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CORPORATE STRATEGIES AND PERFORMANCE OF REAL ESTATE COMPANIES IN KIAMBU COUNTY, KENYA

BY

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ST. PAUL'S UNIVERSITY

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF ST. PAUL'S UNIVERSITY

OCTOBER, 2024

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DECLARATION

This dissertation is my original work and it has not been previously presented to any other institution of higher learning. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

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DEDICATION

I dedicate this dissertation to my husband, Alfonce Kasimu for the moral support and constant inspiration throughout my Master of Business Administration course.

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LIST OF ABBREVIATIONS AND ACRONYMS

AHP	Affordable Housing Program
BSC	Balance Score Card
CVI	Content Validity Index
GDP	Gross Domestic Product
ISERC	Institutional Scientific and Ethics Review Committee SPU
KNBS	Kenya National Bureau of Statistics
KPDA	Kenya Private Developers Association
MTP	Modern Portfolio Theory
NACOSTI	National Commission for Science, Technology and Innovations
NCA	National Construction Authority
NLC	National Land Commission
QMPs	Quality Management Principles
RBT	Resource-Based Theory
REITs	Real Estate Investment Trusts
ROI	Return on Investment
SAPOA	South African Property Owners Association
SPSS	Statistical Package for Social Sciences
SPU	St. Paul's University
US	United States
USA	United States of America

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OPERATIONAL DEFINITION OF TERMS

Corporate Strategies Refers to overarching plans and decisions made by a company to achieve long-term goals, align its operations with market opportunities, and maintain a competitive advantage. In this study strategies included investment strategy, funding strategy, growth strategy and quality assurance strategy.

Funding Strategy Is the planned approach a company takes to secure the necessary capital for its projects and operations. This includes decisions on using equity, debt, or retained earnings to finance property acquisitions, developments, and renovations

Growth Strategy It is a deliberate plan or set of actions aimed at expanding the real estate portfolio, increasing market share, or enhancing the overall scale and profitability of a real estate business. This included market expansion, diversification and joint ventures

Investment Strategy Refers to an approach a company takes to identify, acquire, and manage properties that maximize returns such as decisions on whether to buy and hold properties for long-term appreciation, renovate and enhance properties for resale at higher values, or time the market to buy and sell at optimal moments..

Operational Strategy It is a comprehensive plan and approach adopted by real estate organizations to manage and enhance the day-to-day activities involved in property development, acquisition, management

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	and sales.
Performance of Real Estate Properties	Refers to how well a property or a portfolio of properties meets its objectives and delivers value to stakeholders. In this study it includes customer satisfaction, return on investment and rental income growth.
Quality Assurance Strategy	Is a systematic processes, standards, and measures implemented to ensure that real estate projects development, or transactions meet predetermined quality benchmarks. This strategy encompasses procedures for project management, construction, design, and overall property performance.

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ABSTRACT

The real estate sector in Kiambu County, Kenya, has experienced significant growth and development in recent years, driven by urban expansion and infrastructural improvements. However despite this growth, real estate companies face a range of performance issues that impact their operational efficiency, financial stability, and overall success. This study therefore sought to determine the influence of corporate strategies on performance of real estate companies. . Specifically, the study aimed at evaluating the influence of investment, funding, growth and quality assurance strategies on performance of these real companies The study was anchored on the balance scorecard model, modern portfolio theory, quality improvement theory and resource-based theory. The study will adopt descriptive research design. The total target population will be 156 from the real estate firms within Kiambu County. The unit of analysis will be 52 selected registered real estate firms while the unit of observation will be owners, managers and assistant managers of 52 selected registered real estate firms in Kiambu County. The study will adopt a census technique to incorporate all the 156 corporate level team. Questionnaires were used to collect primary data desirable for the study. Pilot-test was conducted in Real Estate Firms in Nairobi County whereby 16 managers were issued with questionnaires. Internal consistency was utilized to evaluate the reliability using a Cronbach's Alpha value at a threshold of 0.7. The study used both descriptive and inferential statistics. Descriptive analysis included frequency, percentage, mean and standard deviation. The inferential statistic involved Pearson and regression correlation analysis which established the relationship between the independent and dependent variable. The quantitative data was presented in form of tables and figures. The study established that there exists a positive and significant relationship between investment strategy, funding strategy, growth strategy and quality assurance strategy on performance of Real Estate Companies in Kiambu County. Based on the findings, the study concluded that buy-and-hold strategy save real estate companies from pressure of haste investment decisions. Also, the study concluded that real estate companies that prioritize equity funding are better positioned to attract high-quality investors. Moreover, the study concluded that quality control in construction ensures that real estate companies deliver projects on time and within budget which enhances performance. The study recommended that Real Estate Companies should develop comprehensive strategic plans that align with focusing on investment diversification, efficient funding utilization, sustainable growth, and quality assurance. To the government and regulatory bodies, the study recommended development of policies and regulations that facilitate investment in the real estate sector while ensuring compliance with quality standards, environmental sustainability and consumer protection.

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Performance is the capacity of a firm to achieve its mission and objectives by efficient and effective utilization of its resources (Davis, 2019). Brynjolfsson (2019) explains that organizational performance can be measured using revenue, profit margin, return on investment (ROI), and cost control. These metrics provide insights into an organization's financial health and efficiency in resource allocation. Wang, Li, and Zhang (2019), defines performance in real estate companies as the financial and operational outcomes of investment or disposal of property. It encompasses various factors that determine the success, profitability, and overall efficiency.

The real estate market worldwide is experiencing growth and development due to changes in customer preference and market trends that are driven by factors such as convenience, affordability, sustainability and technology. Trends in performance of the US real estate market, underscores the industry dynamic nature and adaptability to changing economic, societal and technological landscapes (Aroul et al, 2022). This real estate market, demonstrates a remarkable degree of stability in performance compared to other global economies. During periods of economic volatility in particular, it becomes an attractive destination for global investment and it can be regarded as a trend setter. Investors around the world view the US, as a safe haven for real estate investments for those seeking stable returns (Devine et al,, 2022). This tendency underscores the enduring appeal of the industry on the global stage.

In Africa, Egypt's real estate market has demonstrated positive trends, driven by economic reforms and substantial infrastructure development. The residential sector, particularly in urban areas, has witnessed growth with increased demand for housing (Hassan, 2021). On the other hand, South Africa's real estate market has experienced mixed trends such as ;Cities like Cape Town and Johannesburg have seen growth in performance, but the market has faced a range of challenges, ranging from economic uncertainties, social change and political factors (Mokgosi, 2022). Some regions experience growth while others encounter stagnation arising from factors like interest charges, state policies, and global monetary conditions which have played pivotal role

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in shaping the performance of the real estate industry in the country (Nkosi, 2023). Kenya's real estate market has showed deviation from the conventional direction where residential and commercial properties is growing as a result of increased disposable income from the middle class and the ongoing urbanization (Mwangi, 2021). On the other hand, commercial sector, particularly in Nairobi, has attracted better investment. Despite positive indicators, challenges such as financing constraints and regulatory issues have impacted the market, requiring strategic considerations for sustainable growth (Mumo, 2023).

Kiambu County has seen notable infrastructure development, including road expansion and improved connectivity. Projects such as the Thika Superhighway and ongoing construction of road bypasses have enhanced accessibility within the county improving the overall real estate market. The Kenyan government has implemented various policies and initiatives aimed at improving the real estate sector. For instance, the digitization of land records and the efforts to streamline land ownership processes were intended to enhance transparency and efficiency in real estate transactions.

Additionally, the government prioritized affordable housing initiatives to address the housing needs of the population. Programs such as the Affordable Housing Program (AHP) aim to increase access to decent and affordable housing for Kenyan citizens. It is worth noting that the real estate industry in Kiambu is regulated by various government authorities, including the County Government of Kiambu, National Construction Authority (NCA) and National Land Commission (NLC). These regulatory bodies oversee compliance with building codes, land use regulations, and other legal requirements to ensure the quality and integrity of real estate developments in the county (Kabue & Otieno 2020).

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1.1.1 Corporate Strategies

Corporate strategies refer to the broad, overarching plans and actions that a firm develops and implements to achieve its long-term goals and objectives. In the context of real estate, the strategies guide the overall direction of the company, determining how it will compete in the market, grow its business, and create value for its stakeholders (Pivo, 2019). Corporate strategies in real estate encompass the methods through which companies generate value across diverse property ventures. These

approaches not only provide a clear direction and focus for these organizations but also assist employees in understanding the principal objectives, fostering motivation, and enhancing commitment (Porter, 2019). This, in turn, contributes to improved performance within the competitive real estate landscape.

Like other industries, effective corporate strategies in real estate are instrumental in establishing and sustaining a competitive advantage, (Porter, 2019). The companies can achieve this by differentiating themselves from competitors or by offering a unique value proposition. This strategic positioning enables real estate entities to attract a broader customer base, command premium prices, and ultimately achieve superior financial performance (Ongore & Owoko, 2019). Furthermore, the guidance provided by corporate strategies extends to the allocation of crucial resources, such as capital, talent, and time. In relation to this David (2021) explains that a, proper resource allocation ensures that financial and human resources are utilized efficiently and effectively which in turn, leads to higher productivity and improved financial results within the dynamic and competitive environment The common corporate strategies adopted in real estate include investment strategy, market analysis strategy, product development strategy, and quality assurance. Key strategies such as the buy-and-hold approach, market timing, and property renovation offer distinct methods for optimizing returns and managing risks (Dzwigol & Dzwigol-Barosz, 2020). This strategy involves acquiring properties for long-term ownership, focusing on assets with lasting value and potential for future appreciation that leads to stability and passive income through rental streams, conversely, property renovation aims at enhancing market appeal and value through strategic upgrades, attracting higher-quality tenants and commanding higher rental rates. This proactive strategy seeks to capitalize on value-creating opportunities (Fisher, 2022).

Finally, market timing plays a pivotal role in guiding investment decisions, focusing on identifying optimal entry and exit points based on assessments of market cycles, macroeconomic trends, and valuation metrics. Investors employing this strategy aim to capitalize on market opportunities for appreciation while mitigating risks associated with market downturns, aligning their investment decisions with prevailing market conditions to optimize risk-adjusted returns (Bernstein, Lerner, & Schoar, 2022).

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Equity funding involves raising capital by selling ownership stakes in real estate assets, providing investors with ownership interests in exchange for their investment. Accordingly, Geltner and Miller (2018) as well as Ling and Archer (2019), observe that, in the realm of real estate funding strategy, equity funding, debt funding, and retained earnings play distinct roles in shaping investment decisions and capital structure. This approach offers flexibility and potential for higher returns, as investors share in the risks and rewards of property ownership. On the other hand, debt funding involves borrowing capital from external sources such as banks or financial institutions, leveraging borrowed funds to finance real estate acquisitions or developments (Tchuigoua, 2019). The strategy allows investors to enlarge their purchasing power and achieve higher returns on invested capital, but it also entails repayment obligations and interest costs that can impact cash flow and financial stability.

Additionally, retained earnings represent profits generated from previous real estate investments that are reinvested back into the business. By utilizing retained earnings to finance new projects or acquisitions, real estate companies reduce reliance on external financing sources, retain control over decision-making, and preserve ownership interests (Wiley & Miron, 2020). However, this approach may limit growth opportunities and require careful management of cash flow to balance reinvestment with other operational needs. Overall, the strategic allocation of equity funding, debt funding, and retained earnings within real estate funding strategy reflects investors' preferences, risk appetite, and objectives in optimizing capital structure and maximizing returns on real estate investments (Durrieu & Kouao, 2019).

In the context of real estate growth strategy, market expansion, diversification, and joint ventures serve as pivotal components, each contributing to the expansion and enhancement of real estate portfolios (Chin, 2021). Market growth involves extending real estate activities into new geographic regions or untapped markets, leveraging opportunities for growth and diversification beyond existing boundaries (Dao & Minh, 2022). This strategy allows real estate companies to capitalize on emerging trends, demand dynamics, and investment opportunities in diverse locations, thereby spreading risk and maximizing potential returns.

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Diversification, on the other hand, entails broadening real estate portfolios across different asset classes, sectors, or property types, reducing concentration risk and enhancing resilience to market fluctuations. By diversifying their investments, real estate firms can mitigate the impact of sector-specific challenges and optimize portfolio performance through a balanced mix of income-generating assets (McDonald & Thornton, 2020). Additionally, joint ventures enable real estate companies to collaborate with strategic partners or investors to pursue larger-scale projects, share risks and resources, and access new markets or expertise (Banka & Tien, 2022). This strategy fosters synergies, accelerates growth, and unlocks value through collaborative efforts, allowing participants to leverage each other's strengths and capabilities to achieve mutual objectives in the competitive real estate landscape.

Overall, the strategic deployment of market expansion, diversification, and joint ventures within real estate growth strategy reflects a commitment to innovation, adaptability, and value creation, enabling companies to capitalize on opportunities, mitigate risks, and sustain long-term success in dynamic market environments. In the realm of real estate quality assurance strategy, compliance and regulatory adherence, quality control in construction, and professional certifications and standards serve as essential components, collectively ensuring the delivery of high-quality real estate projects while adhering to legal and industry standards (Kagumba, 2022).

Compliance and regulatory adherence require that real estate developments and operations comply with applicable laws, regulations, and zoning requirements, mitigating legal risks and safeguarding against potential penalties or liabilities (Ling & Archer, 2019). Quality control in construction focuses on implementing rigorous standards and procedures throughout the construction process to ensure adherence to design specifications, materials quality, and construction practices, thereby minimizing defects, delays, and cost overruns.

Moreover, professional certifications and standards play a crucial role in verifying the competence and expertise of real estate professionals, contractors, and suppliers, ensuring adherence to best practices and industry benchmarks in project execution and management (George, 2022). By integrating these components into quality assurance strategy, real estate firms can uphold standards of excellence, enhance

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customer satisfaction, and safeguard the reputation and value of their real estate assets in a competitive market landscape.

The corporate strategies adopted by real estate companies vary significantly from one country to another due to differences in market dynamics, regulations, economic conditions, and cultural factors. For instance, many real estate companies in the USA expand their portfolios by capitalizing in various forms of possessions, such as residential, commercial, industrial, and mixed-use developments (Geltner & Miller, 2020). This strategy helps mitigate risk and capture opportunities in diverse segments of the real estates. Sustainability and green building practices are increasingly important in the US real estate marketplace. Companies focus on sustainable development, energy efficiency, and LEED certification to meet growing demand from environmentally conscious buyers and tenants. Real estate firms in the USA embrace technology to enhance the customer experience and operational efficiency. This includes using protech solutions for property management, virtual property tours, and digital marketing (Miller & Epley, 2019).

Given the demand for affordable housing in South Africa, many real estate companies focus on developing and providing housing solutions for low- to middle-income households, often in partnership with the government (Geldenhuys, 2018). There are mixed-use expansions in South Africa that incorporate homes, businesses, and entertainment spaces that are common country wide. Real estate companies use this strategy to create vibrant communities and enhance returns on investment (Denisi & Pritchard, 2019). Sustainability is increasingly emphasized, with real estate firms adopting green building practices and energy-efficient technologies to meet environmental standards and reduce operating costs. In Rwanda, real estate companies often participate in urban development and infrastructure projects, contributing to the country's modernization and urbanization efforts. Like South Africa, affordable housing is a priority and real estate companies collaborate with government initiatives to provide affordable housing solutions for the population. Given Rwanda's growing tourism industry, some real estate firms may invest in hospitality and tourism-related properties, including hotels and resorts (Nsabimana, 2019).

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In Kenya, some companies opt for a long-term investment approach, buying real estate with the goal of keeping it for a long time in order to take advantage of prospective tax benefits, income from rentals, and appreciation in value. Other companies engage in property "flipping," where they purchase properties at a low price, make renovations or improvements, and then sell the properties quickly for a profit (Mwangi, 2021). Some real estate businesses function as Real Estate Investment Trusts (REITs), allowing them to pool capital from depositors and capitalize in an expanded portfolio of income-producing properties. As a result, real estate business in Kenya achieved boom in the early 2000's due increased demand and positive property market response. However 2019 there was a notable reduced rate of growth in the sector compared to 2018 (Odour, 2022).

1.1.2 Performance of Real Estate Companies

Performance in the real estate industry refers to the capability of the firma in the industry to competently and efficiently use revenues to achieve objectives and meet stakeholders' expectations. It highlights the efficient utilization of resources as a crucial indicator in measuring performance (Wang et al. 2019). It provides valuable insights and benefits in various aspects of the business that allow companies to assess their financial health and profitability by providing a clear picture of their investment returns, liquidity, and debt management (Rufai, et al. 2020). This information is crucial for making informed financial decisions, attracting investors, and ensuring the long-term sustainability of the company.

Measuring performance helps real estate companies to gauge customer satisfaction and improve service quality. By collecting and analysing customer feedback, companies can recognize parts of housing that requires development, discuss customer needs, and improve general customer involvement. Contented clients are highly likely to repeat buying, refer others to the company, and contribute to positive brand reputation (Oluwatobi et al., 2020). Measuring performance allows real estate companies to evaluate and optimize their operational efficiency thus helps identify bottlenecks in processes, improve resource allocation, and streamline operations. Companies can enhance their project management practices, reduce costs, and increase productivity by tracking indicators such as time-to-market, cost per square

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foot, and rental income growth. This enhances project management practices, reduce costs, and increase productivity (Ong, 2020).

Various indicators that measure the performance of real estate companies provide insights into financial, customer satisfaction, and operational efficiency. Financial indicators, such as Return on Investment (ROI), Gross Rental Yield, and Debt-to-Equity Ratio, assess profitability, income generation, and financial stability (Okumu & Onganga, 2020). Customer satisfaction indicators, including customer feedback , surveys, occupancy rate, customer complaints and resolution time, as well as experiences (Oluwatobi 2020; Macharia & Muthoni, 2021). These indicators reflect the quality of services provided, demand for property and customer loyalty. Operational efficiency indicators, such as time-to-market, cost per square foot, and rental income growth, focus on internal processes and resource utilization (Ong, 2020; Kabue & Otieno, 2020). They evaluate project management efficiency, cost management practices, and property value creation. In this study performance of real estate was measured by customer satisfaction, return on investment, gross rental yield and rental income growth.

1.1.3 Real Estate Companies in Kiambu

The county is known for its rapid urbanization and increasing demand for residential and commercial properties. Real estate companies are actively involved in various aspects of the industry, including property development, sales and marketing, property management, and investment (Rufai 2019). These companies are vital in meeting the housing needs of the growing population in the area they undertake residential development projects, ranging from affordable housing units to luxury homes, targeting different segments of the market. By providing diverse housing options, real estate companies contribute to addressing housing deficit and cultivating the general value of life for people (Macharia, & Muthoni 2021).

Additionally, real estate companies engage in commercial property development, including office spaces, retail centers, and industrial properties. These developments attract businesses, contribute to job creation , and stimulate economic development of the region (Anuforom, & Kuye 2019). By providing well-designed and strategically located commercial properties, real estate companies facilitate the establishment and

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expansion of businesses in Kiambu (Opiyo & Otieno 2020). Furthe more, the companies offer property management services that ensure efficient and effective operation of properties. This includes property maintenance, rent collection, tenant management, and addressing any issues that may arise. Property management services provided help property owners maximize their returns and maintain the value of their investments (Okumu & Onganga 2020).

Kenya National Bureau of statistics (KNBS, 2019) census show that Kiambu County has experienced significant population growth in recent years. The County had an estimated two million people and over (Mutuli, 2020). The demand for housing has been on the rise because of aspects like population growth, urbanization, and proximity to Nairobi resulting in increased demand for both residential and commercial properties. Equally, the prices have generally been on the increasing over the years and a report by Hass Consult (2020) shows that the average price of residential property has increased by approximately 10% between 2019 and 2020..

Despite the benefits, real estate companies in Kiambu face diverse challenges which impact on the growth, development, and overall success.. Among them is the availability and cost of land for development (Nyaga, 2020) caused by urbanization and population growth which increase the demand for housing and commercial spaces.. Consequently, real estate companies looking for land to buy for development projects face a problem. There is also shortage of standard of infrastructure and services, such as roads, water supply, electricity, and sewage systems (Gathura, 2019). This inadequate or underdevelopment limit the attractiveness and viability of certain areas for real estate projects leading to decline of total value of properties.

Regulatory environment which include the complex and lengthy approval procedures, ambiguous regulations, and inconsistent enforcement delay projects and increase costs (Mutisya & Mutinda, 2020). Zoning regulations, building codes, and permit processes can at times be time-consuming requiring significant effort to navigate. Streamlining and improving the regulatory framework can facilitate smoother operations and enhance the overall investment climate in the real estate sector. Understanding market dynamics and competition is crucial for real estate developers. Markert demand fluctuations, changing consumer preferences, and competition from other developers

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pose an ongoing challenge (Muthoni, 2018). Real estate companies need to stay abreast of market trends, identify target markets, and offer competitive pricing and value propositions to attract buyers and tenants. Adapting to evolving market demands is essential for success in the competitive real estate landscape. This study sought to bridge the gap by finding out how adoption of operational strategies like investment strategy, market analysis strategy, product development strategy and continuous quality improvement strategy could improve performance of these companies.

1.2 Statement of the Problem

The real estate sector in Kiambu County has experienced significant growth and development in recent years, driven by urban expansion, infrastructural improvements, and increasing demand for residential and commercial properties (Omondi & Mukolwe, 2021). However, despite this growth they face a range of performance issues that impact on their operational efficiency, financial stability, and overall success (Mwangi, 2021). One of the most evident signs of problem is financial distress. They experience cash flow hitches, difficulty in meeting debt obligations and declining profitability (Mumo, 2023) as well as frequent or prolonged project delays . These delays have led to increased project costs, lost revenue, and a damaged reputation (Amunga, 2022).

Various studies have been conducted on strategies adopted by real estate companies in Kenya. Maingi (2020) investigated the effect of innovation strategies on the success of Mavoko sub-county real estate firms. The study findings showed that strategies such as technology, innovative customer service, process innovation and product differentiation had significant positive effect on the success of the companies in Mavoko. Muiruri and Sang (2019) conducted a study on the serious issues and real estate growth through private designers in Kiambu County. The findings indicated that technical innovation and land regulations affected development of real estates. However this study focused on corporate strategies on performance of real estate companies in order to assess the influence of investment strategy, funding strategy, growth strategy and quality assurance strategy on performance of real estate companies in Kiambu County.

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1.3 Objectives of the Study

The general objective of the study was to determine the influence of corporate strategies on performance of real estate companies in Kiambu County, Kenya.

1.3.1 Specific Objectives.

Specific strategies were to determine the influence of :

i. Investment strategy on performance of real estate companies in Kiambu County, Kenya.
ii. The Fundings strategy on performance of real estate companies in Kiambu County, Kenya.
iii. Growth strategy on performance of real estate companies in Kiambu County, Kenya.
iv. Quality assurance strategy on performance of real estate companies in Kiambu County, Kenya.

1.4 Research Questions

i. Does investment strategy influence performance of real estate companies in Kiambu County, Kenya?
ii. What is the influence of funding strategy on? performance of real estate companies in Kiambu County, Kenya
iii. Does growth strategy influence performance of real estate companies in Kiambu County, Kenya?
iv. What is the influence of quality assurance strategy on performance of real estate companies in Kiambu County, Kenya?

1.5 Significance of the Study

The findings of this study can guide policymakers in developing targeted regulations that address specific challenges in the real estate sector. For example, insights into funding challenges might lead to policies that streamline access to capital by real estate projects. Additionally, recommendations could include enhancing building code enforcement to improve construction quality. Addressing bottlenecks and aligning regulations with the sector's needs, government bodies can foster sustainable growth and development in Kiambu County's real estate sector.

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Real estate firms can leverage the study's findings to refine their corporate strategies. For instance, understanding the effectiveness of different investment strategies—such as property renovation versus new development—can help them make more strategic decisions that boost profitability and market position. Companies can also use findings on funding strategies to optimize their financial management, potentially improving their financial stability and operational efficiency.

Investors can benefit from a clearer understanding of how various corporate strategies impact real estate companies' performance. Evaluating how investment, funding, and growth strategies affect profitability and customer satisfaction, investors can make more informed decisions. This knowledge can aid in assessing the potential risks and returns associated with investments in real estate companies, helping them to better manage their investment portfolios.

Urban planners can use the study's findings to align their planning efforts with real estate sector needs. For example, insights into market expansion strategies can inform plans for infrastructure development in areas with high demand. Similarly, understanding the impact of quality assurance strategies on building safety can help in designing regulations and standards that support sustainable urban growth and reduce the incidence of poorly constructed buildings.

The study contributes valuable empirical data to the academic and research community by enriching the understanding of how corporate strategies influence performance in the real estate sector. For example, the findings on the relationship between funding strategies and company performance can enhance business and real estate management curricula. Researchers can also use the study as a basis for further investigation into specific aspects of real estate performance, thus advancing knowledge in the field.

1.6 Scope of the Study

The focus of this study was to investigate the relationship between corporate strategies and performance of real estate companies. The study adopted a descriptive research design and census technique where data was collected from 156 targeted respondents from the real estate firms in Kiambu County. These employees were believed to be sufficiently conversant with issues the study sought to determine. The

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study was conducted for a period of fourteen months with an estimated budget of Ksh 123,400.

1.7 Limitation of the Study

The study faced several limitations, primarily related to respondents' reluctance to share sensitive information. Some were hesitant to provide details due to concerns about potential victimization or sharing of their information with competitors. Participants were assured of complete confidentiality because either questionnaire was constructed in a way the respondents could not be identified by a reader and emphasis was laid on the fact that that sole purpose of the data was for research academic and knowledge purposes.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides reviews on theoretical and empirical literature relevant to the study. It also contains summary of the research gaps and the conceptual framework which shows the relationship between independent and dependent variables.

2.2 Theoretical Literature Review

The independent variables of the study were guided by the modern portfolio theory, quality improvement theory, and resource-based theory while the dependent variable was guided by balanced scorecard model.

2.2.1 Balanced Scorecard Model

The balanced scorecard (BSC) was founded by Kaplan & Norton (1992). According to Kaplan & Norton (1992), a balanced scorecard (BSC) is a management system that provides feedback on both internal business processes and external outcomes to continuously improve strategic performance and results. The model outlines what organizations should consider when measuring performance through four key perspectives: financial, customer, internal processes, and learning and growth. The financial perspective focuses on revenue growth and profitability, evaluating the organization's financial performance. The customer perspective emphasizes consumer happiness and loyalty, highlighting the importance of meeting customer needs. The internal processes perspective stresses the efficiency and effectiveness of the organization's internal operations, ensuring optimal performance in processes while the learning and growth perspective is concerned with the development of the firm's individuals, systems, and culture, promoting continuous improvement and innovation (Niven, 2002).

Kaplan and Norton, (2000) explained that strength of BSC model is its ability to link strategic objectives with operational activities. By measuring performance across multiple perspectives organizations can ensure that actions are linked with their strategy and progressing towards their goals (Ittner & Larcker, 2003). The BSC also helps the organization to communicate strategy to all personnel, by ensuring that everyone is sharing objectives. The Balanced Scorecard theory has been widely

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adopted by many organizations and is the subject of extensive research over 20 years. Studies have shown that the BSC can improve organizational performance by providing a framework for strategic management and aligning activities with strategic objectives (Hoque, 2014).

However, there are also some weaknesses associated with the BSC model such as . the framework is complex and difficult to implement, particularly for smaller organizations with limited resources (Hoque, 2014) too focused on financial outcomes and may neglect other important areas such as social and environmental impact (Lindholm & Laine, 2015). Despite these criticisms, the BSC remains a popular and widely used management too framework that has been adapted and modified to suit the requirements of different organizations and industries. The Balanced Scorecard model is applicable to the performance of real estate companies because it provides a comprehensive framework for evaluating and managing key performance indicators across various facets of the business. In the real estate sector, the BSC allows companies to balance financial metrics with crucial non-financial indicators such as customer satisfaction, internal processes efficiency, and learning and growth initiatives. This approach ensures that real estate companies not only achieve financial success but also focus on delivering quality services, optimizing operational processes, and fostering continuous improvement. By aligning strategic goals with performance metrics in areas like property development, customer relations, and operational efficiency, the BSC model becomes a valuable tool for enhancing the overall performance and sustainability of real estate enterprises. The model was adopted in the study to explain the dependent variable.

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2.2.2 Modern Portfolio Theory

The theory was developed by Harry Markowitz in 1952. The theory is based on Markowitz's hypothesis that it is possible for investors to design an optimal portfolio to maximize returns by taking on a quantifiable amount of risk (Bodie, 2005). The (MPT) theory is a modern investment decision methodology that guides in classifying, approximating and controlling both the kind and amount anticipated peril and return. There are a number of government activities and projects that can be organized into portfolios, each with its own budget consistent with the MPT

employed in financial decision making and asset management under conditions of risk and uncertainty (Hildreth, 2002).

The theory explains that, investors are rational and the markets are effectual and therefore the impact of the portfolio composition along green frontier is viewed by the level of jeopardy to the buyers and returns collected out of the portfolio mix. It proposes that it is possible to construct an 'efficient frontier' of optimal portfolios, offering the optimum possible anticipated return for a given level of peril. This can be delineated as a compound of assets with anticipated maximum returns which is superior to any other combination and results which have the lowest level of threat compared to any other (Desta, 2009).

However, Critiques of MTP like (Craigue, 2013) argue that the key limitation of the theory is its reliance on historical data to predict future returns and risks, which can lead to inaccurate forecasts, especially in volatile or rapidly changing markets. MPT also assumes that investors are rational and markets are efficient, which may not always be true in practice, as behavioral biases and market anomalies can significantly impact investment outcomes (Elton et al., 2014). Additionally, MPT's focus on variance as the sole measure of risk overlooking other important risk factors, such as liquidity risk and tail risk, which can be critical in managing a portfolio. These limitations suggest that while MPT provides a useful framework for diversification and risk management, it should be complemented with other models or strategies to address its shortcomings (Bernstein, 2012).

Modern portfolio theory provides a framework for understanding how different real estate investment strategies can be integrated into a diversified portfolio to achieve optimal risk-adjusted returns. By considering the risk-return characteristics and correlations between real estate and other asset classes, investors can develop strategies that align with their financial objectives and risk tolerance. Therefore the theory helps in explaining objective one which relates influence of investment strategy with the real estate company performance.

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2.2.3 Resource-Based Theory

Resource-Based Theory (RBT) was developed by Barney and Wernerfelt, and it proposes that not all resources are equal in contributing to a firm's competitive advantage. Those that are rare, difficult to imitate, non-substitutable, and have organizational value are considered the basis for sustained competitive advantage (Alvarez & Busenitz, 2001). This perspective emphasizes the internal capabilities and assets of a firm as critical determinants of success, offering a countering to more traditional market-based views of strategy. Resource-Based Theory (RBT), a cornerstone in strategic management, posits that a firm's competitive advantage and sustained performance are derived from its unique and valuable resources.

However, RBT has its weaknesses such as it does not provide clear guidance on the process of identifying and developing valuable resources. Critics argue that the criteria for resource valuation may be subjective, and there is a lack of specificity in determining which resources truly confer a sustainable competitive advantage. Additionally, the theory assumes stability in the business environment, which may not hold true in dynamic and rapidly changing industries (Das & Teng, 2000).

In the context of real estate companies, Resource-Based Theory offers insights into how these firms can leverage their unique resources to drive growth and enhance performance. Real estate companies often possess distinctive capabilities such as land holdings, development expertise, and local market knowledge (Barney et al, 2021). These resources, if rare and difficult to replicate, can provide a competitive advantage in acquiring prime locations, developing innovative projects, and navigating complex regulatory environments. By strategically leveraging these resources, real estate companies can pursue growth strategies that align with their competitive strengths, leading to enhanced performance and market positioning.

Resource-based theory serves as a valuable lens for understanding the sources of competitive advantage within firms. While critiques highlight challenges in resource identification and a static environment assumption, the theory remains relevant in explaining the growth strategies and performance of firms. By identifying and leveraging unique and valuable resources, firms can position themselves for sustained success in a dynamic and competitive industry, illustrating the enduring applicability

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of the theory in strategic management. Therefore it helps in explaining the third objective which is growth strategy on performance of real estate companies in Kiambu County.

2.2.4 Quality Improvement Theory

The theory was founded by Edwards Deming (1986). The theory proposes that statistical quality control and shop-floor involvement are integral in quality improvement (Deming, 2011). Deming's Theory is a system-based management philosophy framework that "represents a holistic approach to leadership and management." Deming outlined what he found to be the managerial changes necessary to improve quality. In short, when executed, the framework creates continuous improvement in people and organizations. It gives leaders a roadmap for how to work with teams and organizations as systems, rather than focusing on problems with or actions of the individual people working within silos. Deming's Theory informs that there is always a solution within the workings of the system. The focus should be on system improvement, process improvement, and on the organization working as a whole organism..

Jaafreh and Al-abedallat (2013) emphasize the importance of employee happiness, recognizing it as fundamental for maintaining customer focus and ensuring the business's survival. This aligns with contemporary understandings of organizational success where satisfied and engaged employees contribute significantly to customer satisfaction and, subsequently, business viability. Quality is a cornerstone in real estate, and the emphasis on an organizational framework that outlines the requirements is critical and Hardie (2013) highlights by that it should align with the industry standards. Implementing robust quality control measures and a commitment to delivering high-quality properties and services is essential for building a positive reputation and fostering customer trust, both of which are vital for success in the competitive market.

Quality improvement theory, when applied to real estate, emphasizes continuous enhancement of processes to boost performance and customer satisfaction, (Zhang, 2019). For instance, implementing tenant feedback mechanisms allows real estate companies to gather insights on tenant experiences and address concerns proactively,

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thereby improving service quality and tenant retention, (Dzwigol et al,2020). Another practice involves regular property inspections and maintenance audits to ensure that buildings meet safety and quality standards, reducing the likelihood of costly repairs and enhancing overall property value. Additionally, adopting a data-driven approach to monitor and analyze performance metrics, such as occupancy rates and tenant turnover, enables companies to identify areas for improvement and optimize operational efficiency (Ismail et al., 2021).

Lamport's (2010) assertion that top management is responsible for most quality issues resonates strongly in real estate. The decisions made by top management, from setting standards to creating a positive working environment, have a direct impact on the quality of construction, adherence to building codes, and overall customer satisfaction. In the realm of real estate, where reputation and customer trust are paramount, adopting these principles can not only address quality control challenges but also contribute to the sustainable growth and success of the real estate company.

The theory is key for the study since real estate professionals adopt lean management principles to improve operational efficiency and quality. Investors and property managers identify and eliminate waste, streamline processes, and continuously seek feedback from tenants or customers to enhance their service delivery, maintenance practices, and overall property performance. Hence the theory helps in explaining the fourth objective which is influence of quality assurance strategy on performance of real estate companies in Kiambu County.

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2.3 Empirical Literature Review

An empirical literature review is a necessary summary and evaluation of existing research studies that have employed empirical methods to investigate a specific research question or topic (Johnson, 2018). The section review empirical studies that are based on the investment strategy and performance of real estate companies, funding strategy and performance of real estate companies, growth strategy and performance of real estate companies and quality assurance strategy and performance of real estate companies.

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2.3.1 Investment Strategy and Performance of Real Estate Companies

Mbogo (2019) did a study on the effect of real estate investment strategies on financial performance of investment groups in Kenya. The research design adopted was descriptive targeting a population of 50 members from registered investment groups in Nairobi, emphasizing on real estate property investors. Primary data was obtained through a questionnaire and the findings indicated a positive correlation between financial performance and investment strategies with a beta coefficient of of 4.496. However, the focus was solely on Nairobi and investment groups, which may not be representative of the broader real estate market in Kenya. The current study employed a descriptive research design to investigate the influence of investment strategy on the performance of real estate companies in Kiambu County, Kenya.

Rashid (2018) conducted a study on the effect of investment strategies on the financial performance of collective investment schemes in North Kenya, specifically at the Wajir branch, using a descriptive research design that focused on a total population of 16 investment firms. The study utilized both primary and secondary data, drawing from the financial statements of these firms, and revealed that the most commonly adopted strategies among collective investment schemes in Kenya are passive and active strategies, further subdivided into five categories: aggressive, value, moderate risk, conservative, and high risk aversion strategies. Moreover, the study indicated a significant positive relationship between investment strategy, return on assets, and profitability. In contrast, the current study focuses on real estate companies in Kiambu County, Kenya.

Tupuz (2018) conducted an empirical study on the efficiency and performance of real estate investment trusts (REITs). The findings revealed that the dominant source of inefficiency in REIT industry was due to technical inefficiency rather than allocative Pure technical inefficiency was generally larger than the scale inefficiency, suggesting that the dominant source of overall inefficiency was technical related. However, the study primarily focused on REITs, which are different from real estate companies. The current study instead evaluated the broader investment strategies, rather than focusing on inefficiencies addressed in REITs.

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Katzler (2017) did a study on the improving strategic decisions for real estate investors perspectives on allocation and management in Rotherham in England. The findings were that when studying the correlation and volatility dynamics for public real estate in the mixed asset portfolio during different market states, it appeared that public real estate had become more integrated with private real estate and equities over time, providing less potential for diversification whereas the integration with bonds had decreased over time. A hedging effect of public real estate versus private real estate was only found in the most recent time period studied. For all other time periods an increased volatility in private real estate return results in increased correlation between the two assets. While the study provided insights into the UK market, the current study assessed the influence of investment strategies on the performance of real estate companies in Kiambu County, Kenya, focusing on local market dynamics rather than international trends.

2.3.2 Funding Strategy and Performance of Real Estate Companies

Anderson and Brown (2022) conducted a study on the effect of funding strategy on performance of real estate companies. The study adopted a cross-sectional and survey designs. Data collection involved interviewing executives from 30 real estate firms to understand the implications of choosing between equity and debt financing on project performance. The findings were that firms opting for equity financing often experienced a lower financial risk, given the absence of fixed interest payments. However, this was coupled with a slightly diminished return compared to debt-financed projects. On the other hand, debt financing demonstrated a higher return potential but introduced a higher level of financial risk due to interest payments and the associated obligation to creditors. On the other hand, the study was limited to a small sample size and could results could not be generalised for Kenyan market. The current study expanded on these findings by using a census technique to include all targeted real estate companies in Kiambu County.

Ejike and Nweze (2019) studied on the impact of real estate financing on the performance of commercial banks listed on the Nigerian stock exchange where data was collected by use of a descriptive research design. The population was all the 11 listed commercial banks in Nigeria as at the time and only secondary data was used.

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This data was sourced from the annual reports available from the websites (including central bank of Nigeria website) for a period of five years starting from 2013 to 2017. The findings were that mortgage finance had a strong negative effect on the financial performance, and liquidity as well as cost of operations had a strong effect on the financial performance. The study concluded that real estate finance influence the financial performance of listed commercial banks in Nigeria. While the study highlighted the challenges of real estate finance in Nigeria, the current study focused on how different funding strategies influence the performance of real estate companies in Kiambu County, Kenya.

Kioko (2019) studied the effect of mortgage financing on performance of real estate market in Kenya. The population of the study was 19,177 outstanding mortgage loans drawn from 35 mortgage and financial institutions. Stratified sampling techniques was used which drew a sample size of 392 respondents. Structured questionnaires and interviews were used to collect primary data. The results revealed a positive relationship between mortgage financing and performance of real estate market in Kenya and people invested in real estate property in the anticipation of future price increases. However, the study was primarily concerned with mortgage loans rather than the broader funding strategies used by real estate companies. The current study incorporated various funding strategies, such as equity, debt, and retained earnings in order to assess their influence on the performance of real estate companies.

Arunima (2020) carried a study on the effect of financing strategies on financial performance of real estate firms in Kenya. The strategies considered were joint venture, private equity, mortgage and retained earnings. The study examined the moderating effect of firm size on the relationship between financing strategies and financial performance. The data used was secondary drawn from a sample of fifty five real estate firms in a period of six years from 2015 to 2020. Panel estimation procedures were used for data analysis and the findings indicated that financing strategies such as private equity, joint venture, retained earnings and mortgage finance played an important role on the financial performance of real estate firms. However, there was a limitation in that did not specifically address the unique market conditions the current study addressed this gap by focusing on the impact of these strategies on

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the performance of real estate companies in Kiambu County, using primary data collected structured questionnaires.

2.3.3 Growth Strategy on Performance of Real Estate Companies

Marveck (2021) conducted a study on the growth strategies and financial performance of Dutch real estate companies. Through a comprehensive analysis of financial reports and interviews with industry executives from a sample size of 50 real estate companies the findings established that there was a positive correlation between the growth strategies and financial performance. Companies that diversified their real estate portfolios across different sectors experienced higher profitability and resilience during market fluctuations. However, Netherlands has different economic dynamics compared to Kenya which motivated the overall aim of the current study.

Nedu (2017) did a study on growth and firm performance: insights from Nigerian real estate firms. The study explored the relationship between growth strategies using a combination of survey data and financial metrics from sample of 100 real estate firms. The research revealed that real estate companies that expanded into new markets demonstrated improved financial performance. A link between growth and increased revenue was observed which, suggested that a broader geographical presence positively impacted on firm performance positively. While the study provided insights into the Nigerian market, the current study focused on the growth strategies employed by real estate companies in Kiambu County, Kenya, assessing their influence on performance.

Maheim (2019) did a study on the strategic alliances in Ethiopian real estate: a catalyst for growth and success. The research investigated into the role of strategic alliances in enhancing the growth strategies and performance of real estate companies in Ethiopia. Through in-depth case studies and interviews with industry experts on a sample of 10 real estate firms the study highlighted the significance of strategic alliances in accelerating growth for Ethiopian real estate firms. Companies that formed successful partnerships experienced accelerated development and enhanced financial success. Collaborative efforts in the real estate sector were identified as a catalyst for shared resources and knowledge. Although the study focused on Ethiopia,

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the current study sought to assess the role of growth strategies, including joint ventures, in the performance of real estate companies in Kiambu County, Kenya.

Masinde and Kitole (2017) did a comparative analysis by investigated impact of innovation strategies on the growth and performance of real estate companies in Kenya. The study utilized a combination of qualitative and quantitative research methodologies, which encompassed a survey and case studies from 80 organisations, with comprehensive case studies of 20 companies.The analysis revealed a strong correlation between innovation strategies and the growth of real estate companies in Kenya. Firms that actively embraced innovation in their business models, technology adoption, and customer engagement experienced higher growth rates compared to their less innovative counterparts. However, the study was limited to innovation strategies and the current study broadened the scope to include various growth strategies and their influence on the performance of real estate companies in Kiambu County.

2.3.4 Quality Assurance Strategy on Performance of Real Estate Companies

Abedalfattah and Abedallat (2018) did an empirical study on the Jordanian organizational performance and quality assurance practices:. The study found that quality assurance characteristics (leadership, strategic planning, customer focus, and employee relation) influenced organization performance from a managerial perspective. It recommended that managers should focus on the identified characteristics to improve on organizational performance. Mauro et al. (2018) conducted a study on Nepalese higher education, soft and hard quality management, and innovation. The investigation was quantitative where 356 public university academic personnel participated online. The findings were that Innovation and quality assurance boosts organizational performance. While the study offered valuable insights, it was geographically limited to Jordan and did not focus on the real estate sector. The current study investigated the influence of quality assurance strategies on the performance of real estate companies in Kiambu County, Kenya, focusing on compliance, quality control, and professional certifications.

Wambui and Bett (2019) study focused on the effect of quality assurance strategy on the real estate's performance in Nairobi City County, Kenya. Twenty firms from a

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published list of Kenya Private Developers Association (KPDA) were selected using purposive sampling and data collected by use of a Questionnaires. The findings showed that the extent to which customer orientation, top management commitment to quality, employees' empowerment and continuous improvement influenced performance .Although the study provided insights into the education sector, the current study focused on the real estate sector in Kiambu County, Kenya, assessing the impact of quality assurance strategies on company performance. Ngugi (2016) conducted a study on the quality assurance strategy and competitive positioning in the real estate agency sector in Kenya. The study adopted correlational research design. A survey was conducted and samples were selected from three clusters of the real estate agencies population operating in Nairobi, Mombasa and other counties. Findings revealed that majority of real estate agencies implement the eight quality management principles (QMPs) form the basis of continuous improvement systems. Sustainable competitive positioning indicators were however averagely rated. The current study expanded on these findings by focusing on the real estate companies in Kiambu County, Kenya, and assessing the impact of quality assurance strategies on their performance.

Juma and Muchemi (2020) studied on the effect of quality assurance strategy and quality service in three to five star hotels in Nairobi city county, Kenya. The research design employed was descriptive and the period of data collection was on a cross-sectional approach where all members of unit of analysis was considered.This study revealed that continuous improvement, employee empowerment, customer focus and top management commitment had effect on the quality of service delivery in 3 to 5-star hotels. Although the study focused on the hospitality industry, the current study assessed the influence of similar quality assurance strategies on the performance of real estate companies in Kiambu County, Kenya.

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2.4 Summary of the Research Gaps

Table 1: Summary of the Reviewed Literature

Author(s)	Focus of the Study	Findings of the Study	Gaps of the Study	How to address the Gaps
Mbogo (2016)	Effect of real estate investment strategies on financial performance of investment groups in Kenya	The study found a positive correlation between financial performance and investment strategies, with buy and hold strategy and own and operate showing significant impact	However, the lack of focus on specific strategies adopted by real estate companies in Kiambu County, as the study was conducted on investment groups in Nairobi County	The present study specifically focused on real estate companies in Kiambu County to understand the unique strategies they employ
Rashid (2018)	Effect of investment strategies on the financial performance of collective investment schemes in Kenya	The study revealed that positive relationship between investment strategy and profitability and return on assets	However, the study provided insight on collective investment schemes while the current study focused on real estate companies in Kiambu County	The current study focused on the investment strategies of real estate companies in Kiambu County to identify patterns and variations
Tupuz (2018)	Efficiency and performance of real estate investment trusts (REITs)	The study found that low average efficiency in REIT industry, technical inefficiency as the dominant source	The study however, focused on the efficiency and performance of real estate investment trusts as opposed to the current study which focused on the influence of corporate strategies on performance of real estate companies in Kiambu County.	The study focused on the investment strategy, funding strategy, growth strategy and quality assurance strategy on performance of real estate companies in Kiambu County.

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Anderson and Brown (2022)	Equity vs. debt: Unraveling the funding mix in real estate development	The study revealed that equity financing associated with lower financial risk but slightly diminished return, debt financing offers higher return potential but introduces higher financial risk	Hoever, the study had limited insight into the funding strategies adopted by real estate companies in Kiambu County	The preseny study investigated the funding strategies of real estate companies in Kiambu County to understand their preferences and challenges
Kioko (2019)	Effect of mortgage financing on performance of real estate market in Kenya	The study revealed that Positive relationship between mortgage financing and performance of real estate market	However, the study was confined on only one type of funding (mortgage funding) as opposed to the current study which focused on different types of real estate funding like equity and debt funding.	The current study focused on different funding strategies including debt and equity funding.
Santos, Nkosi & Diop (2018)	Financing structures and real estate performance in Nigeria and Brazil	The study found that real estate companies in Nigeria relying on diverse financing structures outperformed those with traditional funding sources	However, the study was conducted in Brazil and Nigeria hence the findings might not be applicable in the case of real estate companies in Kenya.	The current study focused on real estate companies in Kiambu County, Kenya.
Abdi, Youssef, & Adekunle (2019)	Effect of sustainable practices on performance of real estate performance in Dubai and Nigeria	The study found that real estate companies incorporating sustainable practices experienced enhanced performance in Dubai and Nigeria.	However the study only relied on secondary data therefore the study might not reflect up to data about the performance in Dubai and Nigeria	The current study relied on primary data therefore it provided up-to date information about the performance status in Kenya

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2.5 Conceptual Framework

Conceptual framework is a developed network of interrelationships between factors which is deemed as an essential portion of the issue being investigated (Serakan, 2019). The independent variables of the study were investment strategy, funding strategy, growth strategy and quality assurance strategy while the dependent variable was performance of real estate companies.

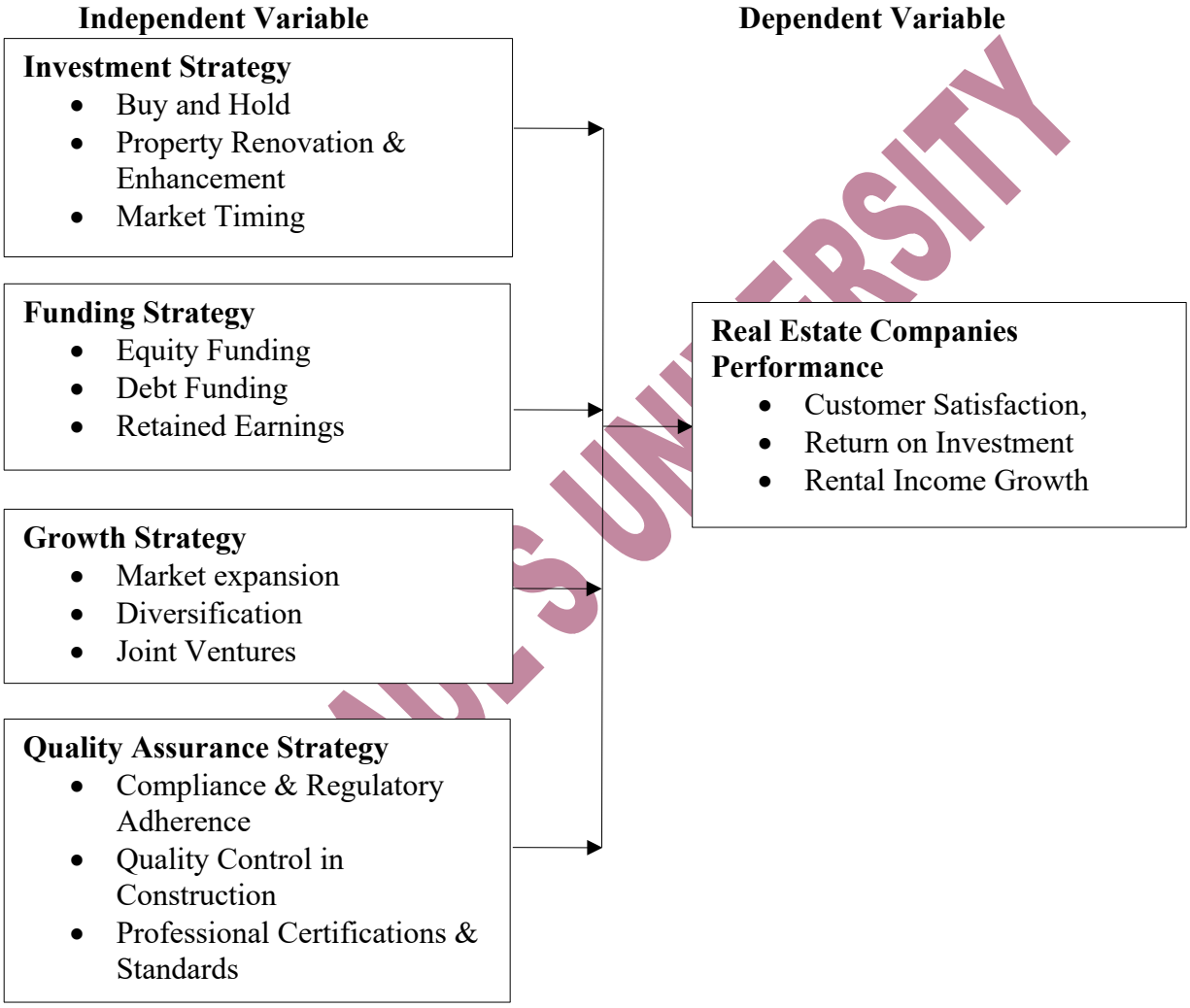


Figure 1: Conceptual Framework

Source: Researcher (2024)

Real estate companies rely on various investment strategies to enhance performance, with three key indicators being buy and hold, property renovation & enhancement, and market timing. The buy and hold strategy focuses on purchasing properties and holding them for long periods to benefit from capital appreciation and rental income.

This approach provides steady cash flow and increases the company's asset base over time, though it requires patience and strong capital reserves to navigate market volatility. Property renovation & enhancement involves upgrading underperforming properties to increase their value, attracting higher-quality tenants or buyers. While this strategy can lead to significant profits, it requires effective project management to avoid cost overruns and other challenges.

Market timing, on the other hand, involves making investment decisions based on predictions of future market movements, aiming to buy low and sell high. When successful, market timing can result in substantial profits, but it is difficult to execute due to the unpredictable nature of real estate markets. The risks associated with poor timing can lead to financial losses and increased exposure to market volatility. Each of these strategies has distinct advantages and challenges, and real estate companies must carefully consider them in the context of their overall goals and market conditions to achieve sustained growth and profitability.

Funding strategies are crucial to the financial health and performance of real estate companies, with equity funding, debt funding, and retained earnings each playing distinct roles. Equity Funding involves raising capital by selling ownership stakes in the company. This approach provides substantial capital without the obligation of repayment, enabling companies to undertake large projects and expand their portfolios. However, it dilutes ownership and may require sharing profits with investors, which can impact control and long-term strategic decisions. The infusion of equity also brings in potential strategic guidance and industry connections but must be managed carefully to align investor expectations with the company's goals.

Debt Funding allows real estate companies to leverage borrowed capital for growth while retaining full ownership of their assets. This strategy enables companies to finance new developments and acquisitions with the benefit of interest payments being tax-deductible. However, debt funding introduces financial risk, as companies must manage regular interest and principal repayments, which can strain cash flow and increase vulnerability to market fluctuations. On the other hand, Retained Earnings involve reinvesting profits back into the business, providing a stable and cost-effective source of funding. This approach strengthens the company's financial

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foundation and supports sustainable growth without additional debt or equity dilution. However, relying solely on retained earnings may limit the pace of expansion and potentially lead to shareholder dissatisfaction if growth opportunities are missed. Balancing these funding strategies allows real estate companies to optimize their financial structure, manage risks, and drive long-term success.

Growth strategies play a critical role in determining the long-term success and competitiveness of real estate companies. Market expansion, diversification, and joint ventures are three key indicators of growth strategy that can significantly influence a company's performance. Market expansion involves entering new geographical areas or targeting new customer segments to increase market share. This strategy allows real estate companies to tap into untapped markets, thereby boosting revenue and reducing dependency on a single region or customer base. Successful market expansion can lead to increased brand recognition and economies of scale, but it also requires careful market analysis and significant investment. Poorly executed expansion efforts can strain resources and expose the company to unfamiliar risks, potentially leading to financial losses.

Diversification, another crucial growth strategy, involves broadening the company's portfolio by investing in different types of properties or related industries. This approach helps real estate companies mitigate risks by spreading investments across various sectors, reducing the impact of market fluctuations on overall performance. Diversification can lead to new revenue streams and greater financial stability, but it requires strong management expertise to navigate different markets effectively. Joint ventures, on the other hand, involve partnering with other companies to leverage combined resources and expertise for large-scale projects. This strategy allows real estate companies to share risks, access new markets, and benefit from the strengths of their partners. While joint ventures can accelerate growth and innovation, they also require clear agreements and alignment of goals to avoid conflicts and ensure mutual success. When executed well, these growth strategies can enhance the performance of real estate companies, driving sustained profitability and market leadership.

Quality assurance strategies are vital in ensuring the long-term success and reputation of real estate companies. Compliance and regulatory adherence is a key indicator that

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directly influences a company's legal standing and operational efficiency. By strictly following local, national, and industry-specific regulations, real estate companies minimize the risk of legal disputes, fines, and project delays. Adherence to regulations also builds trust with stakeholders, including investors, customers, and government bodies, enhancing the company's reputation. However, compliance requires continuous monitoring and adaptation to changing laws, which can be resource-intensive. Failure to comply can result in costly penalties and damage to the company's credibility, ultimately affecting its market position and financial performance.

Quality control in construction is another crucial aspect of a quality assurance strategy, as it ensures that all projects meet the required standards for safety, durability, and aesthetics. Effective quality control processes help real estate companies deliver high-quality properties that meet or exceed customer expectations, leading to increased customer satisfaction, repeat business, and positive referrals. Moreover, rigorous quality control can prevent costly repairs and maintenance issues, protecting the company's financial health in the long term. Additionally, professional certifications and adherence to industry standards that serve as benchmarks for excellence, signalling to clients and partners that the company is committed to maintaining high standards in its operations. Holding professional certifications and following recognized standards not only enhance the company's competitive advantage but also attract higher-quality clients and investment opportunities, driving growth and success in the real estate market.

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CHAPTER THREE
RESEACH METHODOLOGY

3.1 Introduction

This chapter focuses on the descriptions of research design and other methods, such as population of the study, sampling procedures and sample size. It also includes data collection tool and data collection procedures, methods of ascertaining validity and reliability of data collection instruments, data analysis and presentation. It also discusses the ethical considerations.

3.2 Research Design

The study adopted a descriptive research design, which is ideal for understanding the level and nature of public participation in development projects and its impact on project completion (Cooper & Schindler, 2014). This design enables researchers to provide a comprehensive and accurate portrayal of these factors without imposing preconceived ideas or biases (Saunders, Lewis, & Thornhill, 2019). Descriptive research design was utilized in this study to provide a clear and detailed overview of the corporate strategies implemented by real estate companies in Kiambu County, Kenya, and to analyze their relationship with performance metrics, enabling researchers to identify patterns and trends without manipulating variables.

3.3 Target Population

The target population refers to the specific group of individuals or elements that the researcher aims to study and from which the findings will be generalized, ensuring that the sample accurately reflects the characteristics of the larger population of interest. The unit of analysis was 52 real estate companies in Kiambu County who are registered by Estate Agents Registration Board. The unit of observation was 52 chief executive Officers/Directors, 52 managers and 52 assistant managers of 52 selected real estate firms in Kiambu County and therefore, the total was 156 respondents as indicated in the appendix II.

Since the study population was manageable, a census technique was adopted to include all 156 target population. A census involves studying every unit within the population, which can enhance reliability by collecting data from all relevant

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participants. However, while it aims to minimize sampling bias and provide a complete view of the population's characteristics, it may still be limited by factors such as logistical challenges, cost, and the potential for non-response bias. Therefore, while a census seeks to produce accurate and generalizable findings, its effectiveness depends on the execution and context of the study (Lakens, 2022).

3.4 Data Collection

The study utilized a structured questionnaire which was divided into five sections. Part A consisted of items that enabled collection of background information about respondents, such as demographics and professional experience. Parts B through E focused on specific research variables namely: investment strategies, funding strategies, growth strategies and quality assurance strategies respectively. Each section used a mix of closed questions for quantifiable data and open-ended questions to capture detailed insights. This approach ensured comprehensive coverage of the study variables

Before collecting data from respondents permission was obtained from St. Paul's University where an introduction letter was provided and used to apply for apply for data collection licence from the National Commission for Science, Technology and Innovations (NACOSTI). The authorization clearly outlined the researcher's name and the study's purpose. With these approvals in place, the researcher visited real estate firms in Kiambu County for introductory meetings, where they informed the senior managers about the study and requested appointments for data collection. Following the meetings, permission was granted to distributed the questionnaires to the selected respondents. After a period of two weeks, the researcher returned to the firms to collect the completed questionnaires..

3.5 Pilot Study

To ensure the reliability and effectiveness of the research tools, a pilot survey was conducted within real estate firms in Nairobi County. This preliminary test, involving 10% of the target population (16 questionnaires), was aimed at evaluating the suitability and functionality of the questionnaires before the main study. The choice of Nairobi County for the pilot study was justified due to its diverse real estate sector,

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which provided a representative sample for assessing the research instruments. The administration involved directly distributing the questionnaires to managers of selected real estate firms, followed by a collection period of one week. This process allowed for the identification of any potential issues or areas for improvement in the questionnaire design, ensuring that the final instruments were suited for the main study.

3.6 Data Analysis and Presentation

Data analysis is the process of organizing, structuring, and interpreting the collected information to derive meaningful insights (Cooper & Schindler, 2015). Data analysis involved several stages to ensure clarity and relevance. Initially, the data was processed using descriptive statistics to summarize and describe its main features. This included calculating frequencies, percentages, means, and standard deviations, which provided an overview of the data's distribution and central tendencies.

For a deeper understanding of the relationships between variables, inferential statistics were employed. Pearson correlation analysis was used to explore the strength and direction of associations between variables, at a conventional significance level of $P < 0.05$ (Gall, Borg & Gall, 2013). Additionally, multiple regression analysis was conducted to predict the relationship between independent variables and dependent variable (Johnson & Christensen, 2012). This technique allowed for the examination of how various factors collectively influence the performance outcomes of real estate companies.

The results of the data analysis were presented using tables and figures, which facilitated the visualization of findings and supported a clearer interpretation of the statistical results. This comprehensive approach ensured that the data analysis was both thorough and accessible.

The following regression models guided the study;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y is Performance of Real Estate

β_0 is Constant Term

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X_1 is Investment Strategy

X_2 is Funding Strategy

X_3 is Growth Strategy

X_4 is Quality Assurance Strategy

ε is Error Term

$\beta_1, \beta_2, \beta_3, \beta_4$ represents Regression Coefficients for Independent Variables

The results were presented in form of Anova, Model Summary and coefficient output.

3.7 Validity of the Research Instrument

Validity is the accuracy and meaningfulness of inferences based on research results (Mugenda & Mugenda, 2012). There are various type of validity but the study only tested content and face validity. Content validity was determined by calculating the Content Validity Index (CVI) which is the mean for all items. It provides the overall assessment of the measurement instrument. The closer the content validity index is to 1 the better. Face validity refers to the degree to which an assessment or test subjectively appears to measure the variable or construct that it is supposed to measure. Face validity was checked by weighing the views of sampled respondents against those outside the sample frame.

3.8 Reliability of the Research Instruments

Saunders et al. (2013) defines reliability as the extent to which the data collection technique yields consistent findings which are similar in repeated observations by different researchers. An internal consistency measure was adopted by use of Cronbach's Alpha. This index is employed to evaluate the level by which various test items that probe the same construct produce similar results. Higher values of alpha are more desirable and Tavakol and Dennick (2011) explained that Cronbach alpha , indicated that as a rule of the thumb, a reliability of 0.70 or higher is an indicator of acceptable instrument reliability.

Data collected from the pilot study was analyzed using the Statistical Package for Social Sciences software to assess the reliability of the research instruments. The Cronbach's Alpha values for each variable were as follows: Investment strategy (0.7), funding strategy (0.8), growth strategy (0.7), quality assurance strategy (0.8), and

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performance of real estate (0.7). All the variables exceeded the threshold, suggesting that the questionnaire items were consistently measuring their respective constructs.

3.9 Ethical Considerations

In conducting this study, participants were informed about their right to withdraw from the research at any time before the completion of data collection. Informed consent was obtained, ensuring that respondents understood the purpose of the study, use of the data, and their right to refuse participation or withdraw if they chose to do so.

During data analysis, secure storage measures were employed, including locking the data in safe office boxes for one month. Participants were assured that their responses would be handled confidentially and that their identities would remain anonymous, as no personal identifiers were collected on the questionnaires. After the analysis, the completed questionnaires were shredded to ensure the destruction of any private, confidential, or sensitive information. The proposal was also assessed and approved by St. Paul's University Institutional Scientific and Ethics Review Committee (ISERC).

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CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to determine the influence of corporate strategies on performance of real estate companies in Kiambu County, Kenya.

4.2 Response Rate

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample.

Table1: Response Rate

Question Issued	Question Correctly Filled	Response Rate (%)
156	130	83

Source: Research Data (2024)

The study administered 156 questionnaires for data collection. However 130 were properly filled and returned. This represented 83% overall successful response rates. According to Taherdoost, (2019) a response rate of above 70% is considered adequate

4.3 Reliability Test Results

A pilot-test was conducted at Real Estate Firms in Nairobi County where managers of the real estate firms within Nairobi County were given 16 questionnaires. Statistical package for social sciences software was used to analyze the data and of the findings were as shown in Table 2.

Table 2: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Investment Strategy	6	.7
Funding Strategy	6	.8
Growth Strategy	6	.7
Quality Assurance Strategy	6	.8
Performance of Real Estate	6	.7

Source: Research Data (2024)

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Table 2 show that all the five variables had Cronbach's Alpha threshold values greater than 0.7. These were 0.7, 0.8, 0.7, 0.8 and 0.8 for investment strategy, funding strategy, growth strategy, quality assurance strategy and performance respectively and it was concluded that the questionnaire was reliable.

4.4 Demographic Information

The demographic information that was sought included gender of the respondents, age of the respondents, education levels and duration the respondents had been working in the real estate sector.

4.4.1 Gender of the Respondents

The respondents were asked to indicate the their gender and the findings were as presented in Table 3.

Table 3: Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Female	43	33
Male	87	67
Total	130	100

Source: Research Data (2024)

According to the findings, 67% of the respondents were male while 33% were female. The higher percentage of male managers was attributed to several historical and structural factors. Traditionally, the real estate sector has been male-dominated, reflecting broader societal trends where certain industries and leadership roles have historically seen more male participation. Systemic issues, such as fewer women being recruited into and advancing to senior management positions, contribute to this imbalance (Miller & Carter, 2020). Additionally, industry-specific norms and biases have often hindered gender diversity in leadership roles, resulting in a predominance of male managers (Eagly & Carli, 2021).

4.4.2 Age of the Respondents

The researcher sought to assess the age of the respondents and the findings were as indicated in Table 4.

Table 4: Age of the Respondents

Age of the respondents	Frequency	Percentage
Below 25 years	13	10
26-35 years	28	22

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36-45 years	48	37
46-55 Years	16	12
Above 50 Years	25	19
Total	130	100

Source: Research Data (2024)

From table 4 above 10% of the respondents were below 25 years, 22% were in age bracket of 26-35, 37% were in age bracket of 36-45, 12% were in age bracket of 46-55 years while 19% were above 50 years. This showed that majority of the respondents were in age brackets of 36-45 years. It is possible that older managers were preferred because they brought a wealth of experience and industry knowledge, which can lead to more informed and cautious decision-making. Younger managers may bring fresh perspectives and innovative approaches but might lack extensive experience. Older management might focus more on long-term sustainability and gradual growth, leveraging their experience to foresee long-term trends and challenges.

4.4.3 Highest Education Level

The respondents were asked to indicate their highest level of education. The findings were as shown in Table 5.

Table 5 : Highest Education Level

Level of Education	Frequency	Percentage
Diploma	55	42
Bachelors Degree	50	38
Masters Degree	25	20
Total	130	100

Source: Research Data (2024)

From the findings 42% had Diploma as the highest education level, 38% had Bachelors degree as the highest education level while 20% had attained Masters degree as the highest education level. This implies that majority of the respondnets had bachelors eductaion level. The level of education plays a critical role in shaping the performance of managers in the real estate industry. Educated managers bring a wealth of knowledge, strategic insight, leadership skills, and ethical standards that contribute to more effective and efficient real estate management.

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4.4.4 Length of Service in the Organization

The respondents were asked to indicate their duration of service in their current organization. The findings were as shown in Table 6.

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Table 6: Length of Service in the Organization

Length of service	Frequency	Percentage
5 Years and Below	23	18
6-10 Years	56	43
11-15 Years	33	25
Above 15 Years	18	14
Total	130	100

Source: Research Data (2024)

From the findings 18% of the respondents had worked in the real estate organization for 1-5 years, 43% had worked in the real estate organization for 6-10 years, 25% had worked in the real estate organization for 11-15 years while 14% had worked in the real estate organization for above 15 years. This implies that majority of the employees had worked in the real estate organizations for 6-10 years. Longer-serving managers typically possess extensive industry knowledge and experience, which can lead to more informed and strategic decision-making (Hambrick & Mason, 2017). They are likely to have a deep understanding of market trends, regulatory environments, and competitive dynamics. Long-serving managers often provide strategic continuity, ensuring that the firm's long-term vision and goals are consistently pursued. This stability can be beneficial for sustained growth and development (Drucker, 2017).

4.4.5 Type of Office Occupied

The researcher sought to establish the type of office the respondents occupy. The findings were as shown in Table 7.

Table 7: Type of Office Occupied

Office	Frequency	Percentage
Chief Executive/Directors office	26	20
Managers Office	59	45
Assistant Managers office	46	35
Total	130	100

Source: Research Data (2024)

From the findings 20% of the respondents stated that they occupied the chief executive/ director office, 45% manager office while 35% assistant manager office. This implies that majority of the respondents were at the management level.. The findings are significant because managers are directly involved in implementing strategies and making operational decisions, which impacts the overall performance

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of real estate firms. Their insights are critical for understanding the effectiveness of strategic execution and operational management within the industry (Hitt, Ireland & Hoskisson, 2017).

4.5 Descriptive Statistics

The section describes the findings for individual study variables. Descriptive statistics applied were percentage, mean and standard deviation in order to show the central tendency.

4.5.1 Investment Strategy of Real Estate Companies

The respondents were asked to indicate their level of agreement on the effect of investment strategy on the performance of Real Estate Companies in Kiambu County. The findings are presented in Table 8 below:

Table 8: Investment Strategy on Real Estate Companies

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Buy and hold allows real estate companies to capitalize on the natural appreciation of property values without the pressure of short-term market fluctuations	26	47	17	10	0	3.887	0.907
Buy-and-hold strategy save real estate companies from pressure of short-term market fluctuations	37	45	13	5	0	4.113	0.870
Property renovation and enhancement allows companies to respond to specific market demands by creating properties that fulfill the emerging trends	55	42	3	0	0	4.516	0.565
Adding value through construction and renovation create properties that command premium prices in the market, leading to increased returns on investment.	57	37	6	0	0	4.500	0.621
Market timing help real estate companies to optimize profitability by acquiring properties during downturns when prices are low and selling during upswings when values are high	39	44	11	6	0	4.145	0.866
Market timing allows companies to make informed decisions about when to enter or exit specific markets, reducing exposure and maximizing returns during favorable conditions.	49	39	10	2	0	4.351	0.767
Aggregate Score						**4.252**	**0.766**

Source : Research Data (2024)

According to the findings, 26% of the respondents strongly agreed, 47% agreed, 17% were neutral while 10% disagreed that buy and hold allows real estate companies to capitalize on the natural appreciation of property values without the pressure of short-term market fluctuations with a mean of 3.887 and the standard deviation of 0.907. This indicates moderate agreement among respondents that buy-and-hold strategies were beneficial. The findings further indicated that 37% of the respondents strongly agreed, 45% agreed, 13% were undecided while 5% disagreed that buy-and-hold strategy save real estate companies from pressure of short-term market fluctuations with a mean of 4.113 and the standard deviation of 0.870. The higher mean suggested agreement on the strategy's effectiveness, In addition 55% of the respondents strongly agreed, 45% agreed while 3% were undecided on whether property renovation and enhancement allows companies to respond to specific market demands by creating properties that fulfill the emerging trends with a mean of 4.516 and the standard deviation 0.565. This high mean and low standard deviation showed that respondents agreement that renovation positively impacts performance. The study findings are in line with those of Rashid (2018) who stated that renovating and enhancing properties enable real estate companies to align their offerings with the evolving preferences of consumers. If there is a growing demand for sustainable and energy-efficient homes, renovating existing properties to incorporate eco-friendly features can cater to this trend.

The findings further indicated that 57% of the respondents strongly agreed, 37% agreed while 6% were undecided that adding value through construction and renovation create properties that command premium prices in the market, leading to increased returns on investment. The mean score was 4.500 and with a standard deviation of 0.621. In addition 39% strongly agreed, 44% agreed, 11% were undecided while 6% disagreed that market timing help real estate companies to optimize profitability by acquiring properties during downturns when prices are low and selling during upsurge when values are high. Mean for this item was 4.145 and standard deviation of 0.866 which reflected agreement with market timing benefits.

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According to the findings, 49% of respondents strongly agreed, 39% agreed, 10 were undecided while 2% disagreed that market timing allows companies to make informed decisions about when to enter or exit specific markets, reducing exposure and maximizing returns during favourable conditions (mean=4.351, SD=0.767). This implied that respondents agreed with the statement. The study findings are in line with those of Mbogo (2019) who showed that market timing allows companies to identify opportune moments to enter specific markets. The aggregate mean of 4.252 suggests a strong overall agreement that investment strategies positively impact performance. The standard deviation of 0.766 reflects a consistent perception among respondents. The findings were supported by Brounen and Eichholtz (2016), who emphasized the importance of strategic investment in enhancing real estate performance. The moderate standard deviation suggested a generally consistent view among respondents.

4.5.2 Funding Strategy of Real Estate Companies

The respondents were asked to indicate their level of agreement on the effect of funding strategy on the performance of Real Estate Companies in Kiambu County. The findings are presented in Table 9 below:

Table 9: Funding Strategy of Real Estate Companies

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Equity funding allows real estate companies to undertake larger and more ambitious projects which enhances performance	57	37	6	0	0	4.500	0.621
Real estate companies that prioritize equity funding are better positioned to attract high-quality investors.	44	40	6	10	0	4.177	0.932
Debt funding provides real estate companies with the necessary capital to pursue opportunities, contributing better performance	39	44	11	6	0	4.145	0.866
The strategic use of debt funding significantly enhances the financial leverage and growth potential of real estate companies.	55	42	3	0	0	4.516	0.565
Real estate companies that reinvest retained earnings into strategic initiatives experience improved financial stability and long-term performance	37	45	13	5	0	4.113	0.870
Strategic allocation of retained earnings allows real estate companies to fund internal projects and innovations hence better performance	26	47	17	10	0	3.887	0.907
Aggregate Average						**4.223**	**0.794**

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Source: Research Data (2024)

According to the findings, 57% strongly agreed, 37% agreed while 6% were undecided that equity funding allows real estate companies to undertake larger and more ambitious projects which enhance performance with a mean of 4.500 and the standard deviation of 0.621. The high mean and low standard deviation indicated strong and consistent agreement on the benefits of equity funding. The findings further indicated that 44% strongly agreed, 40% agreed while 6% were undecided and 10% disagreed that real estate companies that prioritize equity funding are better positioned to attract high-quality investors with a mean of 4.177 and the standard deviation of 0.932. The findings indicated general agreement.. In addition, 39% strongly agreed, 44% agreed, 11% were neutral and 6% disagreed that debt funding provides real estate companies with the necessary capital to pursue opportunities, contributing better performance with a mean of 4.145 and the standard deviation 0.866. This reflected an agreement on debt funding's importance, The findings matches those of Kioko, (2019) who found that debt funding allows real estate companies to leverage their existing capital and assets to access additional funds for expansion projects. This leverage enables firms to pursue larger-scale developments or acquire properties that they might not have been able to afford solely through equity financing, thereby expanding their portfolios and market presence.

The findings further indicated that (55%) strongly agreed, (42%) agreed while (3%) were neutral that the strategic use of debt funding significantly enhances the financial leverage and growth potential of real estate companies with of mean 4.516 and the standard deviation of 0.565. This implied that there was a strong agreement with low variation on debt's impact on financial leverage. In addition, (37%) strongly agreed, (45%) agreed, (13%) were neutral while (5%) disagreed that real estate companies that reinvest retained earnings into strategic initiatives experience improved financial stability and long-term performance with a mean of 4.113 and the standard deviation of 0.870. This showed an agreement with the strategic reinvestment of earnings, with moderate consistency.

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The findings further indicated that (26%) strongly agreed, (47%) agreed, (17%) were neutral while (10%) disagreed that strategic allocation of retained earnings allows real estate companies to fund internal projects and innovations hence better performance with of mean 3.887 and the standard deviation of 0.907 hence few respondents agreed with the statement.. The study findings were in line with those of Anderson and Brown (2022) which showed that retained earnings represent profits that are reinvested back into the company rather than distributed to shareholders as dividends. The investment in growth opportunities can drive revenue growth, enhance market share, and ultimately lead to improved performance. The aggregate mean of 4.223 indicates that the respondents agree on the statement. The results align with Brueggeman and Fisher (2021), highlighting that effective funding strategies, such as equity and debt management, significantly improve real estate company performance.

4.5.3 Growth Strategy on the Performance of Real Estate Companies

The respondents were asked to indicate their level of agreement on the effect of growth strategy on the performance of Real Estate Companies in Kiambu County. The findings are presented in Table 10

Table10: Growth Strategy on the Performance of Real Estate Companies

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Real estate companies that strategically pursue market expansion initiatives are more likely to achieve sustained growth and success	37	34	10	16	3	3.855	1.185
Market expansion allows real estate companies to tap into new opportunities and diversify their revenue streams, positively influencing performance	55	34	8	3	0	4.403	0.778
Diversifying business activities and offerings of real estate enhances ability to adapt to changing market dynamics hence better performance	44	46	7	3	0	4.307	0.738
Real estate companies that strategically diversify their services and products experience enhanced resilience and competitiveness which enhances performance	55	33	7	5	0	4.387	0.869
Real estate companies that engage in strategic joint ventures experience improved access to resources and expertise which enhances performance	44	50	6	0	0	4.371	0.607
Joint ventures allow partners to pool their financial resources, increasing the overall	35	45	5	0	0	4.452	0.592

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capital available for a real estate projects		
Aggregate average	**4.295**	**0.795**

Source: Research Data (2024)

According to the results in table 10 above 37% of the respondents strongly agreed, 34% agreed, 10% were neutral while 16% disagreed and 3% strongly disagreed that real estate companies that strategically pursue market expansion initiatives are more likely to achieve sustained growth and success. The statement had a mean of 3.855 and a standard deviation of 1.185. This implied that there was a moderate agreement with high variation of agreement among respondents. Also, 55% of the respondents strongly agreed, 34% agreed, 8% were neutral while 3% disagreed that market expansion allows real estate companies to tap into new opportunities and diversify their revenue streams, positively influencing performance. The mean of the statement was 4.403 and a standard deviation of 0.778. This implied that there is a consensus among the respondents on expansion benefits.

Further, 44% of the respondents strongly agreed, 46% agreed, 7% were neutral while 3% disagreed that diversifying business activities and offerings of real estate enhances ability to adapt to changing market dynamics. The mean was 4.307 and a standard deviation of 0.738 which indicated that there was an agreement among the respondents on the advantages of diversification.. The findings match those of Maheim (2019) which concluded that diversification reduces the reliance on any single market segment or type of property, spreading risk across different areas of operation. For example, a real estate company that diversifies its portfolio to include residential, commercial, and industrial properties is less vulnerable to fluctuations in any one sector or market

In addition, 55% strongly agreed, 33% agreed, 7% were neutral while 5% disagreed that real estate companies that strategically diversify their services and products experience enhanced resilience and competitiveness which enhances performance. The mean was 4.387 and a standard deviation of 0.869 which led to the conclusion that there was an agreement that, there were benefits of associated with diversification. Also, 44% strongly agreed, 50% agreed while 6% were neutral that real estate companies that engage in strategic joint ventures experience improved

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access to resources and expertise which enhances performance. The mean of the items was 4.371 and standard deviation of 0.607 which were interpreted to meanthat there was an agreement on the value of joint ventures among the respondents

Moreover, 35% strongly agreed, 45% agreed, while 5% were undecided that joint ventures allow partners to pool their financial resources, increasing the overall capital available for a real estate projects with a mean 4.387 and a standard deviation of 0.869. The findings indicate that there is a strong agreement with low variation on joint ventures enhancing financial resources. The findings are in line with Marveck (2021) who revealed that sharing the financial burden of a project through a joint venture; each partner mitigates their individual risk exposure. This risk-sharing mechanism is particularly beneficial for large-scale or high-risk projects where the financial stakes are significant. The aggregate mean of 4.295 indicates strong agreement that growth strategies positively impact performance, with a standard deviation of 0.795 showing moderate consistency. This finding supports Liu and Wang (2014), who note that growth strategies, including market expansion and diversification, are crucial for achieving sustained success. The standard deviation indicates moderate agreement with some variability.

4.5.4 Quality Assurance Strategy on the Performance of Real Estate Companies

The respondents were asked to indicate their level of agreement on the effect of quality assurance strategy on the performance of Real Estate Companies in Kiambu County. The findings are presented in Table 11

Table 11 : Quality Assurance Strategy on the Performance of Real Estate Companies

Statement	S A %	A %	U %	D %	SD %	Mean	Std
Real estate companies that prioritize compliance with regulations and industry standards build trust and credibility, positively influencing performance	52	39	9	0	0	4.419	0.667
Real estate companies that consistently adhere to compliance and regulatory standards are better positioned to attract investors and customers which enhances performance	37	31	19	13	0	3.887	1.073
Implementing rigorous quality control measures in construction positively contributes to the overall reputation hence better performance	44	40	6	10	0	4.177	0.932
Quality control in construction ensures that real estate companies deliver projects on time and	37	39	10	14	0	3.984	1.032

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within budget which enhances performance							
Real estate companies that invest in professional certifications and adhere to industry standards demonstrate a commitment to excellence	42	39	11	8	0	4.145	0.921
Real estate professional certifications and adherence to standards enhance the credibility and market positioning	55	34	8	3	0	4.403	0.778
Aggregate Average						**4.169**	**0.900**

Source: Research Data (2024)

Results on table 10 indicated that 52% strongly agreed, 39% agreed while 9% were undecided that real estate companies that prioritize The item had a mean of 4.419 and standard deviation of 0.667 which implied that there was agreement with the statement. The findings further indicated that 37% of the respondents strongly agreed, 31% agreed, 19% were neutral while 13% disagreed that real estate companies that consistently adhere to compliance and regulatory standards are better positioned to attract investors and customers. The mean of the item was 3.887 and the standard deviation was 1.073. Which showed that there was a slight agreement on the statement with a variation in responses.

Also, the findings indicated that 44% strongly agreed, 40% agreed, 6% were neutral while 10% disagreed that implementing rigorous quality control measures in construction positively contributes to the overall reputation hence better performance with a mean of 4.177 and a standard deviation of 0.932. This shows agreement on quality control's positive impact, with moderate consistency in responses. The study findings matched with those of Abedalfattah and Abedallat (2018) who found that high-quality construction results in properties that meet or exceed customer expectations in terms of durability, functionality, and aesthetics. Satisfied customers are more likely to recommend the real estate company to others and may become repeat buyers or tenants, contributing to sustained business growth and profitability.

Further, 37% of the respondents strongly agreed, 39% agreed, 10% were neutral while 14% disagreed that quality control in construction ensured that real estate companies delivered projects on time and within budget which enhanced performance. The response had a mean of 3.984 and a standard deviation of 1.032. This showed the respondents agreed that the role of quality control in project execution enhanced

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performance. On the item that real estate companies invested in professional certifications and adhered to industry standards demonstrated a commitment to excellence posted the following results. About 42% of the respondents strongly agreed, 39% agreed, 11% were neutral while 8% disagreed with the statement. Mean response was 4.145 and a standard deviation of 0.921. This indicated that there was agreement that professional certifications adhered to industrial standards

On the item that followed the response was as follows; 55% of the respondents strongly agreed, 34% agreed, 8% were neutral while 3% disagreed that real estate professional certifications and adherence to standards enhance the credibility and market positioning . Mean of 4.03 and a standard deviation of 0.778 were recorded. This implied that there was agreement on what the statement proposed. . The study findings were in line with those of Wambui & Bett, (2019) who stated that real estate certifications are often recognized and respected within the industry as symbols of excellence and professionalism.

Being certified by reputable organizations or institutions led to legitimacy of professional's qualifications and distinguished them from competitors who lacked formal credentials. The aggregate mean of 4.169 and standard deviation of 0.900 indicated an agreement that quality assurance strategies positively impact performance,. The study's results were consistent with Ball and Lizieri (2017), which suggested that adhering to quality assurance and regulatory standards enhanced performance.

4.5.5 Performance of Real Estate Companies in Kiambu County

The dependent variable of the study was to establish the performance of real estate Companies in Kiambu County. The results shown in Table 12 indicates the responses of the respondents on the items that described performance.

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Table 12: Performance of Real Estate Companies in Kiambu County

Performance	SA %	A %	U %	D %	SD %	Mean	Std
The performance of real estate companies is positively influenced by a high level of customer satisfaction.	44	28	14	12	2	4.019	0.887
Satisfied customers are more likely to recommend and engage in repeat business with real estate companies, contributing to their sustained success	52	24	12	10	2	3.287	1.174
Real estate companies have recorded an increase in ROI for the past five years	30	52	8	10	0	4.187	0.922
Real estate companies which consistently achieve a favorable return on investment experience sustained success.	32	34	10	20	4	4.284	1.142
The rental income growth has been increasing for the last five years	38	34	10	16	2	4.254	0.872
As rental income grows, property values tend to increase thus creating wealth for the real estates	48	44	2	6	0	4.254	0.872
Aggregate						**4.048**	**0.978**

Source: Research Data (2024)

From the findings on table 12, 44% of respondents strongly agreed, 28% agreed, 14% were undecided, 12% disagreed while 2% strongly disagree that the performance of real estate companies was positively influenced by a high level of customer satisfaction. The a mean response was 4.019 and a standard deviation of 0.887 which implied that respondents agreed that customer satisfaction influenced performance.

In addition, 52% of the respondents strongly agreed that satisfied customers were more likely to recommend and engage in repeat business with real estate companies, contributing to their sustained success , 24% agreed, 12% were undecided, 10% disagreed while 2% strongly agreed The mean response was 3.287 and Std = 1.174 which was interpreted to mean that respondents were undecided on whether customer satisfaction's had direct impact on business. Also, from the findings, 30% of the respondents strongly agreed, 52% agreed, 8% were undecided while 10% disagree that real estate companies had recorded an increase in ROI for the previous five years with a response rate of 4.187 mean and standard deviation of = 0.922 which indicated s agreement that ROI grew in the period under review. The findings were in line with those of Wang et al. (2022) who concluded that a growing economy with an

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increasing demand for real estate properties can drive up property values and rental income, leading to higher ROI for the companies.

On the statement, real estate companies consistently achieved favourable return on investment experienced sustained success had 32% of the respondents strongly agreeing, 34% agreed, 10% were undecided, 20% disagreed while 4% strongly disagree the mean was 4.284 and Std was 1.142 implying that respondents agreed with the statement but there was some level of variation in the responses. . Moreover, the findings revealed that 38% of the respondents strongly agree, 34% agreed, 10% were undecided, 16% disagreed while 4% strongly disagree that the rental income growth had increased for a period of five years with a Mean of4.254 and standard deviation of 0.872. Respondents agreed on rental income's positive trend with a Mean of 4.254, and standard deviation of 0.872..

Furthermore, the findings revealed that 48% strongly agreed, 44% agreed, 2% undecided while 6% disagreed that as rental income grows, property values tend to increase thus creating wealth for the real estates. The mean was 4.254 suggests strong agreement that increasing rental income enhances property values, leading to wealth creation. The standard deviation was 0.872 indicating that opinions are relatively consistent, aligning with research on the positive impact of rental income on property value The findings agree with the findings of Mbeki and Abubakar (2021) who found that real estate valuation considers several approaches, one of which is the income approach. This approach calculates the value of a property based on its potential to generate income, particularly through rental payments. As rental income increases, either due to rising demand or increased rental rates, the property's value tends to increase proportionally. The aggregate mean of 4.048 suggests a high level of agreement among respondents that factors such as customer satisfaction, ROI, and rental income growth significantly influence the performance of real estate companies. This finding is supported by research indicating that high customer satisfaction leads to increased repeat business and recommendations, which contribute to financial success and overall performance (Hsieh & Kessler, 2016). The standard deviation of 0.978 indicates some variation in responses but still reflects a consensus that these performance indicators are vital.

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4.6 Correlation Analysis

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study. According Field (2019), the scale of strength for the correlation analysis is as follows: weak (0.10-0.29), moderate (0.30-0.49), and strong (0.50-1.00).

4.6.1 Correlation between Investment Strategy and Performance

The study sought to establish the correlation between investment strategies on the performance of Real Estate Companies in Kiambu County. The findings are presented in Table 13

Table 13: Correlation between Investment Strategy on Performance

		Performance
Investment Strategy	Pearson Correlation	.741*
	Sig. (2-tailed)	.023
	N	130

**. Correlation is significant at the 0.05 level (2-tailed).
Source: Research Data (2024)

From the results, the study established a Pearson correlation coefficient of (r=0.741, p=0.023) between investment strategy and the performance of real estate companies in Kiambu County. This indicates that a linear relationship could be fitted to the data, suggesting that investment strategy may influence performance. However, it does not confirm a direct causal relationship. The findings align with Santos, Nkosi, and Diop (2018), who noted that a well-defined investment strategy enables real estate companies to diversify their portfolios across various property types, locations, and market segments. This diversification can help mitigate risk by reducing exposure to any single asset or market, thereby enhancing overall portfolio performance and resilience to market fluctuations..

4.6.2 Correlation between Funding Strategy on Performance

The study sought to establish the correlation between funding strategy and performance of Real Estate Companies in Kiambu County. The findings are presented in Table 14 below:

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Table 14 : Correlation between Funding Strategy on Performance

		Performance
Funding Strategy	Pearson Correlation	.634*
	Sig. (2-tailed)	.013
	N	130

*. Correlation is significant at the 0.05 level (2-tailed).
Source : Research Data (2024)

In addition, the study conducted a correlation analysis between funding strategy on performance of Real Estate Companies in Kiambu County. The Pearson coefficient of correlation (r=0.634 and P=0.013) illustrated in Table 4.14 showed that there was a strong positive and statistically significant relationship between funding strategy on performance of Real Estate Companies in Kiambu County. The findings imply that funding strategy enhances performance of Real Estate Companies in Kiambu County. According to Nzuki and Kamau (2020), a funding strategy helps companies determine the most suitable mix of equity and debt financing to fund their projects and operations. By optimizing the capital structure, corporations can minimize the cost of capital while maximizing returns for shareholders, thereby enhancing overall performance.

4.6.3 Correlation between Growth Strategy on Performance

The study sought to establish the correlation between growth strategy and performance of Real Estate Companies in Kiambu County. The findings are presented in Table 15.

Table15: Correlation Between Growth Strategy on Performance

		Performance
Growth Strategy	Pearson Correlation	.697*
	Sig. (2-tailed)	.018
	N	130

*. Correlation is significant at the 0.05 level (2-tailed).

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Source : Research Data (2024)

As shown in Table 16, the correlation coefficient (r=0.697, P=0.018) indicates a strong, positive and statistically significant relationship between growth strategy on performance of Real Estate Companies in Kiambu County. This implies that growth strategy enhances performance of Real Estate Companies in Kiambu County. The findings are in line with those of Mbogo, (2019) who found that a growth strategy allows corporations to expand their market presence by entering new geographic regions or target markets. Diversifying the portfolio and tapping into emerging opportunities allows corporations to capitalize on untapped demand and drive revenue growth.

4.6.4 Correlation between Quality Assurance Strategy on Performance

The study sought to establish the correlation between quality assurance strategy and performance of Real Estate Companies in Kiambu County. The findings are presented in Table 16

Table16: Correlation between Quality Assurance Strategies on Performance

		Performance
Quality Assurance Strategy	Pearson Correlation	.624*
	Sig. (2-tailed)	.032
	N	130

*. Correlation is significant at the 0.05 level (2-tailed).

Source : Research Data (2024)

The correlation analysis results shown in Table 17 indicate a Pearson correlation coefficient of (r=0.624, p=0.032) between quality assurance strategy and the performance of real estate companies in Kiambu County. This suggests that a linear regression model could be fitted to the data, indicating a potential association between quality assurance strategy and performance. However, it does not confirm a direct causal relationship. The findings are consistent with Tupuz (2018), who noted that a quality assurance strategy helps ensure that properties meet or exceed customer expectations regarding design, construction, and functionality. When customers are satisfied, they are more likely to recommend the real estate company to others,

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leading to increased sales, leasing, and referrals, which can enhance overall performance and profitability.

4.7 Regression Analysis

The study conducted a regression analysis to evaluate the combined influence of investment strategy, funding strategy, growth strategy, and quality assurance strategy on performance of Real Estate Companies in Kiambu County. The analysis sought to establish the extent to which these strategies collectively influence performance.

The output of regression analysis of the of the data included a model summary, ANOVA and coefficient of determination. Table 17, 18 and 19 contains a summary of the findings respectively.

Table17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867a	.752	.730	.36261

a. predictors: (constant), Investment Strategy, Funding Strategy, Growth Strategy and Quality Assurance Strategy

b. Dependent Variable: Performance of Real Estate Companies in Kiambu County.

Model summary shown in Table 17 above indicate that the independent variables; investment strategy, funding strategy, growth strategy and quality assurance strategy explained 75.2 % of performance because the value of R-Squared was 0.752 with a P value of .000 implying that the value was significant at P=0.05 The remaining 24.8% of the variance was attributed to other factors not covered considered in the study. This interpretation aligns with the understanding that R-Squared reflects the proportion of the dependent variable's variance that can be explained by the independent variables (West & Aiken, 2013).

The analysis of variance in this study was used to determine whether the model was good fit for the data. The findings are indicated in Table 18 below.

Table18: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.930	4	4.483	95.383	.000[b]
	Residual	5.917	125	.047		
	Total	23.847	129			

a. Predictors: (Constant), Investment strategy, funding strategy, growth strategy and quality assurance strategy

b. Dependent Variable: Performance of Real Estate Companies in Kiambu County.

In the ANOVA table 18 above, the F statistic is 95.383 which was greater than the critical F value (2.444).. The F-value is an indicator as to whether there is a significant relationship between the independent variables and the dependent variable. Since the significance value (p-value) is .000, which is less than the standard alpha level of 0.05, it indicated that the model was statistically significant in predicting the relationship Therefore, the regression model was considered to be a good fit for the data.

The calculated F-value (95.383) is compared against a critical F-value from statistical tables, which depends on the degrees of freedom in the numerator and denominator. Since the calculated F-value is much higher than the critical F-value, the conclusion was that the independent variables significantly contribute to predicting the performance of the companies that were investigated.

4.7.3 Multiple Regression Coefficients

Table 19 shows the overall significant test results for the hypothesized research model:

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Table19: Multiple Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
lConstant	.627	.490		1.280	.207
Investment Strategy	.016	.146	.016	.112	.003
Funding Strategy	.231	.166	.220	1.390	.006
Growth Strategy	.612	.207	.423	2.955	.005
Quality Assurance Strategy	.279	.131	.294	2.128	.039

Dependent Variable: Performance of Real Estate Companies in Kiambu County

The data in table 19 above illustrates the coefficients of the model below:

$Y=\beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where;

Y=Performance

β_0 = Constant

β_1 = Investment Strategy

β_2 =Funding Strategy

β_3 =Growth Strategy

β_4 =Quality Assurance Strategy.

β_0 represents constant which defines the value of performance of Real Estate Companies in Kiambu County without the inclusion of predictor variables. From the results in Table 19 the given equation was determined by the values of Unstandardized Coefficients (B) and all of them were statistically significant since their p values (Sig. <0.05) were less than 0.05. The results indicate that all the predictor variables in the study hada positive relationship with performance

Thus,

After the results model derived as follow:

$Y= 0.627 + 0.016 X_1 + 0.231 X_2 + 0.612 X_3 + 0.279 X_4 + \varepsilon$

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The value of performance of Real Estate Companies in Kiambu County without the influence of the predictor variables was 0.627. This explained that, without the strategies that were being investigated performance of Real Estate Companies in Kiambu County would have been 0.627 holding other factors constant. The results also illustrated that, a unit change in investment strategy, would result to 0.016 times change in performance of Real Estate Companies in Kiambu County, a unit increase in funding strategy would result to 0.231 times increase in performance of Real Estate Companies in Kiambu County, a unit increase in growth strategy would result to 0.612 times increase while a unit increase in quality assurance strategy would result to 0.279 times respectively.

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CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary study findings, conclusions, recommendations, and research areas based on the objectives of the study.

5.2 Summary of the Findings

The study sought to determine Influence of Investment Strategy on Performance Influence of Funding Strategy on Performance Influence of Growth Strategy on Performance influence of growth strategy on performance. Sections 5.2.1 to 5.2.4 provide key summary of the findings.

5.2.1 Influence of Investment Strategy on Performance

From the results, the study established that there exists a positive and significant relationship between investment strategy and performance of real estate companies in Kiambu County. The findings revealed that buy and hold allows real estate companies to capitalize on the natural appreciation of property values without the pressure of short-term market fluctuations. Property renovation and enhancement allowed companies to respond to specific market demands by creating properties that fulfilled the emerging trends. Market timing helped real estate companies to optimize profitability by acquiring properties during downturns when prices were low and selling during upsurge times when values became high.

5.2.2 Influence of Funding Strategy on Performance

The study showed that there was a positive and significant relationship between funding strategy on performance of Real Estate Companies in Kiambu County. Equity funding allowed real estate companies to undertake larger and more ambitious projects which enhanced performance. Debt funding provided real estate companies with the necessary capital to pursue opportunities, contributing better performance. Moreover, the findings revealed that real estate companies that reinvested retained earnings into strategic initiatives experience improved financial stability and long-term performance.

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5.2.3 Influence of Growth Strategy on Performance

The findings indicated a positive and statistically significant relationship between growth strategy and performance of Real Estate Companies in Kiambu County. Real estate companies that strategically pursued market expansion initiatives were more likely to achieve sustained growth and success. It was also concluded that diversifying business activities and offerings of real estate enhanced ability to adapt to changing market dynamics hence better performance. Moreover, the findings revealed that real estate companies that engaged in strategic joint ventures experienced improved access to resources and expertise which enhanced performance.

5.2.4 Influence of Quality Assurance Strategy on Performance

The findings indicated that there exist a positive and significant relationship between quality assurance strategy and performance of Real Estate Companies in Kiambu County. Companies that prioritize compliance with regulations and industry standards built trust and credibility which led to, positive influence on performance. Other items that described quality assurance showed that implementing rigorous quality control measures in construction contributed to the overall reputation of the company. Also, companies that invested in professional certifications and adhered to industry standards, demonstrated a commitment to excellence.

5.3 Conclusions

The conclusions of the study were categorized in terms of specific objectives. On buy-and-hold strategy companies were saved from pressure of short-term market fluctuations. Adding value through construction and renovation created properties that commanded premium prices in the market, leading to increased returns on investment. Further the study concluded that market timing allowed companies to make informed decisions about when to enter or exit specific markets, reducing exposure and maximizing returns during favourable conditions.

From the analysis of the findings, the study concluded that Real estate companies that prioritize equity funding were better positioned to attract high-quality investors. Strategic use of debt funding significantly enhanced the financial leverage and growth. strategic allocation of retained earnings also allowed real estate companies to fund internal projects and innovations

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Regarding growth strategy, the study concluded that market expansion allowed real estate companies to tap into new opportunities and diversify their revenue streams,. Companies that strategically diversified their services and products experienced enhanced resilience and competitiveness. The study further concluded that joint ventures allowed partners to pool their financial resources, increasing the overall capital available for the projects.

Concerning quality assurance strategy, companies that consistently adhered to compliance and regulatory standards were better positioned to attract investors and customer's Quality control in construction ensured that real estate companies delivered projects on time and within budget which enhanced performance. Further, Professional certifications and adherence to standards enhanced the credibility and market positioning

5.4 Recommendations

Based on the findings, the study made the following recommendations: Real Estate Companies in Kiambu County could develop and implement comprehensive strategic plans that focus on investment diversification, efficient funding utilization, sustainable growth, and quality assurance. Investing in thorough market research can help to identify emerging trends, consumer preferences, and growth opportunities within the local market is crucial. This proactive approach is justified by the study's findings, which showed that strategic investment and growth strategies significantly enhanced performance by allowing companies to capitalize on market conditions and mitigate risks. Additionally, forming strategic partnerships with financial institutions, local governments, and construction firms is essential to access the necessary capital, expertise, and resources. These partnerships are vital for executing growth-oriented strategies. Collaborations can also lead to better resource management and enhanced competitive advantage. Furthermore, prioritizing innovation in product offerings and business models while adhering to sustainable development practices is recommended. This is justified by the study's indication that innovative approaches and sustainability are key drivers of competitiveness and long-term success.

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The study also recommends that financial institutions could offer tailored financing solutions that cater to the unique needs of real estate companies. This includes providing flexible repayment terms, competitive interest rates, and advisory services. The justification for this recommendation lies in the study's findings, which showed that strategic funding significantly contributed to the performance of real estate companies by providing the capital necessary for large projects. Additionally, implementing robust risk management frameworks to mitigate financial risks associated with real estate projects is advised. This is justified by the study's indication that risk management was crucial in maintaining financial stability and ensuring successful project outcomes. Furthermore, financial institutions could provide support and incentives for projects that prioritize sustainability, energy efficiency, and environmental conservation. This is supported by the study's findings, which suggested that sustainable practices align with global trends and improved the long-term viability of real estate investments.

5.5 Suggestions for Further Studies

Further studies could be conducted to determine the influence of funding sources on the financial performance of real estate companies in Kiambu County. Also influence of community engagement programs on the performance of real estate companies in Kiambu County.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

I am Master Students at St. Paul's University I am currently carrying out research on **"Corporate Strategies and Performance of Real Estate Companies in Kiambu County, Kenya"** Please fill out the form with the data that's required by answering the queries. The data needed will be handled with the utmost confidentially and is only needed for educational purposes.

SECTION A: Respondents Details
(Please tick where appropriate)

1. **Gender**

Male	[ ]
Female	[ ]

2. **Age**

Below 25 years	[ ]
26-35 years	[ ]
36-45 years	[ ]
46-55 years	[ ]
Above 55Years	[ ]

3. **What is your highest achieved education level?**

Certificate	[ ]
Diploma	[ ]
Bachelor	[ ]
Masters	[ ]
Post graduate	[ ]

4. **How long have you worked with this organization?**

5Years and below	[ ]
6-10 Years	[ ]
11-15 Years	[ ]
Above15 Years	[ ]

5. **Which office do you occupy?**

Chief executive/Directors office	[ ]
Managers Office	[ ]
Assistant Managers office	[ ]

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SECTION B: Investment Strategy on the Performance of Real Estate Companies in Kiambu County

Using a scale of one to five where 1=Not Sure, 2=Strongly Disagreed, 3= Disagree, 4= Agree and 5= Strongly Agree. Show how you agree on the effect of venture strategy on the success of Real Estate Companies in Kiambu County

Investment Strategy		1	2	3	4	5
i.	Buy and hold allows real estate companies to capitalize on the natural appreciation of property values without the pressure of short-term market fluctuations.					
ii.	Buy-and-hold strategy save real estate companies from pressure of short-term market fluctuations.					
iii.	Property renovation and enhancement allows companies to respond to specific market demands by creating properties that fulfill the emerging trends.					
iv.	Adding value through construction and renovation create properties that command premium prices in the market, leading to increased returns on investment.					
v.	Market timing help real estate companies to optimize profitability by acquiring properties during downturns when prices are low and selling during upswings when values are high.					
vi.	Market timing allows companies to make informed decisions about when to enter or exit specific markets, reducing exposure and maximizing returns during favorable conditions.					

SECTION C: Funding Strategy on the Performance of Real Estate Companies in Kiambu County

Using a scale of one to five where 1=Not Sure, 2=Strongly Disagreed, 3= Disagree, 4= Agree and 5= Strongly Agree. Indicate the level of agreement on the funding strategy on the success of Real Estate Companies in Kiambu County.

Funding Strategy		1	2	3	4	5
i.	Equity funding allows real estate companies to undertake larger and more ambitious projects which enhances performance					
ii.	Real estate companies that prioritize equity funding are better positioned to attract high-quality investors.					
iii.	Debt funding provides real estate companies with the necessary capital to pursue opportunities, contributing better performance					
iv.	The strategic use of debt funding significantly enhances the financial leverage and growth potential of real estate companies.					
v.	Real estate companies that reinvest retained earnings into strategic initiatives experience improved financial stability and long-term performance.					
vi.	Strategic allocation of retained earnings allows real estate companies to fund internal projects and innovations hence better performance.					

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SECTION D: Growth Strategy on the Performance of Real Estate Companies in Kiambu County

In a scale of one to five where 1=Not Sure, 2=Strongly Disagreed, 3= Disagree, 4= Agree and 5= Strongly Agree. Indicate the level of agreement on the effect of growth strategy on the success of Real Estate Companies in Kiambu County

Growth Strategy		**1**	**2**	**3**	**4**	**5**
i.	Real estate companies that strategically pursue market expansion initiatives are more likely to achieve sustained growth and success.					
ii.	Market expansion allows real estate companies to tap into new opportunities and diversify their revenue streams, positively influencing performance.					
iii.	Diversifying business activities and offerings of real estate enhances ability to adapt to changing market dynamics hence better performance					
iv.	Real estate companies that strategically diversify their services and products experience enhanced resilience and competitiveness which enhances performance					
v.	Real estate companies that engage in strategic joint ventures experience improved access to resources and expertise which enhances performance.					
vi.	Joint ventures allow partners to pool their financial resources, increasing the overall capital available for a real estate projects.					

SECTION E: Quality Assurance Strategy on the Performance of Real Estate Companies in Kiambu County

Using a scale of one to five where 1=Not Sure, 2=Strongly Disagreed, 3= Disagree, 4= Agree and 5= Strongly Agree. Indicate the level of agreement on the quality assurance strategy on the performance of real estate companies in Kiambu County.

Quality Assurance Strategy		**1**	**2**	**3**	**4**	**5**
i.	Real estate companies that prioritize compliance with regulations and industry standards build trust and credibility, positively influencing performance.					
ii.	Real estate companies that consistently adhere to compliance and regulatory standards are better positioned to attract investors and customers which enhances performance.					
iii.	Implementing rigorous quality control measures in construction positively contributes to the overall reputation hence better performance					
iv.	Quality control in construction ensures that real estate					

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	companies deliver projects on time and within budget which enhances performance.					
v.	Real estate companies that invest in professional certifications and adhere to industry standards demonstrate a commitment to excellence.					
vi.	Real estate professional certifications and adherence to standards enhance the credibility and market positioning					

SECTION F: Performance of Real Estate Companies in Kiambu County

In a scale of one to five where 1=Not Sure, 2=Strongly Disagreed, 3= Disagree, 4= Agree and 5= Strongly Agree. Indicate the level of agreement on the Performance of Real Estate Companies in Kiambu County

Performance of Real Estate Companies		**1**	**2**	**3**	**4**	**5**
i.	The performance of real estate companies is positively influenced by a high level of customer satisfaction.					
ii.	Satisfied customers are more likely to recommend and engage in repeat business with real estate companies, contributing to their sustained success					
iii.	Real estate companies have recorded an increase in ROI for the past five years					
iv.	Real estate companies which consistently achieve a favorable return on investment experience sustained success.					
v.	The rental income growth has been increasing for the last five years					
vi.	As rental income grows, property values tend to increase thus creating wealth for the real estates					

THANK YOU

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APPENDIX II: REAL ESTATE COMPANIES IN KIAMBU COUNTY

Selected Real Estate Companies	chief executive Officers/Directors	General Managers	Assistant manager	Total
1. Real Estate Coaching	1	1	1	3
2. Realtors Renovations (K) Group	1	1	1	3
3. AMS Properties	1	1	1	3
4. Arkbridge Properties Limited	1	1	1	3
5. Boma Bora Real Estate	1	1	1	3
6. Bristonberg Africa Ltd	1	1	1	3
7. Kiambu Homes Property	1	1	1	3
8. National housing Corporation	1	1	1	3
9. Arkbridge Properties Limited	1	1	1	3
10. Boma Bora Real Estate	1	1	1	3
11. Bristonberg Africa Ltd	1	1	1	3
12. Cretum Properties Limited	1	1	1	3
13. Primadona Investment & properties Kenya	1	1	1	3
14. Property Hub Kenya Ltd	1	1	1	3
15. Davis Real Estate Ltd	1	1	1	3
16. Denko Properties Ltd	1	1	1	3
17. Dunhill Consulting Limited	1	1	1	3
18. Eastwood Consulting Limited	1	1	1	3
19. Elegant Properties	1	1	1	3
20. Car Rental Kiambu	1	1	1	3
21. Epco Builders Ltd	1	1	1	3
22. Waika Development Limited	1	1	1	3
23. Eden Ridge Limited Kiambu	1	1	1	3
24. CommercialKe, Kiambu	1	1	1	3
25. Cretum Properties Ltd, Kiambu	1	1	1	3
26. VAAL Real Estate, Kiambu	1	1	1	3
27. N W Realite, Kiambu	1	1	1	3
28. Comfort Homes, Kiambu	1	1	1	3
29. Roughson Reators,	1	1	1	3

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Kiambu				
30. Lloyd masika Ltd, Kiambu	1	1	1	3
31. Regent Management Ltd, Kiambu	1	1	1	3
32. Knight Frank Kenya Ltd-Westlands, Kiambu	1	1	1	3
33. Halifax Estate Agency Ltd, Kiambu	1	1	1	3
34. MintvillaHousing , Kiambu	1	1	1	3
35. Username Investiments Limited Kiambu	1	1	1	3
36. Bomakwetu, Kiambu	1	1	1	3
37. Propscout Limited, Kiambu	1	1	1	3
38. Property deals Kenya Kiambu	1	1	1	3
39. Wainaina Real Estate, Kiambu	1	1	1	3
40. Homeplus Realtors Ltd, Kiambu	1	1	1	3
41. Arkaan Properties, Kiambu	1	1	1	3
42. Progressive Realtors Ltd, Kiambu	1	1	1	3
43. Kinyua Koech Ltd, Kiambu	1	1	1	3
44. Global Properties Agency Kiambu	1	1	1	3
45. Premier Reality Estate agents , Kiambu	1	1	1	3
46. Cityhomes Kenya Real Estate, Kiambu	1	1	1	3
47. Kenya Valuers & Estate agents, Kiambu	1	1	1	3
48. Crystal Valuers Ltd, Kiambu	1	1	1	3
49. Home Care Estate Agencies Ltd Kiambu	1	1	1	3
50. Alliance Realtors Limited, Kiambu	1	1	1	3
51. Azizi Realtors, Kiambu	1	1	1	3
52. Optiven Limited	1	1	1	3
Total	**52**	**52**	**52**	**156**

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APPENDIX III: ISERC APPROVAL

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/151/2024 **Date: 14th May 2024**

TO: Victoria Muli
St. Paul's University

Dear Victoria,

==========

REF: Corporate Strategies and Performance of Real Estate Companies in Kiambu County, Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 160, for the period between 14th May 2024 – 14th May 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

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APPENDIX IV: INTRODUCTION LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

15th May, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR VICTORIA WAVINYA MULI – MBADIST104923 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Corporate strategies and performance of Real Estate Companies in Kiambu County, Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR, POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY
15 MAY 2024
P.O. BOX 237-20105 2020510 LIMURU PRIVATE BAG - 00217

Dr. John Muhoho
Director Board of Postgraduate Studies

APPENDIX V: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **727246**

Date of Issue: **03/June/2024**

RESEARCH LICENSE



This is to Certify that Miss.. Victoria Wavinya Muli of Saint Paul University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: CORPORATE STRATEGIES AND PERFORMANCE OF REAL ESTATE COMPANIES IN KIAMBU COUNTY, KENYA for the period ending : 03/June/2025.

License No: **NACOSTI/P/24/36211**

727246

Applicant Identification Number

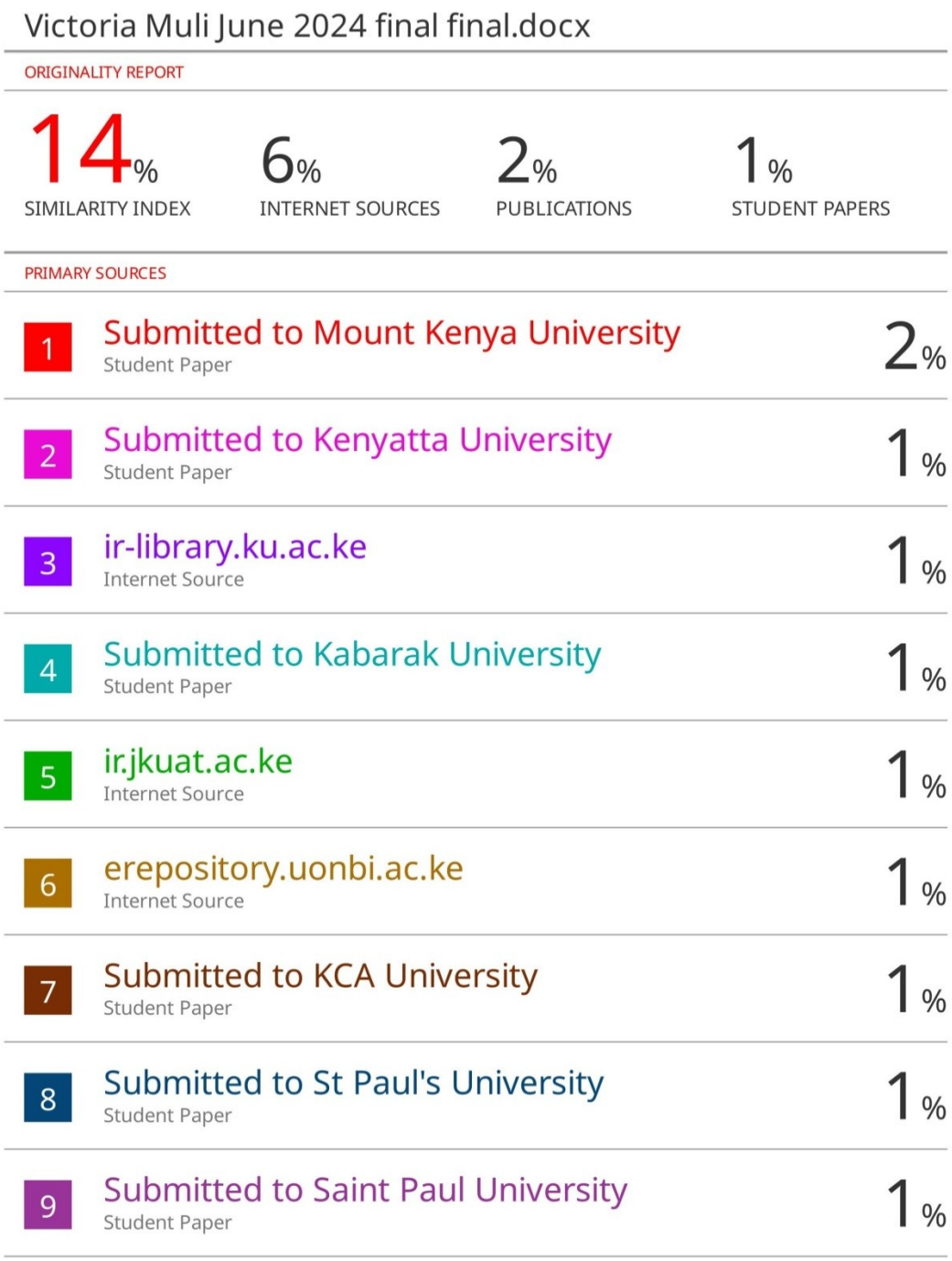
Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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See overleaf for conditions

APPENDIX VI : PLAGIARISM REPORT



Victoria Muli June 2024 final final.docx

ORIGINALITY REPORT

14%	6%	2%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Mount Kenya University Student Paper	2%
2	Submitted to Kenyatta University Student Paper	1%
3	ir-library.ku.ac.ke Internet Source	1%
4	Submitted to Kabarak University Student Paper	1%
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7	Submitted to KCA University Student Paper	1%
8	Submitted to St Paul's University Student Paper	1%
9	Submitted to Saint Paul University Student Paper	1%