

**STRATEGIC RESPONSES AND CRIME MANAGEMENT. A CASE  
STUDY OF SGA (K) LIMITED**

**JOSLINE MARANGU**

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## DECLARATION

This research project is my own and has never been presented for any academic examination/reward in any other Institution of Higher Learning.

Signature:



Date: 22/11/2022

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This research project has been presented for examination with my approval as the university supervisor.



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## **DEDICATION**

This research project is dedicated to my family members; Sammy, Ed, Tal, Bernie, Gakii, Kithinji, my father Bernard Marangu and my late mother Salome Marangu; for their financial and moral support throughout my learning endeavors.

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## **ABBREVIATIONS & ACRONYMS**

**SGA (K)** Security Group Africa (Kenya)

**G4S** Group 4 Security

**BM** Bob Morgan

**CCTV** Closed Circuit Television

## ABSTRACT

Private security firms have been fighting with increased crime with minimal success. This research therefore seeks to investigate on the strategic responses used by SGA to manage crime in Kenya. The research used a case study design which gave the researcher an opportunity to garner more information pertaining to security firm being investigated and which had minimal literature. Seventeen employees of SGA (directors, managers and departmental heads) who manage crime at the firm were targeted. Data was collected using an interview guide as a primary method and secondary data were obtained from strategic plan, magazine, newspaper and website. The research findings indicated that SGA has adopted numerous strategies to respond to crime management despite being affected by the different nature of crime stemming from fire armed gangs, groups gangs and destructive crimes such as break-ins, vandalism and shoplifting. Strategies used included collaboration with national police force, improving vigilance level, review of operational norms, technological innovation, training, recruiting and using preemptive approaches. Numerous challenges have faced SGA in their strategic response to crime and management. These challenges included- lack of adequate vehicles for emergency mobilization, poor road infrastructure in some parts of the country and or traffic congestion, inadequate employees, poor remuneration, use of outdated technology and lack of training. To mitigate the challenges the findings established that the firm have opted to use both traditional and modern method of responding to and managing crime through frisking and searching, conducting random patrols, using remote monitoring systems, training employees on defensive techniques, use of dogs to compliment guards and use back up patrols. This research investigated the strategies used in crime management at SGA, it was limited in findings and thus the results can't be generalized in other areas. Therefore, there is need to conduct the same research with other private security firms involved in crime management in order to assess the strategic responses used. Through a detailed multiple case study, findings can be used to polish the outcome of the existing study. Studies to be conducted in future ought to explore barriers to crime prevention within the private security firms.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the study

Security firms have over time been faced by various issues, as crime evolves every day. Their strategic response to crime management is their make or break as the masters of crime strategize and come up with greater ways of beating the system to gain their way and achieve their mission. As such the security firms must be upbeat in their role to protect the client, through new solutions. In Kenya for instance, there has been a push by the security firms to be licensed to have guns for their guards as is the case in Uganda (Oanda 2013). This strategic response to the challenges of armed crimes must be met by a firm that has the financial resource to cater for the same, otherwise it becomes untenable. With so many businesses and few police to reach everyone fairly, crime has gone on the rise necessitating the rise of private security. Currently, there are 4000 registered security firms in Kenya, guarding homes and businesses. Their presence in clients' premises helps deter, detect and destroy crime (Kosgei 2019).

Strategic response occurs when a firm successfully responds to the changes in the external environment. Porter (2015). Organizations need to create and implement an effective strategy in order to excel in today's market place (Chenari, Carrilho & Da Silva, 2016). A clear strategy shows the company's unique place in the market. Porter (2015). Organizations operate in a turbulent environment Ansoff, Kiple, Lewis HelmStevens & Ansoff (2019). The dynamic environment holds opportunities and challenges in equal measure. Firms therefore learn and adjust to make the best of the environment they operate in. This creates a need to strategize and plan to be able to exist while operating competitively and profitably Mintzberg, Ahlstrand, & Lampel (2020).

Organizations revolve around the internal and the external environment. For the organization to be able to maximize its potential, there is need to balance both environments to ensure survival (Ansoff, Kipley, Lewis Helm Stevens & Ansoff, 2019). Strategy as practiced today is to enable managers plan to invent the future or move into emerging markets Kunle, Akanbi & Ismail (2017). While the external environment is uncontrollable due to political, legal, technological, economic, social and ecological factors, the organization needs to balance its internal environment to ensure survival. The internal environment includes, human resources, technology, structures and systems and financial resources.

The research is grounded on two theories; the Resource based view and Diffusion of Innovation view. These are strategy tools that need to be well understood and exploited by managers since different strategies have different resource mixes (Frambach, Fiss & Ingenbleek, 2016). In Resources based view the managers select the strategy that exploits the best of the internal resources, compared to the external opportunities. In diffusion of Innovation based view, the employees observe ideologies/ behaviors that comes with a product as part of innovation and from this point diffusion takes place. Both theories ensure that the strategies used achieve competitive advantage of the firm.

### **1.1.1 Concept of Strategy**

A firm's strategy refers to how firms complete their goals successfully. A firm's performance is impacted by its strategy, since competing successfully means having a satisfactory performance. (Frambach, Fiss & Ingenbleek, 2016). It is a framework on decisions pertaining to how a firm's goal can be attained over a certain period. For an organization to be successful in this competitive world it must stand out and avoid being pushed out by competitors. Different customers behave

differently and thus a firm must be strategic to be able to sell their products or services competitively (Chen, Zhang, Zhao, 2017) noted that a firm's strategy is determined by long terms objectives and goals and implementation of new action when it comes to resource allocation required to attain the objectives/ goals. (Mintzberg, Ahlstrand, & Lampel (2020) see strategy as a plan, a form, a situation and a standpoint of how the organization conceives the outside from the inside. Strategy is the overarching direction, firms' tactics and competitive advantage moves put across by managers enable the firm to be at a competitive advantage thus enhancing their performance which in turn leads to firms' development (Kunle, Akanbi & Ismail (2017).

Strategy has evolved over time, dating back in the 1960s. According to Tan & Ding, (2016) observes that the early researchers saw the task of management as one of implementing policies for an already defined objective (Chen, Zhang, Zhao, 2017) published a study of management of organizations. He emphasized that the managers must find and drive strategy. He concentrated on internal resources and how best to exploit them to maximize organizational potential. Ansoff, Kipley, Lewis HelmStevens & Ansoff, (2018), added extra themes to include synergy, scope, competitive advantage and growth vector to consider the external economic environment. Baumgarter & Rauter (2017) made a distinction between corporate and business strategy as well as strategy formulation and implementation. Ginter, Duncan & Swayne (2018) notes that for a firm's success is dependent on the internal and external mechanism adopted. External (environment), Internal (Strategy Structure, Processes & Ideology). The authors emphasized on adaptation of strategy to a competitive environment as adaptive cycle. Porter built on this to today's framework, seeing strategy as a Process.

Strategic management has five levels that guide firms to achieve great results. Setting goals, conducting an analysis, formulation of strategy, Operationalization and Evaluation, are the processes involved in strategy. The organization comes up with the goals and how to achieve them while factoring in the competitors and ways to deal with them. Evaluation is very key for the organization as this helps keep the strategy process in place. The managers can know if the firm is on track and if not, what remedial action to take. Volaire (2018) In adaptive strategy the organization focuses on opportunities while also dealing with the risks in the external environment. Fonseca & Domingues (2017), the organization also must consider the resources and capabilities of dealing with the opportunities and the risks to be able to serve its customers satisfactorily. It's critical for managers to interpret challenges facing the organization and respond to counter the same. Liu & Atuahene-Gima (2018). These responses should favor the organization to greater strengths.

### **1.1.2 Concept of Strategic Response**

Strategic responses entail how organization's make decisions and act when it comes to plan implementation in order to attain their objectives (Maiyo, 2015). A clear strategy shows the company's unique place in the market (Porter, 2015). The dynamic environment that organizations operate holds opportunities and challenges in equal measure. Firms therefore learn and adjust to make the best of the environment they operate in. This creates a need to strategize and plan to be able to exist while operating competitively and profitably (Mintzberg, Ahlstrand, & Lampel 2020). For the organization to be able to maximize its potential, there is need to balance both internal and external environments to ensure survival (Ansoff, Kipley, Lewis HelmStevens & Ansoff, 2018). Strategy as practiced today is to enable managers plan to invent the future or move into emerging

markets (Frambach, Fiss & Ingenbleek, 2016). While the external environment is uncontrollable due to political, legal, technological, economic, social and ecological factors, the organization needs to balance its internal environment to ensure survival. The internal environment includes, human resources, technology, structures and systems and financial resources. According to (Porter, 2015), strategic response occurs when a firm successfully responds to the changes in the external environment. Organizations therefore ought to build and implement strategies that are effective so that they can succeed within their businesses (Chenari, Carrilho & Da Silva, 2016).

### **1.1.3 Concept of Crime Management**

Friedrichs (2019) states crime is devoted or misplaced act violating public law by imposing of forbidding it. Crime management is the attempt to reduce or deter crime. Crime has been in the world since its creation. Types of crime include: Rape, Theft & Burglary, Forgery, Fraud etc. The concept of crime is determined by the opinion of society by establishing an act as a violation of criminal law (Franko, 2019). Crime triangle involves; desire, opportunity and ability. One must yearn to crime commitment, be able to commit crime. Crime is committed because an individual wants to live a life that they can't afford. Beckley, Caspi, Avshalom, Arseneault, Barnes, Fisher, Harrington & Moffit (2018) notes that developmental crime can be prevented through reduction of risk factors associated with later criminality.

Through the various bodies of the law and other security agencies, the opportunity to commit crime has been reduced though not completely eradicated. Everyone desires a peaceful life and feel of safety wherever they are. The society must therefore assist to deter crime and not leave it to the hands of security agencies, through tip off, whistle blowing and moral values. Gover & Senol

(2017) sees crime as a social fact and a human act which is normal and functional, and no society can be fully exempted from it, thus the need for crime management. Government agencies and Security firms have come up with different strategies to ensure crime is managed or it's at bare minimum. For instance, use of CCTV, Rapid Response Units, security dogs, sniffer dogs have ensured those people with malicious intentions rethink their motives.

#### **1.1.4 The Security Industry in Kenya**

There are numerous security companies in Kenya. Registered firms being over 4000. The main body, Kenya Security Industry Association helps regulate the sector and offers linkage between its members and the national security agencies. The main aim of the association is examining and upholding to good and quality measures within the firm (Diphoom 2016)

There has been an increased need for private security as crime has skyrocketed. According to Kenya National Bureau of Statistics, crimes of robbery, break-ins and theft rose by 34.6% from 19, 103 in 2020 to 25,721 in 2021. Stealing accounted the highest share at 47.3%. Crimes and kidnappings for politicians, wealthy individuals and businesses has been a target as the criminals are sure of good ransom. There has been an increase in the need for security guards and other security gadgets due to terrorist activities in the country. All crowded places, from churches, to people boarding matatus, security searches have been introduced to help eliminate any likely crime. While most security firms are registered, there are those that are not registered but in operation. This brings down the standards of the industry. These companies don't adhere to the minimum wage, nor do they pay overtime for their staff. This has been a challenge in the industry. Thurania, & Munanye (2013).



### **1.1.5 SGA SECURITY (K) LTD**

Amid the many security firms, SGA stands out as a firm, reliable security provider. SGA is regional, catering for Kenya, Uganda, and Tanzania. SGA was founded in 1969 and is among the top three best firms in security provision. SGA has been very successful in the three countries and has strategies of moving further into other neighboring countries. The organization deals with Cash Management services, Guarding, Security Dog services, Tracking, Technological solutions (CCTV, Alarms, Biometrics), Training in Health & Safety, Courier services and other special services (investigations, Escort, Body guard etc) (Corman, Schachte, & Teague, 2007).

SGA has over 17,500 employees in the region, with 5000 guards (Kenya) which are deployed in various parts of the country. The company has a widespread approach as it has branches in all towns in Kenya. SGA is among the founders of Kenya Security Industry Association (KSIA) and Tanzania security Industry Association. (TSIA). The organization is also an associate of Uganda Private Security Association (UPSA) and South Africa Security Association (SASA). SGA is ISO certified proving its commitment to international standardization (Corman, Schachte, & Teague, 2007).

### **1.2 Research Problem**

Strategic responses in the operation of private security firms are inevitable. The firms that operate without a strategy may survive but will not thrive. (Chenari, Carrilho & Da Silva, 2016). Strategy is key for all organizations. Lack of it leads to failure as the environment keeps changing. The external environmental changes cause great impact to organizations, necessitating an internal change within the organization to be able to survive. Those firms that react to the environment with strategic responses can remain successful despite the prevailing conditions. Strategies are best

applied with good organizational structure, competent staff amid other operational efficiencies for an organization to get its perfect fit (Aharonson, & Bort, 2015). Based on Chenari, Carrilho & Da Silva, (2016) the researcher will find out whether SGA have any strategic response when it comes to managing crime. Further it's going to examine SGA organizational structure, staff competency and other operational efficiency within its operation.

Crime is on the rise every day. Though Security firms will not completely wipe out crime, their presence in businesses and homes deters the occurrence of crime. Technological applications like CCTV installations and other alarm systems have helped private security firms counter criminal activities. The strategies that the firms use to be able to deter crime is of interest so that it can be replicated in the industry in totality and can also be advised onto the national security agencies, for duplication. Research conducted pertaining to strategic response on security providers, but none has focused on the leading provider, SGA (K) Ltd. Though Mutegi (2017) carried out research on administration police strategic responses to crime prevention within Nairobi. The researcher found out that the police were overstretched and resources inadequate as well as traditional. There was need for modern practices and uptake of the SARA model to be able to cope with a society that is globalized, culturally diverse and technologically advanced (Carrington, Waite, Sara, & Sebens, 2015). To fill the gap By Mutegi (2017), the researcher will examine the strategic response and crime management at SGA and establish the impact of resource and use of technology amidst globalization in fighting crime. As much as Mutegi's work cannot be applied to the private sector as the police are non-profit making while Security firms are in the business to make profit the researcher can investigate the same based on competitive advantage strategies used against other private firms.

Alogo (2015) also carried out a study on the private security firms and their response to crime. He featured only BM and G4S security firms. In his research, he established that managers analyze competitiveness and understanding of the changing business environment. With this knowledge, they locate and find a position for their competition to be at a competitive edge. Frequently adopted strategies by private firms such as BM and G4S included liaising with the national police force, improving vigilance level, review of operational norms, use of technological innovation, training recruiting staff, embracing cultural change and use of preemptive approaches. He however dealt with traditional strategies to counter crime and failed to bring out the new technological aspects in today's digital world. To mitigate the gap brought forth by Alogo (2015), the researcher will deal with modern strategies and response towards crime management at SGA as a competitive strategy since it leads on many fronts, starting with Cash management solutions, amongst others. Further, being an employer of over 5000+ guards, and surviving 50 years old in the industry, it's of interest to find out, has SGA employed strategic responses in crime management?

### **1.3 Research Objective**

The study aimed at finding out strategic responses and crime management as used by SGA to address the challenge of crime.

### **1.4 Value of the Study**

Through the study, policy might be enhanced for firms to know what works and what does not work. Government security agencies can utilize the findings from the study to ensure they complement and implement in their own work to have more success. Also, it will help to align the

sector for standardization to ensure all firms are working as one to reduce crime. There is need to devise new ways of dealing with crime as the masters of crime keep coming up with newer strategies of committing crime. This study will cause an increased growth in the sector.

The study will increase on the knowledge of strategic responses by Private Security Firms to grow their entities and enhance their performance. The current business world needs to move in the way the world is rapidly moving which is digital based and real time solutions. Failure to increase in knowledge will leave firms incapacitated and will be overtaken by new entrants or totally be overwhelmed by criminals. Therefore, through this study, Kenyan security providers, who total to an excess of 4000 registered firms, will learn to act on strategy formulation, implementation and market responses to ensure the success of the organizations. Researchers and students can have a source of reference to base for further studies.

In practice, the study will enhance better performance by the current security providers as they copy tried and tested strategies in the security field. From the same, they will also deduce sharper strategies as crime keeps evolving. This research will therefore further the knowledge on which top strategies work to get top performance. There's however need to keep researching and adding onto knowledge as the digital world is fast paced and the technologies keep changing daily.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter presents research theoretical framework, reviewed strategic responses by other scholars, empirical studies and the research gaps to be addressed by this study. Resource based view and the Diffusion of Innovation Theory (DOI) will be used to guide the study.

### **2.2 Theoretical Foundation**

The following theories will guide the research.

#### **2.2.1 Resource Based View**

According to this theory, resources are mandatory in any company's strategy (Gupta, Tan & Phang, 2018). Barney (1991) notes the view focuses on resources and capabilities within the firm for a sustainable competitive advantage. Wernerfelt (1984) defines the core principles of resources to attain competitive edge within organization when it comes to resources allocation. According to him VRIN (valuable, rare, in-imitable and non-substitutable) criteria must be fulfilled when it comes to resource allocation to be at a competitive edge (Mweru & Maina, 2016). For companies to attain sustainable competitive advantage they must control and acquire VRIN capabilities, apply and absorb the strategy to be at a competitive advantage (Mweru & Maina, 2016).

Resource based view theory provides an understand of how a firm's internal resources can be used to sustain a competitive edge. Gupta, Tan & Phang, (2018) posits that resources are grouped into three which include the human, physical and capital resources. The use of three resource groups

includes use of employee skill set, finances and managers capabilities, to form the basis of a firm's strategy. This theory is grounded on the goals that aim to elucidate on the effect of resources on firms' performance and strategic responses.

The use of this theory in this research is to provide guidance when it comes to determining the effect of firm's resources and its impact of strategic responses when it comes to crime management. From this theory perspective, human and material resources are very important. Therefore, it's crucial to know that a firm's leadership has an effect on how resources are allocated and thus determine how a firm's strategic responses are affected.

### **2.2.2 Diffusion of Innovation Theory**

This theory was coined in 1962 by Everett Mitchell Roger. It emerges from a communication perspective and explains how diffusion helps products thrive into a market after some given duration of time. According to the theory individuals accept new ideologies that come with products. The major concept of this theory is that firms and or individuals observe ideologies/ behaviors that come with a product as part of innovation and thus from this point diffusion takes place (Wayne, Garet, Wellington & Chiang, 2018).

In this research the researcher will adopt theory of diffusion innovation in order to predict and provide an understanding of crime management strategic responses. This is because the theory provides an understanding of how the use of new products within a firm, technological advancement for instance the use of Graphical Information System technology over time grows within markets and thus are used within security companies for instance SGA (Pine, 2017).

According to the theory there are key concern when it comes to new technology adoption which include: - type of technology, communication channel, context of social system and duration. Further, five technological characteristics influence magnitude of technology adoption which include: technology relative advantage, complexity, observability, compatibility and trialability. Nevertheless, it has five adoption phases which include: - knowledge, persuasion, decision, implementation and confirmation phase ((Pine, 2017).

Pertaining to the five crucial characteristics of innovation competitive advantage is elaborated to the magnitude to which the strategy is more beneficial when contrasted to its substitute (Gachie & Govender, 2017). Compatibility is the extent to which the strategic response is perceived to be within organizational culture, previous encounters and present wants of potential clients such as security firms. Therefore, compatibility means that the innovation should be meaningful to users and easily adaptable into existing systems and social norms. Pine (2017) describes complexity as the measure to which a strategy is seen as easy to use. Any strategic response by the security firms should not be perceived complex, otherwise the firms' officers will likely not accept it. Trialability enhances the rate of adoption by reducing the uncertainty though observable pilot results. If a strategy provides results which are visible to users, peer acceptance becomes easy and rapid.

According to Gachie & Govender (2017), information seeking and processing are the two most important tasks in the innovation-decision process; they guide the stages in adoption of a strategy. The innovation-decision process has five important stages namely: seeking and getting knowledge, persuasion, decision phase, reinvention and implementation. The first step in the stages of the adoption is seeking information about the new strategy. According to Pine (2017), this is a knowledge acquisition stage about the strategy. Thus, individual security officers may enquire

about the strategy to understand what it is, why they need it and how it works. This much needed information will guide and inspire the security firms to adopt new strategies because as officers acquire knowledge, doubt decreases. Moreover, an understanding of new strategies benefits and related challenges is decreased. The second step in the strategy adoption process involves persuasion. Persuasion occurs when security officers form negative or positive attitudes toward a certain strategic direction. The acquired knowledge shapes individual police security officer's attitudes about a strategy. Knowledge acquisition by security officers will enhance persuasion since doubt of a strategy can impact on their opinions and attitudes.

The third step in the strategy adoption process is the decision stage, where security officers mentally make an informed choice whether to accept or reject it. In this stage, a strategy may be put into pilot/temporary use as a trial, but doubt about its advantages and disadvantages may still be present, especially those pertaining to its efficiency and effectiveness (Pine, 2017). Reinvention may therefore be necessary as the fourth stage to allow customizing of some strategies, in the hands of a security officer. After reinvention, the fifth and the last stage is the implementation of a strategy by putting it into permanent use in the security value chain. During implementation stage, the security firms may put strategic responses into use, and involve confirmation where stakeholders jointly evaluate its effectiveness and efficiency in crime management. After going through the five stages, an individual security officer makes a user acceptance decision concerning his/her satisfaction or dissatisfaction with a strategy's usefulness and ease of use. The final decision is based mainly on the previous stages and the strategy's ability to meet an individual user's needs (Bicen & Johnson, 2006).



### **2.3 Strategic Responses**

Strategic response encompasses rebuilding and implementation of new methodologies of alleviating environmental challenges (Lee & Jay, 2015); changing companies' mission, plot and design Wilden & Gudergan (2015) strategic responses are pronouncements concerned with the general environment where companies operate, its resources and employees who act as interface between the firm and strategic responses. It considers firms needs in future in order to attain its objectives through determining the best methodology to effect change putting into consideration the major actors, challenges and change enablers. It focuses on the overall company's effectiveness through acquisition of resources for implementation. Via strategic responses, a company is able to link itself with its environment to ascertain that there is sustained success while securing itself from changes brought by the varying environment (Lengnick- Hall & Beck, 20016).

Company's often find effecting strategic responses hard particularly in external environment which has instabilities when it comes to responding to external threats and risks. When soliciting strategic response within external business environment, factors such as products, services, targeted client segment, product/service distribution, economic position among others are of great importance since these are some of the strategic aspect's firms have to combat. Mayoer & Hollerer (2016) puts to it that a company's executive uses strategic responses to effectively deal with problems affecting firms' profitability and growth in order to optimally position its self within the competitive environment through increasing their expectation despite ever increasing changes within the business environment. A firm is regarded to as operationally efficient and effective when there is a coordination between the firms' strategies and objectives. Thus, there is need to integrate parts within the wholesome structure so that it functions as a system. Private security

company's face enormous challenges when it comes to crime management despite being the first when it comes to fighting crime tendencies. The firms is tempestuous and ever changing despite increased competition as a result of new entrants into the field as well as increased criminal tendencies. In order to survive, private security firms require stringent and sustainable strategic responses to deal with the turbulences.

## **2.4 Crime Management**

According Friedrichs (2019) states crime is a devoted or misplaced act violating public law by imposing of forbidding it while crime management is the attempt to reduce or deter crime. Odhiambo (2021) on her research on impact of private security firms as an alternative to crime manage within CBD established that the role of private security firms included protecting property, preserving life, management of risks, and maintaining law and order. In the research among the challenges faced in crime management included availability of illegal guns, outdated crime management training programs, lack of security devices and access to technology. Further that effectiveness of crime management among private security is attributed to close cooperation with the police when it comes distressing calls, protection against complicated crimes as well transfer of cash. The recommended that private security firm need to embrace new technology, provide better working condition for employees and use best practices to mitigate the challenge of crime management.

## **2.5 Empirical Studies and Research Gaps**

Several researchers have done studies on strategic responses by security providers. Mutegi (2017) carried out a study on the strategic responses by Administration police to crime prevention within Nairobi County. The research established that the police were overstretched, inadequate resources, as well as employing outdated ways of fighting crime. There was need for modern practices and uptake of the SARA model (scanning, analysis, response, and assessment) to be able to cope with a society that is globalized, culturally diverse and technologically advanced. The results of Mutegi's work can however not be applied to the private sector as the police are non-profit making while Security firms are in the business to make profit. Alogo (2015) also carried out a study on the private security firms and their response to crime. He featured only BM and G4S security firms. He however dealt with traditional strategies to counter crime and failed to bring out the new technological aspects in today's digital world. Mwanje (2017) researched on the challenges of strategy implementation in private security companies in Kenya while Makori (2021) explored the challenges of strategy implementation in private security firms (PSFs) operating in Nairobi. For PSFs a balance of profitability over the creation a secure environment for customers is achievable in light of the many challenges not in the industry's control.

On the other hand, Research by Odhiambo (2021) only examined alternative to crime management within Nairobi CBD; Wangara, Oruta & Bota (2021) focused on technological aspect of crime management. While Oruta & Wangara (2021) focused on the influence of training on crime management and Opanga (2019) only focused on internal and external crime management strategies. Researches that have been done on the private security sector have not entirely addressed strategic responses and crime management as a core activity but instead focused on general business facets aimed at gaining competitive advantage over rivals for profitability. To fill

these gaps, the researcher will conduct research on strategic response and crime management at SGA. Additionally, despite SGA existence for a long period, no specific study has been carried out. Against the backdrop of rising crime and terrorism as a new phenomenon, a gap in studies therefore exists in knowledge of the strategic responses that SGA have adopted in light of the present-day alarming crime growth.

## **2.6 Summary of empirical literature and research gap**

Several researchers have done studies on strategic responses by security providers. Mutegi (2017) established that the police were overstretched, inadequate resources, as well as employing outdated ways of fighting crime. There was need for modern practices and uptake of the SARA model (scanning, analysis, response, and assessment) to be able to cope with a society that is globalized, culturally diverse and technologically advanced.

Mwanje (2017), Alogo (2015) and Makori (2021) on their research on private security firms established that private firms are challenged by balance of profitability over the creation of a secure environment for customers that's achievable in light of the many challenges not in the industry's control. Odhiambo (2021), Oruta & Bota (2021), Wangara, Oruta & Bota (2021), Oruta & Wangara (2021) and Opanga (2019) established that private security firms had numerous challenges to crime management which included inadequate resources, lack of training and management strategies. Researches that have been done on the private security sector have not entirely addressed strategic responses on crime management as a core activity but instead focused on general business facets aimed at gaining competitive advantage over rivals for profitability.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section presents research methodology to be adopted for the study; particularly the research design, type of data and data collection procedure, and data analysis technique that are thought to best answer the formulated research questions are discussed.

### **3.2 Research Design**

Research design defines the numerous approaches in which research groups are built and measurement of variable timing (Lewis, 2015). This study adopted a case study research design aimed at finding out strategic responses put in place by SGA in crime management. Case study is appropriate for this research since it gives the researcher a deep understanding. Case study research design is suitable in cases where thorough analysis is required pertaining to a research unit since it provides focused and in-depth perception of a scenario through contextual analysis of events as it puts firms under scrutiny (Mugenda & Mugenda, 2003).

Kothari (2006), case study is a powerful form of qualitative analysis as it allows a detailed analysis and observation of the unit under study regardless of the subject under research. Qualitative data is hard to measure and quantify though, it can help reveal important perspectives and attitudes that cannot be revealed by traditional quantitative means, especially through an exchange between the respondent and interviewer (Silverman, 2013). The study mainly adopted qualitative approach since quantitative study cannot be able to answer the research questions. This is easily identified

for the two reasons; qualitative studies are largely exploratory and also gains major insight into a study that little literature and expert opinion exists.

**3.3 Data Collection**

Research employed primary and secondary data methods. Secondary information obtained from organization’s magazines, newspapers and website. The information acquired from the secondary data will equip the researcher with important knowledge and gaps before proceeding for the primary data collection, to ensure more clarity.

Researcher used interview guide as the primary tool for data collection. It will provide an introduction of units targeted. Further, it will consist of open-ended questions aimed at obtaining information on how SGA’s strategic responses to crime management.

**3.4 Sample Design**

The interview guide was administered through personal interviews with the directors, managers and departmental heads of SGA. This approach permitted the researcher to freely explore and probe with questions to extract more data and in a systematic way while ensuring that topics of concern are covered (Patton, 2005).

**3.5 Operationalization of Study variables**

<b>Concept</b>	<b>Variable</b>	<b>Indictor</b>	<b>Measureme nt scale</b>	<b>Research methods</b>	<b>Data analysis</b>
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<b>Strategic Response</b>	Dependent variable	SGA firms' response towards crime management	Interval	Qualitative	Content analysis
<b>Crime management</b>	Independent Variable	<ul style="list-style-type: none"> <li>• Technological tools</li> <li>• Firms Profitability</li> <li>• Staffing</li> <li>• Resource availability</li> </ul>	Interval	Qualitative	Content analysis

### 3.6 Data Analysis

Data collection was purely qualitative and thus content analysis was used to analyze the data. This approach is qualitative as well as a systematic explanation of object structure within research. (Mugenda & Mugenda, 2003). The collected data was then be checked for completeness and consistency before analysis. Both conceptual and qualitative content analysis were used to analyze data in order to have an in-depth comprehension of a problem within the study. This type of analysis was suitable because it helped in gaining more detailed information about the unit under study while limiting the respondents on the answers allowing for more explorations. The content analysis technique will allow for the data to be analyzed by describing events then classifying the data and seeing how various concepts interconnect as discussed by respondents. Thus, this method is the most preferred as the results achieved are comprehensive and predictable.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

The aim of the research was to investigate on strategic responses and crime management employed by SGA to address challenge of crime. Both primary and secondary data collection methods were used. Secondary data were gathered from SGA website, magazine and newspapers. On the other hand, primary data was gathered via interview guide. The research focused on 17 SGA employees (directors, managers and departmental heads) who work across all SGA branches in Kenya and are in charge of security management. Content analysis was used to analyze gathered data and the findings contrasted with research objectives and strategic theories.

The result from the research shows that participants were experienced from numerous fields thus helped the researcher attain research objectives. With increased crime rate in Kenya, SGA have used a standard monitoring strategy to manage crimes which has had minimal outcomes to show. This therefore calls for the need to use new strategies in managing crime at SGA in order to address challenges that comes with crime.

### **4.2 Participants background Information**

The research indicated that most participants have worked with SGA for more than five years while some from eleven to twenty-one years. Further it was established that different participants had different ranks within the organization. Nevertheless, their educational level was mixed with most acquiring diplomas while few acquiring degrees or presently undertaking a degree course.



This research aimed at interviewing 17 employees (directors, managers and departmental heads) who work across all SGA branches in Kenya and are in charge of security management. The researcher only managed to secure a successful interview with 13 respondents attributed to the fact that some of the respondents were on official duties in other counties and thus could not avail themselves to be interviewed. This gave a response rate of 76%

#### **4.3 Types of crime experienced by SGA**

SGA employs strategies to aversion of crime against their customers countrywide. The main role of SGA as a private security firm is prevent crimes against destruction of property and unlawful movement of object and any other elements at the contracted organization. According to response from the participants SGA security personnel did a great job by enhancing safety level and security of individuals carrying out business in their environment.

Most type of crime committed were destructive property crime, followed by fire armed and gang related crimes. The participants opined that fire armed related crimes took place in big towns which were characterized to be very busy which were subjected to legal and illegal guns. On the other hand, destructive property crime occurred as a result of vandalism, break ins within offices and parked cars. The respondents opined that gang related crimes were organized which posed a challenge to security employees. Inadequate positioning of security devices and the use of access control technology within the firms have hinder exposure of those involved in gang related crimes.

#### 4.4 Security Measures to Manage Crime

When respondents were asked to indicate security measures used to manage crime at SGA, it was established that both modern and traditional methods were used as shown below: -

**Table 4.1: Strategic Methods used to Manage Crime**

<b>Adopted strategies</b>	<b>Frequency</b>	<b>Percentage</b>
National police force	3	23%
Improving vigilance level	3	23%
Review of operational norms	1	7.6%
Technological innovation	2	15.3
Training staff	1	7.6%
Recruiting staff	1	7.6%
Using preemptive approaches	2	15.3%
	<b>13</b>	<b>100</b>

From the above table, the most used strategies to manage crime by SGA limited is the use of collaboration with police force and improving vigilance level at 23%, followed by the use of technological innovation and use of preemptive approach at 15.3% then followed by recruiting staff, training and review of operational norms at 7.6%. The strategies mentioned above differed based on the geographical locality and different timing. According to the respondent SGA have collaborated with national police service in order to fulfill many safety and security gaps that cannot be met by private security firms. Further SGA have managed crime by being vigilant in

their working environment through carrying out patrols and conducting surveillance. They have also used technological innovation such as the CCTV, alarm alert systems and tracking devices. When asked on the effectiveness on measure put across by SGA in managing crime, the respondents agreed unanimously that the effectiveness of the measures were moderate as shown in the table below.

**Table 4.2: Strategic measures effectiveness in Combating crime.**

<b>Efficiency level</b>	<b>Frequency</b>	<b>Percentage</b>
Very strong	0	0
Strong	1	7.6%
Moderate	6	46.1%
Weak	4	30 %
	<b>13</b>	<b>100</b>

From the table shown above, effectiveness of strategic measure in crime management were moderate at 46.1% followed by 30% of the respondent who felt that the strategies were weak.

Respondents opined that the moderateness and weakness of strategic response effectiveness were attributed to the fact that the firms do not acquire all the needed security facilities to effectively manage crime due to resources. This necessitates collaboration with the National police. Further that as much as the employee ought to be vigilant when protecting property, the respondents opined that the number of properties protected via the number of security personnel was inadequate. Meagre salary coupled with corruption activities and patronage element hindered effectiveness of crime management by SGA. Respondent also noted that employee lacked training thus hindering

them from effectively engaging in fights with criminals. The use of outdated technology such as CCTV and other communication devices were compromised by criminals who had improved tactics and sophisticated weapons, thus the need to upgrade and use modern technological innovations.

#### **4.5 Setbacks Faced by SGA In Managing Crimes**

One of the challenges identified by the respondents when it comes to managing crime at SGA is lack of proper transport facilities. The firm have limited number vehicles to conduct daily operations and patrols as required. Different SGA branches share a vehicle and thus compromising emergency that might arise when it comes to preventing crime. Further, the vehicles are not well maintained and at times they lack finances to fuel the vehicles thus slowing the rate at which the firm is supposed to respond to crime. Difficult terrain with poor road infrastructure, congestion in traffic, poor signals and unclear networks have also hindered the firm to respond to crime in a timely manner.

Another challenge brought forth by the respondents was lack of adequate staff. The respondents felt that the firm trains few security personnel causing a shortage in different offices. This have hindered crime management due to fatigue as employees work both night and day reducing levels of vigilance. As much as the firm has adopted the use of technological advancement in crime management, the participants felt that they used more of traditional methods than technological innovations to manage and prevent crimes. They also opined that the firm uses outdated technological innovations. Use of outdated software and hardware that help prevent and manage crime compromise the output, eg, CCTV, and might bring unclear or blurred images. Inadequate

systems for controlling physical security in busy corporate set-ups or events also posed as a setback. They opined that physical security encompassed methods for screening visitors in various institutions such as schools, hospitals, warehouse among others. They opined that lack of enough barricades; login access control was due to lack of innovative technology as well as knowledge and this has hindered crime management.

Further that criminals have advanced their tactics by tapping communication devices used by the security personnel thus information lands in the wrong hands compromising crime management. Poor remuneration by the firm have posed a challenge to crime management. Respondents opined that some of the criminals were wealthy and linked top managers in their criminal activities. This made them leak secrets pertaining premises they secured and acted innocent.

#### **4.6 Strategies Used by SGA to Mitigate Challenges**

One of the strategies that have been identified by the respondents is that SGA use traditional method of responding to and managing crime which were done by being vigilant (through frisking and searching) and random patrols. This called for the need to adopt both traditional and modern ways of combating and managing crimes such as the video analytics, Real time remote CCTV monitoring, Visitor management system, remote alarms, training employee on defensive techniques, use of dogs to compliment guards and use of backup system. This is an indication that SGA needs to put more financial resources of security tools for it to effectively and efficiently adopt a mix of traditional and modern technologies of crime management. The respondents opined that to enhance crime management, Security Managers within institutions ought to benchmark with others to ensure they keep up with industry standards of responding and managing crime. The

firm should also engage in security risk assessments for every contracted client. This enables the firm to solve and address the right problems while working for their clients and or agencies leading to accountability. The respondents also opined that collaboration between security managers in security firms is mandatory since it helps them to enhance relationship and come up with ways to avert crime and avoid reoccurrence.

#### **4.7 Discussion**

From the research it is evident that SGA in their area of work come across different types of crime such as fire armed gang crimes and destructive crimes such as break-ins, vandalism, shoplifting among others. Alogo (2015) established that security firms reported high cases of vandalism followed by theft, burglary, fire armed, gangs and knife attacks. From this perspective SGA needs to use strategic responses to manage crime as stipulated by Lee & Jay, (2015) who asserts that strategic responses encompass rebuilding and implementation of new methodologies of alleviating different challenges.

The researcher established the strategies used by SGA in responding and managing crime included the use of both formal and informal methods, collaboration with national police force, improving vigilance levels, review of operational norms, technological innovation, training, recruiting and using preemptive approaches. Mutegi (2017) and Odhiambo (2021) also examined alternative strategies used in managing crime. They noted that given the nature of criminal activities, joint effort is necessary to pan for changes in crime and its prevention. Without these combined efforts criminals might roam undeterred.

On establishing the challenges faced by SGA in their strategic response to crime management, the research established that lack of transport due to inadequate vehicles, inadequate employees and lack of maintenance hindered response to crime management. The same findings were established by Mutegi (2017), in the research conducted among administrative police and Mwanje (2017) who researched on challenges of strategy implementation in private security companies in Kenya. Lack of adequate personnel resulted to overworked employees who were demotivated and with minimal remuneration resulting to increased corruption which jeopardize strategic response to crime management. The findings concur to those established by Oruta & Wangara (2021) who focused on the influence of training on crime management.

The use of outdated technology when responding to and managing crime was another challenge affecting SGA limited. The findings are similar to Alogo, (2015)) who established that Private security companies such as BM and G4S used outdated technology as a way of responding to crime.

Based on the theory of resource-based view, resource is important within any firm's strategy (Gupta, Tan & Phang, 2018). Lack of security resources such as modern security devices, inadequate transportation facilities such as vehicles and security personnel have hindered the effective and efficient strategic responses used for crime management at SGA limited. Therefore, for the company to be at a competitive advantage, they must adopt strategies that would help them manage crimes by using its internal resources (Mweru & Maina, 2016),

Through the concept of diffusion innovation theory, SGA ought to use modern innovation which comes with extra functionality to help it be at a competitive advantage. The use of modern communication gadgets can be used to effect strategic change within the firm thus the need to train its employees on how to use the new security devices within its implementation process (Pine, 2017).



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

### **5.1 Introduction**

Chapter five summarizes the study outcome in the previous chapter. It includes study conclusion, recommendation, limitation and suggestion for other areas that need research.

### **5.2 Summary of Findings**

The study findings show that SGA has adopted numerous strategies to respond to crime management despite being affected by the different nature of crimes stemming from fire armed gangs, groups gangs and destructive crimes such as break-ins, vandalism, shoplifting among others. Strategies used included collaboration with national police force, improving vigilance level, review of operational norms, technological innovation, training, recruiting and using preemptive approaches. Numerous challenges have faced SGA in their strategic response to crime management. These challenges included: - Inadequate transport infrastructure especially lack of vehicles and poor roads and traffic congestion in some part of the country; inadequate employees, poor remuneration, use of outdated technology and lack of training.

To mitigate these challenges, the firms have opted to use both traditional and modern method of responding to and managing crime through frisking and searching, conducting random patrols, using real time remote monitoring devices, video analytics, training employees on defensive techniques, use of dogs to compliment guards and use of back-up patrols.

### **5.3 Conclusion**

Attributed to the fact that crime management affect each one there is need to come up with ways to prevent crimes. Therefore, strategies and responses to crime management ought to be outlined by initiating policies that enable everyone to participate to enhance efficiency and effectiveness of security being provided to individuals and properties by SGA. The firm has put across strategies aimed at managing crime but due to the many challenges, it has not been in a position to effectively and efficiently manage and prevent crimes using its strategies. One of the major threats that have been witnessed is despite increased technological innovation criminals tend to come up with tactics that to some extent pose as threat to technology. This explains the reason why technology changes from time to time. This technology needs to be adopted by the firm to enable a competitive advantage.

Lack of security resources jeopardize strategies used to combat crime. This is an indication that firms need to invest on security budgets so that they can manage crime effectively. Strategies that are tailor made tend to manage specific crime enhancing effective crime management processes. According to Mayoer & Hollerer (2016) a company's executive uses strategic responses to effectively deal with problems affecting a firms' profitability and growth in order to optimally position itself within the competitive environment through increasing their expectation despite ever increasing changes within the business environment.

This research concludes that strategies used by SGA in managing crime include collaboration with national police force, improving vigilance level, review of operational norms, technological innovation, training, recruiting and using preemptive approaches. There's need to invest in newer technology to effectively curb crime.

#### **5.4 Impact on Policy, Theory and Practice**

Based on the research findings, one of the impacts of this research is that other firms might use the findings from this research to formulate structures and policies that can help address better the shortfalls encountered in the industry to respond and manage crimes in a better way. It will also help them improve on their programs by establishing the most common type of crime and establish ways to mitigate their occurrences. The responses pertaining to policy formulation were not enough to solve the issues of crime experienced among private firms and thus there is need for individual cooperation with the security agencies in order to help prevent and manage crime.

In theory, this research will provide a contribution to knowledge which will be used to extend studies in other areas. These areas include those that can be incorporated by other actors as well as those that are functional within the security sector. Lastly, in practice this research will be beneficial to stakeholders within the security sector; both private and public; since they will obtain knowledge that is linked to tactics that will enable them manage and prevent crime. They will acquire best practices and copy for use in other areas. Further the research will be important to forthcoming learners and researchers in the field of security studies and strategic management as a guide in the research to enhance academic deliberations on strategies adopted to mitigate crime.

#### **5.5 Limitations of the study**

Participants feared issuing information pertaining to their work and were unwilling to participate in the research due to victimization. Fear and lack of trust to strangers hindered gathering of data which needed to be analyzed. Therefore, there was need to guarantee participants that the information issued was meant for academic endeavors and thus, exclusive information.

Research was limited since data was gathered via interview guide which to some extent resulted to biasness by participants. To mitigate this challenge, validity and reliability of study tools were checked via a pilot study in quest for research expert opinion. Data from secondary sources was also used.

Getting access to the 17 employees at SGA linked to crime management was a challenge attributed to their busy nature which required them to attend to urgent meetings and impromptu occurrences within different parts of the country. In some cases, the research obtained data from their assistants thus limiting study findings.

The research did not focus on stakeholders involved in crime management; thus, the research is limited to views from employees dealing with crime management at SGA.

### **5.6 Areas for further research**

Given the fact that this research investigated the strategies used in crime management at SGA, it was limited in findings and thus the results can't be generalized in other areas. Therefore, there is need to conduct the same research with other private security firms involved in crime management in order to assess the strategic responses used. Studies to be conducted in future ought to explore barriers to crime prevention within the private security firms.

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## **APPENDICES**

### **APPENDIX II: LETTER OF INTRODUCTION**

**JOSLINE MARANGU**

**PO BOX 50916-00100**

**NAIROBI**

Dear Participant,

#### **RE: REQUEST TO CONDUCT SURVEY FOR A RESEARCH PROJECT**

I'm a student undertaking Master of Arts in Business Administration at the University of Nairobi.

I'm conducting research on the topic **“STRATEGIC RESPONSES AND CRIME MANAGEMENT. A CASE STUDY OF SGA (K) LIMITED.”**

This research targets individuals directly involved with crime management at SGA (K) Limited. The findings from this Study will be beneficial to managers in devising appropriate Strategic response towards enhancing crime management.

You have been identified and selected as a valuable respondent to this research interview and your participation in this study will be of great importance.

Kindly note that the information provided is purely for academic purposes and will be kept confidential. Your participation is therefore free and can withdraw in case you feel your rights will be violated.

Yours Sincerely,

**JOSLINE MARANGU**

**APPENDIX II: INTERVIEW GUIDE**

**BACKGROUND INFORMATION**

**GENDER:** Male [ ] Female [ ]

**DESIGNATION:** .....

**YEARS OF EXPERIENCE:** .....

**LEVEL OF EDUCATION:** .....

**SECTION TWO: RESEARCH OBJECTIVES**

1. Which duties and responsibilities have you been obligated to at SGA?

.....  
.....  
.....

2. Which types of crime are experienced by the security firm?

.....  
.....  
.....

3. Which security measures have put in place at your institution to help manage crime?

*(tick all applicable methods)*

National police force [ ] Improving vigilance level [ ]

Review of operational norms [ ] Technological innovation [ ] Training staff [ ]

Recruiting staff [ ] Using preemptive approaches [ ]

4. How effective are the measures put by SGA in implementing and managing crime?

Very Strong [ ]      Strong [ ]      Moderate [ ]      Weak [ ]

5. What are the setbacks faced by SGA in managing crimes?

.....  
.....  
.....

6. How have you mitigated the setback mentioned above at your institution?

.....  
.....  
.....

7. Does your institution use technological advance method in mitigating crime?

.....  
.....  
.....