be insignificant in moderating the relationship between entrepreneurial capabilities and competitive advantage. This may have been attributed to the fact that entrepreneurs and owners of EMVs may be oriented entrepreneurially as the vision bearers of the firms but managers who are employees of EMVs may not be risk takers, pro-active and innovative.

5.3 Implications of the Study

The study looked at the influence of entrepreneurial capabilities and orientation on the competitive advantage of EMVs. The implication to theory, entrepreneurial practice, policy and recommendations for further study is provided below.

5.3.1 Theoretical Implications

The study was based on the Resource-based view (RBV), networking approach and dynamic capability theories for competitive advantage. Theoretically, the study complements other empirical studies (Schilke, 2014, Teece, 2018) by illustrating the role of entrepreneurial capabilities and resources in the competitive advantage of hospitality ventures. From the study findings, networking was directly tied to the entrepreneurs and managers of EMVs and that, the networks if managed well would turn to strategic and profitable business relationships. In particular, the study findings brought out the importance of entrepreneurial capabilities to the sustained growth and survival of EMVs in the competitive events market. This study contributes to the theoretical advancement in the field of Events management in the Hospitality industry by confirming the usefulness and relevance of the networking, dynamic capabilities approach and the resource-based theories in explaining EMVs competitive advantage through entrepreneurial capabilities. The networking activities of an entrepreneur, the use of resources to achieve distinctiveness in the business environment and the ability to be alert and flexible to the changing dynamics in the Events sector were identified to be critical to the competitive advantage of EMVs. Therefore competitive advantage of small and micro-enterprises like EMVs can be explained by examining the characteristics, skills, knowledge and experience of the entrepreneurs and managers of EMVs and, the interplay in the use of available resources in EMVs as advanced by the three theories adopted for the study.

5.3.2 Managerial Implications

Hospitality EMVs often face difficulties in maintaining quality while at the same time maximizing benefits and minimizing operation costs. This study provides hospitality EMVs with useful information concerning specific entrepreneurial capabilities and competencies associated with competitive advantage of EMVs. First and foremost, entrepreneurs, owners and managers of EMVs should be aware of the importance of entrepreneurial capabilities and competencies to their ventures. Compared to large firms, EMVs have, flat organization structures, and limited resource base. These characteristics may force EMVs to establish best ways of working with minimal resources and adapt to the dynamic business environment and gain a competitive edge. Moreover, in most EMVs the owners are more or less the managers of their own EMVs. Meaning they have the autonomy to make decisions easily and quickly using their own experience and skills. For most EMVs, achieving competitive advantage maybe a function of entrepreneurs' and/or managers' inherent qualities and initiatives. Therefore they should carefully examine their own competencies and exploit them for their own benefit.

Secondly, the findings of this study showed that entrepreneurial capabilities influence competitive advantage of EMVs. Consequently, as EMVs entrepreneurs, owners and managers nurture and utilize entrepreneurial capabilities accordingly such as networking capability, they are likely to achieve competitive advantage of their ventures. This means that EMV entrepreneurs, owners and managers should first understand the link between entrepreneurial capabilities and competencies, and competitive advantage. Secondly, they should strive to open more channels of communication with competitors and other players in the Events sector, continuously

acquire relevant competencies in the field of entrepreneurship and be flexible to adapt to the ever changing business environment in the Events sector.

5.3.3 Policy Implications

Policy implications generated from this study is that policy makers should design support programs and initiatives that enhance entrepreneurial capabilities and competencies of entrepreneurs of small ventures like EMVs. Additionally the programs should champion the concept of competitive advantage for small firms like EMVs in the Hospitality Industry. Such initiatives will challenge the ‘status quo’ of small ventures, enhance innovativeness of entrepreneurs and managers of EMVs and promote collaborations and partnerships among key players in the Events sector.

5.4 Recommendations

The implications of these findings are substantial, as they indicate that expanding business networks can provide hospitality ventures with a distinct competitive advantage. The findings also underscored the importance of investing in employee training and development programs to improve their managerial skills and competencies, which can ultimately translate into a competitive advantage for the business. These findings further suggest that a business's ability to enhance its dynamic capabilities can provide a distinct competitive advantage. Investing in the development and strengthening of dynamic capabilities can help businesses remain competitive in the fast-paced and ever-changing business environment. Therefore EMVs in Kenya should focus on developing entrepreneurial capabilities, regardless of their entrepreneurial orientation, in order to enhance their competitive advantage.

5.5 Suggestions for Future Research

A survey can be done on other moderating factors of the relationship between entrepreneurial capabilities and competitive advantage of EMVs in Kenya. A qualitative study can also be done on the influence of entrepreneurial orientation on the competitive advantage of EMVs. This may help establish why entrepreneurial orientation is not a moderator of the relationship between entrepreneurial orientation and competitive advantage of EMVs. More studies should be done on competitive advantage of SMEs in the Hospitality Industry as there is scarce literature particularly on SMEs in the Hospitality Industry.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent,

I am a Doctor of Philosophy degree student in Hospitality Management in Moi University. As part of my studies, I am carrying out a research on **"The influence of entrepreneurial capabilities and entrepreneurial orientation on competitive advantage of Event Management Ventures in selected counties in Kenya."**

You have been chosen to participate in the named research as a respondent. The research is being carried out using questionnaires and interview schedules. I kindly request you to respond to the questions honestly. Any information you give is purely intended for academic purposes and was handled with utmost confidentiality. Your contribution, participation and co-operation will be highly appreciated.

Thank you for your cooperation.

Yours Faithfully,

REBECCA CHELAGAT CHERUON

Appendix II: Questionnaire for Managers of Event Management Ventures

SECTION A: INFORMATION ABOUT FIRMS

1. Gender: Male ☐ Female ☐
2. Age: Below 25 years ☐ 26-30yrs ☐ 31-35yrs ☐ 36-40yrs ☐

   Above 40yrs ☐

3. Highest Level of Education:

   Primary ☐ Secondary ☐ College ☐ University ☐

4. Job title in the company: ……
5. Name of Organization (Optional): ……
6. Years of operation (Tick one as appropriate):

   Less than a year ☐ 1-3years ☐ 4-6years ☐ 7-9years ☐

   Over 10 years ☐

7. Ownership structure (Tick as appropriate):

Sole Proprietorship ☐ Partnership ☐ Company ☐ Family Business ☐

Other (Specify which one) ……

7. Number of employees (Tick one as appropriate):

   Less than 50 ☐ 51-100 ☐ 101-150 ☐ 151-200 ☐

   Over 200 ☐

8. Product(s) or service(s) offered by your company:

……..……...

……

……

……

9. Who would you say are your main customers for your product and services?

……

……

……..……

SECTION B: NETWORKING CAPABILITY

10. The statements below describe the aspects of networking capability. **In a scale of 1-5 indicate the extent to which the statements apply to your organization (Where 1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent). (Tick one as appropriate).**

	COORDINATION	**1**	**2**	**3**	**4**	**5**
B1	We coordinate with other firms in matters business					
B2	We develop relations with other EMVs based on what they contribute					
B3	We discuss with other EMVs how we can support each other					
B4	We analyze what we would like and desire to achieve with other EMVs					
	PATNER KNOWLEDGE					
B5	Other EMVs support our firm when in crisis					
B6	We know the strengths and weaknesses of other related EMVs					
B7	We know products and services of other similar EMVs to our firm					
B8	We know markets for other EMVs					
	SOCIAL COMPETENCE					
B9	We are flexible in our dealings with other EMVs					
B10	We have the ability to develop a relationship with new and related EMVs					
B11	We are open to new relations with new EMVs in the market					
B12	We endeavor to build good relationships with other EMVs					
B13	We are alert to finding new business partners and maintaining relationships.					
	INTERNAL COMMUNICATION					
B14	In our firm give feedback to each other					
B15	We solve problems objectively and constructively with other related EMVs					
B16	When mistakes are made, we as business partners with other EMVs don't blame each other but take responsibility.					
B17	Our employees develop informal contacts among themselves					
B18	Our firm usually has meetings with other related EMVs on a regularly basis					

11. What kind of networking activities do you engage in as a manager of your company?

……

SECTION C: MANAGERIAL CAPABILITY

12. The statements below describe the aspects of managerial capability. **In a scale of 1-5 indicate the extent to which the statements apply to your organization (Where 1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent).(Tick one as appropriate).**

	LEADERSHIP	**1**	**2**	**3**	**4**	**5**
C1	I have a strong desire for self-achievement as a manager					
C2	I am full of passion to entrepreneurship as a manager					
C3	My goal is to influence other employees to perform					
C4	I appreciate diverse views from other superiors, peers and employees					
C5	My leadership style is transformational in nature					
C6	As a manager I am not satisfied with the status quo, and am always willing to accept the challenge					
	PROBLEM SOLVING					
C7	Our firm is full of confidence even in the face of diversity					
C8	Our firm endeavors to solve problems within a short time					
C9	Our firm has structures and systems to solve problems					
C10	Our firm is capable of resolving any complications arising in the business.					
C11	Our firm is adaptable to uncertain environments					
	STRATEGIC THINKING					
C12	Our firm has core resources to seize business opportunities					
C13	Our firm pays attention to the latest cutting-edge technology in the industry and related industries.					
C14	Our firm encourages development of new ideas and solutions from employees					
C15	Our firm invests time and effort in generating ideas and initiatives					
C16	Our firm executes new ideas to success					
	PEOPLE RELATIONSHIPS					
C17	Our firm values team work and team-oriented leadership					
C18	Our firm seeks to manage conflicts as they arise					
C19	Our firm can always find right partners to establish the core tem					
C20	Our firm can establish reasonable relationships with people or organizations that possess core resources					
C21	Our firm can persuade other firms or individuals to agree with its views					

13. As a manager, which qualities best describe a successful leader in the field of entrepreneurship?

……

SECTION D: DYNAMIC CAPABILITY

14. The statements below describe the aspects of dynamic capability. **In a scale of 1-5 indicate the extent to which the statements apply to your organization (Where 1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent). ((Tick one as appropriate).**

		1	2	3	4	5
	SENSING CAPABILITY					
D1	Our company is fast in detecting a major change in our industry (e.g. competition, technology, regulation)					
D2	We often review the possible influence of changes in our operating environment (e.g. government regulation) on customers					
D3	We quickly understand new opportunities to serve our clients					
D4	We are very good at observing and anticipating technological trends					
D5	We regularly check the quality of our functional capabilities in comparison with the competition					
D6	We pay great attention to monitoring the change of functional capabilities					
D7	We regularly check the quality of our functional capabilities in comparison with companies in different industries					
D8	After changing existing capabilities or integrating new capabilities, we pay great attention to monitoring the efficiency of new processes					
	LEARNING CAPABILITY					
D9	We frequently acquire knowledge about technologies and market trends from external sources					
D10	We strategically identify and acquire external knowledge very quickly					
D11	Employees of our unit regularly visit other branches to learn about new technologies, trends, or business models					
D12	Existing knowledge is readily available to each department within our business unit					
D13	During major changes (e.g., market or technological development), every department is made to know quickly					
D14	Our employees have the capabilities to produce many novel and useful ideas					
D15	Within this business unit, we have the capabilities successfully to learn new things					
D16	We have the capabilities to effectively develop novel ideas with the potential to impact on product development					
D17	When solving problems, we can rely on good cross-departmental support					
D18	Our business unit periodically circulates codified knowledge in the form of documents (e.g., reports, newsletters) to update other units					

	RECONFIGURATION CAPABILITY					
D19	We effectively transformed available knowledge into new resources (e.g., new organization structure, new technical equipment)					
D20	Our employees bring about changes that are outside the available capabilities					
D21	Our workers effectively identify priced capability elements, connect, and combine them in new ways					
D22	We can effectively recombine existing capabilities into 'novel' combinations					
D23	Employees merge existing methods with new ways of doing things without losing their efficiency					
D24	We can effectively integrate new externally sourced capabilities and combine them with existing capabilities into 'novel' combinations					
D25	We can successfully integrate the new knowledge acquired with our existing knowledge					

SECTION E: ENTREPRENEURIAL ORIENTATION

15. The statements below describe the aspects of entrepreneurial orientation. **In a scale of 1-5 indicate the extent to which the statements apply to your organizations (Where 1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent). ((Tick one as appropriate).**

		1	**2**	**3**	**4**	**5**
	INNOVATIVENESS					
E1	Generally our firm favors a strong emphasis on the marketing of tried and true products or services					
E2	Our firm emphasizes on technological leadership and innovations					
E3	Our firm has marketed no new lines of products and services since its establishment					
E4	Our firm has marketed very many new lines of products and services since its establishment					
E5	Employees are encouraged to venture into unexplored territories					
E6	We constantly seek new opportunities related to present operations					
E7	We constantly look out for business that can be acquired					
E8	We constantly seek opportunities to improve our business performance					
E9	We introduce new goods/services that competitors do not offer in the market					
E10	We seek to improve existing goods/services to meet customer needs					
E11	Management seeks new ways to improve the management systems					
E12	Our firm renews the organization structure to facilitate the coordinator of activities.					

E13	We seek to provide more competitive price by renewing the pricing strategies to market our services.					
E14	We seek to expand into new market to sell our services (e.g. new location)					
	PROACTIVENESS					
E15	Our firm typically responds to actions which competitors initiate					
E16	Our firms typically initiates actions to which competitors then respond					
E17	Our firm is rarely the first business to introduce new products/services, administrative techniques among others					
E18	Our firm is often the first business to introduce new products/services, administrative techniques, among others					
E19	Our firm usually seeks to avoid competitive clashes, preferring a 'live-and-let-live' posture					
E20	Our firm usually adopts a very competitive, ' undo-the-competitors' posture					
E21	Employees are encouraged to take responsibility for their work					
E22	Employees are supposed to get the job done with minimum supervision					
E23	Employees are encouraged to prioritize their work					
E24	We are always ahead of our competitors in responding to market challenges					
E25	We are usually the first to introduce services in the industry					
	RISK-TAKING					
E26	Our firm has a tendency of taking low-risk projects with normal and certain rates of return					
E27	Our firm usually takes high risk projects with chances of very high returns					
E28	Our firm usually explores the business environment gradually and cautiously					
E29	Our firm usually takes a wide range of actions to achieve the firm's objectives					
E30	On matters decision making on uncertain situations, our firm prefers a cautious 'wait-and-see' posture in order to minimize the probability of making costly decisions					
E31	On matters decision making on uncertain situations, our firm prefers a bold, aggressive move in order to maximize the probability of exploiting potential opportunities					
E32	In our firm, uncertainty is treated as a challenge					
E33	Employees are encouraged to venture into unexpected territories					
E34	Management accepts that certain suggestions may fail when implemented					
E35	Our firm emphasizes opportunity for success, rather than chances for failure					

E36	In this firm, new venture failure is viewed as a learning experience					

SECTION F: COMPETITIVE ADVANTAGE OF EMVs

16. The statements below describe the aspects of competitive advantage in EMVs. **In a scale of 1-5 indicate the extent to which the statements apply to your organizations (Where 1 – Not at all, 2 – To small extent, 3 – To a moderate extent, 4 – To a large extent, 5 – To a very large extent). ((Tick one as appropriate).**

	COMPETITIVE ADVANTAGE	**1**	**2**	**3**	**4**	**5**
	Cost-based					
F1	Our firm offers competitive prices					
F2	Our firm is able to offer prices as low or lower than our rivals					
F3	Our firm erects "switching costs' through personal service or loyalty.					
	Product-based					
F4	Our firm offers complete product based on quality					
F5	Our firm offers product that are highly reliable					
F6	Our firm offers product that are very durable					
F7	Our firm offers high quality products					
F8	Our firm alters product offering to meet client needs					
F9	Our firm is usually first in the market in introducing new products					
F10	Our firm has fast product development					
	Service-based					
F11	Our firm delivers customer order(s) on time					
F12	Our firm provides dependable delivery					
F13	Our firm provides customized products to clients					
F14	Our firm caters to customer needs for new features					
F15	Our firm does respond quickly to customers" needs.					
F16	Our firm is flexible and willing to change whenever necessary.					
F17	Our firm constantly searches for new, emerging market segments.					
F18	Our firm builds and defends market niches.					
F19	Our firm remains entrepreneurial and willing to take risks and act with lightning speed.					

17. Describe any other sources of competitive advantage for your firm:

……

Appendix III: Interview Schedule for Entrepreneurs

1. What product or service does your firm offer?

   ……
   .....
   .....

2. How many years have you been in operation as a firm?

   .....
   .....

3. Who would you say is your clientele?

   ……
   ……

4. What is your secret ingredient(s) for the survival of your business for the years you have been operating?

   ……
   ……
   ……

5. What are some of the factors that contribute to the success of your firm?

   ……
   ……
   ……

6. What would you say you are doing better and different than others in the same business?

   ……
   ……
   ……

7. What skills and competencies do you look for in an applicant for the position of an EMV manager?

   ……
   ……

8. a) Do competencies of entrepreneurs play a role in the success of companies?

   ……

   ……

b) Which are some of the key competencies entrepreneurs have that leads to success of their companies?

……
……
……

9. What role does the owner of an event management venture play towards the success or failure of the business?

……
……
……

Appendix IV: List of Event Management Ventures

a. **NAIROBI COUNTY**

Establishment	**Venture (S)**	**Establishment**	**Venture (S)**
Luxe & Allure Events	Event Planners, Tents & Chairs hire	Lukenya gateway	Ground hiring, Event organizer
White Guava Events Company	Event Planners, events stationery	Heart & Crafts	Event Planners
Glams Event	Event Planners, Events Furniture hire	Nairobi Mambo village	Event/ground hiring
Koncepts & Events Ltd.	Event Planners	Botanical garden	Ground hiring
Galina Reflections	Event Planners	Mamba village	Ground hiring
Black Tie Events	Event Planners, Florists	Mariam cakes and bakes	Cake designers
Rita Creations	Event Planners, Events Furniture hire	Bakezone	Cake designers
Mileyn Events	Event Planners	Cake city	Cake designers
Event House	Event Planners, Florists	Valentine Cakehouse	Cake designers
Dream Reality	Event Planners	Cake Couture	Cake designers
Staarab Lounge & Events	Event Planners	Classic cakes and parties	Cake designers
CHE Dreamakers	Event Planners	Moran Pride Limousines	Transportation, logistics, security
Double MM Events	Event Planners	Ngatia Executives	Transportation, logistics, security
Exquisite Events By You	Event Planners, Tents & Chairs hire	Lesus Executive Car Hire	Transportation, logistics, security
Wayfarer Events	Event Planners, Tents & Chairs hire	Hometown Limousines	Transportation, logistics, security
Eco Worlds Events	Event Planners, Tents & Chairs hire	Berneez Executive	Transportation, logistics, security
Max & Company Ltd	Event Planners, Tents & Chairs hire	Burgundy Entertainment	Entertainment(MC,DJ, PA systems)
Linens & Decor Ltd	Event Planners, Tents & Chairs hire	Ninga Melodies	Entertainment(MC,DJ, PA systems)
Urban Live Events	Event Planners	CUQ entertainment	Entertainment(MC,DJ, PA systems)

Aura Events	Event Planners, Florists	Merit catering	Caterers
Agnes Muvune Events	Event Planners	Zimumu caterers	Caterers
Angelic Touch Events	Event Planners	Extreme Avas	Caterers
Cogwheel Creations	Event Planners	Chief chef	Caterers
Aria Luxury Planners	Event Planners	Delicussy Catering Services	Caterers
Prestige Event Planners Ltd.	Event Planners	Robs caterers	Caterers
Pritt Events Ltd.	Event Planners	Royal caterers	Caterers
Ruma Events	Event Planners	Fresh eaties	Caterers
Weddings n More	Event Planners	Divine Caterers	Caterers
Pearls & Roses Events	Event Planners	Ngatia Executive Cars & Limousines	Car hire/rentals
Chic Events	Event Planners	Alpha Entertainment	Entertainment(MC,DJ, PA systems)
White Lotus Events Ltd.	Event Planners	Kipawa Kimoja Melodies	Entertainment(MC,DJ, PA systems)
Sheshy Events	Event Planners	Willy Muturi Photography	Photography
Best Weddings For You	Event Planners	Dakks Photography	Photography
Amor Concepts	Event Planners	Picha za Wanga	Photography
Chic Events	Event Planners	Muchiri Frames	Photography
Jade Experience	Event Planners	Atesh Graphics	Photography
Gabriel House of Photography	Photography, Cinematography	Ignatius O. Photography	Photography
Onset Event Handlers	Event Planners	Mumo Photography	Photography
Ecstatic Africa Events	Event Planners	Mulama Brenda Photography	Photography
White Lotus Events Ltd.	Event Planners	Stemax Photography	Photography
House of Dotty	Event Planners, Events Furniture hire	Qalebian Photography	Photography
Purple Tulip Ltd.	Event Planners, furniture hire	Delicious Cuisine caterers	Caterers
The Attic Ushering Services Ltd.	Ushering services	Pots Delight	Caterers

Splendid Weddings	Event Planners	Sherehe Caterers	Caterers
Edemy Ushering	Ushering services	Hillary's Food Hut & Caterers	Caterers
Onset Event Handlers	Event Planners	Karura House	Events Venue/grounds, Event planners
Topia Dream Events	Event planning, Décor, Flower Arrangement	The Panari Hotel	Events Venue/grounds, Event planners
Pearls and Roses Events	Event Planners, Decor	Ole Sereni Hotel	Events Venue/grounds, Event planners
Milele Eventique	Event Planners, Decor	Brook Haven Gardens	Events Venue/grounds, Event planners
Floral Art Kenya	Florists	Mirema Gardens	Events Venue/grounds
Westlife decorators and flora designers	Décor, Florists, Tents	Royal Nairobi golf club	Events Venue/grounds
Creatioe flower vendor	Florist, Décor	Syokimau gardens	Events Venue/grounds
Watson Floral arts	Florist	Sir George Catering services	Outside catering
The wedding and floral design center	Florists	Classy Cakes and Pastries	Cake design
Rahati florist	Wedding decoration	Tallit Kakes	Cake design
Plen florist	Wedding decorations, Floral accounted	Alina cakes & catering services	Outside catering, cake design
Joseph Florist	Décor	Beldina's delicacies	Outside catering , cake design
Cosmet florist	Florist	Shekinah Dishes & Events	Outside catering , cake design
Susan florist	Florist	Zuri Events	Events Planners
Simona flowers	Distribution flowers, stage deco	Waridi Events	Event Planners
JayB Events	Corporate Event Planners	Royal Crystal Occassions	Event Planners
Luxe & Allure Events Limited		Eco-World Events Management Company	Event planning, Décor,
Elated Events & Décor Services Ltd	Event Planners	Waridi Events Ltd.	Event planning, Décor,

Maksudi Entertainment &Events Ltd	Event Planners, PA hire	Chic Aura Events	Event planning, Décor,
Seamless Events Solutions	Event Planners	The Pryme Events Company	Event planning, Décor,
Topia Dream Events	Event Planners	Parklane Africa Ltd	Event planning, Décor,
Lush Occasions	Event Planners	Mo Sound Events Ltd	Event planning, Décor,
Primera Events Management Co.	Event Planners	Cathy Events	Event planning, Décor,
Events R Us Kenya	Event Planners	Zuri Events	Event planning, Décor,
Nairobi Events Organizer	Event Planners	Seraphic Events Management Ltd.	Event planning, Décor,
Masai Afica Safaris Ltd	Event Planners	Mileyn Events Services	Event planning, Décor,
Karington Events Planners & Organizers	Event Planners	Eventage Kenya	Event planning, Décor,
Exovents	Event Planners	Urban Live Events	Event planning, Décor,
Party Time Kenya	Event Planners	Motion Events	Event planning, Décor,
Ashley's Events	Event Planners	Event House Kenya	Event planning, Décor,
Slujan Events Ltd	Event Planners	The Nitty Gritty Limited	Event planning, Décor,
Alma Tents Solutions	Event Planners	Parklane Africa Ltd	Event planning, Décor,
Dazzling Events	Event Planners	Bester Events Africa	Event planning, Décor,
Events Management Solutions	Event Planners	Team Building Kenya	Event planning, Décor,
Jemedari Events & Concepts Mngt	Event Planners	Yanah Events	Event planning, Décor,
Events Africa, Kenya	Event Planners	Benalis Events Ltd	Event planning, Décor,
Heritage Events	Event Planners	Janeson Events	Event planning, Décor,
Zuri Ignite	Event Planners	Lusona Events Ltd	Event planning, Décor,

b. KISUMU COUNTY

No.	Establishment	Venture (s)	No.	Establishment	Venture (s)
1.	Kisumu Art house Wedding & Events	Events Planners	16.	Samba events	Event planners
2.	House of Tarah	Events Planners	17.	Chandrock florist	Florist
3.	Entrance Events	Events Planners	18.	Pelican florist	Florists
4.	Oriental Occasions	Events Planners	19.	Slim occasion	Event planners
5.	Dancing Elephants	Events Planners	20.	Unique occasion	Event planners
6.	Homeland Events	Events Planners	21.	Beetle Events	Beetle Events
7.	Tausi Events	Events Planners	22.	Pandic Nosic ent.	Entertainment
8.	Eufrance Events	Events Planners	23.	Grace cakes	Confectionery
9.	Prolific Events	Events Planners	24.	Beetle Events	Event planners
10.	Jipta Events	Events Planners	25.	Kisumu occasions	Event planners
11.	Dala Crew Events	Events Planners			
12.	Omega One Events	Entertainment			
13.	Bridal Wedding Centre	Events Planners			
14.	Calla Lillies Events	Events Planners, cake design, event accessories			
15.	Ciala Resort	Events Planners, venue hire			

c. UASIN GISHU COUNTY

No.	Establishment	Venture (s)	No.	Establishment	Venture (s)
1.	Elegance decor	Event Planning, Decor	21.	Eldo Canvas	Tents and chairs
2.	Eldoret Wedding & Car hire services	Event Planning, Decor	22	Adonai Caterers	Caterers
3.	Fine sounds events	Event Planning, Decor	23	Ninian Events	Event Planners
4.	Swagsound events ltd.	Entertainment	24	Rose en Roses	Decorations, tents and chairs
5.	Strawberry events	Event Planning, Décor, outside catering	25	Kimutai Kittony	Photography, Videography
6.	Glam events	Event Planning, Decor	26	Pals Grill Caterers and Events	0748000445/0703990705- Décor, tent rentals, event planners
7.	TK Photography	Photography	27		Chairs , venue hire
8.	Davra Catering services	Caterers	28	Tai	Tents and chairs
9.	Diafrika Events	Event Planning, Decor	29	SONIK hires	Outside catering, tents, chairs
10.	Afri beauty Events	Event Planning, Decor	30	Authentic	Outside catering, tents, chairs
11.	Didi Flowers & Decor	Florists, Decor	31	2J Patners	Florist, tents, chairs
12.	Life Times Event Planners	Event Planning, Decor	32	Gredwins	Outside catering, tents, chairs and equipment hire, conference, ground hire
13.	Slique Events Planner, Ltd	Event planners, florists	33	Smart Studios	Photography, videography
14.	Nictech Photography	Photography	34	Rachley	Florist
15.	Bakers Point	Cake Designs	35	Destiny Event Management	Event planners

16.	Slim caterer	Caterers	36	Elated events	Event planners
17.	Ruth Cakes	Cake Making	37	Diafrika Events	Event planner
18.	Prime tents	Event planners	38	Shammah Creations	Event planner
19.	GNL Events	Event planners	39	Viviana's catering	Caterer, Décor, events planner
20.	Brooquelyne Creations	Event planners	40	Crystle Events	Event Planner

d. NAKURU COUNTY

No.	Establishment	Venture (s)	No.	Establishment	Venture (s)
1.	Nakuru Royal Events & Decor	Event Planners	21	Tromex Events	Event Planners
2.	Ashley Events	Event Planners	22.	Romek Events	Event Planners
3.	Genesis Events	Event Planners, Décor, photography	23.	Gracious Events	Event Planners
4.	Little Hands Bakehouse	Cake design	24	Filimers Events	Event Planners
5.	Sirlaw Golden Entertainment	Entertainment	25	KUNSTE Hotel	Event Planners, venue hire
6.	D.F. Delight Caterers	Event Planners, Decor	26	Pepstel Events	Event Planners
7.	Cesskam Events	Event Planners	27	Enashipai Resort	Conferences, Venue hire
8.	Mathenge Entertainment	Entertainment (MC, DJ, PA address system)	28	Royal Gardens	Venue hire, event planners
9.	Bobos Kitchenette	Outside catering	29	Afribeauty Events	Event planners
10.	Blossom Boomers	Venue hire, events planning	30	Switch Concept Events	Décor, PA system hire, tents & chairs-CBD
11.	Milele Resort	Events venue, décor, event planning	31	Riftevents and Promotions	Event planners
12	Mums Caterers and Events	Event Planner	32	Tabasamu Events KE	Florists, Décor and Event planners
13	Martha N D florist	Florist's	33	Beautiful Events	Event plaaners, Décor, tents

					hiring, cakes
14	Vagmas events	Event Planners	34	Ritah Bakes Delicacies	Cake making
15	Nyumbani Loo's	Event Planners	35	Functions & Junctions by NADY's	Event planners, caterers
16	Fracia Events	Event Planners	36	Posh Events Planners	Event planners
17	Valentine CAKE HOUSE Nakuru	Cake making	37	Pals Grill Caterers and Events	Décor, tent rentals, event planners
18	Mums Caterers and Events	Event Planners	38	Eddah Event's	Event Planners
19	Afribeauty Events	Event planners	39	Adonai Caterers	Caterers
20	Switch Concept Events	Décor, PA system hire, tents & chairs-CBD	40	Nina Events	Event Planners

Appendix V: Recommendation Letter

MOI UNIVERSITY
OFFICE OF THE DEAN
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

Telephone: 0771-296270/020-8001263
Fax: (053) 43047
E-mail: deansthe@mu.ac.ke

Box: 3900-30100
ELDORET
Kenya

Ref: MU/STHE/SGS/23

28th June, 2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: REBECCA C. CHERUON - STHE/DPHIL/H/007/16

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Doctor of Philosophy in Hospitality Management in the Department of Hotel and Hospitality Management.

She has successfully completed her course work and has defended her proposal titled **"Entrepreneural Capabilities and Competitive Advantage of Event Management Ventures in selected Counties in Kenya."** Ms. Cheruon has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,

DEAN
SCHOOL OF TOURISM, HO
& EVENTS MANAGEM
MOI UNIVERSITY

PROF. JACQUELINE KORIR
AG. DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

Appendix VI: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 483083

Date of Issue: 18/July/2022

RESEARCH LICENSE

This is to Certify that Ms.. REBECCA CHERUON of Moi University, has been licensed to conduct research in Kisumu, Nairobi, Nakuru, Uasin-Gishu on the topic: ENTREPRENEURIAL CAPABILITIES FOR COMPETITIVE ADVANTAGE OF EVENT MANAGEMENT VENTURES IN KENYA for the period ending : 18/July/2023.

License No: NACOSTI/P/22/18806

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Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Appendix VII: Plagiarism Awareness Certificate

SR373

ISO 9001:2019 Certified Institution

THESIS WRITING COURSE

PLAGIARISM AWARENESS CERTIFICATE

This certificate is awarded to

REBECCA CHELAGAT CHERUON

STHE/DPHIL/H/007/16

In recognition for passing the University's plagiarism

Awareness test for Thesis **entitled: ENTREPRENEURIAL CAPABILITIES, ENTREPRENEURIAL ORIENTATION AND COMPETITIVE ADVANTAGE OF EVENT MANAGEMENT VENTURES IN SELECTED COUNTIES IN KENYA** with a similarity index of 5% and striving to maintain academic integrity.

Word count: 37043

Awarded by

Prof. Anne Syomwene Kisilu
CERM-ESA Project Leader Date: 8/11/2023