

An Investigation of Factors Affecting the Implementation of Competitive Strategies in  
Micro and Small Enterprises within the Nairobi Central Business District

by

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I declare that this thesis is my original work and has not been submitted to any other  
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## ABBREVIATIONS AND ACCRONYMS

MSEs	Micro and Small Enterprises
NCBD	Nairobi Central Business District
NCBDA	Nairobi Central Business District Area
NCC	Nairobi City Council
GDP	Gross Domestic Product
OECD	Organisation for Economic Cooperation and Development

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## ABSTRACT

MSEs play an important role in developing the economy. It is for this reason that the competitive environment has dominated the MSE sector causing strategy formulation and implementation to become significantly apparent. Despite their significance, MSEs are faced with the threat of failure with past statistics indicating that seventy percent of businesses fail to implement their strategies. This research sought to investigate the factors affecting the successful implementation of competitive strategies within MSEs. The study assessed the competitive strategies used by the MSEs, the challenges they face and the factors hindering the successful implementation of these competitive strategies. The study employed simple random sampling method to collect data from 67 MSEs using semi-structured questionnaires which were administered through personal interviews. The data was analysed descriptively and presented through figures, tables and percentages. The findings of this research indicate that the MSEs adopted the following competitive strategies to enable them to gain competitive advantage; price discounts, fair pricing, longer opening hours, convenient location. The findings indicate that MSEs faced the following challenges; unfavourable policies, limited access to financial services, stiff competition among others. It also shows how effective factors such as leadership, organisational structure, resources and technology hinder the successful implementation of competitive strategies in MSEs. The research concludes that the success of a business is greatly attributed to successful implementation of competitive strategies. It is therefore recommended that enterprises should ensure that these effective factors and challenges are anticipated and taken into account during the strategy implementation process.

## DEDICATION

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