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**EFFECT OF STRATEGIC POSITIONING ON PERFORMANCE OF PROFESSIONAL BODIES IN  
NAIROBI COUNTY:**

**A CASE STUDY OF THE INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF KENYA**

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**Abstract:** The general objective of this study was to investigate the effect of strategic positioning on the performance of Professional bodies in Nairobi County. The study focused on technological change, trademark equity, strategic alliances and product reengineering as strategic positioning practices. The analysis was descriptive in nature and the researcher used a case scrutiny method. The target population of this investigation was the Institute of Certified Public Accountants of Kenya, ICPAK. This means that the staff working at the Institute were the target population of the research investigation. Data was collected using a questionnaire and analyzed through regression and correlation analysis. The findings indicated that the four strategic positioning practices have a positive and significant effect on the performance of Professional bodies within Nairobi County. The investigation recommends Professional bodies to practice more of technological change, strategic alliances, product reengineering and trademark equity. This can be done by adoption of online services, ICT infrastructure and innovation; improving the corporate image, customer's loyalty and negotiating power of the organization ; enhancing partnership, synergy development and outsourcing ; launching new products, improving the existing products and change management

**Key Words:** *Technological Change, Trademark Equity, Strategic Alliances, Product Reengineering, Performance of Professional Bodies*

## **Introduction**

In the present day industry set up, DeNisi (2003) argues that businesses strive within the setting that is modified through countless factors commencing with universal growth, frequent and ambiguous variations towards rising exploitation of information-based knowledges. Consequently, the primary focus by the top executives is to realize the anticipated accomplishment within the aggressive and swelling marketplaces that signifies numerous organizations nowadays with the foundations of determined improvement being the key agony to practitioners as well as scholars. A good number of institutions, therefore, explore supreme approaches in a bid to integrate their marketplace position. Organization's survival plus decent outcomes from its success within the marketplace is attained owing to upkeep of aggressive locus in addition to application of suitable approaches regularly, Athiyaman (2005). While the antagonism strengthens, lots of enterprises endure to hunt for gainful techniques which will make them remain aggressive while segregating themselves apart from the opponents.

Within the changeable and asthenic settings, determination should coexist as a multi-dimensional paradigm that brings together customer standards, shareholder standards and above the capacity of the establishment to react and act. Respective features should not be regarded in the sphere of relative relationships other than comparative relationships. Smarta (2004), noted that the present-day trends of competitive business surroundings and liberalization continue to compel associations to rise from inaction, renewing intellectual and attire innovative controls towards re-consideration of the interior then exterior surrounding. Businesses must embrace and execute innovative proficiencies towards nurturing the premeditated concept designed for upcoming developments in their establishments. Numerous associations integrate assimilated and embraced diverse approaches like integrations and acquirements, broadening and calculated alliances, Hax and Majluf, (2006). Strategic positioning performs the fundamental function because it ties marketplace exploration, trade consideration and section assessment to interior mutual evaluation. Professional bodies in Kenya correspondingly have not been willed at the back. They have assimilated in addition, embraced diverse approaches to manage the encounters pass on because of liberalization and global development. Featuring in the determined Professional setting, the positioning replicates the way the client recognized the association's performance, facility or product on identifiable aspects as compared with those of the competitors. Consequently, Professional bodies should either reinforce or amend customers' insight as a system of positioning themselves strategically.

Strategic positioning represents a decision-making process in the organization towards fostering an association's balanced placing which ambitions towards successfully differentiating the association from other facility providers, Chew (2003). It is the projecting of the organization in the futurity while considering the changing surrounding and bearing in mind the organization's shortcomings and competencies. Andreassen and Kotler (2006) held that positioning strategy is an ultimate module for the considered publicizing and forecasting procedures which are associated with interior competencies, exterior market prospects and organizational overall objectives. The positioning is the efficient technique of locating an interface in the opinion with the purpose emerging to connect the identification and counter competition as an attempt to enlarge conceivable advantage of the business, Keller and Kotler (2006). The positioning strategy constitutes the major interconnected components: topnotch of potential clients; adoption of generic positioning strategy and finally the option of positioning criteria that the organization commissions to differentiate itself and to amplify its universal placing approach, Chew (2003).

## **Statement of the Problem**

The Professional bodies play a starring responsibility in the overall nations' trade and industry progression as well as improvement in terms of skills and leadership. They have an enormous influence on public perception by creating the reputation and defining professionalism by ensuring professional code of conduct is observed.

Consequently, strategic positioning partakes an imperative magnitude for professional establishments besides leading them to a better future by adjusting to the surrounding alongside the definition of professionalism and ensuring professional code of conduct is observed (Kettunen, 2006).

The profession is becoming increasingly extra reliant at amenity benefactors in order to dispense accomplishment on a spirited focus and be in harmony with interested party alongside marketplace prerequisites. In spite of this, in order to competently realize, amenity conveyance procedure requires to ensue cautiously, conferred as well as concurred on notwithstanding the concerned participants' inclinations, desires along with necessities. Association can turn out to be aggressive by laying down approaches which can set itself contained by marketplace supremacy as well as progressing corporation's global accomplishment. The strategic positioning partakes acknowledgement for actuality fundamentals in provoking aggressive compression within the Professional bodies marketplace besides being the technique towards enhancing the functioning. Professional bodies participate in fundamental function in the nation's collective as well as commercial advancement. To the same magnitude of indicators starring in Kenya, the entire ball of segments bank on Professional bodies then slight array towards deterioration within the Professional bodies disturb virtually entire fragments of the financial system, Kettunen, (2006).

The Institute of Certified Public Accountants of Kenya has been inflicted by amplified antagonism of late and this gives obligation to the institute to second thoughts newfangled techniques towards intensifying dealings in addition to grasping extra marketplaces comprehensively. With the increased point of competition, local professional associations identical to ICPAK exhibit to tactically set besides bringing itself into line so as to apprehend innovative marketplaces otherwise hanging on to its prevailing marketplace share, Kettunen (2006). Understanding the organization's approach grounded to cooperative as well as autonomous reserves entails amalgamating conceptions in addition to methodologies where tactical placing stands amongst the concepts. Home-grown investigation executed towards the effect of strategic positioning on structural functioning incorporates Nyakondo (2010), where he looked at the factors inspiring the banking business in adopting strategic positioning in mobile banking. Nyakondo (2010), ascertained that banks entities embraced mobile banking in order to ample magnitude also with highlighting carrying out of mobile banking by way of strategic positioning equally as a foundation towards proceeds, aspect as well as intensifying clients' gratification. Going on Kasyoka (2011), investigated the submission of strategic positioning towards achieving the workable competitive advantage at Safaricom limited with the conclusions that superior know-how was improving Safaricom limited towards realizing the workable aggressive benefit. The investigation disclosed that resource-based view used by Safaricom limited was extremely impelling realization towards a maintainable economic benefit.

Lastly, Muriet (2011) scrutinized the strategic positioning along with functioning of moneymaking banks based in Kenya then ascertained that the strategic positioning promisingly as well as appreciably enhances organizational performance through execution measurement. Consequently, the investigator has not befallen through at all any studies that has been carried out on effect of strategic positioning on the performance of the Professional bodies, that will be of phenomenal worthwhile sphere inspiring investigation in Kenya. The investigation, subsequently, work towards ascertaining consequences of calculated setting towards structural functioning. It stood shepherded using the succeeding investigation question: -What is the effect of strategic positioning on the performance of the Professional bodies?

### **Objectives of the Study**

- i. To establish the effect of technological change on the performance of Professional bodies in Nairobi County.
- ii. To determine the effect of trademark equity on the performance of Professional bodies in Nairobi County.
- iii. To examine how strategic alliances affect the performance of Professional bodies in Nairobi County.

- iv. To assess how product re-engineering affects the performance of Professional bodies in Nairobi County.

## **Theoretical Literature Review**

Building theory contends that a trademark is a foundation of a strategic positioning that energies further than outer components alongside the perspective view, it entails extra elements that even though perhaps insubstantial on the other hand essential in customers deliberation. Concurring with De Chernatony and MacDonald, (2003), trademark gains its additional worth from the creation. Building theory was utilized by Jones and Slater (2003) in computation of additional worthiness that stems after chancing upon the trade name, entities which rises after the postulation of trade name as authoritative, characters which rises from convention of trade name, characters that rises from the consequence of the purchasers involvement with the trade name, as well as benefits which rises from parceling of the product and trademark.

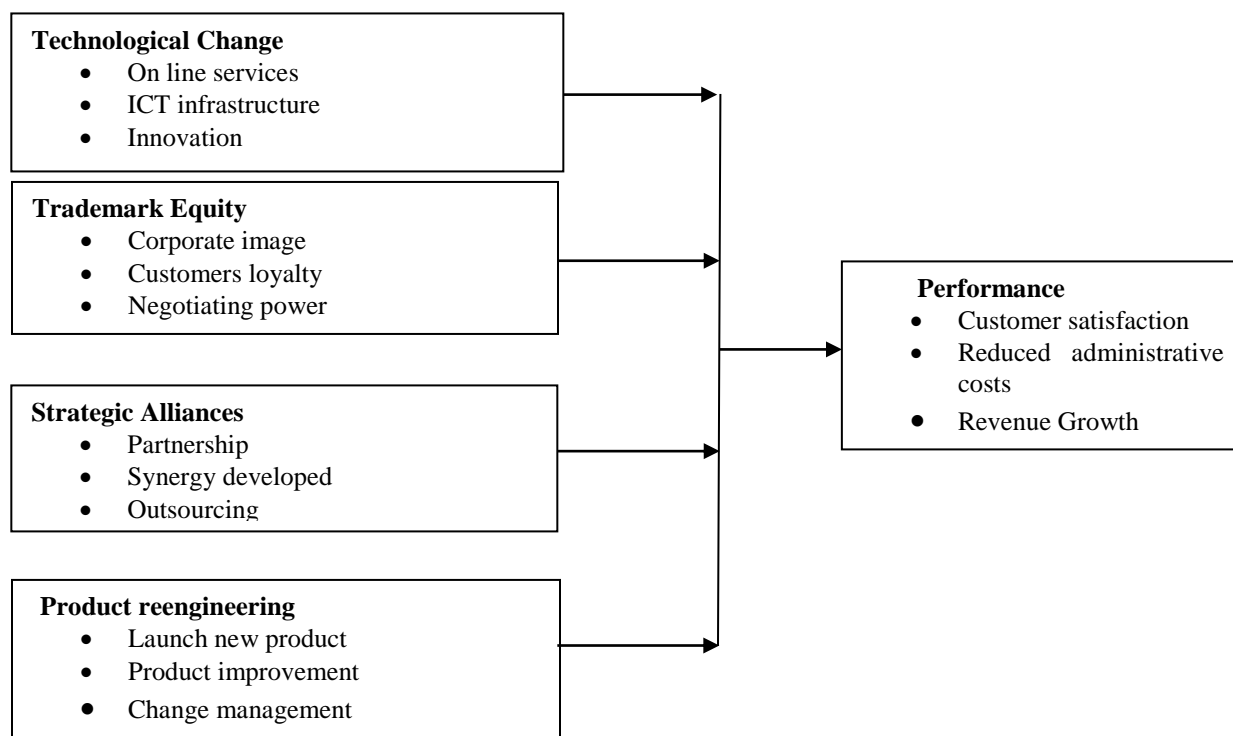
The Classical Test Theory embraces the additional worth model. Conferring with De Chernatony and MacDonald (2003) a trademark is a recognizable facility, item, party or habitation enhanced by the style which the purchaser and the consumer identifies important, the exclusive additional worth that complements with their necessities hardly. In addition, the trademark achievement results in upshots after the ability to keep the extra principles notwithstanding the rivalry. A key purpose of a trade name is undertaking in place of categorizing of the product as well as facilities in addition to seclusion from more products alongside facilities in the similar category. For instance, Aaker (1991) discourses trade name awareness ought to be the only buildup utilized by purchaser and the producer. Moreover, ascertainment ought to not be a trade name purely, Schmitt (1999). Even though decent persona alongside label are insufficient, expressed understanding stands imperative also applauding dual techniques of the trade name; trade name be recognized as ascertainment in place of slogan, symbol, mentions taking shape as specific figure as well as associates intended for the customer, Schmitt (1999). The trade name embraces recognition as positioning strategy in place of slogan, symbol, mentions taking shape as specific persona in lieu of client is responsible for efficient, outer, way of life along with initiating the relation towards the trade name. Featuring in defense, Armstrong and Kotler, (2004) similarly regards the trademark in the direction of ancient locator. The duo speaks for client's feeling besides passionate fondness towards the product.

The Resource Dependence Theory by Pfeffer and Salancik (1978), was grounded towards conception where the environs contributes to birthplace of limited reserves as well as associations being subject to restricted possessions planned for continued existence, besides being foundation for strategic positioning. Professional bodies tactically establish alliances towards governing the joint interterritorial (Pfeffer & Salancik, 1978). Such interterritorial are amid suppliers as well as buyers or energetic interterritorial such as interterritorial amongst the opposition. According to Hillman and Keim (2001), resource dependence theory is a primary theoretical perspective to appreciate mutual actions and extra inter-professional associations such as strategic alliances.

These include unifications and vertical integration, collaborative undertakings as well as extra inter-professional associations, diplomatic arrangements and resolution-forming progression. Further, taking part in pragmatic evidence emphasizes the exploitation of inter-professional associations towards relegating national as well global ecofriendly complication in addition to magnifying wealth. Park and Mezias (2005) observed that alliances formed in separations of dwindling ecofriendly benevolence developing extra promising standard marketplace comeback indicating the degree of reliance and effectively projecting these develops.

According to Urgency theory, obtaining superior productivity and accomplishment in considerably short period stands to be steady administration disquiet. According to Carter (2005), administrator's competence towards efficiently handling phase compression, curbed means besides scarcer manpower following re-engineering at the same time straining towards widening production in addition to functions productivity. Carter (2005) continues expounding that this concept would be an imperative system to mitigate the impact of the business process, however, some of the benefits and shortcomings should be considered before taking the theory. Selected advantages include; superior productivity and accomplishment in less period, substantial competitive advantage, eradicate feeble performance, better time management and improved capacity to develop innovations and more core proficiencies. The shortcomings of urgency theory include; burnout factor, too many errands being given to one person, quality levels being compromised due to inadequacies, as a result, triggering chaos.

### Conceptual framework



### Independent Variables

### Dependent Variable

Figure 1: Conceptual framework

### Empirical literature

#### Performance

Accomplishment coexists demarcated basically around productivity rapports. Performance is unprejudiced instruments designed for upshots; conducts stand similarly inwards their peculiar clear-cut. Concurring to Armstrong (2008), the product from knowledgeable besides concrete exertion harnessed towards errands besides ascertainment of outcomes. The universal achievement ought to be specified using consequential rapports, Armstrong (2008). Functioning ought to be reviewed since appraisal will not be performed lest existence of

procedure towards quantifying the functions. Accomplishment dispensation might stay demarcated by means of systematic procedure aimed at enlightening Professional functioning through enhancing functioning from personas as well as components. Armstrong (2008) further elaborates performance as standing for enhanced upshots as a result of comprehending and managing accomplishment contained by coincided structure towards intended ambitions, paradigms in addition to proficiency prerequisites.

Heap (2009) expounded performance in the function of assessments harmonized upon during standardization of intents. The above-mentioned necessary to exemplify the individuals participating long for comprehending that stood accomplished. Functioning instruments have to bestow testimony to certify if the expected outcome ought to have been accomplished in addition to the magnitude in the direction of profession possessor towards generation of outcome. Armstrong (2008) contend that groundwork for engendering opinion data meant for custom restricted to administrator other than personalities in examining identifiable performing. Professional bodies accomplishment comprises transpired quantification in the sphere of numerous distinct techniques. Several writers came up with definite elements towards benchmarking Professional body accomplishment, which includes institution prosperity. In view of broad alteration in techniques to which data processing possibly will have an effect on the Professional body accomplishment as well as the magnitude satisfaction on legitimacy towards extensive quota. Armstrong (2008) contends that selecting enormous measure encompassed association impression amongst clients, marketplace segment, proceeds as well as universal Professional body accomplishment.

### **Technological Change**

Krell, (2010) postulates that technological revolutionize highlights computerization as well as additional resource-rigorous fabrication appliances. Scientific modification amends scenery towards hominid interface in conjunction with exertion. Auxiliary, the greater element triggering variation otherwise actually utilized in the same way as modification mediator stands to be scientific transformation, Porter (2008). High-tech energies particularly processor-centered data techniques as well as the broadband prolongs towards transfiguration in what manner clients obtain service, workforce converse as well as linking to one another besides peripheral interested party. Additional, unveiling the modern scientific can outcome within substantial modifications towards approaches besides progressions. According to Armstrong (2008), diverse capabilities stand mandatory as modern techniques used in functioning expounded. Krell (2011) noted that high-tech alteration transmutes narrative towards arena through relieving of substantial charge, eccentrics alongside convenience towards products. Armstrong (2012) postulate that the implication from scientific alterations can as well push forward the Professional body capacity orientation alongside the workforces comprising of multi-capacitation on the other hand, this may stem towards downsizing.

Many organizations have enhanced new-fangled technology through the adoption of E-commerce. Electronic commerce is one of the most admired and widely utilized innovations in the international business environment today. It has a very great and substantial bearing on almost all businesses as well as on the accomplices. With the fast-paced lives of people, e-commerce is now proficient to disregard traditional boundaries, modification of behaviours, and bring about innovative prospects. E-commerce is a modern business methodology that tackles the needs of organizations, Merchants and patrons to reduce costs while rocketing the quality of goods and amenities and intensifying the speed of service delivery, by exploiting the internet. With the varying upbringing, e-commerce has brought many prospects and encounters to the telecommunication industry in Kenya. This is because the embracing of internet usage in Kenya has only gone to the privileged. This is due to the technicalities involved in its usage (Walter, 2010).

E-commerce has reformed the technique Professional bodies are undertaking affairs, given that the biosphere continues becoming a universal convergence where individuals barely ought to transact their ventures electronically corresponding to forfeiting charges, real-time tuitions as well as membership applications. Through implementing e-commerce establishments stand proficient toward diminishing functioning charges, presenting indispensable besides substantially resourceful, dedicated amenities which empower clienteles towards performing all transactions devoid of visiting the institution corporeal administrative centers. The prospects in e-commerce are mammoth because each association aims at diminishing operational charges along with amplifying turnovers in consequence intensifying shareholders' appreciation, Hofer and Schendel (2008).

### **Trademark equity**

Trademark impartiality results from publicizing consequences as well as upshots which ensue towards amenities or products owing to trademark name when judged against amenities or products without trademark name. Trademark impartiality accrues huge benefits to amenities as well as the products. Organization with already established trademark names usually charge extra fee emanating from the trademark name impartiality besides that the trademark equity being source of clients' impression and attraction towards amenities and products. On the other hand, customers know-how regarding the trademark name compels industrialists along with publicists to counter in a distinctive way towards adapting pertinent proficient progressions in a bid to publicizing of a trademark. Scrutinization towards trademark impartiality stand to be progressively widespread due to part of publicizing investigators partaking in the line that trademarks as portion of indispensable possessions owned by the association. Trademark justness subsists as a component that may amplify fiscal worth from the trademark in the direction of trademark vendor amongst other influencers. According to David (2010), altering marketplace segment, turnover peripheries, client appreciation towards designs as well as supplementary graphic fundamentals, trademark dialect connections originating from consumers, purchasers' assessments towards superiority besides supplementary pertinent trademark standards subsist to be the essentials components in assessment towards trademark impartiality.

Key purposefulness in trademark impartiality standards are aimed at appraising trademark worthiness. The trademark encompasses; appellation, design, icon as well as discernments which make out the amenity, product, as well as benefactor dominating attentions from prospect clienteles. Consumer connections emanates from promotion, wrapping along with supplementary publicizing messages. Subsequently, the trademark moves towards symbolizing assurance pertaining product or amenity in addition to assurance in the sphere of superiority, functioning, otherwise supplementary magnitudes from assessment, that might manipulate end users' inclinations in the company of contending products. Beckhard (2007) postulates that as soon as the purchasers confide the trademark discovering its pertinence, purchasers will eventually opt for product associated to the trademark on top of opponents' products notwithstanding extra charges.

According to Keller (2013), in the sphere of two hundred high-ranking publicizing executives, seventy-one out of hundred came back with observation that consumer gratification remained exceptionally constructive. Revolutionize administration agendas ought to augment administrative trademark icon. The convincing context give rise to workforce gratified furthermore, ascertains unconditionally towards the association. From this sphere, effectiveness stands enhanced, client allegiance besides fulfillment augmentation leading to strengthening of the association's trademark impartiality. Lassar (2014) postulates that administrative workforce who interacts peripheral surrounding should acquire modern communal relative proficiencies as well as client guardianship towards being integrated to ground-breaking mechanisms transpiring inside their association.

## **Strategic Alliance**

Inter-organizational collaboration is impelled through augmented acknowledging that no account corporation put up with proficiencies such as possessions as well as competencies, required in accomplishment its ambitions or intents in the marketplace at present vigorous as well as varied universal marketplace. According to Powell (2014), Strategic Alliances is one class of prevalent accommodating strategy that has enlarged a lot of distinguishability in last few decades. Conferring to Miller (2008), strategic alliances denote to arrangements in which corporations join energies to form corporate partnerships crafting a dispersed co-owned commercial entity. Thus, the premeditated partnership coexists as a conjointly constructive association formed amongst two or more corporate firms to track a set of common ambitions or towards attaining unambiguous professional prerequisites. It is a preparation in which organizations approve to liaise with each other in a business area, each bringing different potencies and capabilities to the alliance. These are collective organizational whereabouts that use possessions and authority structures from more than one prevailing organization (Buchanan, 2009).

There are three important characteristics of any strategic alliance: Firstly, the parent firms should remain independent successive to the realization of the alliance. Secondly, the arrangement holds the trait of ongoing reciprocal interdependence, in which one party is susceptible to the other (Walter, 2010). Finally, because of the autonomous partners, an element of hesitation exists as to the intentions and dealings of the other party (Powell, 2014). Thus, diverse approaches which tactical partnerships may well be expressed distinctively, with each demarcation intent on some descriptions of the occurrence, still there is some shared denominator to which the above classifications can be reduced. In all the clarities, one apprehends that firms are trying towards advancing substitute relationships with certain noteworthy development towards acquiring undertakings before inadequate, Burnes (2014).

The swap relationships with the peripheral actors are acknowledgments toward majority of associations due to the impart approach towards corresponding possessions as well as happenings which might impress paradigm productivity within the sphere, Powell (2014). By establishing tactical partnerships, associates bring together reserves as well as potencies starring in attaining corresponding ambitions, the prospect of achievement which can perhaps be intolerable towards attainment in case performed exclusively. Consequently, denominations control own fundamental competencies by means of complementing respectively in the sphere of various techniques, Powell (2014).

## **Product Re-engineering**

Featuring in age associated with "steadfast, low-priced as well as heightened", Professional bodies aimed at advancing by means of enlightening creation advancement cycle. Modern professional methodologies, modern administrative techniques as well as modern empowering know-how which are exercised through various future oriented institutions in progressively modernized product enhancement procedure. In what way a corporation hang on to such steadfast variations? A number of enhancement forecasts completely outshine towards workers coordination within the association. Supplementary prospects possibly will be obscure otherwise, coexists various bits and pieces which befalls an interrogation associated starting onset. Administration yearn for classically interrogation within their intellectuals. In what way can we contest within the commerce as well as superlative within commerce? Do enhancement procedure affiliated to premeditated purposes? Any point to begin? Are we utilizing capabilities well? Are there paybacks to long for? Any vital perfections towards creation? On no account an association might sanction the entire attributes associated to product and facility enhancement in one way (Carnall, 2013).



Execution towards product as well as feature enhancement procedure can be analyzed in perspective and not a last stop. Main concern ought to be established prior to executing greater procedure towards amenities and product advancement. Association ought to onset by means of appreciating procedures embraced. Subsequently, deliberation on tactical progression such as readiness to publication, existence of cheap fabricator, furthestmost ground-breaking fabricator, topmost superiority fabricator, elasticity towards retorting innovative amenity marketplace considering existence of antagonism. Subsequent, Association ought to ascertain prevailing potencies as well as limitations. Most bpi procedures remained urbanized in addition to polishing during procession period. Despite the fact that modifications towards encounters from various kind of commerce, truth remains, BPI doctrines harness towards professional enhancement throughout businesses as well as occasions. The focus of BPI is "exploit stuffs accurately" on top than "exploit accurately the stuffs". BPI principally make an effort towards reasonable discrepancy along with depletion of progressions for the anticipated upshots with enhanced exploitation associated with assets, Walter (2010).

### **Research Methodology**

The study adopted a descriptive survey design. The target population was the entire 150 workforce of ICPAK. A structured questionnaire was used to collect the data which was analyzed using descriptive and inferential analysis methods. The descriptive statistics adopted were frequencies, percentages and means. The study used correlation and regression analysis to establish whether there was a significant effect between the variables. The multiple regression model indicated below was adopted:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ ; Where, Y= Performance of professional bodies in Nairobi County,  $X_1$ : Technological change,  $X_2$ : Trademark equity,  $X_3$ : Strategic alliances,  $X_4$ : Product re-engineering,  $\beta_0$  is the constant and

$\beta_1, \beta_2, \beta_3$ , as well as  $\beta_4$ , are the coefficients while  $\varepsilon$  is the error term.

### **Research Findings**

The researcher issued out 138 questionnaires to the staff of ICPAK after excluding the 12 correspondents that took part in the sphere of pilot analysis. Out of the 138 questionnaires, 107 questionnaires were properly complete then reverted. This presented the answer back frequency of 78%. Kothari (2004) and Mugenda (2008) mentioned that the answer back frequency exceeding 50% subsists satisfactory in lieu of illustrative investigation. Consequently, the answer back frequency is henceforth adequate for this study.

**Table 1 Demographic Results**

Demographic Factor	Category	Percentage
Gender	Male	57%
	Female	43%
Number of Years in Service	Less than 1 Year	8%
	1 to 3 Years	19%
	3 to 5 Years	36%
	5 to 10 Years	23%
	Above 10 Years	14%
Educational Qualification	Certificate	5%
	Diploma	8%
	Degree	54%
	Masters	27%
	PhD	6%
Position in the Organization	CEO / Directors	5%
	Manager	14%
	Assistant Manager	17%
	Supervisors	24%
	Support Staff	40%

## Descriptive Findings and Analysis

### Technological Change

According to the outcomes, greater part of correspondents concurs to the notion that Institute had adequate ICT infrastructure to accommodate professional body functions (Mean = 4.63). All the respondents also strongly agreed that the use of E-commerce enhances customer satisfaction in the organization (Mean = 5.00). However, the respondents were divided on the opinion of whether innovative online services enhance customer satisfaction (Mean = 3.34) as well as whether E-commerce has contributed to expanding market share of the organization (Mean = 3.19). Standardly, correspondents came into an agreement on statements regarding the technological change (Standard Mean= 4.04). Typically, conclusions are consistent with Walter (2010) who argues that in the modern era, many organizations have embraced technological change.

**Table 2 Descriptive Statistics on Technological Change**

Statement	Mean	Standard Deviation
Does your organization have adequate ICT infrastructure to accommodate professional body functions in your organization	4.63	0.78
Do the use of E-commerce enhance customer satisfaction in your organization?	5.00	0.00
Do innovative online services enhance customer satisfaction?	3.34	1.11
To what extent has the E-commerce contributed to expanding market share of your organization?	3.19	1.22
<b>Average</b>	<b>4.04</b>	<b>0.78</b>

## Trademark Equity

As per the outcomes, distinguished part the correspondents reached a decision that their organization has put in place mechanism to enhance its corporate image (Mean = 3.84). The findings also indicated that the respondents approved that customer loyalty has impacted the performance of the organization (Mean = 3.94). The respondents were however divided on the statement of whether the organization have a high customer loyalty to the trademark they offer (Mean = 3.38), the organization has put in place mechanism to maintain the loyalty of its customers (Mean = 3.22) and whether the corporate reputation of the organization has in any way contributed to the performance of the organization (Mean = 3.38). On average, there was an agreement with statements on trademark equity (Average Mean = 3.55). The findings are consistent with Beckhard (2007) who argued that trademark equity practices such as publicizing, parceling along with supplementary publicizing transmissions as well as concentration towards correlation alongside clients is commonly being exercised by Professional body in a bid to manage antagonism.

**Table 3 Descriptive Statistics on Trademark Equity**

Statement	Mean	Standard Deviation
Has your organization put in place mechanism to enhance its corporate image?	3.84	1.40
Do your organization have a high customer loyalty to the trademark you offer?	3.38	1.54
Has customer loyalty impacted the performance of your organization?	3.94	1.42
Has your organization put in place mechanism to maintain the loyalty of its customers?	3.22	1.41
Has the corporate reputation of your organization in any way contributed to the performance of your organization?	3.38	1.14
<b>Average</b>	<b>3.55</b>	<b>1.38</b>

## Strategic Alliances

As per the aftermaths, distinguished part the correspondents decided that partnerships of the organization with other organization result in customer satisfaction (Mean = 3.88), strategic alliances enhance the competitive edge of the organization (Mean = 4.31), strategic alliances influence the performance of the organization through ease of market entry (Mean = 3.53) and outsourcing of some amenities had some bearing at the functioning of the Institute (Average = 3.72). Ordinarily, correspondents arose into concurrence with statements regarding strategic alliance (Average Mean = 3.86). The findings are consistent with Buchanan (2009) who argued that strategic partnerships and collaborations are among the most practiced strategic alliance practices in organizations.

**Table 4 Descriptive Statistics of Strategic Alliances**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Do partnerships of your organization with other organization result in customer satisfaction?	3.88	1.30
Do strategic alliances enhance the competitive edge of your organization?	4.31	1.05
Do the strategic alliances influence the performance of your organization through ease of market entry?	3.53	1.15
Do the outsourcing of some services exhibits influence towards functioning of your organization?	3.72	1.31
<b>Average</b>	<b>3.86</b>	<b>1.20</b>

### Product Re-engineering

From the tabulation, reputed portion of correspondents granted that the Institute has been developing new product to enhance its performance (Mean = 4.63), the organization focuses on improving the prevailing commodities aimed at the Institute outstanding the competition within marketplace (Mean = 4.78) and that product improvement practices are effective in your organization (Mean = 4.56). On average, the respondents agreed on the statements on product re-engineering (Average Mean = 4.66). The findings are consistent with the argument by Carnall (2013) that regardless of the industry and functions, various product re-engineering practices remains portable.

**Table: 5 Descriptive Statistics of Product Re-engineering**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Has your organization been developing new product to enhance its performance?	4.63	0.78
Does your organization focus on improving the existing commodities in a bid towards remaining competitive within marketplace?	4.78	0.42
Product improvement practices are effective in your organization	4.56	0.50
<b>Average</b>	<b>4.66</b>	<b>0.57</b>

### Performance of Professional Bodies

From the outcomes, effective segment the correspondents fumbled on a conclusion towards performance of ICPAK (Average Mean = 4.45). The respondents also agreed that there has been an improvement in the organization's growth and development (Mean = 4.63), all the respondents strongly agreed that there has been a reduction in the administrative costs of the organization (Mean = 5.00), there has been an improvement in the firm's revenue (Mean = 4.66) and customer satisfaction as shown by reduced customer complaints (Mean = 3.53).

**Table 6 Descriptive Statistics of Performance**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
There has been an improvement in the organization's growth and development	4.63	0.78
There has been a reduction in the administrative costs of the organization	5.00	0.00
There has been an improvement in the firm's revenue growth	4.66	0.54
There has been an improvement in customer satisfaction as shown by reduced customer complaints	3.53	1.48
<b>Average</b>	<b>4.45</b>	<b>0.70</b>

### Correlation Analysis

The correlation results indicated that technological change hold an encouraging alongside substantial correlation with the performance of Professional bodies in Nairobi County ( $r = .545$ ,  $\text{Sig} = .000$ ). The findings imply that an improvement in technological change leads to a significant improvement in the performance of Professional bodies within Nairobi County. The findings are consistent with Armstrong, (2012) who argued that technological changes result from proficiencies of the Institute as well as the workforce comprising multifaceted which helps to improve performance. The correlation results further indicated that Trademark equity grip an encouraging together with considerable correlation with functioning of Professional bodies within Nairobi County ( $r = .270$ ,  $\text{Sig} = .002$ ). The findings imply that an improvement in trademark equity leads to a significant improvement in the performance of Professional bodies within Nairobi County. The inferences concurred with the conclusions of a survey conducted by Keller (2013), establishing that trademark equity is a very useful factor in the organization.

It was also established that strategic alliance has a positive and significant correlation with the performance of Professional bodies within Nairobi County ( $r = .313$ ,  $\text{Sig} = .002$ ). The findings imply that an improvement in strategic alliance leads to a significant improvement in the performance of Professional bodies within Nairobi County. The findings are consistent with Powell (2014) who argued that strategic alliances are a necessity for most firms since they provide access to complementary resources and activities that may have an impact on the firm performance. Lastly, the findings showed that product re-engineering partakes an encouraging with weighty correlation with functioning of Professional bodies within Nairobi County ( $r = .270$ ,  $\text{Sig} = .002$ ). The findings imply that an improvement in product reengineering leads to a significant improvement in the performance of Professional bodies within Nairobi County. The findings are consistent with the argument by Walter (2010) who argued that product re-engineering is important to any organization since it reduces discrepancy alongside depletion within activities in a bid to attain the desired outcome through enhanced capacities consumption.

**Table 7: Correlation Analysis**

		Technological change	Trademark equity	Strategic Alliance	Product Reengineering	Performance
Technological change	Pearson Correlation	1				
Trademark equity	Pearson Correlation	0.126	1			
Strategic Alliance	Pearson Correlation	0.079	.298**	1		
Product Reengineering	Pearson Correlation	.388**	0.13	.353**	1	
Performance	Pearson Correlation	.545**	.270**	.313**	.735**	1
	Sig. (2-tailed)	0.000	0.002	0.000	0.000	
	N	107	107	107	107	107

\*\* The correlation remains substantial on 0.01 point (2-tailed).

## Regression Analysis

### Coefficient of Determination

This indicates the change in the dependent variable accounted for by the independent variables. Outcomes were portrayed inside Table 8. The findings indicate the R Square rate at 0.744 which indicated four strategic positioning strategies that are trademark equity, strategic alliances, technological change and product re-engineering account for up to 74.4% of the changes in performance of Professional bodies within Nairobi County. This implies that these variables are very important determinants of performance of Professional bodies in Nairobi County. Additional adjustable excluded within the model accounts for 25.6% which are outstanding.

**Table 8: Model Summary**

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
.862	0.744	0.735	0.268

### Analysis of Variance (ANOVA)

The investigation steered the scrutiny towards discrepancy in a bid to bring about the model fitness and significance. The answers were shown inside Table 9. The findings presented reveal the prototype as significant into predicting performance of Professional bodies within Nairobi County. This is because the F statistic (4, 123) was significant at 5% level of significance (Sig = .000, < 0.05).

**Table 9 ANOVA (Model Significance)**

	<b>Squares</b>	<b>Summation</b>	<b>Diff</b>	<b>Mean Square</b>	<b>F</b>	<b>Significance</b>
Regression	25.616		4	6.404	89.174	.000
Residual	8.833		102	0.072		
Total	34.449		106			

### Model Coefficients

The findings for the model coefficients indicates both the direction, magnitude and significance belonging to association amongst strategic positioning variables along with performance on Professional bodies within Nairobi County. Findings were shown within Table 10. The findings indicated that technological change hold an encouraging along with extensive effect towards functioning of Professional bodies within Nairobi County (Beta = 0.407, Sig = 0.000). The findings implied that an element escalation in technological change precedes towards 0.407 constituent intensification in performance of Professional bodies within Nairobi County. The findings are consistent with Hofer and Schendel (2008) who argued that adoption of new technology enables organizations to minimize their operational costs, offer effective and highly efficient, tailor-made services thus improving the overall organizational performance. The findings similarly revealed the trademark equity having an optimistic besides meaningful effect towards functioning of Professional bodies within Nairobi County (Beta = 0.169, Sig = 0.000). The findings imply that a unit increase in trademark equity fronts toward 0.169 component escalation in performance in lieu of Professional bodies within Nairobi County. The findings are consistent with David (2010) who linked trademark equity to changing market share and enhanced profit margins.

It was also established that strategic alliances gain an enthusiastic besides eloquent effect on the performance of Professional bodies within Nairobi County (Beta = 0.169, Sig = 0.000). The findings imply that a unit increase in strategic alliances precedes towards 0.169 entity rise in performance of Professional bodies within Nairobi County. The findings are consistent with the argument by Burnes (2014) that strategic alliances allow the parties to control own fundamental proficiencies through supplementing one another within various customs thus improving their performance. Lastly, it was established that product re-engineering partakes an optimistic along with expressive effect on the performance of Professional bodies within Nairobi County (Beta = 0.655, Sig = 0.000). The findings implied that a constituent growth in product reengineering herald towards 0.655 element growth in performance of Professional bodies within Nairobi County. The findings are consistent with the argument by Walter (2010) who argued that product re-engineering is important to any organization since it reduces discrepancy along with depletion of progressions in a bid to attain the expected upshots through improved exploitation of means.

**Table 10 Model Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.477	0.359		4.118	0.000
Technological Change	0.407	0.047	0.465	8.624	0.000
Trademark Equity	0.169	0.024	0.374	7.150	0.000
Strategic Alliance	0.169	0.029	0.323	5.759	0.000
Product Reengineering	0.655	0.098	0.392	6.651	0.000

## Conclusion

Grounded on the analysis findings, the study concluded technological changes have a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in technological change practices such as the adoption of online services; ICT infrastructure and innovation lead to a considerable improvement in functioning sphere of Professional bodies. The study concluded that trademark equity has a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in trademark equity by improving the corporate image, customers loyalty and negotiating power, leads to a significant improvement in the performance of Professional bodies. The study concluded that strategic alliances have a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in strategic alliance customs such as partnership, synergy development and outsourcing direct an expressive improvement in the performance of Professional bodies. The study concluded that product reengineering has a positive and significant effect on the performance of professional bodies in Kenya. The study further concluded that an improvement in product re-engineering practices such as launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies within Nairobi County.

## Recommendation

Based on the conclusion that technological change improves performance of professional bodies significantly, the study recommends Professional bodies to practice more of technological change. Some of the ways of doing that are by the adoption of online services, ICT infrastructure and innovation. Based on the conclusion that trade mark equity improves performance of professional bodies significantly, the study recommends Professional bodies to improve their trade mark equity. Some of the ways of doing that are by improving the corporate image, customer's loyalty and negotiating power of the organization. Since the study concludes that strategic alliances improves performance of professional bodies significantly, the study recommends Professional bodies to enhance their strategic alliances. This can be achieved through enhancing partnership, synergy development and outsourcing. Based on the conclusion that product reengineering improves performance of professional bodies significantly, the study recommends Professional bodies to improve their product reengineering practices. This can be done by launching new products, improving the existing products and change management leads to a significant improvement in the performance of Professional bodies in Nairobi County.

## Conflict of Interest

No potential conflict of interest was reported by the authors



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