# INFLUENCE OF APPLES' COMPETITIVE POSITIONING ON PERFORMANCE OF WEARABLE TECHNOLOGY MARKET IN NAIROBI COUNTY, KENYA

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## DECLARATION AND APPROVAL

**Declaration by the Student**

This research project is my original work and has not been presented for a degree in any other University or any other award.

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**Approval by the Supervisor**

This research project has been submitted for examination with my approval as the supervisor of the Mount Kenya University.

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## DEDICATION

I dedicate this project to my family: my mother Mary Suto, my wife Mary Kanini, my son Moses Masinde, my daughters Blessings Ange and Praise Happiness, and Jan Vriens.

## ACKNOWLEDGMENT

First and foremost, I thank my project supervisor, Dr. Peter Simotwo, PhD, of the Directorate of Graduate Studies - Kitale Campus at Mount Kenya University. Your exceptional academic expertise and commitment to supporting early career researchers make you a true role model in academia. Your guidance and encouragement have been invaluable.

Special thanks to the AIF operations team and friends who supported and acted on my behalf during my studies.

I must also express my profound gratitude to my family: my dear mother Mary Suto, my wife Mary Kanini, my son Moses Masinde, my daughters Blessings Ange and Praise Happiness, and AIF COO Jan Vriens. Your unwavering support and continuous encouragement throughout my studies and the research process have been crucial. This accomplishment would not have been possible without you. Words cannot fully describe my gratitude. You have been my source of inspiration, teaching me to be unique, determined, and perseverant. Thank you for your unwavering love and support.

## ABSTRACT

This study analyzed the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.** The specific objectives of the study was: to determine the influence of product innovation positioning, assess the influence of brand positioning, examine the influence of customer service positioning and establish the influence of ecosystem lock-in position on the performance of wearable technology market, Kenya. This study aims to offer insights into how apple can strengthen its competitive position and retain market leadership. Research shows that among the major rivals, including Xiaomi Corporation, with a market share of 8.8%, and Samsung Electronics, standing at 8.5%, Huawei finished fourth place as it registered to have a market size of about 6%. On the other hand, research indicates that despite the tough competition between these firms, Xiaomi manufactures both premium products for middle-class customers and low-priced ones for lower-class wage earners. The study was hinged on the Resource-Based View Theory and Porter's Five Forces Model. The study utilized a cross sectional research design. A sample size of 118 respondents was determined from a target population of 177 people using Krejcie and Morgan Table. Questionnaires and interview schedules were used in collecting data. The instruments were tested for reliability using Cronbach's Alpha while content validity was assessed using expert opinion. The study employed both descriptive and inferential statistics in analysis and used correlation andregression analysis as key analytical models. Results established varied disparities in performance of wearable technology market. Regression results demonstrated that apples' competitive positioning (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) all had statistically significant influence on performance of wearable technology market. The Coefficient of Determination or Rsquare stood at 0.741, which implied that 74.1% of the variation in the performance of wearable technology market was explained by variability in the variables under apples' competitive positioning (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning). Pearson Correlation Analysis results further demonstrated a positive relationship among product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning on performance of wearable technology market. The study recommends more pursuit of apples' competitive positioning as demonstrated in the Resource-Based View Theory and Porter's Five Forces Model of apples' competitive positioning to enhance performance of wearable technology market. Apples' stakeholders in the market, including industry experts and analysts, distributors of competing technology companies, and apple product distributors within Nairobi County should embrace on the strategies that improves apples' competitive positioning in order to improve performance of wearable technology market.

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| | | |
|---|---|---|
| **AR** | – | Augmented Reality |
| **ECG** | - | Electrocardiogram |
| **GPS** | – | Global Positioning System |
| **Inc.** | – | Incorporated |
| **SWOT** | – | Strength, Weakness, opportunity and Threat |
| **Tech** | – | Technology |
| **VR** | – | Virtual Reality |

# CHAPTER ONE

# INTRODUCTION

This chapter will describe the background of Apple Inc.'s competitive position in wearable technology devices. The chapter will then cover the statement of the problem, the purpose of the study, objectives, research questions, significance, limitations and delimitations, and finally, the assumption of the study.

## 1.1 Background to the Study

The market for wearable devices is growing exponentially each day as the world moves towards miniature devices, especially in fitness tracking and making payments. Tech companies are eager to capitalize on the Wearable devices trend through sophisticated technologies and designs to drive the market forward and be competitive (Sandham et al., 2023). The wearable devices market has undergone significant evolution over the years, driven by technological advances and changing consumer demands. Initially, wearable devices were primarily focused on fitness tracking and essential health monitoring. However, with advancements in miniaturization, connectivity, and sensor technologies, wearables have become more sophisticated and capable of providing a wide range of functionalities, with basic fitness trackers evolving to include heart rate monitoring, revolutionizing how users can check their well-being.

With the potential to be used for medical purposes, new features are being integrated into wearable devices to address more customer requirements. The smartwatch, for example, has been modified, offering fitness-tracking capabilities and smartphone-like functionalities such as notifications for calls, calendar alerts, and app integrations. The integration of GPS allowed users to track their runs or walks more accurately. Another significant modification that revolutionized healthcare was the advent of medical-grade

wearables and wearable ECG patches, which made it possible for remote patient monitoring where doctors could remotely monitor patients' vital signs without visiting a clinic regularly (Kamga et al., 2022). Wearable ECG monitors became popular among individuals at risk or suffering from heart conditions, enabling real-time monitoring while providing accurate data to physicians for diagnosis.

With the increased range of applications of wearable technologies, several organizations are attracted by the business opportunity, which is accompanied by stiff competition. Among the companies that have capitalized in the wearable devices market are Apple, Samsung, Huawei, and Xiaomi. With the experience and capital behind these organizations in the electronic devices market, each is a potential major competitor. Since the market for wearable devices is relatively new and with exponential growth, to be a major player in the market, an organization has to have a strategic plan that captures the current market and has plans that target new markets (Maltseva, 2020). The strategies must also consider the other competitors and the changing technology as customers demand technologically up-to-date devices. Apple Inc., although dominant in the wearable technology market, is an organization that must revise its strategic plans that place it in a competitive position in the market.

According to Polutnik and Way (2018), Apple Inc. became a player in the wearable devices market in 2015 with their product, the Apple Watch. The smartwatch was a major success in changing how people interacted with technology, and because of its success, it encouraged a new age of advancement that combined style and functionality. Since the debut of the Apple watch as the first wearable device by Apple Inc., they have created other wearables that include the Air tag and Air pods to target a wider market. According to a report by Laricchia (2024), Apple holds the largest market share, beating close competitors like Xiaomi, Samsung, and Fitbit, who previously held a larger share of the

wearable devices market. It is, therefore, necessary to understand the competitive positioning used by Apple to ensure they maintain and improve their place in the market.

### 1.2 Statement of the Problem

Wearable devices have a wide range of uses, and people are increasingly creating a demand for these devices. The growth of wearable technology is very dynamic as customers' preferences continuously change due to tastes or new trends in the market, and Apple must adapt to the changes in order to meet the consumer's wants and stay relevant in the market. The consumers' preferences and competition from other companies create pressure for fast and unique innovation that meets the market demands, customers' and competitors' demands. Samsung, Xiaomi and Fitbit are actively releasing new products that compete directly with Apple's wearable devices. Therefore, while Apple Inc. has been a successful player in the wearable technology market, it must evaluate strategies and positions in the market to identify the challenges of stiff competition and new technologies and opportunities to secure its position in the market.

### 1.3 Purpose of the Study

The purpose of this study is to assess the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.** This study intends to evaluate the growth tactics applied by Apple within this industry and understand the current market patterns and dynamics. Through the evaluation of the growth strategies that include innovation, new product creation, and global distribution of hardware-based products, one can obtain insights into their accomplishments as a business. Furthermore, it aims to provide a significant perspective for strategic decision-making processes by comprehending how Apple establishes its competitive edge

amongst wearable technology trends on a larger scale, along with other implications it may have in comparison to competitors' operations.

### 1.4 Objectives of the Study

The specific objectives of the study include:

i. To evaluate the influence of product innovation positioning on the performance of wearable technology market, Kenya.
ii. To assess the influence of brand positioning on the performance of wearable technology market, Kenya
iii. To examine the influence of customer service positioning on the performance of wearable technology market, Kenya
iv. To establish the influence of ecosystem lock-in position on the performance of wearable technology market, Kenya

### 1.5 Hypotheses of the Study

**$H_{01}$:** There is no significant association between product innovation positioning and performance of wearable technology market, Kenya.

**$H_{02}$:** There is no significant association between brand positioning and performance of wearable technology market, Kenya.

**$H_{03}$:** There is no significant association between customer service positioning and performance of wearable technology market, Kenya.

**$H_{04}$:** There is no significant association between ecosystem lock-in position and performance of wearable technology market, Kenya.

## 1.6 Significance of the Study

This study is significant as it addresses the important features that make a business successful, growing its market and customer base and staying having a competitive edge over the competitors. With the continuous evolution in the field of wearable technology and stiff competition from existing and new players in the market, Apple must streamline its strategies, including continued innovation and product development, marketing and branding, and ecosystem integration with its other products to outcompete other players. The study will offer Apple's marketing team and strategists' insights on what to improve, maintain, and change in their strategy to improve Apple's position in the market and beat their competition.

## 1.7 Scope of the Study

The scope of this study focuses on the competitive positioning of Apple Inc. in the wearable technology market. It will explore Apple's competitive positioning by evaluating its position relative to the competitors by understanding its strengths and weaknesses, therefore identifying the opportunities for growth and recognizing the potential threats.

## 1.8 Limitations of the Study

The study will, however, be limited by the data used as this study will depend on data posted in other sources that may not be the accurate strategies Apple Inc. applies. The study was conducted in Nairobi, Kenya; although people here are adopting wearable technologies, fewer people are using the Apple brand Wearable devices. As a result, the findings of the study was generalized to the whole population.

## 1.9 Delimitations of the Study

The sample population will not be limited to people who use Apple Inc's wearable devices but will include people who use wearable devices from other companies and also people who are willing to adopt the wearable devices but have not yet bought one. The secondary data collected can only be collected from reliable websites.

## 1.10 Assumptions of the Study

The study will assume that all secondary data collected from reliable websites is itself reliable and accurate to prevent giving misleading insights after analysis. Another assumption is that the strategies shared by Apple as the strategies they implement to position themselves in the wearable devices market are the actual strategies and are a true reflection of the strategies they employ. Finally, the study assumes that Apple's competitors will continue to operate at the same level they are currently operating at without major changes in their strategy in the period this study is being conducted.

### 1.11 Operational Definition of Key Terms

**Wearable technology:** any electronic devices that one wears on their body are used as an accessory, implanted in the body or attached to one's clothing.

**The wearable technology market**: refers to the population that is willing and able to buy wearable devices.

**Competitive positioning:** the capacity of an organization to stand out among competitors.

**Growth Strategy:** a plan used by an organization that addresses the current and potential problems while listing actions to help them increase, boost their sales volume and expand operations.

**Market share:** the percentage of total sales made by a single organization in a larger market where other competitors sell similar products.

**Innovation:** improvement of the existing product, adding new features and optimizing the existing one to meet the customers' requirements better.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.0 Introduction

This section explores the existing literature on Apple Inc. and its position in the wearable technology market. According to Atilano (2021), a literature review is significant in informing the researcher about the existing knowledge on their topic of study, therefore allowing the researcher to explore the gaps in the study while under the guidance of the existing literature. The literature review section has four subsections: the empirical literature, theoretical literature, conceptual framework, and the recap of the literature review.

## 2.1 Theoretical Framework

The first section focused on the empirical review of Apple's market position in the wearable devices market, but this section will focus on the theoretical framework of what affects Apple's position in wearable devices. Two significant theoretical frameworks applicable in this case are Porter's Five Forces and the SWOT analysis.

The SWOT Analysis theoretical framework investigates the strengths, weakness, opportunities and threats facing an organization in a given situation. According to a study by Park and Jayaraman (2021), the key factors that contribute to Apple's competitive position in the wearable technology market are innovation, design excellence, and the ecosystem created by all Apple electronic devices, including the wearable. The ecosystem strategy is a major strength of Apple in the Wearable devices market as it creates customer loyalty broking away the competitors. According to Chen et al. (2021), a weakness that gives Apple's competitors a chance to compete is the high cost of Apple's devices. Apple capitalizes on the middle- and high-income customers but neglects the

low-income customers. The competitors, including Samsung and Xiaomi, on the other hand, make both high-end and low-budget devices targeting a wider range of customers, including low-income customers. It's noteworthy that the low-income population form the largest market. The opportunities identified for Apple in the wearable market is room for new innovation that would attract more customers and increase their sales volume. In the wearable devices market the, the threat faced by Apple Inc. is its dependence on third-party suppliers. Dependence on third-party suppliers means that its manufacturing and sales of products are vulnerable to disruption from external factors, including disasters and politics. The COVID-19 pandemic is an example of a factor that directly affected the sales volume of Apples devices. The analysis of Apple's position in the market is deepened by porters five forces analysis.

According to Bruijl (2018), Porter's five forces analysis were created in 1979 to help analyze an organization's competitors and other external factors that affect its competitive position in the market. According to Oliveira (2022), while Apple's competitors, Xiaomi, Samsung, and Huawei, have been making efforts to catch up with Apple's success in the wearable devices sector through new product launches and strategic partnerships, their limited resources and customer loyalty to Apple create significant barriers to a fair competition. However, some smaller players, such as BoAt, are emerging as strong contenders due to their focus on specific niches within the wearable industry. Another factor of Porter's forces is the suppliers' power. According to Veenstra (2018), "Apple self-designs key hardware components like processors and screens" for the Apple Watch, giving them a significant advantage in terms of cost control and innovation compared to external suppliers. Additionally, they have complete control over software development for the watch through their own operating system. However,

fashion partners could potentially hold some leverage as they provide access to a new market segment that may not view Apple products as luxury goods alone.

Additionally, the threat of substitution of Apple's devices in the wearable devices market is relatively low. According to Ferguson (2024), the substitute wearable devices are having low performance, and the customers are therefore compelled to continue using the Apple products rather than substituting it for another device. This is because Apple has capitalized on high quality products and cultivated brand loyalty. Another Force of the Porters Analysis is the threat of new entries against Apple. The threat of new entrants in the Wearable market is moderate; a factor that limits new entrants into the market in the high initial capital and the high cost of brand development. However, there are large organizations with the capacity to enter the wearable devices and directly compete with Apple. Finally, a significant force in the market is the consumers' power, which is often strong. According to Ferguson (2024), the buyers have the power to dictate Apple's action towards meeting their customer requirements. While an individual customer has an insignificant impact on the total company's revenue, their feedback can compel the distributors to shift from one provider to another. Apple must consider customer satisfaction as a critical factor in their position in the market.

## 2.2 Empirical Review

The empirical literature subsection explores the historical evolution of the wearable technology devices and market, competitors in the wearable market, and Apple's presence in the market, including its wearable devices.

### 2.2.1 Product Innovation Positioning and Performance of Wearable Technology Market

The market for wearable technology has seen significant growth over recent years, with Grand View Research estimating the market size at $61.3 billion in 2022. This rapid expansion is expected to continue, with a projected compound annual growth rate of 14.6 percent from 2023 to 2030 (Grand View Research, 2022). The increasing adoption of technology across diverse sectors, such as healthcare, sports, and fashion, significantly contributes to this trend. Furthermore, the rise of the Internet of Things (IoT), which enables interconnectivity among electronic devices, has bolstered the popularity of wearable technology. Despite its recent surge, the evolution of wearables has a rich history that has paved the way for its current and future developments.

The concept of positioning, as elucidated by Ries and Trout (2021), is critical to understanding the success of wearable technology in today's market. Positioning starts with a product, service, or organization and is about embedding the product into the consumer's mind. It is not merely about the tangible aspects of the product but also about the perception created in the consumer's mind (Ries & Trout, 2021). This strategy is crucial for companies to maintain a competitive edge, as it differentiates their offerings in a crowded market. As Trout (2003) noted, a firm must establish its presence in the consumer's consciousness to withstand competitive pressures. Positioning strategy revolves around the perceived benefits, whether real or imagined, that a product offers to its users (Kotler, 2003).

Wearable technology has undergone several key milestones throughout its evolution. The invention of eyeglasses in the 13th century marked the beginning of wearable technology, setting a foundation for future advancements (Yasar, 2022). The 20th century witnessed significant innovations such as calculator wristwatches in the 1970s and portable music

players like Sony's Walkman in the 1980s, which revolutionized personal electronics (Yasar, 2022). The early 2000s saw the advent of Bluetooth headsets and fitness trackers, bringing wearable technology into the mainstream (Yasar, 2022). However, it was the introduction of advanced devices like Google Glass and smartwatches, particularly the Apple Watch, that truly ignited widespread consumer interest (Yasar, 2022). As wearable technology continues to evolve, we can anticipate further innovations, including augmented reality (AR) and virtual reality (VR) headsets and the emergence of smart clothing.

The expansion of wearable technology is not only driven by consumer demand but also by significant investments from various companies. Both large corporations and smaller enterprises are dedicating substantial resources to develop and enhance wearable devices, aiming to capture a share of this burgeoning market (Grand View Research, 2022). This competitive environment fosters innovation, leading to the continuous improvement of wearable technology.

In conclusion, the wearable technology market is poised for substantial growth, supported by technological advancements and strategic positioning. The historical milestones in the development of wearables highlight a trajectory of innovation that is likely to continue, driven by both consumer demand and corporate investment. As AR/VR headsets and smart clothing become more prevalent, the wearable technology sector will undoubtedly witness further expansion and transformation. This ongoing evolution underscores the importance of understanding market dynamics and positioning strategies to thrive in the competitive landscape of wearable technology.

### 2.2.2 Brand Positioning and Performance of Wearable Technology Market

The large companies that had success in producing other electronic devices have become successful in commanding a large market share in the wearable technology market. These companies include Apple, Huawei, Samsung, and Xiaomi. According to Bajpai (2022), the competitive landscape of the wearable technology market is primarily dominated by Apple, Inc., with a leading market share of 30.3% in 2021. Despite a slight decrease from its previous year's share of 34.1%, Apple remains at the forefront due to its highly popular Apple Watch Series and Air Pods. In the fourth quarter of the financial year 2020, Apple made a shipment of 55.6 million units, the highest among all its competitors.

Cravens and Piercy (2009) established that positioning is defining the petitioned belief/ brand of an association by consumers of the target market section and mounting the promotion package to encounter (surpass) anxieties or commitments of patrons in the open market. The goal of the putting assists to trace the artifact in the buyers' cognizance so that the group can confidently capitalize on probable remunerations (Kotler & Keller, 2009).

According to Clover (2021), Xiaomi Corporation holds the second-highest market share of 8.8%, with a shipment of 13.5 million devices in the fourth quarter of financial year 2020. Xiaomi has managed to compensate for any decline in wristband sales by focusing on watches and wearable. Based on the empirical research conducted in Guangxi by Meng and Chitkesorn (2022), it is evident that Xiaomi has a significant presence in the smart wearable devices market. The study found that consumers in Guangxi who purchase Xiaomi smart wearable are primarily between 19 and 32 years old, with most of them holding a bachelor's degree. This demographic profile suggests that Xiaomi products appeal to younger, educated individuals. Xiaomi uses the pricing strategy of

producing affordable devices for low and medium-income earners, who also form the largest population.

Stanley (2010), studied “the effectiveness of positioning strategies on consumer loyalty on a client of the atlas Copco East Africa limited”, the investigation outcome exhibited that positioning strategy connected to invention profits is usually more actual than positioning strategy which defines product features without their assistances to the client. Hartmann, Apaolaza and Sainz, (2002), examined “the consequence of trademark positioning on customer faithfulness: an experimental study of the Iberdrola case". Grounded on data from a survey of customers of the energy utility Iberdrola, the study measured the allegiance result of the company’s apparent positioning. The scrutiny consequences established a substantial association between the proportions of positioning strategy and the different rates of loyalty and strained the prominence of an appropriate positioning strategy for managing customer loyalty. Tirsit (2015) examined the title "the outcome of positioning strategy on customer trustworthiness a case of Anbessa shoe share company", bearing in mind weight, improvement, distribution, and communication as parameters, and the effect exposed that there was a weighty connection between positioning strategy and customer loyalty. Janiszewska and Insch, (2012), added that positioning strategy should be reliable, substantial to the spectators, and permitting for the organization’s development. However, the three studies concentrated on positioning strategy and customer loyalty in the energy and shoe share sectors. The current study takes an in-depth look at the influence of apples’ competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.**

### 2.2.3 Customer Service Positioning and Performance of Wearable Technology Market

The market for wearable technology has seen significant growth over recent years, with Grand View Research estimating the market size at $61.3 billion in 2022. This rapid expansion is expected to continue, with a projected compound annual growth rate of 14.6 percent from 2023 to 2030 (Grand View Research, 2022). The increasing adoption of technology across diverse sectors, such as healthcare, sports, and fashion, significantly contributes to this trend. Furthermore, the rise of the Internet of Things (IoT), which enables interconnectivity among electronic devices, has bolstered the popularity of wearable technology. Despite its recent surge, the evolution of wearables has a rich history that has paved the way for its current and future developments.

The concept of positioning, as elucidated by Ries and Trout (2021), is critical to understanding the success of wearable technology in today's market. Positioning starts with a product, service, or organization and is about embedding the product into the consumer's mind. It is not merely about the tangible aspects of the product but also about the perception created in the consumer's mind (Ries & Trout, 2021). This strategy is crucial for companies to maintain a competitive edge, as it differentiates their offerings in a crowded market. As Trout (2003) noted, a firm must establish its presence in the consumer's consciousness to withstand competitive pressures. Positioning strategy revolves around the perceived benefits, whether real or imagined, that a product offers to its users (Kotler, 2003).

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players like Sony's Walkman in the 1980s, which revolutionized personal electronics (Yasar, 2022). The early 2000s saw the advent of Bluetooth headsets and fitness trackers, bringing wearable technology into the mainstream (Yasar, 2022). However, it was the introduction of advanced devices like Google Glass and smartwatches, particularly the Apple Watch, that truly ignited widespread consumer interest (Yasar, 2022). As wearable technology continues to evolve, we can anticipate further innovations, including augmented reality (AR) and virtual reality (VR) headsets and the emergence of smart clothing.

Samsung Electronics ranks third in the wearable market with an 8.5% market share, experiencing significant year-over-year growth. The company shipped 13 million wearables in the fourth quarter of 2020, up from 10.8 million in the previous year (Clover, 2021). Samsung's recent release of the Galaxy Watch series, powered by Wear OS, underscores its commitment to providing a unified user experience across Android devices. Huawei holds the fourth position with a 6.7% market share, shipping 10.2 million wearables in the fourth quarter of 2020, up from 9.5 million the previous year (Clover, 2021). Huawei aims to integrate all its products with Harmony OS to enhance seamless AI Life experiences across multiple devices. Huawei's major wearable products include fitness bands, earphones, and smartwatches, with the Huawei Watch GT 2 range being particularly popular due to its long battery life and affordability.

Imagine Marketing Private Limited's boAt brand has made a significant impact on the wearable market, becoming the first Indian company to be included among the top players. With a market share of 5% in 2021, boAt experienced remarkable growth, with shipments increasing from 10.2 million units in 2020 to 26.8 million units in 2021, reflecting a year-over-year growth rate of over 163% (Sengupta, 2022). The brand's rapid

revenue growth and expansion into new categories like smartwatches have contributed to its success.

Positioning is the act of forming, establishing the business's intention and insight, and distributing the goods' crucial prominent improvements in the industry so that it occupies a certain and measured habitation in the minds of the target clientele. The consequence of positioning is the victorious creation of a customer-focused intelligence situation, a persuasive clue for unlimited performance (Kotler & Keller, 2009). The user's tolerance is a place where every prudent and zealous purchasing decision is defined (Levi, 2011). As clients are inundated with numerous alternative products to choose from, they become more cognizant of their preferences and inclinations (Kotler, 2002). Positioning defines how the company seeks to be distinguished by its target audience in relation to its competitors (Aaker & McLoughlin, 2007).

According to Kotler and Keller (2006), clients are bombarded with information about products and services, and they cannot re-evaluate each product every time they make a purchasing decision. To streamline decision-making, consumers group products into categories (positioning). Ries and Trout (2003) revealed that a positioning strategy is a tool of competitive warfare. It helps clients distinguish the accurate differences among competing products and forms a unique image of the brand in their minds. Perceptions are the process of meaning creation where the mind differentiates response patterns and identifies certain elements as significant, making it a key component in understanding brand development (Heding, Knudtzen, & Bjerre, 2009). By shaping purchasers' perceptions, companies manage to gain a competitive advantage, providing partial protection from the competitive actions of other firms. Therefore, positioning is a vital foundation for competitive gain (Seman, 2010).

In conclusion, the wearable technology market is poised for substantial growth, supported by technological advancements and strategic positioning. The historical milestones in the development of wearables highlight a trajectory of innovation that is likely to continue, driven by both consumer demand and corporate investment. As AR/VR headsets and smart clothing become more prevalent, the wearable technology sector will undoubtedly witness further expansion and transformation. This ongoing evolution underscores the importance of understanding market dynamics and positioning strategies to thrive in the competitive landscape of wearable technology. The success stories of companies like Samsung, Huawei, and boAt illustrate how effective positioning and continuous innovation can drive significant market growth and consumer engagement.

### 2.2.4 Ecosystem Lock-in Positioning and Performance of Wearable Technology Market

Apple Inc. contributes several wearable devices to the wearable market that suit the customer's needs. The wearable devices by Apple Inc. include the Apple Watch, Air Tag, and Air Pods (Apple, 2021). The apple watch is the most significant of the wearable devices by Apple as its creation was the genesis of Apple Inc.'s entry into the wearable devices market. The Watch allowed its users to detach from their mobile phones but stay connected as the watch could receive messages and notifications, therefore creating an easy way to stay connected. The continued modification of the Apple watch's features have increased its demand in the market as it has a wider area of application. The Watch has the capacity to monitor the fitness and health of its user; the inclusion of in-built GPS and water-resistance features attracted its application in the fitness industry both in water related spots and keeping track on one's progress.

Another wearable device by Apple Inc. is the Air pods. The wireless ear buds allow the users to listen to audio as it connects to other apple products including the iPhone and the MacBook. According to Heinze et al. (2020), the Air pods implement a protocol called magic pairing which improves security while maintaining usability and compliance with Bluetooth specifications. Magic pairing allows users to pair their Air Pods once with an Apple device and then easily use them with other compatible Apple devices in their ecosystem. This convenience enhances the user experience, as they can seamlessly switch between different devices without having to go through the pairing process each time. However, despite the overall well-designed nature of magic Pairing, there have been identified vulnerabilities within Apple's implementations during over-the-air and in-process fuzzing tests. These vulnerabilities highlight potential weaknesses that could be exploited by attackers seeking unauthorized access or control over paired devices.

Kasyoka (2011) explored the usage of strategic positioning to attain a justifiable competitive lead at Safaricom Limited: He concluded that using critical advantage technology as a control for Safari-com limited in attaining a supportable competitive advantage over other troupes in the tele-communication division. Munene (2013) studied strategic positioning and administrative performance on oil corporations in Kenya and decided that positioning strategy provides corporations a competitive edge qualified to contestants that allow great productivity. Muriet (2011) observed the strategic positioning and performance of Profitable Banks in Kenya and recognized that strategic positioning was substantial and confident in improving organizational performance. These investigations exposed that organizations have unceasingly used positioning strategies to fix themselves at competitive locations in the industry. And since (Akpoyomare, 2013), admits the idea of positioning strategy as one of the grounds of competitive strategy,

there is a need to fill this gap by analyzing the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.**

Another popular wearable product by Apple Inc. is the Air tags. The Air tag technology is primarily designed for tracking users' personal items as it can be attached to an item and then powered by the Bluetooth Low Energy technology that allows the pairing with Apple devices like iPhones, MacBooks, and iPads (Ibrahim et al., 2023). This allows for real-time tracking of the object to which they are attached within a certain range. However, if the Air Tag is out of reach from its paired device, it relies on remote location updates provided by other nearby iOS devices. One notable feature of Air Tags is their integration with Apple's Find My network. This enables any nearby iPhones or iPads belonging to other people in the vicinity to help relay location information about an Air Tag that may have been lost or misplaced. The owners of these supporting devices can remain anonymous while still assisting in locating tagged items.

Positioning strategies can be articulated from a diversity of perceptions, they could be advanced from the item characteristics, antagonism, suggestion of products, and kinds of customers involved in the conversation (Karadenize, 2009). Ries and Trout (2001) place unlimited attention on positioning by a participant and add that to be popular today, a company must become a contestant concerned with. The firm must look for feeble points in the positions of its competitor and then unveiling competitive attacks against those weak points (Matthyssens, Vandenbempt & Weyns, 2009). Hooley et al., (2001) established that greater performance is connected with more distinct and largely superior positioning. Suzuki (2000) revealed that the positioning strategy possess a noteworthy consequence on the profitability of a firm. Miles and Mangold (2005) recognized a positive relationship concerning the right employment positioning strategy and

organizations' performance. Thus this study will assess the influence of apples' competitive positioning on the performance of wearable technology market in Kenya**.**

## 2.3 Conceptual Framework

The theoretical framework informing the study's conceptual framework incorporates resource-based view theory and Porter's Five Forces model. In this study, the research variables will include Apple Inc.'s competitive positioning strategies, which play a role as an independent variable, while market share and total sales are dependent variables at both challenges for Apple Inc. and threats to its position factor, in addition to opportunities for Apple. The percentage of market share and total sales for Apple Inc. are directly impacted by the competitive positioning strategies it adopts. In addition to the challenges and opportunities that Apple Inc. faces having an impact on its position, implementation strategies of competitive can be threats to its status as well.

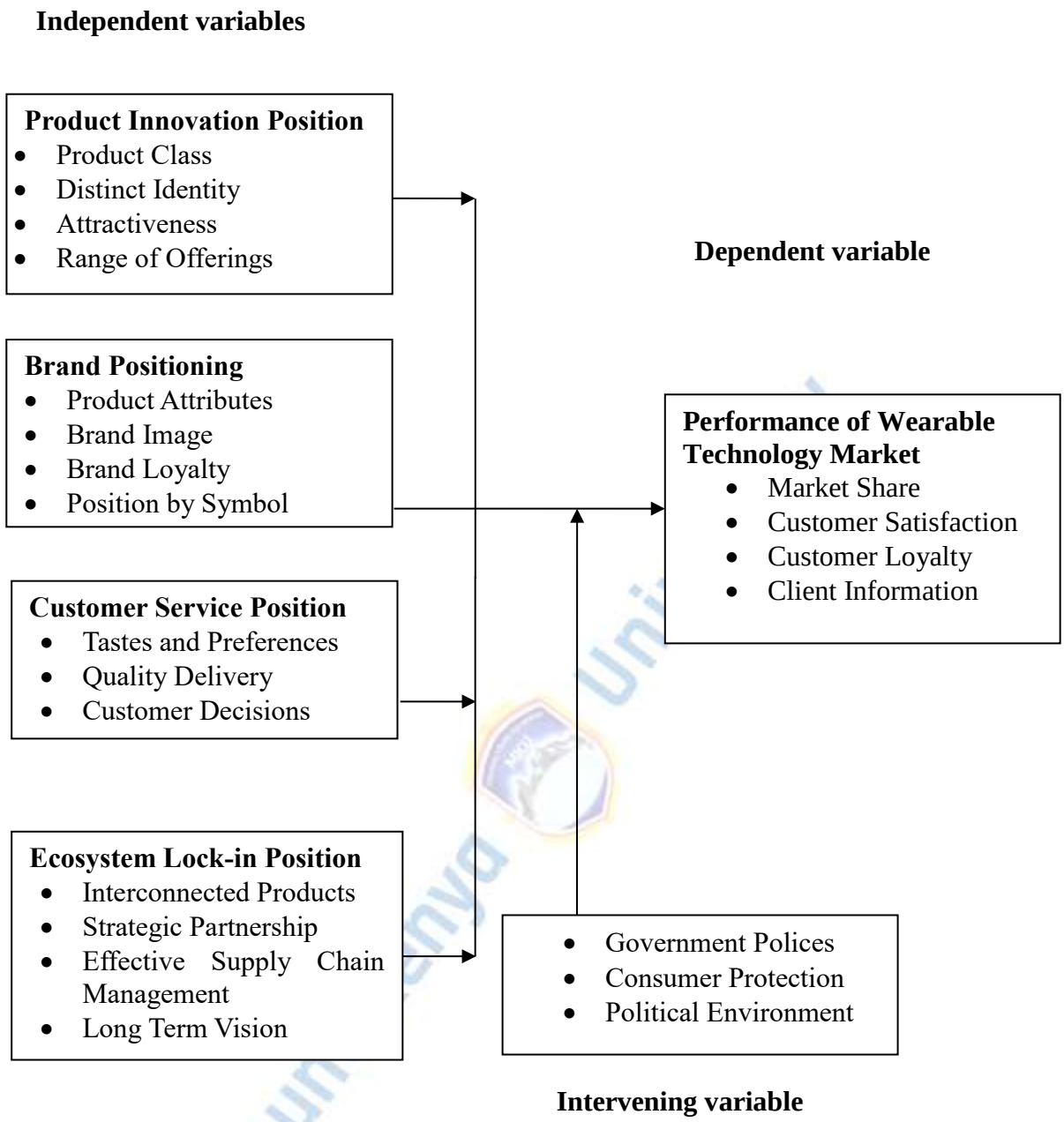


**Figure 1: Conceptual Framework**

**Source:** Researcher, (2024)

The conceptual framework is instrumental in understanding the various variables and their interrelationships in analyzing Apple's competitive positioning within the wearable technology market. According to Johnson (2022), a robust conceptual framework is essential for establishing how ideas relate to the actual study, providing a structured

approach to analyzing complex market dynamics. Apple's competitive advantage in the wearable technology sector is multifaceted, encompassing aspects such as product innovation, customer service, and ecosystem lock-in, each playing a crucial role in defining the company's market position.

Product innovation is a fundamental component of Apple's strategy, ensuring its continuous relevance and leadership in the market. Apple's commitment to developing new and innovative products is evident in its distinct identity, the attractiveness of its products, and the wide range of offerings available. Smith (2023) highlights that Apple's distinct identity, characterized by minimalist design and cutting-edge technology, attracts a broad customer base and fosters strong brand loyalty. The attractiveness of Apple's products, derived from their superior design and functionality, significantly influences consumer purchasing decisions, thereby reinforcing this loyalty (Taylor, 2022). Furthermore, Apple's diverse product offerings, including the Apple Watch and AirPods, demonstrate a commitment to meeting a wide array of consumer needs, setting industry benchmarks and maintaining competitive pressure (Doe, 2023).

Customer service is another critical variable in Apple's competitive positioning. The company’s dedication to quality delivery and understanding consumer tastes and preferences plays a pivotal role in securing customer satisfaction and loyalty. Brown (2021) notes that quality delivery refers to the consistent high standards maintained in the manufacturing and distribution processes, ensuring that customers receive reliable and high-performing products. Understanding consumer preferences allows Apple to tailor its offerings to meet the evolving demands of its market, thereby enhancing customer satisfaction and fostering loyalty (Jones, 2023). The company's strong brand image, built on these principles, further solidifies its market position and differentiates it from competitors (Miller, 2022).

Apple's ecosystem lock-in strategy is a significant factor in its market dominance. This strategy involves creating a seamless integration of products that encourages consumer dependence on the Apple ecosystem. Wilson (2022) emphasizes that by developing interconnected products that work harmoniously together, Apple ensures that once customers enter the ecosystem, they are likely to remain loyal due to the convenience and superior user experience. This interconnectedness, coupled with strategic partnerships and effective supply chain management, enhances Apple's ability to deliver high-quality products efficiently (Clark, 2023). Strategic partnerships allow Apple to leverage external expertise and resources, while effective supply chain management minimizes costs and maximizes operational efficiency, both of which are critical for maintaining competitive advantage (Lee, 2022).

The performance of the wearable technology market, as the dependent variable, is influenced by these independent factors. Apple's innovative approach and strong customer service positively impact its market performance, as evidenced by its substantial market share and high levels of customer satisfaction (Adams, 2023). The company's ability to continuously innovate and provide high-quality customer service ensures sustained market growth and consumer loyalty. Additionally, the ecosystem lock-in strategy further reinforces Apple's market position by creating barriers to entry for competitors and maintaining customer retention (Evans, 2022).

Intervening variables, such as government policies and strategic partnerships, also play a crucial role in shaping Apple's competitive landscape. Government policies, particularly those related to consumer protection and the political environment, can significantly impact the company's operations and strategic decisions. Compliance with consumer protection regulations ensures that Apple's products meet safety and quality standards, which is essential for maintaining consumer trust and brand reputation (Green,

2021). The political environment can influence market conditions and regulatory requirements, necessitating strategic adjustments to align with policy changes (White, 2023). Strategic partnerships enhance Apple's innovation capabilities and operational efficiency by enabling collaboration with other industry leaders and leveraging complementary strengths (Davis, 2022).

The interrelationships between these variables highlight the complexity of Apple's competitive positioning in the wearable technology market. The interplay between product innovation, customer service, and ecosystem lock-in strategies underscores the company's comprehensive approach to maintaining its market leadership (Moore, 2023). Effective supply chain management and strategic partnerships further augment Apple's ability to deliver innovative products and exceptional customer service (Thompson, 2022). Government policies act as both constraints and enablers, influencing Apple's strategic choices and operational practices (Hill, 2021). This intricate network of variables collectively contributes to Apple's sustained competitive advantage in the wearable technology sector (Garcia, 2023).

In conclusion, the conceptual framework provides a comprehensive understanding of the key variables and their interrelationships in analyzing Apple's competitive positioning in the wearable technology market. Product innovation, customer service, and ecosystem lock-in are pivotal independent variables that drive Apple's market performance (Baker, 2022). The dependent variable, the performance of the wearable technology market, is significantly influenced by these factors, demonstrating the importance of continuous innovation and superior customer service in maintaining competitive advantage (Hall, 2023). Intervening variables, such as government policies and strategic partnerships, further shape the competitive landscape, highlighting the need for strategic agility and adaptability (Nelson, 2022). This framework underscores the multifaceted nature of

Apple's market dominance and provides valuable insights into the company's sustained success in the wearable technology sector (O'Brien, 2023).

### 2.4 Recap of Literature Review

The existing literature revealed Apple Inc. is already a dominating force in the wearable technology market, dominating other major organizations, Samsung, Xiaomi, and Huawei, in terms of the devices sales volume. It is clear that a focus on innovation backs Apple's current market position. The ecosystem feature of Apple's devices has strengthened its competitive position by creating brand loyalty; if a customer has one Apple product, they are compelled to buy another to ease the process of checking for notification from different devices while in an Apple ecosystem it is possible to receive notifications an iPhone notification on the Apple watch. Apple Inc's biggest wearable technology seller, Apple Watch, has played a significant part in propelling it into the dominant force in the wearable devices market. Adding features that align with the customers' requirements to the Apple watch increases its adoptability into many industries. The Apple watch is one of the wearable technologies Apple offers in the market, as it also sells Airpods and Air tags. From the literature, the strengths of Apple in the market are mainly motivated by its innovative tech devices, excellent product design that makes it useful for its functionality and as an accessory and the Apple electronic devices ecosystem. A notable weakness in their strategy being the high cost of the products, therefore cutting off many potential customers in the low-income bracket, especially in the developing countries which most of its competitors are aiming to exploit.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter covered the research methodology used to investigate the market position of Apple Inc. in the wearable devices market. The chapter is broken down into the subtopics of research design, location of the study, sample and sampling procedure, research instruments, validity and reliability of research instruments, data collection procedures and data analysis techniques.

## 3.1 Research Design

Research design is a guideline of how the study shall be conducted. The study used a cross-sectional research design to collect data across all the wearable technology market in Nairobi County, Kenya**.** This research design was appropriate because it is used to collect data when the target population is widely spread (Creswell, 2012).

In a research study, there are dependent and independent variables that the study seeks to measure. Independent variables are factors that remain constant and not influenced by other factors but instead they are measured to check their influence on the dependent variables (Andrade, 2021). On the other hand, dependent variables are those whose value changes based on the influence from other factors. In this study, the dependent variable is Market Position, while the independent variables are consumer preferences, competitors, innovation, market demand, and technological trends. The dependent variable of Apple's market position is described in terms of total wearable technology sales and the market share it holds in the wearable devices market.

To measure the total sales and the market share in Apple Inc.'s wearable devices market, the factors that influence it was considered. The first independent variable influencing

Apple's market position is consumer preferences, as the devices produced must align with the customers' desires. The influence of competitors in the same market, their strategies, and products. Innovation is a critical variable in determining the market positioning in the wearable technology market, as the market is constantly changing, requiring unique products. The field of technology is always changing with new trends each day which directly influence the wearable devices in the market. The final independent variable is market demand, as it dictates what goods and what amount of the goods are to be supplied in the market.

### 3.2 Location of the Study

The location of the study refers to the geographical scope within which the study was conducted, and its results projected in a broader context. The study locale of this study was Nairobi, Kenya. The location of this study was the global geographic scope as Apple Inc. operates at the global scale in the wearable technology market. The rationale in selecting the global market of wearable technology is the diverse consumer behaviors economic and cultural influence towards the use of wearable technology. Nairobi has a fair distribution of people of high, medium, and low income which will offer a fair insight into the study. The population in Nairobi is characterized by a population that is adopting wearable technology.

### 3.3 Target Population

According to Barnsbee (2018) the target population refers to the people, a researcher wants to obtain information from. The target population for this study was people in Nairobi County who use or have an interest in wearable devices. In addition to Apple's customers, the target population included other stakeholders in the market, including

Industry experts and analysts, distributors of competing technology companies, and Apple product distributors within Nairobi. While the customers are the final consumers of the wearable devices and the supply of the devices must align with their demand, the distributors of the devices have an almost equal influence on the sales of the devices. The distributors, Apple and other brands distributors, have an active role in influencing what devices their customers buy through advertising and recommendation; this justifies their position as part of the research population. Apple products have a variety of applications in different industries, including the medical field and sports, and experts in that field must be included as part of the population.

### 3.4 Sample Size and Sampling Procedures

According to Davies (2020), the goal of sampling a population is to create a smaller population that accurately represents the image of the larger population. The study aimed at a diverse sample population; as a result, the customers were stratified based on the demographic factors of age, gender, and occupation. Given the limited number of wearable device distributors, their entire target population was used in the final research sample. A purposive sampling approach, tapping into the insight and knowledge of individuals with well-established success in the wearable technology industry. The selection criteria included qualifications such as previous experience and published work.

A sample size is a subset of the larger population from which data was collected (Banerjee & Chaudhury, 2010). This study used the Krejcie and Morgan's (1970) Table for determining sample sizes (Appendix V) to come up with a sample. This table shows that as the population increases the sample size increases at a diminishing rate and remains reasonably constant at a little more than 380 cases. The table indicated that for

a population of 177, the corresponding sample size is 118. Thus, a sample of 118 respondents from the public primary schools was adopted in the study. Stratified and probability proportionate to size (PPS) sampling techniques was used to distribute the sample. Thus, the sub-sample proportion is as shown in Table 1.

**Table 1: Sample Size**

| Population Type | Target Population | Sample Size |
|---|---|---|
| Wearable technology customers | 100 | 67 |
| Apple Inc's Distributors and Representatives | 21 | 14 |
| Industry Experts and Analysts | 33 | 22 |
| Competing technology companies | 23 | 15 |
| **Total** | **177** | **118** |

**Source:** Researcher, (2024)

### 3.5 Data Collection Instruments

A questionnaire with open and close-ended questions was used to ensure that all respondents reply to issues relevant to the dependent and independent variables. The questionnaire as an instrument assumes the interview style format with a series of questions. The questionnaire is practical, cost-efficient, and standardized, which makes it effective for this study.

### 3.6 Validity and Reliability of Research Instruments

To ensure the questionnaire's reliability and validity, the study employed a split-halves technique to examine its internal consistency. The questionnaire includes closed-ended and open-ended queries seeking exhaustive input on dependent and independent

variables. To assess the internal consistency of responses, we divided our survey into two equal parts by comparing the total scores of odd-numbered questions with even-numbered ones (Thompson, 2022). Additionally, utilizing the Spearman-Brown prophecy formula enables the researcher to estimate how adding extra inquiries can affect my findings while verifying the instrument's dependability thoroughly (Thompson, 2018). The methodology uses established techniques to ensure data credibility resulting from robust outcomes capturing mechanisms compilation based upon improvised questionnaires tailored explicitly towards gathering relevant details for comprehensive research.

### 3.6.1 Validity of Research Instruments

Mugenda, (2009) described validity as the reality and essence of assumptions established on study results. This investigation was utilize content validity to estimate the extent to which data acquired from research tools meaningfully and accurately reflect or portray a theoretical picture. KMO and Bartlett statistics were used to assess the validity of the research instruments. This type of analysis makes it easier for researchers to examine concepts that are not easily measured directly.

**Table 2: KMO and Bartlet's Test Results**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .793 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 161.1 |
| | Df | 11 |
| | Sig. | .000 |

**Source:** Researcher, (2024)

It can be seen from the results that the KMO value is 0.793, which is greater than the required 0.7, and the Bartlett test statistic is significant ($p<0.05$). Overall, it was concluded that the research instruments were valid.

### 3.6.2 Reliability of Research Instruments

Reliability is the degree to which the outcomes achieved from the data analysis honestly suggest the order of the studied phenomena. Retesting techniques are used to test the reliability of data research instruments. This test enclosed utilizing a tool twice on a group of people, one week apart. The researcher observed that the instrument constantly measures the phenomenon under study, that is, the questionnaires are sound over time and therefore reliable.

### 3.6.3 Pilot Study

A pilot study is a demonstration study carried out to check reliability and validity of the data instruments to obtain high-quality data (Cooper & Schindler, 2016). 10% of the study sample was used for piloting the questionnaires since Mugenda & Mugenda (2008) recommends 10% of the sample size as being adequate for testing to standardize the research instrument. In line with this, the research instrument was pretested in a neighboring county of Thika to ascertain the level of reliability and validity of the questionnaire. Reliability was tested using Cronbach's Alpha Coefficient while content validity was used to ascertain the validity of the questionnaire.

A pilot study is inevitable to carry out in order to establish the degree of reliability of the questionnaire used in the gathering of data. This was done in this study to guarantee validity andreliability of the data collected. Reliability analysis was consequently carried out using the Cronbach's Alpha that measures the internal regularity by determining if various items within a scale measure a similar construct. Easy International a statistical

program was applied as the instrument of analysis to show the association between the dependent variable and the four independent variables as pointed out in the table 4. Cronbach's alpha of above 0.7 means that the tools were adequately reliable for the measurement. As the most entries, total correlations were sensibly high, the construct legitimacy of the tools was considered practical (Brown, 2000). Reliability evaluation was conducted during the research process, and the results are shown in the table 3.

**Table 3: Reliability Test Results**

| Variables | Cronbach's Alpha Score | Decision |
|---|---|---|
| Product Innovation Positioning | .711 | Accept |
| Brand Positioning | .721 | Accept |
| Customer-Service Positioning | .734 | Accept |
| Ecosystem Lock-in Position | .714 | Accept |
| Performance of Wearable Technology Market | .733 | Accept |

**Source:** Research Data, (2024)

The results show that Cronbach's alpha values for all models are greater than 0.7. Therefore, each construct was found to be reliable and suitable for further analysis.

### 3.7 Data Collection Procedures

The study will employ both primary and secondary data collection techniques. Questionnaires were administered to the sample population to collect the primary data, with each group receiving a customized questionnaire. To administer the questionnaires to the wearable device users, the researcher.

### 3.8 Data Analysis Procedures

The data collected from the questionnaire was subject to quantitative data analysis. The data collected was first cleaned to identify errors and fill in missing data to eliminate any inconsistency. Since the questionnaire mainly contains descriptive data, the information has to be converted into numerical value by assigning numerical variables. The new numerical values were then entered into SPSS analysis software to get the visual analysis of the data. Pearson's linear correlation Coefficient was used for a bivariate analysis showing the relationships between different variables. For example, the correlation between market share and innovation strategies.

Additionally, multiple regression analysis was carried out on the study by application of the given model:

$$\mathbf{Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon}$$

Where: **Y** = Performance of Wearable Technology Market

$\beta_0$ = Constant

$X_1$ = Product Innovation Positioning

$X_2$ = Brand Positioning

$X_3$ = Customer Service Positioning

$X_4$ = Ecosystem Lock-in Position

$\beta_i$ = Coefficients of regression ($_i$=1,2,3,4)

$\varepsilon$ = Error term

### 3.9 Ethical Considerations

A set of ethical principles will guide the study to ensure that research adheres to the researcher and scientist's code of conduct when collecting information from people. The sample populations was informed about the purpose of the research, its benefits, and the

potential risks of being part of the research population to ensure informed consent (Manti & Licari, 2018). The research population will also be informed that they could opt out at any point of the research process without any subsequent consequence. Additionally, they was informed of the likelihood of the data collected being used in any other study to ensure confidentiality. The evidence collected from other publications was properly paraphrased and cited to eliminate the possibility of research misconduct.

# CHAPTER FOUR

# RESEARCH FINDINGS AND DISCUSSIONS

## 4.0 Introduction

This chapter highlights the data collected, analysis and interpretation. The study sought to assess the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. To achieve this, the study was based on four objectives; first, to evaluate the effects of product innovation positioning, assess the effects of brand positioning, examine the customer service positioning and establish the effects of ecosystem lock-in position on performance of wearable technology market in Nairobi County, Kenya. Data was gathered by use of questionnaires as the primary data collection instruments whose presentation and interpretation is given with a frequency distribution tables, mean and standard deviation.

## 4.1 Response Rate

The study aimed to reach 118 respondents.Out of the distributed 118 questionnaires, 12 questionnaires were not filled fully thus were disregarded while 106 were fully filled and returned translating to a reply rate equal to 89.83%. This rate of response is within the statistically significant response rate for analysis and generalization of findings to the whole population (Mugenda & Mugenda, 2003).

## 4.2 Demographic Data

The following sub-sections include demographic information pertaining to the respondents, specifically focusing on apple's customers; and other stakeholders in the market, including industry experts and analysts, distributors of competing technology companies, and apple product distributors within Nairobi County.

### 4.2.1 Distribution of Respondents by Gender

The objective of this section was to ascertain the gender of the people included in the study.

**Table 4: Gender of the Respondents**

| Gender | Frequency | Percent |
|---|---|---|
| Male | 62 | 58.5 |
| Female | 44 | 41.5 |
| **Total** | **106** | **100** |

**Source:** Field Data, (2024)

According to the data shown in Table 4, the male participants accounted for 58.5% of the total, while the female participants represented 41.5%. This finding illustrates that, while there was a slight prevalence of male respondents, both genders were adequately represented, suggesting that the responses were not subject to bias.

### 4.2.2 Respondents' Age

The investigation further aimed to determine the demographic distribution of the participants' age, as shown in table 5.

**Table 5: Age of the Respondents**

| Age bracket | Number | Percentage |
|---|---|---|
| 18-25 Years | 14 | 13 |
| 26-35 | 49 | 46 |
| 36-45 | 32 | 30 |
| 46 and above Years | 11 | 7 |
| **Total** | **106** | **100** |

**Source:** Field Data, (2024)

According to the data shown in Table 5, it can be seen that 46 percent of the participants were within the age range of 26 to 35 years. Additionally, 30 percent of the respondents were aged between 36 and 45, while 13 percent were between 18 and 25 years old. The

remaining 7 percent of the participants were found to be above the age of 46. This finding suggests that a significant proportion of the participants (over 80%) were aged 25 or older, implying that they have the ability to provide reliable and dependable data for this research.

### 4.2.3 Distribution of Respondents by Level of Education

The research documented the educational credentials of the participants, as shown in Table 6.

**Table 6: Education Level of Respondents**

| Educational Level | Frequency | Percent |
|---|---|---|
| Certificate | 8 | 7.5 |
| Diploma | 19 | 17.9 |
| Undergraduate Degree | 63 | 59.4 |
| Postgraduate | 16 | 15.1 |
| **Total** | **106** | **100** |

**Source:** Field Data, (2024)

The results of the survey revealed that a majority of the respondents, namely 59.4%, had undergraduate degree level of education. Additionally, 17.9% of the respondents were diploma graduates, while 15.1%, had postgraduate level of education. A smaller proportion, specifically 7.5%, had attained a certificate level of education. The majority of the participants had undergraduate degree level of education. Based on their acquired information, the individuals comprehended the research inquiries and provided an accurate and coherent perspective on these inquiries. The aforementioned results also indicate that the participants had the necessary professional qualifications to effectively fulfill their responsibilities in influencing the performance of wearable technology market.

### 4.2.4 Distribution of Respondents by Years of Experience

The researcher aimed to determine the participants' duration of experience in relation to performance of wearable technology market and then displayed the results in Table 7.

**Table 7: Respondents Experience**

| Years of Experience | Frequency | Percent |
|---|---|---|
| Less than 2 years | 39 | 32 |
| 2–4 years | 35 | 28 |
| 5-8 years | 26 | 21 |
| 8-10 years | 12 | 10 |
| More than 10 years | 12 | 10 |
| **Total** | **106** | **100** |

**Source:** Research Data, (2024)

Based on the results, it was seen that 32% of the participants had a wearable technology market experience of less than 2 years, while 28% had been in wearable technology market for a duration of 2-4 years. Furthermore, 21% of the respondents reported having a wearable technology market experience ranging from 5-8 years, while 10% had been engaged in wearable technology market for a period of 8-10 years. Lastly, an additional 10% of the participants indicated having a wearable technology market experience beyond 10 years. This finding suggests that a significant proportion of the participants (over 60%) had accumulated considerable professional experience and were thus well acquainted with the apples' competitive positioning approaches used to enhance performance of wearable technology market in Nairobi County, Kenya, Kenya.

## 4.3 Descriptive Statistics

Before proceeding with the inferential analysis of the data, it was well analyzing the common descriptive statistics of the study sample data. The main research purpose of the study was to analyze the influence of study is to assess the influence of apples'

competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. Apples' competitive positioning were identified among which the participants were requested to state the degree to which they enhance the performance of wearable technology market. A Likert scale of five points was provided running from 1= very small extent, 2=small extent, 3= neutral, 4= great extent,5= very great extent. From the answers, descriptive measures of central distribution: standard deviation and mean were applied for ease of generalization and interpretation of findings. The following sub-headings represent the findings.

### 4.3.1 Product Innovation Positioning and Performance of Wearable Technology Market

The respondents were required to indicate the extent to which they agreed with the statements on how product innovation positioning influence performance of wearable technology market in Nairobi County, Kenya. The Findings were shown in Table 8.

**Table 8: Product Innovation Positioning**

| | Mean | Std. Dev. |
|---|---|---|
| That apple in wearable technology market is superior than our competitors because of powerful distribution chains | 4.5093 | 0.50224 |
| Communication network in wearable technology market is properly coordinated and very efficient | 4.3056 | 0.71641 |
| Wearable technology market offers range of offerings (products and services) as per customer orientations | 4.1944 | 1.0135 |
| The products and services of wearable technology market are preferred by customers because of switching time | 4.1111 | 0.95049 |
| Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | 4.0463 | 1.16674 |
| Wearable technology market is superior to the competitors because of the attractiveness of its products and services | 3.9444 | 0.86287 |
| The products and services of wearable technology market are preferred by customers because of competitive value for money | 3.5278 | 1.03633 |
| **Overall Mean** | **4.0913** | |

**Source:** Field Data, (2024)

To a great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 apple in wearable technology market is superior than our competitors because of powerful distribution chains (4.5093), communication network in wearable technology market is properly coordinated and very efficient (4.3056), wearable technology market offers range of offerings (products and services) as per customer orientations (4.1944) and the products and services of wearable technology market are preferred by customers because of switching time (4.1111), Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences (4.0463).

The respondents also to a great extent with an average less than 4 and a standard deviation less 0.5 wearable technology market is superior to the competitors because of the

attractiveness of its products and services (3.9444) and that products and services of wearable technology market are preferred by customers because of competitive value for money (3.5278). This means that product innovation positioning influence performance of wearable technology market largely with an overall mean of 4.0913. This finding is in line with a report by Grand View Research (2022), the current market size estimate was $61.3 billion in 2022. The report also estimated that the market from 2023 to 2030 is likely to have a compound growth of 14.6 percent. This growth is fueled by the growing adaptation of technology in a diverse area, including the health sector, sports, and fashion. The emergence of the Internet of Things technology that interconnects electronic devices has also contributed to the popularity of wearable technology. While the wearable has gained popularity recently, there is a long history of how it has evolved over the years to what it has become and is likely to become.

Ries and Trout (2021) appealed that the positioning strategy commenced with a product, produce, service, an enterprise, or an organization. They suggested that positioning is not what you make out of a design/service but, it is anything you build to the observance/opinion of the viewer. That mean you locate the artefact in the thoughts of the clients. The accomplishment and continuity of any association in a modest setting are strong-minded by its selected strategy. Nevertheless, a lot of strategies are imitated via challengers and consequently a firm need to place itself in the cognizance of users to survive rivalry (Trout, 2003). Positioning strategy is about clients' awareness of the physical or fantasy profits that the produce holds (Kotler, 2003).

Several key milestones have marked the evolution of wearable devices. One significant milestone was the invention of eyeglasses in the 13th century, which laid the foundation for future wearable technology. In the 20th century, notable advancements included the creation of calculator wristwatches in the 1970s and portable music players like Sony's

Walkman in the 1980s (Yasar, 2022). The development of Bluetooth headsets and fitness trackers in the early 2000s further propelled wearable into mainstream society. However, it was not until recent years that wearable technology truly exploded, with innovations like Google Glass and smart watches such as Apple Watch becoming widely available to consumers. Looking ahead, we can expect continued growth and innovation as AR/VR headsets gain popularity and smart clothing becomes more prevalent. Many companies, large, medium, and small, have invested time and resources to continue the evolution of wearable technology while taking a share of the market.

### 4.3.2 Brand Positioning and Performance of Wearable Technology Market

Brand positioning is one of the apples' competitive positioning tool identified by the respondents. The participants were asked to state the extent to which they agreed on the statements on brand positioning being adopted by wearable technology market in Nairobi County, Kenya. The Findings are shown in Table 9.

**Table 9: Brand positioning**

| | Mean | Std. Dev. |
|---|---|---|
| That apple in wearable technology market is superior than our competitors because of its brand loyalty | 4.420 | 0.793 |
| Wearable technology market is selective consistent and in offering quality products and services to customers | 4.362 | 1.008 |
| Wearable technology market is properly coordinated and very efficient as positioned by its symbol | 4.167 | 0.7745 |
| Wearable technology market offers range of offerings (products and services) as per customer orientations | 4.140 | 0.7838 |
| Wearable technology market is preferred by customers because of its brand image | 3.753 | 1.101 |
| Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | 3.624 | 1.018 |
| The products and services of wearable technology market are preferred by customers because of superior product attributes | 3.215 | 1.533 |
| **Overall Mean** | **3.9544** | |

**Source:** Field Data, (2024)

The respondents to a great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 indicated that the apple in wearable technology market is superior than our competitors because of its brand loyalty (4.420), the wearable technology market is selective consistent and in offering quality products and services to customers (4.362), the wearable technology market is properly coordinated and very efficient as positioned by its symbol (4.167), wearable technology market offers range of offerings (products and services) as per customer orientations (4.140).

To a great extent with a mean less than 4 and standard deviation less 0.5, the respondents indicated that the wearable technology market is preferred by customers because of its brand image 3.753), the wearable technology market offers a wide selection of products

and services to cater for varied customers' preferences (3.624), and the products and services of wearable technology market are preferred by customers because of superior product attributes (3.215). This makes it clear that the wearable technology market in Nairobi County, Kenya applies brand positioning to a great extent with a general average of 3.9544.

This finding is consistent with that of Bajpai, (2022), that large companies that had success in producing other electronic devices have become successful in commanding a large market share in the wearable technology market. These companies include Apple, Huawei, Samsung, and Xiaomi. The competitive landscape of the wearable technology market is primarily dominated by Apple, Inc., with a leading market share of 30.3% in 2021. Despite a slight decrease from its previous year's share of 34.1%, Apple remains at the forefront due to its highly popular Apple Watch Series and Air Pods. In the fourth quarter of the financial year 2020, Apple made a shipment of 55.6 million units, the highest among all its competitors.

Cravens and Piercy (2009) established that positioning is defining the petitioned belief/ brand of an association by consumers of the target market section and mounting the promotion package to encounter (surpass) anxieties or commitments of patrons in the open market. The goal of the putting assists to trace the artifact in the buyers' cognizance so that the group can confidently capitalize on probable remunerations (Kotler & Keller, 2009).

Stanley (2010), studied "the effectiveness of positioning strategies on consumer loyalty on a client of the atlas Copco East Africa limited", the investigation outcome exhibited that positioning strategy connected to invention profits is usually more actual than positioning strategy which defines product features without their assistances to the client.

Hartmann, Apaolaza and Sainz, (2002), examined "the consequence of trademark

positioning on customer faithfulness: an experimental study of the Iberdrola case". Grounded on data from a survey of customers of the energy utility Iberdrola, the study measured the allegiance result of the company's apparent positioning. The scrutiny consequences established a substantial association between the proportions of positioning strategy and the different rates of loyalty and strained the prominence of an appropriate positioning strategy for managing customer loyalty. Tirsit (2015) examined the title "the outcome of positioning strategy on customer trustworthiness a case of Anbessa shoe share company", bearing in mind weight, improvement, distribution, and communication as parameters, and the effect exposed that there was a weighty connection between positioning strategy and customer loyalty. Janiszewska and Insch, (2012), added that positioning strategy should be reliable, substantial to the spectators, and permitting for the organization's development. However, the three studies concentrated on positioning strategy and customer loyalty in the energy and shoe share sectors. The current study takes an in-depth look at the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.**

According to Clover (2021), Xiaomi Corporation holds the second-highest market share of 8.8%, with a shipment of 13.5 million devices in the fourth quarter of financial year 2020. Xiaomi has managed to compensate for any decline in wristband sales by focusing on watches and wearable. Based on the empirical research conducted in Guangxi by Meng and Chitkesorn (2022), it is evident that Xiaomi has a significant presence in the smart wearable devices market. The study found that consumers in Guangxi who purchase Xiaomi smart wearable are primarily between 19 and 32 years old, with most of them holding a bachelor's degree. This demographic profile suggests that Xiaomi products appeal to younger, educated individuals. Xiaomi uses the pricing strategy of

producing affordable devices for low and medium-income earners, who also form the largest population.

### 4.3.3 Customer Service Positioning and Performance of Wearable Technology Market

Customer service positioning were highlighted by the respondents. The respondents were required to indicate the degree to which they agreed on the statements on customer service positioning in wearable technology market in Nairobi County, Kenya. The Findings are shown in Table 10:

**Table 10: Customer Service Positioning**

| | Mean | Std. Dev. |
|---|---|---|
| Wearable technology market is superior to the competitors because it pays attention to environmental and customers' dynamisms | 4.632 | 0.818 |
| Wearable technology market is selective consistent and in offering quality performance of wearable technology market to customers | 4.324 | 0.901 |
| Communication network in wearable technology market is properly coordinated and very efficient | 4.125 | 0.733 |
| Wearable technology market is selective consistent and in offering quality products and services to customers | 3.671 | 1.074 |
| The products and services of wearable technology market are preferred by customers because of switching time | 3.540 | 1.083 |
| Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | 3.342 | 1.078 |
| Wearable technology market constantly, identifies competencies and capabilities and decides on how best to create value for its customers | 3.042 | 1.053 |
| **Overall Mean** | **3.811** | |

**Source:** Field Data, (2024)

The respondents to a very great extent with a mean greater or equal to 4 and standard deviationgreater than 0.5 indicated that wearable technology market is superior to the competitors because it pays attention to environmental and customers' dynamisms (4.632), wearable technology market is selective consistent and in offering quality performance of wearable technology market to customers (4.324) and communication network in wearable technology market is properly coordinated and very efficient (4.125).

To a great extent with a mean less than 4 and standard deviation less 0.5, wearable technology market is selective consistent and in offering quality products and services to customers (3.671), the products and services of wearable technology market are preferred by customers because of switching time (3.540), wearable technology market offers a wide selection of products and services to cater for varied customers' preferences (3.342) and wearable technology market constantly, identifies competencies and capabilities and decides on how best to create value for its customers (3.042). Customer service positioning influence performance of wearable technology market to a great extent as shown by an overall meanof 3.811

This finding is consistent with that of Samsung Electronics ranks third with an 8.5% market share, witnessing significant year-over-year growth and shipping 13 million wearable in the fourth quarter of 2020 compared to 10.8 million in the previous year (Clover, 2021). Samsung's recent release of the Galaxy Watch series powered by Wear OS demonstrates its commitment to providing unified user experiences across Android devices. Huawei secured fourth place with a 6.7% market share and shipped 10.2 million wearable worldwide in the fourth quarter of the 2020 financial year, marking a substantial increase from 9.5 million units shipped in the prior year (Clover, 2021). Huawei aims to integrate all its products with Harmony to enhance seamless AI Life experiences for users

across multiple devices over time. Huawei's major wearable products include fitness bands, earphones, and smart watches. The Huawei Watch GT 2 range is the highest seller of wearable devices, with its feature of long battery life and an affordable price tag propelling its popularity in the market.

Positioning is the act of forming, establishing the business's intention and insight, and distributing the goods' crucial prominent improvements in the industry so that it pays a certain and measured habitation in the attentions of the target clientele. The consequence of positioning is the victorious creation of a customer-focused intelligence situation, a persuasive clue for unlimited performance (Kotler & Keller, 2009). The users tolerant are a place where every prudent and zealous purchasing excellent is definite (Levi, 2011). As clients are blasted with inexpensive alternative produces to choose from, they develop more cognizant of their moods and predispositions (Kotler, 2002). Positioning defines how the trade pursues to be eminent by the participants regarding the rivalry (Aaker & McLoughlin, 2007).

According to (Kotler & Keller, 2006), Clients are loaded with evidence about products and services. They cannot re-evaluate produce every time they make an obtaining resolution. To expound ordering dynamism construction, users consolidate merchandises into levels (positioning). Ries and Trout (2003) disclosed that a positioning strategy is a tool of competitive warfare. It supports clients to distinguish the accurate variances among contending produces and forms a unique image of the trademark in their thoughts. Perceptions are the procedure of significance creation where the intellect differentiates response schemes and gains certain fundamentals as being warped and it is the main component when trying to comprehend the development of a copy (Heding, Knudtzen, & Bjerre, 2009). By modeling purchasers' insights, they also cope that the crucial advantage of a fruitful positioning strategy is the fractional protection it provides from

the competitive forces of another firm. Therefore, positioning is a vital foundation for competitive gain (Seman, 2010).

Imagine Marketing Private Limited's boAt brand has significantly impacted the wearable market, becoming the first Indian company to be included in the top players list. With a market share of 5% in 2021, boAt experienced remarkable growth, with shipments increasing from 10.2 million units in 2020 to 26.8 million units in 2021, with an over-year growth rate of over 163% (Sengupta, 2022). The brand's rapid revenue growth and expansion into new categories like smart watches have contributed to its success.

### 4.3.4 Ecosystem Lock-in Positioning and Performance of Wearable Technology Market

Ecosystem lock-in positioning was identified by the wearable technology market in Nairobi County, Kenya. The respondents were required to state the extent to which they agreed on the statements on ecosystem lock-in positioning as being adopted by wearable technology market in Nairobi County, Kenya. The Findings are shown in Table 11.

**Table 11: Ecosystem Lock-In Positioning**

| | Mean | Std. Dev. |
|---|---|---|
| That apple in wearable technology market is superior than our competitors because of its interconnected products | 4.309 | 0.737 |
| Wearable technology market is selective consistent and in offering strategic partnerships | 4.285 | 0.708 |
| Communication network in wearable technology market is properly coordinated and very efficient | 4.125 | 0.302 |
| Wearable technology market offers range of offerings (products and services) as per customer orientations | 4.123 | 0.301 |
| The products and services of wearable technology market are preferred by customers because of switching time | 4.119 | 0.562 |
| Wearable technology market offers a long-term vision | 4.023 | 0.214 |
| **Overall, Mean** | **4.164** | |

**Source:** Field Data, (2024)

As shown in Table 11, to a very great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 the respondents indicated that apple in wearable technology market is superior than our competitors because of its interconnected products (4.309), wearable technology market is selective consistent and in offering strategic partnerships (4.285), the communication network in wearable technology market is properly coordinated and very efficient (4.125), wearable technology market offers range of offerings (products and services) as per customer orientations (4.123), the products and services of wearable technology market are preferred by customers because of switching time (4.119) and wearable technology market offers a long-term vision (4.023). This indicates that the wearable technology market in Nairobi County, Kenya applies the ecosystem lock-in positioning as evidenced by a high extent of 4.164

This finding is in line with the finding of Apple, (2021) which contributes several wearable devices to the wearable market that suit the customer's needs. The wearable devices by Apple Inc. include the Apple Watch, Air Tag, and Air Pods The apple watch is the most significant of the wearable devices by Apple as its creation was the genesis of Apple Inc.'s entry into the wearable devices market. The Watch allowed its users to detach from their mobile phones but stay connected as the watch could receive messages and notifications, therefore creating an easy way to stay connected. The continued modification of the Apple watch's features have increased its demand in the market as it has a wider area of application. The Watch has the capacity to monitor the fitness and health of its user; the inclusion of in-built GPS and water-resistance features attracted its application in the fitness industry both in water related spots and keeping track on one's progress.

Kasyoka (2011) explored the usage of strategic positioning to attain a justifiable competitive lead at Safaricom Limited: He concluded that using critical advantage

technology as a control for Safari-com limited in attaining a supportable competitive advantage over other troupes in the tele-communication division. Munene (2013) studied strategic positioning and administrative performance on oil corporations in Kenya and decided that positioning strategy provides corporations a competitive edge qualified to contestants that allow great productivity. Muriet (2011) observed the strategic positioning and performance of Profitable Banks in Kenya and recognized that strategic positioning was substantial and confident in improving organizational performance. These investigations exposed that organizations have unceasingly used positioning strategies to fix themselves at competitive locations in the industry. And since (Akpoyomare, 2013), admits the idea of positioning strategy as one of the grounds of competitive strategy, there is a need to fill this gap by analyzing the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya**.**

Another wearable device by Apple Inc. is the Air pods. The wireless ear buds allow the users to listen to audio as it connects to other apple products including the iPhone and the MacBook. According to Heinze et al., (2020), the Air pods implement a protocol called magic pairing which improves security while maintaining usability and compliance with Bluetooth specifications. Magic pairing allows users to pair their Air Pods once with an Apple device and then easily use them with other compatible Apple devices in their ecosystem. This convenience enhances the user experience, as they can seamlessly switch between different devices without having to go through the pairing process each time. However, despite the overall well-designed nature of magic Pairing, there have been identified vulnerabilities within Apple's implementations during over-the-air and in-process fuzzing tests. These vulnerabilities highlight potential weaknesses

that could be exploited by attackers seeking unauthorized access or control over paired devices.

Another popular wearable product by Apple Inc. is the Air tags. The Air tag technology is primarily designed for tracking users' personal items as it can be attached to an item and then powered by the Bluetooth Low Energy technology that allows the pairing with Apple devices like iPhones, MacBooks, and iPads (Ibrahim et al., 2023). This allows for real-time tracking of the object to which they are attached within a certain range. However, if the Air Tag is out of reach from its paired device, it relies on remote location updates provided by other nearby iOS devices. One notable feature of Air Tags is their integration with Apple's Find My network. This enables any nearby iPhones or iPads belonging to other people in the vicinity to help relay location information about an Air Tag that may have been lost or misplaced. The owners of these supporting devices can remain anonymous while still assisting in locating tagged items.

Positioning strategies can be articulated from a diversity of perceptions, they could be advanced from the item characteristics, antagonism, suggestion of products, and kinds of customers involved in the conversation (Karadenize, 2009). Ries and Trout (2001) place unlimited attention on positioning by a participant and add that to be popular today, a company must become a contestant concerned with. The firm must look for feeble points in the positions of its competitor and then unveiling competitive attacks against those weak points (Matthyssens, Vandenbempt & Weyns, 2009). Hooley et al., (2001) established that greater performance is connected with more distinct and largely superior positioning. Suzuki (2000) revealed that the positioning strategy possess a noteworthy consequence on the profitability of a firm. Miles and Mangold, (2005) recognized a positive relationship concerning the right employment positioning strategy and

organizations' performance. Thus, this study will assess the influence of apples' competitive positioning on the performance of wearable technology market in Kenya**.**

### 4.3.5 Performance of Wearable Technology Market

The respondents were required to state the extent to which they agreed on the statements on performance of wearable technology market in Nairobi County, Kenya. The Findings are shown in Table 12.

**Table 12: Performance of Wearable Technology Market**

| | Mean | Std. Dev. |
|---|---|---|
| Wearable technology market share increase as a result of right application of competitive positioning | 4.311 | 0.743 |
| The profitability margin of wearable technology market improves as a result of right employment of competitive positioning | 4.213 | 0.718 |
| Increase in responsiveness in wearable technology market is as a result of right adoption of competitive positioning | 4.132 | 0.311 |
| The growth in market share in wearable technology market is as a result of right application of competitive positioning | 4.112 | 0.312 |
| Quick response is witnessed in wearable technology market because of proper application of competitive positioning | 4.108 | 0.551 |
| Customer satisfaction is harnessed in wearable technology market as a result of right employment of competitive positioning | 4.031 | 0.324 |
| **Overall, Mean** | **4.151** | |

**Source:** Field Data, (2024)

As shown in Table 12, to a very great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 the respondents indicated that apple in wearable technology market is superior than our competitors because of its interconnected products (4.311), profitability margin of wearable technology market improves as a result of right employment of competitive positioning (4.213), Increase in responsiveness in wearable technology market is as a result of right adoption of competitive positioning (4.132), the growth in market share in wearable technology market is as a result of right application of competitive positioning (4.112), the quick response is witnessed in

wearable technology market because of proper application of competitive positioning time (4.108) and customer satisfaction is harnessed in wearable technology market as a result of right employment of competitive positioning 4.031). This indicates that the performance of wearable technology market in Nairobi County, Kenya is influenced by apples' competitive positioning as evidenced by a high extent of 4.1

This finding is in line with the finding of Sandham et al., (2023) that Tech companies are eager to capitalize on the Wearable devices trend through sophisticated technologies and designs to drive the market forward and be competitive. The wearable devices market has undergone significant evolution over the years, driven by technological advances and changing consumer demands. Initially, wearable devices were primarily focused on fitness tracking and essential health monitoring. However, with advancements in miniaturization, connectivity, and sensor technologies, wearable have become more sophisticated and capable of providing a wide range of functionalities, with basic fitness trackers evolving to include heart rate monitoring, revolutionizing how users can check their well-being.

With the potential to be used for medical purposes, new features are being integrated into wearable devices to address more customer requirements. The smart watch, for example, has been modified, offering fitness-tracking capabilities and smartphone-like functionalities such as notifications for calls, calendar alerts, and app integrations. The integration of GPS allowed users to track their runs or walks more accurately. Another significant modification that revolutionized healthcare was the advent of medical-grade wearable's and wearable ECG patches, which made it possible for remote patient monitoring where doctors could remotely monitor patients' vital signs without visiting a clinic regularly (Kamga et al., 2022). Wearable ECG monitors became popular among

individuals at risk or suffering from heart conditions, enabling real-time monitoring while providing accurate data to physicians for diagnosis.

With the increased range of applications of wearable technologies, several organizations are attracted by the business opportunity, which is accompanied by stiff competition. Among the companies that have capitalized in the wearable devices market are Apple, Samsung, Huawei, and Xiaomi. With the experience and capital behind these organizations in the electronic devices market, each is a potential major competitor. Since the market for wearable devices is relatively new and with exponential growth, to be a major player in the market, an organization has to have a strategic plan that captures the current market and has plans that target new markets (Maltseva, 2020). The strategies must also consider the other competitors and the changing technology as customers demand technologically up-to-date devices. Apple Inc., although dominant in the wearable technology market, is an organization that must revise its strategic plans that place it in a competitive position in the market.

According to Polutnik and Way (2018), Apple Inc. became a player in the wearable devices market in 2015 with their product, the Apple Watch. The smart watch was a major success in changing how people interacted with technology, and because of its success, it encouraged a new age of advancement that combined style and functionality. Since the debut of the Apple watch as the first wearable device by Apple Inc., they have created other wearable that include the Air tag and Air pods to target a wider market. According to a report by Laricchia (2024), Apple holds the largest market share, beating close competitors like Xiaomi, Samsung, and Fitbit, who previously held a larger share of the wearable devices market. It is, therefore, necessary to understand the competitive positioning used by Apple to ensure they maintain and improve their place in the market.

### 4.4 Inferential Analysis

After successfully analyzing the properties of the research variables, the study chose to infer the findings through conducting inferential analysis. The averages from the primary data collected on the dependent variable (performance of wearable technology market) and the independent variables (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) was used to further compute correlation, ANOVA, model summary and coefficient of determination.

#### 4.4.1 Correlation Analysis

Pearson's correlations analysis was performed at 95% confidence interval to enable establishing the influence of apples' competitive positioning on performance of wearable technology market in Nairobi County. The researcher conducted a Pearson moment correlation in order to determine the correlation of the study variables and results presented in Table 13.

**Table 13: Correlation Analysis**

| | | Performance of WTM | Product Innovation | Brand Positioning | Customer Service | Ecosystem Lock-in |
|---|---|---|---|---|---|---|
| Performance of WTM | Pearson correlation coefficient | 1 | | | | |
| | Signal. (2 tails) | | | | | |
| Product Innovation | Pearson correlation coefficient | 0.073 | 1 | | | |
| | Signal. ( tail 2) | 0.412 | | | | |
| Brand Positioning | Pearson correlation coefficient | 0.087 | 0.089 | 1 | | |
| | Signal. (2 tails) | 0.456 | 0.471 | | | |
| Customer Service | Pearson correlation coefficient | .544(*) | 0.032 | 0.034 | 1 | |
| | Signal. (2 tails) | 0,000 | 0.687 | 0.703 | | |
| Ecosystem Lock-in | Pearson correlation coefficient | .603(**) | .532(**) | .613(**) | .456(**) | 1 |
| | Signal. (2 tails) | 0,000 | 0,000 | 0,000 | 0,000 | |

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

** Correlation is significant at the 0.01 level (2 tailed).
***Source:*** Field Data, (2024)

As shown in Table13, the results of the study show that electronic product innovation positioning has a positive effect on performance of wearable technology market (r=0.603, p<0.01). Analysing the relationship between brand positioning and performance of wearable technology market, it showed a significant positive result (r=0.532; p<0.01). In addition, the results show that customer service positioning (r=0.613; p<0.01) and ecosystem lock-in positioning (r=0.456; p<0.01) showed a statistically positive effect on performance of wearable technology market. In addition, the results show that customer service positioning have a significant influence on performance of wearable technology market ($r = 0.544$, $p < 0.05$).

### 4.4.2 Regression Analysis

The study carried out a multiple regression analysis to assess the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. The results are shown in the subsequent sections.

**Table 14: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .861[a] | .741 | .709 | .052007 |

a. Predictors: (Constant). Ecosystem Lock-In Positioning, Customer Service Positioning, Brand Positioning And Product Innovation Positioning

**Source**: Field Data, (2024)

From the model summary, the R square (coefficient of determination) is a commonly used statistics to evaluate model fit. The results of the regression analysis in table 14 indicate that $R^2$ was .741 or 74.1 %. This shows that the four independent variables of apples' competitive positioning (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) of the study explain only 74.1 % of the changes in the dependent variable (performance of wearable technology market). Other variables not in the study contribute to the remaining 25.9%

of the changes in performance of wearable technology market. The statistical model shows that when the independent variables (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) and dependent variables (performance of wearable technology market) interact, then the model has a correlation coefficient (R) of 0.861 and co-efficient of determination (R-square) of 0.741 signifying a positive relationship between two variables. This implies that the regression model has very good explanatory and predictor grounds.

**Table 15: ANOVA**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 62.874 | 4 | 15.718 | 69.589 | .001[b] |
| Residual | 22.786 | 101 | .226 | | |
| **Total** | **85.660** | **105** | | | |

a. Dependent Variable: Performance of Wearable Technology Market

b. Predictors: (Constant), Ecosystem Lock-In Positioning, Customer Service Positioning, Brand Positioning And Product Innovation Positioning

**Source:** Field Data, (2024)

From the findings on Table 15, the significance value is 0.001, which is, less than 0.05 thus the model is statistically significant in predicting the effects of the adopted apples' competitive positioning on performance of wearable technology market. The F critical at 5% level of significance was 5.31. Since F calculated (value = 69.589) is greater than the F critical (5.31) this shows that the overall model was significant.

**Table 16: Coefficientsa**

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.917 | .490 | | 3.708 | .000 |
| Product innovation positioning | 1.043 | .629 | 1.278 | 1.626 | .005 |
| Brand positioning | 1.273 | .474 | 1.405 | 2.643 | .002 |
| Customer service positioning | 1.878 | .378 | 1.170 | 4.994 | .008 |
| Ecosystem lock-in positioning | 1.743 | .172 | .606 | 4.274 | .001 |

a. Dependent Variable: Performance of Wearable Technology Market

**Source:** Field Data, (2024)

$$\mathbf{Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon}$$

$$Y = 1.917 + 1.043X1 + 1.273X2 - 1.878X3 + 0.743X5 + \varepsilon$$

Where Y = Performance of Wearable Technology Market,

X1 = Product Innovation Positioning

X2= Brand Positioning

X3= Customer Service Positioning,

X4= Ecosystem Lock-in Positioning and

ε = Error Term

From the findings in the regression analysis, if the factors (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) were held constant, performance of wearable technology market would be 1.917. A unit rise in product innovation positioning response would lead to a rise in performance of wearable technology market by 1.043. A unit increase in brand positioning would lead to an increase in performance of wearable technology market by 1.273. A unit increase in customer service positioning would lead to an increase in performance of wearable technology market by 1.878. A unit increase in ecosystem lock-in positioning would lead to an increase in performance of wearable technology market by 0.743.

# CHAPTER FIVE

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.0 Introduction

This chapter presents a summary of key findings of the study, conclusion, and recommendations for future research. The study findings are presented on the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. The data was collected exclusively from the questionnaire, which is the research instrument. The questionnaire was designed according to the objectives of this study.

## 5.1 Summary of the Findings

This sub section evaluated the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. From the findings apples' competitive positioning most practiced at the Wearable technology market in Nairobi County, Kenya were identified, amongst these efficient product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning were highly ranked. The study assessed the relationship between apples' competitive positioning and performance of wearable technology market. The outcomes of the correlation analysis indicate that there is positive association amid apples' competitive positioning and performance of wearable technology market.

Apples' competitive positioning leads to performance of wearable technology market, most of the respondents agreed strongly. The findings revealed that the wearable technology market in Nairobi County, Kenya use product innovation positioning as the key apples' competitive positioning with brand positioning also being preferred in equal measure.

### 5.1.1 Product Innovation Positioning and Performance of Wearable Technology Market

The first objective of the study sought to establish the influence of product innovation positioning on performance of wearable technology market in Nairobi County, Kenya. The study findings revealed that the statement that to a great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 apple in wearable technology market is superior than our competitors because of powerful distribution chains (4.5093), communication network in wearable technology market is properly coordinated and very efficient (4.3056), wearable technology market offers range of offerings (products and services) as per customer orientations (4.1944) and the products and services of wearable technology market are preferred by customers because of switching time (4.1111), Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences (4.0463).

The respondents also to a great extent with an average less than 4 and a standard deviation less 0.5 wearable technology market is superior to the competitors because of the attractiveness of its products and services (3.9444) and that products and services of wearable technology market are preferred by customers because of competitive value for money (3.5278). This means that product innovation positioning influence performance of wearable technology market largely with an overall mean of 4.0913.

### 5.1.2 Brand Positioning and Performance of Wearable Technology Market

The second objective of the study sought to evaluate the influence of brand positioning on performance of wearable technology market in Nairobi County, Kenya. The study findings revealed that the statement that the respondents to a great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 indicated that the apple in wearable technology market is superior than our competitors because of its brand loyalty

(4.420), the wearable technology market is selective consistent and in offering quality products and services to customers (4.362), the wearable technology market is properly coordinated and very efficient as positioned by its symbol (4.167), wearable technology market offers range of offerings (products and services) as per customer orientations (4.140).

To a great extent with a mean less than 4 and standard deviation less 0.5, the respondents indicated that the wearable technology market is preferred by customers because of its brand image 3.753), the wearable technology market offers a wide selection of products and services to cater for varied customers' preferences (3.624), and the products and services of wearable technology market are preferred by customers because of superior product attributes (3.215). This makes it clear that the wearable technology market in Nairobi County, Kenya applies brand positioning to a great extent with a general average of 3.9544.

### 5.1.3 Customer Service Positioning and Performance of Wearable Technology Market

The third objective of the study sought to investigate the influence of customer service positioning **on** performance of wearable technology market in Nairobi County, Kenya. The study findings revealed that the statement that the respondents to a very great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 indicated that wearable technology market is superior to the competitors because it pays attention to environmental and customers' dynamisms (4.632), wearable technology market is selective consistent and in offering quality performance of wearable technology market to customers (4.324) and communication network in wearable technology market is properly coordinated and very efficient (4.125).

To a great extent with a mean less than 4 and standard deviation less 0.5, wearable technology market is selective consistent and in offering quality products and services to customers (3.671), the products and services of wearable technology market are preferred by customers because of switching time (3.540), wearable technology market offers a wide selection of products and services to cater for varied customers' preferences (3.342) and wearable technology market constantly, identifies competencies and capabilities and decides on how best to create value for its customers (3.042). Customer service positioning influence performance of wearable technology market to a great extent as shown by an overall mean of 3.811

### 5.1.4 Ecosystem Lock-In Positioning and Performance of Wearable Technology Market

The fourth objective of the study sought to recommend the influence of strategies to improve study is to assess the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. The study findings revealed that the statement that to a very great extent with a mean greater or equal to 4 and standard deviation greater than 0.5 the respondents indicated that apple in wearable technology market is superior than our competitors because of its interconnected products (4.309), wearable technology market is selective consistent and in offering strategic partnerships (4.285), the communication network in wearable technology market is properly coordinated and very efficient (4.125), wearable technology market offers range of offerings (products and services) as per customer orientations (4.123), the products and services of wearable technology market are preferred by customers because of switching time (4.119) and wearable technology market offers a long-term vision (4.023). This indicates that the wearable technology

market in Nairobi County, Kenya applies the ecosystem lock-in positioning as evidenced by a high extent of 4.164.

### 5.1.5 Performance of Wearable Technology Market

The respondents were required to state the extent to which they agreed on the statements on performance of wearable technology market in Nairobi County, Kenya. The study findings revealed that the statement that to a very great extent with a mean greater or equal to 4 and standarddeviation greater than 0.5 the respondents indicated that apple in wearable technology market is superior than our competitors because of its interconnected products (4.311), profitability margin of wearable technology market improves as a result of right employment of competitive positioning (4.213), Increase in responsiveness in wearable technology market is as a result of right adoption of competitive positioning (4.132), the growth in market share in wearable technology market is as a result of right application of competitive positioning (4.112), the quick response is witnessed in wearable technology market because of proper application of competitive positioning time (4.108) and customer satisfaction is harnessed in wearable technology market as a result of right employment of competitive positioning 4.031). This indicates that the performance of wearable technology market in Nairobi County, Kenya is influenced by apples' competitive positioning as evidenced by a high extent of 4.1.

## 5.2 Conclusions

This study assessed the influence of apples' competitive positioning on the performance of wearable technology market in Nairobi County, Kenya. From the inferential statistics, it was concluded that $R^2$ was .741 or 74.1%. This shows that the four independent variables of apples' competitive positioning (product innovation positioning, brand

positioning, customer service positioning, and ecosystem lock-in positioning) of the study explain only 74.1 % of the changes in the dependent variable (performance of wearable technology market). Other variables not in the study contribute to the remaining 25.1% of the changes in performance of wearable technology market. The statistical model shows that when the independent variables (product innovation positioning, brand positioning, customer service positioning, and ecosystem lock-in positioning) and dependent variables (performance of wearable technology market) interact, then the model has a correlation coefficient (R) of 0.861 and co-efficient of determination (R-square) of 0.741 signifying a positive relationship between two variables. This implies that the regression model has very good explanatory and predictor grounds.

Further, the regression results concluded that customer service positioning had great influence on performance of wearable technology market. A further conclusion was made, going by the results of the correlation analysis that the relationship between customer service positioning and performance of wearable technology market was positive meaning that an increase in apples' competitive positioning would lead to significant improvement in performance of wearable technology market.

It was concluded that the ecosystem lock-in positioning greatly significantly influenced the performance of wearable technology market. The implication is that the application of these strategies would lead to a significant improvement in performance of wearable technology market. It was also concluded, as guided by the regression analysis results, that brand positioning influenced performance of wearable technology market. A further conclusion was made, as informed by correlation analysis results, that effective product innovation positioning yields a moderate and positive association with performance of wearable technology market.

## 5.3 Recommendations

The study recommends that the apples' stakeholders in the market, including industry experts and analysts, distributors of competing technology companies, and apple product distributors within Nairobi County adopts the apples' competitive positioning extensively as it has established the positive effect in performance of wearable technology market.

This study adds greater comprehensiveness of the apples' competitive positioning and enhances the understanding of the apples' competitive positioning and their effect on performance of wearable technology market.

From the findings, the study recommends that effective product innovation positioning such as product class, distinct identity, attractiveness and range of offerings are necessary for enhanced performance of wearable technology market. Therefore, the apples' stakeholders in the market, including industry experts and analysts, distributors of competing technology companies, and apple product distributors within Nairobi County Kenya should strive to embrace effective product innovation positioning to improve performance of wearable technology market.

Guided by findings and conclusions on brand positioning, the study recommends an enhanced product attribute, product attributes, brand image, brand loyalty and position by symbol. The application of brand positioning would build a strong and continuous management collaboration platform to enhance performance of wearable technology market.

With regard to customer service positioning (tastes and preferences, quality delivery and customer decisions) the study recommends and appeals to apples' stakeholders in the market, including industry experts and analysts, distributors of competing technology companies, and apple product distributors within Nairobi County Kenya to embrace on

the services that improves apples' competitive positioning. Lastly, with regard to ecosystem lock-in positioning (interconnected products, strategic partnership, effective supply chain management and long-term vision), when properly adhered to, the performance of wearable technology market in Nairobi County, would be realized.

### 5.4 Suggestions for Further Study

While this study makes significant contribution to apples' competitive positioning and performance of wearable technology market, it emphasizes for more research that is not just confined to the apples' competitive positioning in wearable technology market in Nairobi County, Kenya but, also on other factors affecting apples' competitive positioning in other Counties.

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## APPENDICES

### Appendix I: Consent Form

I am Samuel Nyongesa Suto a masters Student at Mount Kenya University. Am conducting a study on the influence of apples' competitive positioning on the performance of wearable technology market in Kenya. I kindly wish to inform you that the study is in partial fulfillment of my master degree program. I recruit you conveniently to participate in this study and am seeking your consent. Confidentiality was maintained by using visit numbers rather than names and information gathered will not be revealed to anybody without your consent. Participation in this study is a voluntary. The project poses no any risks to the participants.This study would be of value to scholars who will have an interest in studying the apples' competitive positioning and the performance of wearable technology market. It will also provide knowledge and act as part of reference points to the scholars who would want to further research in the same area or related field or for wearable technology market in universities and other institutions of learning.

Before I involve you in this study, I kindly request you sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent

Sign……..…...Date……

Principal Investigator

Sign …… ……

Mobile Number 0721131248

Ethics Review Committee Office

The Chairman

Mount Kenya University, Ethics Review Committee

P O Box 342 – 01000-THIKA

**Appendix II: Questionnaire**

1. How old are you
   Under 18
   19-30
   31-45
   46 and older
2. What is your gender identity?
   Male
   Female
3. What is your occupation?
4. What is your highest education level
   A. Primary School
   B. Secondary School
   C. Tertiary
   D. None
5. What is your experience level in using wearable technology devices?
   A. Novice
   B. Intermediate
   C. Advance
   D. Expert
6. Do you currently use a wearable technology device?
   Yes
   No
7. If yes, please specify the brand of the wearable technology you use?
8. How would you rate Apple Inc.'s current market position in the wearable technology industry?
   **A** Excellent
   **B** Good
   **C** Fair
   **D** Poor
   **E** No opinion
9. What factors do you believe contribute most to Apple Inc.'s competitive positioning in the wearable technology market?
   **A** Consumer Preferences
   **B** Competitor strategies
   **C** Innovation
   **D** Market demand
   **E** Technology trends
10. In your opinion, how well does Apple align its wearable technology products with consumer preferences?
    **A** Very well
    **B** Well
    **C** Neutral

**D** Poorly
**E** Very poorly

11. How do you perceive Apple Inc.'s innovation in the wearable technology market?
    **A** Highly innovative
    **B** Moderately innovative
    **C** Neutral
    **D** Not very innovative
    **E** Not at all innovative
12. What challenges do you think Apple Inc. faces in the wearable technology market
    **A** Stiff competition
    **B** Rapidly changing consumer preferences
    **C** Emerging technologies from competitors
    **D** Market saturation
    **E** High product prices
13. What opportunities do you see for Apple Inc. in the current and future wearable devices market?
    **A** Untapped consumer segments
    **B** Technological advancements
    **C** Global market expansion
    **D** Collaboration with other industries
14. What strategic recommendations would you offer to Apple Inc. to improve its competitiveness in the wearable devices market?
15. In your opinion, what are potential threats to Apple Inc.'s position as a leader in the wearable industry?

**PART A: Product Innovation Positioning**

The following statements describe the influence of product innovation positioning on the performance of wearable technology market in Kenya. To what extent do you agree with the following statement regarding your market competitive positioning? Please circle the number that represents your level of agreements with each of the following statements using the scale provided 1=SD (Strongly Disagree), 2= D (Disagree), 3= UD (Undecided), 4= A (Agree) and 5= SA (Strongly Agree).

| No | Statement | SD 1 | D 2 | UD 3 | A 4 | SA 5 |
|---|---|---|---|---|---|---|
| A | That Apple in wearable technology market is superior than our competitors because of powerful distribution chains | | | | | |
| B | Communication network in wearable technology market is properly coordinated and very efficient | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| C | Wearable technology market offers range of offerings (products and services) as per customer orientations | | | | | |
| D | The products and services of wearable technology market are preferred by customers because of switching time | | | | | |
| E | Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | | | | | |
| F | Wearable technology market is superior to the competitors because of the attractiveness of its products and services | | | | | |
| G | The products and services of wearable technology market are preferred by customers because of competitive value for money | | | | | |

**PART B: Brand Positioning**

The following statements describe the influence of brand positioning on the performance of wearable technology market in Kenya**.** To what extent do you agree with the following statement regarding your market competitive positioning? Please circle the number that represents your level of agreements with each of the following statements using the scale provided **1=SD** (Strongly Disagree), **2= D** (Disagree), **3= UD** (Undecided), **4= A** (Agree) and **5= SA** (Strongly Agree).

| **No** | **Statement** | **SD 1** | **D 2** | **UD 3** | **A 4** | **SA 5** |
|---|---|---|---|---|---|---|
| A | That Apple in wearable technology market is superior than our competitors because of its brand loyalty | | | | | |
| B | Wearable technology market is selective consistent and in offering quality products and services to customers | | | | | |
| C | Wearable technology market is properly coordinated and very efficient as positioned by its symbol | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| D | Wearable technology market offers range of offerings (products and services) as per customer orientations | | | | | |
| E | Wearable technology market is preferred by customers because of its brand image | | | | | |
| F | Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | | | | | |
| G | The products and services of wearable technology market are preferred by customers because of superior product attributes | | | | | |

**PART C: Customer Service Positioning**

The following statements describe the influence of customer service positioning on the performance of wearable technology market in Kenya. To what extent do you agree with the following statement regarding your market competitive positioning? Please circle the number that represents your level of agreements with each of the following statements using the scale provided 1=SD (Strongly Disagree), 2= D (Disagree), 3= UD (Undecided), 4= A (Agree) and 5= SA (Strongly Agree).

| **No** | **Statement** | **SD 1** | **D 2** | **UD 3** | **A 4** | **SA 5** |
|---|---|---|---|---|---|---|
| A | Wearable technology market is superior to the competitors because it pays attention to environmental and customers' dynamisms | | | | | |
| B | Wearable technology market is selective consistent and in offering quality performance of wearable technology market to customers | | | | | |
| C | Communication network in wearable technology market is properly coordinated and very efficient | | | | | |
| D | Wearable technology market is selective consistent and in offering quality products and services to customers | | | | | |
| E | The products and services of wearable technology market are preferred by customers because of switching time | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| F | Wearable technology market offers a wide selection of products and services to cater for varied customers' preferences | | | | | |
| G | Wearable technology market constantly, identifies competencies and capabilities and decides on how best to create value for its customers | | | | | |

**PART D: Ecosystem Lock-in Positioning**

The following statements describe the influence of ecosystem lock-in positioning on the performance of wearable technology market in Kenya. To what extent do you agree with the following statement regarding your market competitive positioning? Please circle the number that represents your level of agreements with each of the following statements using the scale provided 1=SD (Strongly Disagree), 2= D (Disagree), 3= UD (Undecided), 4= A (Agree) and 5= SA (Strongly Agree).

| **No** | **Statement** | **SD 1** | **D 2** | **UD 3** | **A 4** | **SA 5** |
|---|---|---|---|---|---|---|
| A | That Apple in wearable technology market is superior than our competitors because of its interconnected products | | | | | |
| B | Wearable technology market is selective consistent and in offering strategic partnerships | | | | | |
| C | Communication network in wearable technology market is properly coordinated and very efficient | | | | | |
| D | Wearable technology market offers range of offerings (products and services) as per customer orientations | | | | | |
| E | The products and services of wearable technology market are preferred by customers because of switching time | | | | | |
| F | Wearable technology market offers a long-term vision | | | | | |
| G | Effective supply chain management of wearable technology market is properly coordinated and very efficient | | | | | |

**PART E: Performance of Wearable Technology Market**

Please rate the number that represents your level of agreements with each of the following statements using the scale provided **1=SD** (Strongly Disagree), **2= D** (Disagree), **3= UD** (Undecided), **4= A** (Agree) and **5= SA** (Strongly Agree).

| **No** | **Statement** | **SD 1** | **D 2** | **UD 3** | **A 4** | **SA 5** |
|---|---|---|---|---|---|---|
| 1 | Wearable technology market share increase as a result of right application of competitive positioning | | | | | |
| 2 | The profitability margin of wearable technology market improves as a result of right employment of competitive positioning | | | | | |
| 3 | Increase in responsiveness in wearable technology market is as a result of right adoption of competitive positioning | | | | | |
| 4 | The growth in market share in wearable technology market is as a result of right application of competitive positioning | | | | | |
| 5 | Quick response is witnessed in wearable technology market because of proper application of competitive positioning | | | | | |
| 6 | Customer satisfaction is harnessed in wearable technology market as a result of right employment of competitive positioning | | | | | |
| 7 | Customers are loyal to wearable technology market because of the competitive positioning applied | | | | | |
| 8 | There is consistent development of new products and services in wearable technology market as a result of right application of competitive positioning | | | | | |

**Appendix III: Krejcie and Morgan Table**

| N | S | N | S | N | S | N | S | N | S |
|---|---|---|---|---|---|---|---|---|---|
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 181 | 2327 | 291 | 6000 | 361 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 220 | 162 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

**Note: N= Population Size; S=Sample Size**

**Source: Krejcie & Morgan (1970)**

**Appendix IV: ERC Letter**

# Mount Kenya University

REF: **MKU/ISERC/3710**
TO: **SAMUEL NYONGESA SUTO**

Date: 21 May 2024

REG: **MBA/2022/32188**

Dear Sir/Madam,

**RE: INFLUENCE OF APPLES' COMPETITIVE POSITIONING ON PERFORMANCE OF WEARABLE TECHNOLOGY MARKET IN NAIROBI COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2754.** The approval period is **21/05/2024 - 20/05/2025.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
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 **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

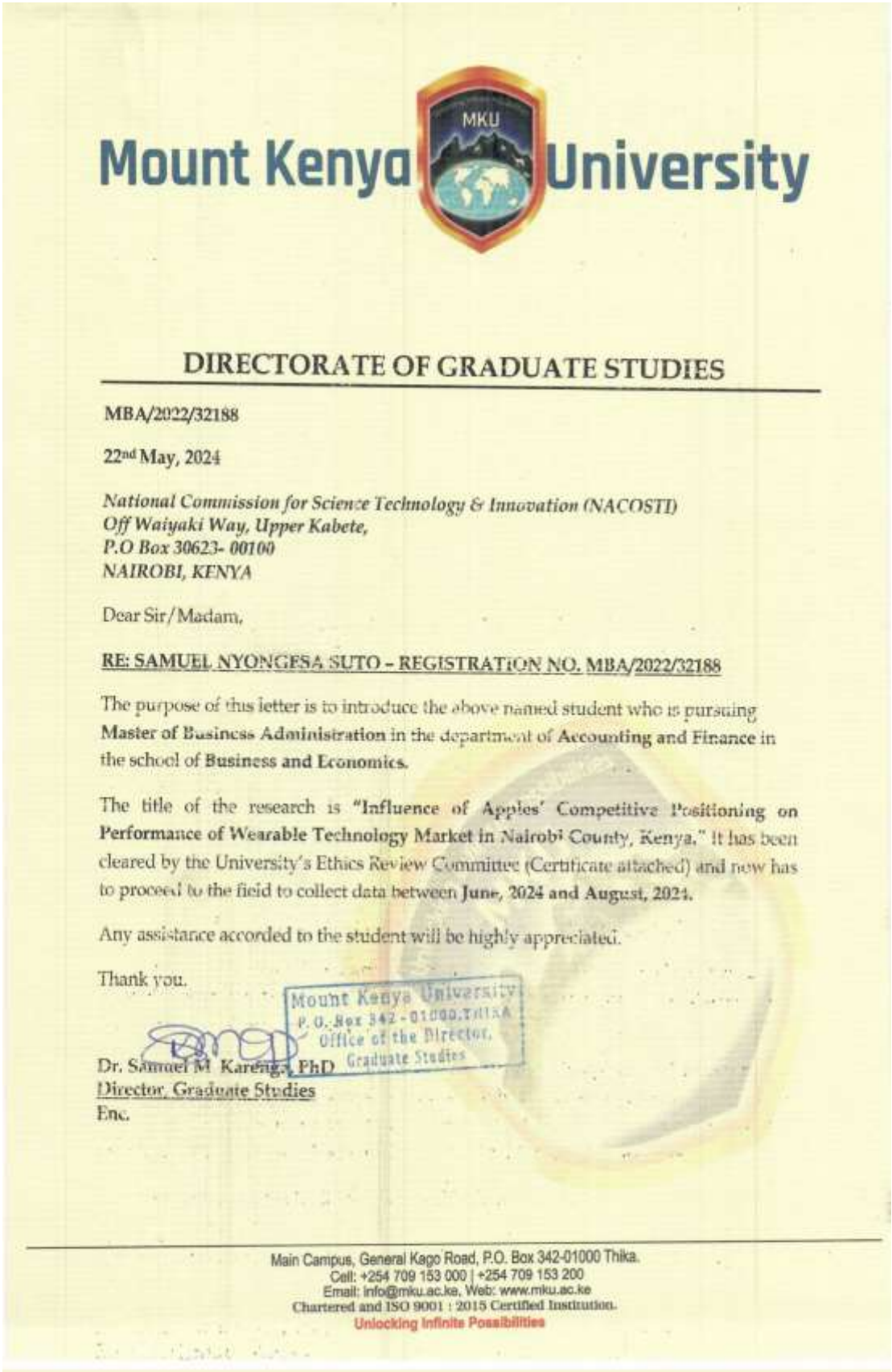
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

**Appendix V: Introduction Letter**



Mount Kenya University

## DIRECTORATE OF GRADUATE STUDIES

MBA/2022/32188

22nd May, 2024

*National Commission for Science Technology & Innovation (NACOSTI)*
*Off Waiyaki Way, Upper Kabete,*
*P.O Box 30623- 00100*
*NAIROBI, KENYA*

Dear Sir/Madam,

RE: SAMUEL NYONGESA SUTO – REGISTRATION NO. MBA/2022/32188

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics.**

The title of the research is **"Influence of Apples' Competitive Positioning on Performance of Wearable Technology Market in Nairobi County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **June, 2024 and August, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Kareng'a, PhD
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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## Appendix VI: NACOSTI Authorization

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 283571

Date of Issue: 31/May/2024

RESEARCH LICENSE

This is to Certify that Mr., Samuel Nyangasa Sulu of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Influence of Apple competitive positioning of performance of wearable technology market in NAIROBI, KENYA for the period ending : 31/May/2025.

License No: NACOSTI/P/24/36338

283571

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

## Appendix VII: Field Authorization Letter

**0OFFICE OF THE PRESIDENT**
**MINISTRY OF INTERIOR & NATIONAL ADMINISTRATION**
**STATE DEPARTMENT FOR INTERNAL SECURITY & NATIONAL ADMINISTRATION**

Email Address:dcowestlands@gmail.com
Telephone: .....
When replying please quote our ref:

DEPUTY COUNTY COMMISSIONER
WESTLANDS SUB COUNTY
P.O. BOX 30124 – 00100
NAIROBI

WEST-D ED 10/6 VOL.XXIX (14)

3RD JUNE, 2024

SAMUEL NYONGESA SUTO
**MOUNT KENYA UNIVERSITY**

**RESEARCH AUTHORIZATION:**

The letter dated 14th May 2024 refers.

This office has no objection and authority is hereby granted to conduct research on the topic 'INFLUENCE OF APPLE COMMPETITIVE POSITIONING OF PERFORMANCE OF WEARBLE TECHNOLOGY MARKET IN NAIROBI, KENYA
for the period ending 31st May 2025.

for: DEPUTY COUNTY COMMISSIONER
**WESTLANDS SUB COUNTY**

**Appendix VIII: Similarity Index**

# INFLUENCE OF APPLES' COMPETITIVE POSITIONING ON PERFORMANCE OF WEARABLE TECHNOLOGY MARKET IN NAIROBI COUNTY, KENYA

*by* SAMUEL NYONGESA

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**Submission date:** 23-Jun-2024 01:49PM (UTC+0300)
**Submission ID:** 2407071435
**File name:** Suto-Project_Final_040624_1.docx (22.44M)
**Word count:** 20398
**Character count:** 119885

INFLUENCE OF APPLES' COMPETITIVE POSITIONING ON PERFORMANCE OF WEARABLE TECHNOLOGY MARKET IN NAIROBI COUNTY, KENYA

ORIGINALITY REPORT

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