

Attaining Market Competitiveness through the Judo Strategy: The Success Case of the Easy Coach Company in Kenya

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Abstract
The judo strategy provides business managers with the techniques to beat stronger opponents- a key challenge faced by businesses of all ages and sizes, ranging from tiny start-ups to established giants seeking to expand beyond their operational bases. Hence, the judo strategy helps an underdog firm that would otherwise be pessimistic with the presence of stronger competitors to perceive their competitors' inherent advantages as strategic liabilities and thus compete more effectively by employing creativity in movement, balance and leverage in ways that prevent giants from taking full advantage of their superior strengths. This study examines how a relatively small market entrant in the public transport sector in Kenya, Easy Coach, effectively utilized the judo strategy and ultimately outsmarted an entrenched and much stronger market competitor- the Akamba Bus Company. The results of this exploratory qualitative research offer invaluable insights to business managers on the effective implementation of judo strategy to attain market competitiveness. Finally, propositions for further research are suggested.
Key Words: Judo Strategy, Market Competitiveness, Public Transport Services, Small Enterprise

1. Introduction

Public transport services play a major role in the provision of public transport world-wide. These services can take many forms, varying in distance covered and types of vehicle used, and can operate with fixed or flexible routes and schedules. Services may be operated by public or private companies, and be provided using bus fleets of various sizes. Kenya has an extensive network of paved and unpaved roads that links the nation's towns and as well as connecting Kenya with her neighboring countries in the region and the public transport service is well entrenched.

For a long time, the public transport bus services sector in Kenya was dominated by a number of key market players who have been in business for decades such as Coast Bus and the Akamba Public Road Services bus company. Coast Bus, the oldest bus operator in Kenya, still runs a high class day and night service between Nairobi and the coastal city of Mombasa. On the other hand, the Akamba Public Road Services operated day and night passenger and courier services to a number of destinations in Western Kenya, Rift Valley, Mombasa and the East African towns of Kampala, Mwanza and Dar es Salam. Other reputable but recent bus companies in Kenya include Modern Coast, Nyamira Express, Otange, Mash and Crown Bus but there are a number of other companies which offer inter-city services such as Eldoret Express, Mbukinya, The Guardian, Kalita Coaches and Palmdam.

Akamba Public Road Services was a highly successful and experienced long distance passenger bus transport and courier company that had been in operation for over 55 years in the East Africa region. Though the firm had its headquarters in the City of Nairobi, it started its operations with a handful of buses in Machakos town which neighbors the City of Nairobi. At its business peak, the firm was the biggest intercity transport company in East Africa with more than 100 buses serving more than 50 destinations within Kenya, Uganda and Tanzania.

The long standing heritage and corporate image of reliability, consistence, competence and professionalism differentiated Akamba Bus Company from the competition and helped the firm attain the preferred choice in long distance travel in the region. The firm commanded immense wealth of assets and market knowledge. The firm was principally the market leader in Kenya and the region.

In December 2003, Easy Coach, a small sized enterprising bus company opened its doors in Nairobi. The company started with only three buses operating entirely in Kenya on Nairobi- Nakuru – Kisumu route, with a total of thirty employees.

By the end of 2008, however, it was clear that Easy coach had become a dominant market player. Akambas' fight to retain its dominance of the lucrative western Kenya circuit market share failed as it was wrestled away by the more creative Easy Coach which had its eyes squarely focused on its strategic objectives of offering high class transport and courier services anchored on comfort and time value as provided in its brand tagline 'Experience Dignity'.

1.2 Research Objective

The public transport bus services industry has become one of the fastest growing and competitive service industries in Kenya. The intense competition has seen such state supported public transport bus service providers Stage Coach Bus Services and Nyayo Bus collapse as has been the case with Akamba Road Services Limited which had been in operation for over 55 years. The demise of dominant and entrenched market players has been as a result of the entry of more competitive market players who engage more appropriate strategies. The objective of this study is to demonstrate the extent to which the judo strategy was applied by the Easy Coach to achieve market competitiveness in public transport business in Kenya and in particular against a more dominant and entrenched market player, the Akamba Bus Company, leading to the latter's exit from the market.

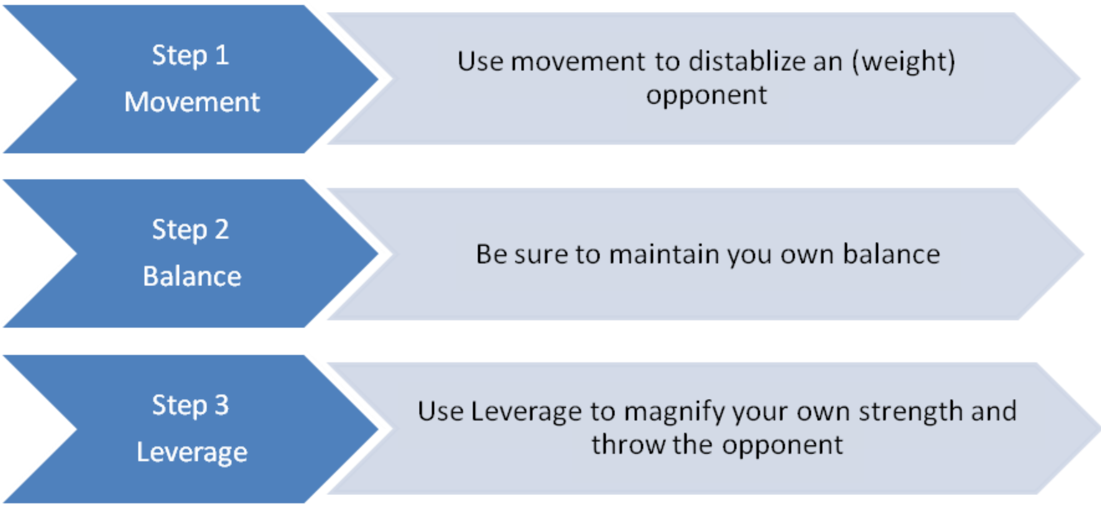
2. Theoretical Review of the Literature

According to Yoffie and Kwak (2002), judo strategy is an approach to competition that emphasizes skill, rather than size or strength. Judo strategists avoid head-to-head struggles and other trials of strength, which they are likely to lose. Instead, by relying on speed, agility, and creative thinking, they develop strategies that make it difficult for stronger rivals to compete. By mastering this approach, companies can learn to beat opponents who have size, strength, and history on their side.

Yoffie and Kwak (2002) further argue that judo strategy is a multilayered concept and involves three key principles: movement, balance, and leverage. Each principle provides a different piece of the strategy puzzle. Movement throws a competitor off balance and neutralizes its initial advantages. Balance helps engage with the competition and survive an attack while leverage enables the challenger to bring down the opponent. When used together, these three principles help defeat rivals of any size. In particular, judo strategy puts premium on these three essential principles to help companies to enter new markets, and defeat stronger opponents. By developing rapid movement, flexibility, and innovation, new players can lay claim to contest ground and turn dominant players' strength against them. Judo strategy has particular resonance in periods of rapid change.

Drucker (1985) regards the judo strategy as "entrepreneurial judo" since a challenger must find smarter ways to compete. Should the challenger try to capture the entire market, the incumbent will fight back – and, using cost advantage, probably win. The challenger can induce the incumbent to accommodate his entry by targeting a small sub-set of the market. Drucker (1985) further argues that 'entrepreneurial judo' aims at securing a "beach head", one in which the established leader either does not defend at all or defends only halfheartedly. Once the newcomer has an adequate market and adequate revenue stream, he/she would then move on to the rest of the "beach", and finally to the whole "island".
Judo teaches us how to use an opponents' weight against him, to turn his strengths into weaknesses. It invokes three steps that must be taken which are in tandem with the principles described by Yoffie and Kwak (2001) as depicted in Figure 1.

Figure 1: Core Principles of Judo



Reference: Judo Strategy by David Yoffie and Mary Kwak, Harvard Business School Press, 2001

Depending on the nature of competition, firms may combine and implement movement, balance and leverage in different ways. One of the major aspects of judo is to use the size of the opponent against him. As a business strategy, it is designed to give smaller companies an advantage by using the perceived advantages of a larger competitor - namely size - against the competitor. Thus, the incumbent inherently suffers vulnerability to new entrants as shown in Figure 2.

Figure 2: The Curse of the Incumbent

What it is	How it works
Judo Strategy	The challenger finds a way to turn the incumbents' assets into liabilities
Incumbent irrationality	Incumbents fail to act in their own best interests*

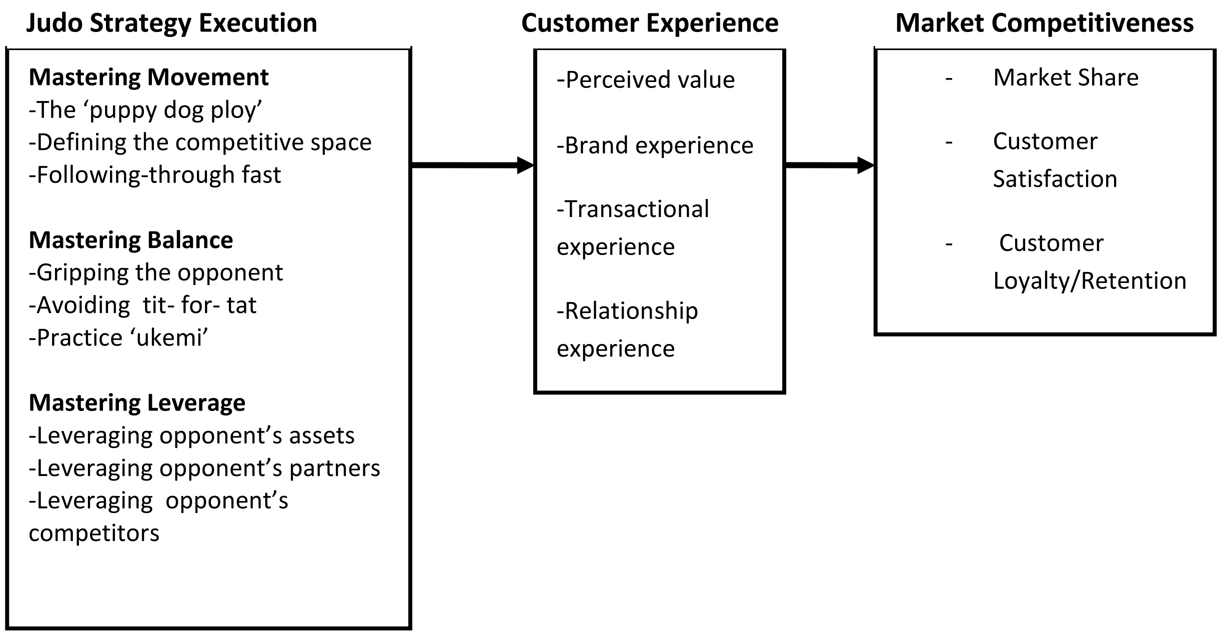
*Or, individuals in the organization may be acting rationally, but the result does not maximize value for business

Reference: Application: Judo Strategy. Adam Brandenburger, Working Paper (2009)

3. Conceptual Framework

The study was based on the premise that effective implementation of judo strategy enhances customer experience that ultimately ensures market competitiveness for a business organization. The conceptual framework of this relationship is highlighted in Figure 3.

Figure 3: Conceptual Framework of judo strategy implementation, customer experience and market competitiveness



4 Research Methodology

4.1 Research Design

This was a qualitative research employing an exploratory survey case study. Churchill (1991) notes that exploratory research can be used when the objective of the research is to gain insight and ideas as well as for clarifying concepts. The case study design was adopted in order to allow for depth interviews on the application of the judo strategy that was necessary for an exploratory research design. The research design adopted is in order according to Malhotra (2007) who suggests that a qualitative research is an unstructured, exploratory research methodology based on small samples that provide insights and understanding of the problem setting.

4.2 Population of study

This being a case study, the study unit was Easy Coach Company.

4.3 Data Collection and research Instrument

A direct approach research procedure was utilized in which as suggested by Malhotra (2007) the purpose of the study was disclosed to the respondents and was obvious given the nature of the interview. Data collection was effected through depth interviews administered by the researchers to key informants using an interview schedule. The interview schedule was composed of measures obtained from an extensive review of relevant extant literature. The study respondents were senior branch officers of the Easy Coach Company in the key towns of Western Kenya. Since the branch managers are responsible for executing the strategy of their firm, they were deemed as sufficient key informants in possession of information required for the study. To supplement the primary data collected through the personal interviews, secondary data was obtained from the company and media publications for cross-validation.

4.4 Measurement of Variables

Based on the work of Yofffie and Kwak (2002), namely Judo Strategy: 10 Techniques of Beating a Stronger Opponent, the researchers derived 10 measures of the judo strategy execution. Customer experience and market competitiveness variables were obtained from an extensive review of extant literature.

4.5 Data Analysis

Compared to quantitative research where numbers and what they stand for are the units of analysis, qualitative data analysis uses words as the units of analysis and is guided by fewer universal rules and standard procedures. Consequently, in order to decipher, examine and interpret meaningful patterns or themes that emerged out of the study, data was analyzed in the following two steps as recommended by Malhotra (2007) :

1. Data reduction: The researchers determined aspects of the data to be emphasized, minimized and set aside for the study.
2. Conclusion drawing and verification: The researchers considered meaning of collected data and assessed their implication for the research at hand.

5 Results and Discussion

As a newcomer in the public transport sector in Kenya, Easy Coach faced many disadvantages. They lacked proven products, brands, loyal customers, service provision experience, relationships with suppliers, and clients. Hence, as a challenger, Easy Coach needed to device methods and means to avoid face-to-face competition. By mastering movement, the challenger improves its chances of building a strong initial position, and getting ahead of competitors before they respond. The techniques of balance, in turn, allow the challenging firm to engage bigger or stronger rivals without being knocked down flat. In some cases, in making the most of these two principles, the challenger can build and consolidate an insurmountable lead. In most cases, however, the challenger will need leverage in order to score a win.

When Easy Coach entered the market, it introduced executive 38 seats busses and positioned itself with the slogan 'experience dignity' in order to define its market and build a name for itself. This top notch service, compounded by efficient work-force attracted the right clientele, the kind of customer base that appreciates comfort. Consequently, the right market niche was defined. For almost 50 years, Akamba public transport service monopolized long distance public transport within and without the Kenyan market. Despite its decades-old reputation for public transport service, Easy Coach entered the market and surmounted it in the domestic market.

According to the Easy Coach management, their seats are customized by experts. The company imports the bus chassis only. The company has integrated backwards, owning an assembly line, complete with mechanics and relevant technicians. These specialists are equally spaced in other stations along other major routes country-wide. Most of them are located in Nakuru, Kisumu, Kakamega, and Busia for western routes. Inclusive is Kisii area for Nyanza South routes, while the coastal town of Mombasa serves as a central place for the region. According to the management, owning this line is much cheaper due to higher rates of tear and wears due to poor roads network in Kenya. This has seen a tremendous reduction in operational costs.

By investing in its own unique core strengths, the company developed its own areas of excellence**.** This gave the company a head start, a perfect way to stay on top. The company realized that the best way to outdo its competitors is to invest in its work force. Unlike Akamba bus Service Company, Easy Coach employs young and energetic university or tertiary institutions graduates and trains them to do what the management wants done. The company tends to go for young, energetic, but creative employees who have little commitment out of work, so they can put in more time at work than older people.

The company also tries to prudently manage its wage bill. Given the high number of drivers, the company is likely to incur high wages in terms of allowances of the drivers. Consequently, the company only pays the drivers for the time they are on duty. During low seasons, some of the drivers who are normally contracted on temporary basis are not paid the allowances unless they are on duty.

Easy Coach strives to give its customers the best possible service. They were the pioneers in investing in spacious, well ventilated passenger waiting lounge facilities. These lounges are fitted with TV sets and are well maintained with basic sanitary amenities.

Instead of being a jack of all trades, the Easy Coach outsources some non-core services, rather than spend the scarce time and resources in developing these capabilities in-house. Such services include hiring and training of its workforce, cleaning both the buses and premises, and security. This gave Easy Coach ample time to concentrate on its core business.

The discussion in the following sections highlights how the judo strategy was applied by Easy Coach to attain market competitiveness.

5.1 Mastering Movement

In mastering movement, competitors use their quickness and agility to move into position of relative strength while evading attack. By taking advantage of speed and agility, the challenger can cut opponents ability to compete based on size and strength. Easy Coach took advantage of its small size when it hit the market to make quick decisions as it had no built in bureaucracies and rigidities in movement. This enabled the firm to be flexible enough to rapidly respond to the market requirements. Through movement, Easy Coach was able to seize the lead and make the most of its competitive advantage. Thus the firm used its smaller size to act quickly and neutralize a larger competitor's advantages. Movement serves both offensive and defensive goals, often at the same time. The goal is to weaken the opponents’ position, getting him off balance and taking away his competitive edge.

5.1.1 The “ puppy dog ploy”

Judo strategists employ the “puppy–doggy-ploy”, steadily building market momentum, while cultivating unthreatening image not to illicit an attack. They move quickly to define their competitive space, challenging their competitors to compete by new and unfamiliar rules. Challengers keep low profile and avoid head - to - head battle that they are too weak to win.

In its inception stages, the challenger should keep low profile, and avoid pronounced, grand entry. Easy coach company, in its initial stages, remained “extremely confidential”, by avoiding its service announcements and other publicities, infavour of direct marketing campaigns, making it difficult for its competitors to conceive it as competitor that can pose any significant threat. Easy Coach opened its doors for operations over Christmas holidays. During this time, the demand for the public transport service is high. Consequently, the incumbents could not feel its impact. The massive Akamba had the financial muscle to counter Easy coach launch through aggressive promotions that would have prevented its market penetration. Consequently, the company faced little direct retaliation by the incumbents in the market routes pioneered. This helped it develop a strong profitable business before Akamba realized that a new powerhouse had been born. Easy Coach did not stir up the fog by tactfully hiding high prices through preserved image of quality, thereby offering value for money.

5.1.2 Defining Competitive Space

Here, the company rises and excels in few key skills. Competing with a champion at what he is best at is a losing game. But every champion has a weakness, because he is invested heavily in his core strength. The challenger can take advantage of the weak points to define a game it can win. While moving quickly, companies remain wary of becoming overextended and creating an opening for competition. It is important to realize that speed should never be an obsession to the point where it excludes other critical concerns, such as service quality, customer satisfaction, and long run profitability. This is the basis on which Easy Coach operated. Superior customer experience was the lacking point in Kenya public transport sector. And by promising its customer quality service through its mantra of 'experience dignity' and offering well cleaned buses with disciplined crew of impeccable customer service Easy Coach defined its unique competitive space.

5.1.3 Following Through Fast

By combining the first two movement techniques, a company opens a window of opportunity. Next, the challenger uses this opening to strengthening her position through continuous attack, before the competitor(s) sees through the 'puppy-dog-ploy' and rises to the challenges of a new competitive space, and seeks to bring the advantage of superior size and strength into play. Following through fast can make the incumbent postpone the day of retaliation, and make the most its early lead. The challenger needs to learn how to engage with opponents in order to win. This is where balance comes to play. Rather that oppose strength for strength, judo strategists suggest that the challenger should learn to conserve their resources and maintain their balance by first giving way. Then they use their opponent's momentum to help bring them down.

By concentrating on its key competence – comfort and convenience - Easy Coach defined its own niche, serving a particular market. To maintain this image and to stay a head of the competitor and its allies, Easy Coach concentrates on buying a critical mass of new buses every year to ensure that its fleet of buses is always new. In addition, the company engages expert designers to ensure the buses bodies and interiors are given the best touch.

Having set the competition momentum in the transport market, Easy Coach used this momentum to set the pace in the industry. The company has focuses on time value and comfort. The buses depart and arrive on time. Unlike most players in this market that wait for their buses to fill-up before leaving for their destination, Easy Coach buses depart as and when designated with even a few passengers.

5.2 Mastering Balance

Easy Coach used the same routes that Akamba Bus used. By maintaining balance, it successfully engaged with opponents and responded to rivals' attacks. Rather than get thrown on the defensive, effective market challengers retain the initiative, shaping the competition in ways that make it easier for them to win. The Easy Coach has mastered the technique of engaging with its opponents in order to win. This is what has kept it above board in this highly competitive public transport sector in Kenya and the region.

5.2.1 Gripping the Opponent

Gripping the rival and avoiding tit-for-tat helps minimize the impacts of a competitor's attack. In push when pulled, you go one step further by using your opponent's momentum to your advantage. By incorporating a competitor's product, or service, or technique into your attack, you can throw him off balance and confront him with a painful choice: whether to abandon his initial strategy or to watch it fail.

Akamba bus service had a wide network in and out of Kenya. Easy Coach took advantage of this in its operations. After launching its operations, Easy Coach plied the same routes as Akamba. Majorly, the company used western Kenya routes which coincidentally, are among the busiest Kenyan routes, with higher demand for public transport due to the regions' high population. This made the company match Akamba effortlessly. Akamba was unable to notice its threatening competitor due to the guaranteed demand for the service.

Additionally, Easy Coach poached Akamba's younger and more energetic employees and offered them better pay packages. These employees had undergone a lot of initial training by the larger incumbent, Akamba, at the later's cost. Hence, Easy Coach did not have to incur a lot of additional costs in training and development of its workforce.

5.2.2 Avoided Tit-For-Tat

As advised by Yofffie and Kwak (2002), through gripping a challenger can sometimes alter a competitor's incentives sufficiently to head off a battle, eventually the incumbent will decide to attack. Should this happen, keeping the balance is a challenge. Never match his or her moves. Study the rival before deciding which move to counter. Figure out which moves you can match without getting dragged out your depth and craft counter attacks that play to your strengths when you cannot afford to respond in kind. Matching an opponent's move makes sense in some situations: when the challenger can match without provoking an escalatory response, for example, or in a case where you can easily neutralize the opponent's advantage and recapture the lead. But if matching would mean getting dragged into a war of attrition, or a pure trial of strength, then resist the temptation to fight tit-for-tat, and strike back only at your own terms instead. Strategically, the last thing a company wants is to be locked into a tit-for-tat struggle or a war of attrition, as a tit-for-tat often becomes.

This is the message that Akamba ought to have heeded. Angered by the ability of Easy Coach to command a bigger share of the market, Akamba Bus Company released all its fleet to counter attack Easy Coach. This was the mistake they made. Their buses are old, and they rarely keep time of departure, as much as their rule-books say so. Most of their work-force, especially the transport crew is equally aged.

Instead of taking Akamba head on by, for example, equally increasing its fleet on the road, Easy Coach focused on comfort, and developed this core competence to give it a competitive advantage over other competitors. Easy Coach further enhanced its marketing strategies. For instance it started travelling offers to its customers during certain periods of the year, especially during off-season, so as to attract more travelers to its service. Additionally, the company makes such offers to its customers on board as provision of drinking water, calendars, and biscuits. This strategy has helped drive up its ticket sales.

5.2.3 Practicing 'Ukemi'

According to Yofffie and Kwak (2002), 'Ukemi' is the technique of falling safely and with minimum loss of advantage in order to return more effectively to the fight. This implies that even in partial or temporary defeat, you should give in to your opponent's momentum, rather than resist and risk losing control. Irrespective of how good a business is, it can never win in every skirmish against all its rivals. But losing a battle need not lead to losing the war. By beating a strategic retreat, the challenger can conserve its resources, and re-group in a better position for the confrontation ahead, and re-build momentum.

'Ukemi' is more critical for smaller firms facing determined opponents. Prime questions may include, but not limited to the following: which privileges can be withdrawn? Any possibilities of cutting down some unnecessary expenses, and if so, by how much? Such considerations may be painful for a company, but it has a far reaching benefit in the long run. Larger companies like Akamba, of course, had both the organizational and financial resources necessary to absorb a temporary loss, unlike a small start-up like Easy Coach.

During post-election violence of the year 2007, it was reported in the Kenyan media that Easy Coach 3 buses were burned in Kericho area after being hijacked and vandalized by rogue demonstrators who had no regard for law. This of course was a greater loss to the company, and being a small timer in this competitive industry; this was a great setback.

The company has partnered with Kenya police and other private security firms to offer security to its buses, its clients and their luggage in transit. This was done as a precautionary measure to minimise the losses in future.

When Easy Coach failed to seize Nairobi – Arusha Tanzania route, the amount of investment it had put in place – physical, time, and monetary – it had to swallow the bitter pill and learn its lessons the hard way. Consequently, it retreated, probably for strategic planning. After a while, today, the company has opened Nairobi – Kampala route to serve the neighbouring country Uganda's market. This was done after a careful evaluation of past mistakes that it had made plying the Kenya – Tanzania route.

5.3 Mastering Leverage

Easy Coach took advantage of Akamba's big size to beat it since its small size enabled it to be flexible enough to rapidly make and execute decisions. By exploiting leverage, easy Coach was able to transform Akamba's strengths into strategic liabilities.

Leverage can make it more difficult for a larger competitor to complete effectively, even after he has made a decision to match an attack. Akamba Bus had the advantage of size. However, this was its main undoing. Size is a limitation to change. Easy Coach Company, being smaller in size, is able to make changes in its operations depending on the reigning circumstances. For example, the company makes special offers to special groups like students, giving them discounted rates. This is done during peak times as when schools close or is opening. This kind of fluid decision can only be made by smaller firms like Easy Coach with less strict procedures, rules, and policies as it has less red tape compared to bigger opponents.

In its humble size Easy Coach embarked on technological innovations such as electronic ticketing in some of its major outlets, CCTV in its waiting lounges and radio calls in communication with its officers in the field and other towns. This enabled it out maneuver Akamba. Akamaba could not match Easy coaches' profitability levels due to its cost structure – the large number of wage bill to unproductive workforce, maintenance costs of an aging fleet of buses and fixed costs in maintenance of bus terminuses across the country.

5.3.1 Leveraging Opponents Assets

During its initial stages, Easy Coach had no capacity to offer value services to its clients owing to its small size and limited assets. Thus they relied heavily in recruitment of experience human capital from Akamba Bus and utilization of same transport routes to avoid running the hefty initial marketing costs of new route introductions. It became inevitable to form strategic alliances with other firms, especially to offer non-core services that were crucial to its functions e.g security, insurance, training of workforce, and cleaning services. The firms offering such services are the same ones offering the same services to its competitor, Akamba. They include St. Johns Ambulance (for first aid education) and KK and JRS (to offer security services).

Technological firms offering the necessary soft wares and hardware were key sources of strength for Easy Coach. These firms were able not only to update the company on the latest technology of operations, but also make such offers at subsidized costs as they were treated by the Easy Coach management with utmost respect and appreciation.

5.3.2 Leveraging Opponents Partners

The challenger may make it unnecessary for the bigger opponent to fight back by building positive relationships with the opponent's partners. For instance, both Akamba Bus and Easy Coach companies partnered with Kenya police to enhance security at their offices country wide. This means that the two must equally co-exist mutually since they are being served by same service providers. In addition, at the initial stages Easy Coach and Akamba Bus procured buses from the same supplier. Whereas this is a win-win situation for both companies, it is also a way of defending their position in the industry. According to Adam and Nalebuff (1996) this tactic is called "co-opetition." i.e. competing and co-operating with the rival at the same time. This is mainly done to reduce the opponents' incentives to develop their own capabilities.

5.3.3 Leveraging Opponents Competitors

In this strategy, the rivals' competitor is used to wear him down. By leveraging the opponent's competitor, the challenger can confront a rival with a double challenge that will be difficult to match: First, deciding to co-operate with his competitors, and secondly, convincing them to co-operate with him. There are many ways to leverage an opponent's competitor, and as Yoffie and Kwak (2002) suggest, this can be done by firstly adding value on top of the competitor's product or service. Easy Coach decided to use newly designed and clean buses to complement its value and the comfort image it had built. Easy Coach also decided to give tokens to passengers such as mineral water. This enabled the company to build and maintain its image as caring and sensitive to its clients. Secondly, building coalitions with the competitor. The kind of co-opetition seen between the two companies is in the way their non-core services are provided. Easy Coach uses the same service providers used by Akamba to provide such services as but not limited to security, insurance, cleaning, and technology.

6 Conclusions of the study

Based on the findings of this exploratory qualitative study, it is prudent to conclude that the judo strategy when properly applied substantially assists a weaker market challenger offset a more influential and entrenched market player. As illustrated in the findings of the study, Easy Coach, a rather late market entrant was able to defeat a leading market player, the Akamba Bus Company owing to a well executed judo strategy among other strategic initiatives which enhanced its customers' experience and thereby helping it attain market competitiveness.

7 Limitations of the Study and Directions for Further Research

This qualitative exploratory study had the following limitations:

a) The reliance on a few branch managers of the Easy Coach as respondent key informants of the study. Further studies may utilize a more exhaustive set of managers to interview to enhance the credibility of data collection. In addition, interview of the Easy Coach customers may provide more exhaustive insights to enhance the quality of the findings.
b) The utilization of a qualitative research limited the level of quantitative analysis and interpretation that could be employed on the research. Future studies may employ quantitative research frameworks to enhance the necessary statistical rigor.

However, the study advances the following propositions for further conceptual and empirical research:

Proposition 1: Judo strategy execution enhances organizational market competitiveness.

Proposition 2: Judo strategy execution improves customer experience.

Proposition 3: Effective customer experience attains organizational market competitiveness.

8 Managerial Implications of the Study

The findings of the study and the suggestions for future research proposed are expected to contribute significantly to knowledge that could be used by the management of public transport sector to enhance their market competitiveness in particular and the general comprehension of the judo strategy execution by business management practitioners.

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Appendix

Appendix 1: Road Network in the East African Region Covered by Akamba Bus and/or Easy Coach