Effect of Strategic Behavior on Strategic Typology of the Owners of the Ayurveda Firms in Sri Lanka

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ABSTRACT

This study examines the role of strategic behavior in shaping strategic typologies among owners of Ayurveda firms in Sri Lanka, a context where these concepts remain relatively underexplored. Strategic behavior promotes strategic thinking and supports firms' adaptation to environmental uncertainty by balancing internal and external factors. Acknowledging the influence of culturally specific conditions, the study investigates the validity of the relationship between strategic behavior and strategic typology within the traditional Sri Lankan framework. Data was collected from a large sample of small and medium-sized Ayurveda firms, and analyzed using reliability analysis, One Way Analysis of Variance (ANOVA), and Tukey HSD tests. Findings indicate that all three dimensions of strategic behavior—entrepreneurial, technological, and administrative—significantly influence strategic typologies. For the Defender typology, significant differences were found between entrepreneurial and technological behaviors, and between administrative and technological behaviors. In contrast, the Prospector typology showed significant differences between entrepreneurial and administrative behaviors, and between entrepreneurial and technological behaviors. Descriptive results reveal that Prospector firms exhibit the highest levels of strategic behavior, while Defenders show the lowest. The study recommends transforming traditional mindsets to enhance the competitiveness of Ayurveda firms against Western medical products.

Keywords: Strategic Behavior; Strategic Typology; Ayurveda Firms, Sri Lanka

BACKGROUND OF STUDY

A simple yet fundamentally important question that could be raised in relation to successful business enterprises, especially by scholars, practitioners, and researchers, is "What is the secret behind the success of a company?" Why some companies have been successful and why some have been unsuccessful is an area that has been thoroughly investigated by many researchers and scholars all over the world. The role of strategic behavior is to promote strategic thinking, enhance creativity, and sustain a business through continuous new product development and successful differentiation, thereby meeting changing customer needs and maintaining a competitive position. The Miles and Snow (1978) typology focuses on the dynamic process of adjusting to environmental changes and uncertainty and takes into consideration the trade-off between external and internal factors. Typology, "prospectors" are organizations that focus on product and market innovation; they maximize new opportunities and pioneer innovations to meet market needs. "Defenders", by contrast, have a narrow product-market domain, pursue little new product development, avoid unnecessary risk, and focus on the efficiency of existing operations. "Analyzers" are a hybrid of the prospector and defender types; they use efficiency in stable product market segments and pursue innovation in dynamic product markets. Finally, "reactors" do not depend on a stable strategy since they cannot respond effectively to the environment and adapt only when environmental pressures force them to do so (Kumar, Boesso, Favotto & Menini 2012).

Problem Identification and Justification

Prior studies have developed several different constructs that attempt to explain the performance from their own particular angles. Concepts such as market and customer orientations argue that organizations should adapt to the environment by positioning themselves correctly in the markets through a superior understanding of their customers and competitors. (Day, 1994; Narver & Slater, 1990) Technology, from the internal conditions of the

firm. This is closely connected with the resource-based view of the firm by suggesting that the performance is the result of the development of unique resource combinations that result in new technologies, products, or processes, enabling firms to gain a competitive edge over the competition (Gatignon & Xuereb, 1997; Hult, Hurley, &Knight, 2004; Grinstein, 2008). While the prior research has focused on developing orientation constructs and argued for their effects on performance, the research streams have traditionally ignored the other conceptualizations for the strategic orientation of the firm (Aloulou & Fayolle, 2005; Grinstein, 2008). More recent research, however, has begun to investigate the bipolar links between two simultaneous orientations, and indeed, a fair number of studies have explored the relationship between market and learning orientation, or market and entrepreneurial orientation, as well as the market-technology or product orientation relationships. However, the intersection between entrepreneurial and learning orientations has not been adequately studied, even though both have been identified as critical ingredients in the strategic posture of firms in their respective streams of literature. In addition, there is only fragmented evidence (it is mostly conceptual) on the role of entrepreneurial orientation in combining the market and technology-oriented behaviours, and there remains a general dearth of studies investigating the relationship between entrepreneurial, market, and technology orientation within the same study. Thus, only a small number of studies have focused on more complex, three or four-dimensional ideas, attempting to configure the strategic orientation of the firm more holistically. Yet, strategy and strategic management are a capstone endeavour, and the focus on one functional area or school of thought cannot adequately reflect the complexity of the process in which managers attempt to direct and influence the activities in their firms (Fritz, 1996). Furthermore, previous studies have highlighted the importance of investigating the relationships between different strategic orientations (Grinstein 2008) and early on established that organizations that focus exclusively on implementing a single orientation tend to perform poorly in the long run (Pearson 1993). Balancing several orientations tends to result in better performance by the firms (Atuahene-Gima & Ko, 2001). Grinstein (2008) indicates that firms balancing multiple orientations appear to perform better, but that there is limited literature that focuses on the relationships between strategic behaviour and strategic typology. Recent studies (Aloulou & Fayolle, 2005; Grinstein, 2008; Li, Zhao, Tan, & Liu, 2008) suggest that research should aim at studying various combinations of strategic behaviors that firms can pursue in different situations (Grinstein, 2008). Therefore, the present research study concentrates on addressing the identified gaps in prior research, namely the need for research on configurations of holistic orientations connecting three types of strategic behaviours with four types of strategic typologies.

Objective of the Study

The objective of this paper is to determine the effect of strategic behaviour on the strategic typology of the owners of the Ayurveda firms in Sri Lanka.

LITERATURE REVIEW

Self-efficacy beliefs provide the foundation for human motivation, well-being, and personal accomplishment. Self-efficacy of the strategists is fundamental for their morality and beliefs that affect their behaviour. A pattern of the operating environment in an organization to gain competitive advantages and enhance performance is referred to as Strategic orientation/behaviour (Hambrick et al., 1984). Strategic behaviour does not have a perfect view of nature, according to Manu et al., (1996), Strategic behaviour means the manner in which an organization uses strategy for adapting and changing the features of the environment to create a more favorable arrangement. The strategic behaviour is referred to as strategic thrust, strategic choice, strategic predisposition, and strategic fit by Chaffe (1985). Gatignon and Xuereb (1997) said that to achieve superior performance, strategic orientation reflects the focus of firms by creating behaviours. Orientations are emphasized as guiding principles by Noble et al., (2002), and they influence a firm's strategy-making activities and marketing. Categories of strategic orientations introduced by Morgan and Strong (1997 have been extended by Noble et al., (2002). The strategic orientation perspectives have been summarized by Noble et al., (2002) into classificatory, competitive culture, comparative, and narrative, based on two dimensions, such as contributing factors and descriptive goals. Strategic orientations comprise different perspectives. Empirical studies have identified strategic orientation as an explanatory factor in performance, but they lack a theoretical foundation, and they are inconsistent. There are different interests among researchers about strategic orientations for selecting various combinations (Baker & Sinkula, 2005; Kaya & Seyrek, 2005; Atuahene-Gima, 2005; Salavou, 2005; Im & Workman, 2004).

The development of several classification schemes that describe strategic archetypes has been led by the diversity of options available to adapt to the environment (Hambrick, 1983; Porter, 1990; Miles & Snow, 1978). Four distinct characters of defenders, analysers, prospectors, and reactors have been proposed as strategy classification by Miles and Snow (1978). It includes a general model that consists of a process of adaptation and organizational typology. In their studies, there are three cornerstones. The first one is that they identify the organizations as organic, and based on that, the environment of the organization is created. The second one is that the organization's structure and process are shaped in line with strategic choices available to the management. Considering strategy-structure interaction and sharing views of many scholars is the third one, and depending on that strategy is constrained by process and structure. In general, strategy typology is provided by the organization typology of Miles and Snow (1978), and it depends on the assumption. Strategy is grounded in three choices: technological, entrepreneurial, and administrative problems. Miles and Snow (1978) have indicated four types of strategic typologies.

The typology of Miles and Snow (1978) focuses on the dynamic process of adjusting to the changing environment and uncertainty, and according to McKee et al., (1989), the typology considers the trade-off between internal and external factors. This study examines the innovation strategies of Ayurveda firms by considering sales data of newly introduced products in line with Miles and Snow's (1978) classification typologies. According to the typology of Miles and Snow (1978), "prospectors" are organizations that focus on market and product innovation; they maximize pioneer innovations and new opportunities in achieving market needs. "Defenders" have a narrow product-market domain and pursue little new product development. They focus on the efficiency of present operations and avoid unnecessary risk. "Analysers" are considered a hybrid of the defender and prospector types. Analysers use efficiency in steady product market segments and innovate in dynamic product markets. Finally, as "reactors" cannot effectively respond to the environment and adapt when the environment puts pressure on them, they are not a type of stable strategy (Kumar, Boesso, Favotto & Menini, 2012).

The Conceptual Model of Study

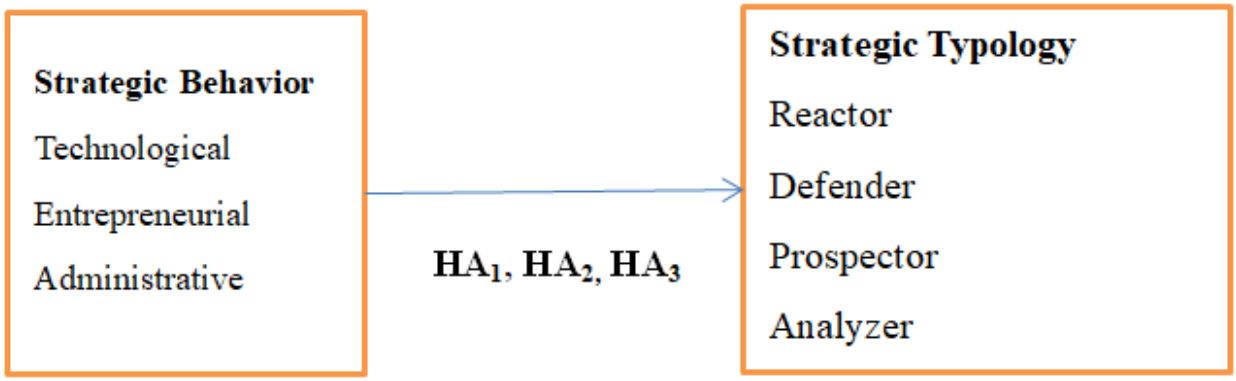

Figure 6.1 Research Framework (conceptual framework)

Hypotheses

Every person should play different roles in their lives (Aryee et al.,1992). As Bandura (1986) has mentioned, it basically depends on the cognitive domain and lifestyle of the person. This emphasizes human cognitive capacity that influences morality, and people will only try to do what they think they can do and will not try what they think they cannot do. This study tries to understand what strategists do and what they do not do in Sri Lankan indigenous perspective. Self-efficacy beliefs provide the foundation for human motivation, well-being, and personal accomplishment. Self-efficacy of the strategists is fundamental to their morality and beliefs that affect their typology. Strategic typology refers to a pattern of responses that an organization makes to its operating environment to enhance performance and gain a competitive advantage (Hambrick, 1983). Strategic typology refers to how an organization uses strategy to adapt to and change aspects of its environment for a more favorable alignment (Manu et al., 1996). Miles and Snow (1978) have identified four types of strategic typologies depending on how firms decide to address three problems: the product-market domain (entrepreneurial problem);

technology used to obtain products or services (technological problem); and the coordination, organization, and implementation of their strategy (administrative problem). The proposal of Miles and Snow (1978) for the study of the strategic typology of firms has had a profound effect on the field of Strategic Management (Hambrick 1984; Ingram et al. 2016; Estévez et al. 2018). The Miles and Snow (1978) typology focuses on the dynamic process of adjusting to environmental change and uncertainty and considers the trade-off between external and internal factors (McKee et al., 1989). Veliyath and Shortell (1993) have suggested that each of these strategic archetypes is associated with a distinctive system of strategic planning as a part of the solution to its administrative adaptation problem. The focus in this article is on Prospectors and Defenders and the differences between them in strategic planning system characteristics, since these two represent the endpoints on a bipolar continuum in the strategy typology. The theory suggests that Prospectors will place a heavy emphasis on market research, involvement of key personnel (for new idea generation and solutions to novel problems), and innovative strategies. Alternatively, Prospectors will place less emphasis on planning implementation since their planning process emphasizes problem-finding over problem-solving (Miles & Snow, 1978). Defenders, on the other hand, will place more emphasis on planning implementation to attain maximum efficiency in their key throughput processes because of their existing well-understood domains. Defenders are likely to place less emphasis on market research, key personnel involvement (for generations of new ideas or solutions to unique problems), and innovativeness in their strategies. This is because the orientation of Defenders to current products and markets (where they possess substantial accumulated experience) requires relatively less market research, less key personnel involvement, or corporate office assistance, and these domains are basically dependent on the culture of the given country. To identify the strategic domain of the strategists in this field and how behavioral diminutions respond to the strategic typology of the Sri Lankan strategists, the researcher has developed three hypotheses.

H_1: Technological Behavior has a significant effect on Strategic Typology.

H_2: Entrepeneurial Behavior has a significant effect on Strategic Typology.

H_3: Administrative Behavior has a significant effect on Strategic Typology.

Research Method

This study adopts a deductive research approach to empirically examine established theoretical relationships within a specific strategic context. Deductive reasoning is fundamentally concerned with theory testing, whereby hypotheses derived from existing theories are subjected to empirical verification. Consistent with this logic, the study develops a conceptual framework grounded in prior literature and pre-specified constructs to investigate the strategic orientations of Ayurveda entrepreneurs. The deductive approach facilitates systematic hypothesis testing and enables theory-driven inferences through the logical generalization of empirical evidence. An inductive approach, which prioritizes theory development from emergent data patterns, was not appropriate for this study, as the research objective required the validation of predefined theoretical propositions.

The study employs a quantitative research methodology rooted in a positivist epistemological stance, emphasizing objectivity, measurement, and statistical inference. Quantitative methods are particularly well suited for examining causal relationships among constructs and for assessing the empirical validity of existing theories. In this research, strategic behaviors and strategist typologies are operationalized as independent variables influencing innovation and differentiation outcomes. These constructs are measured using established scales and analyzed through statistical techniques to test hypothesized relationships.

Moreover, the quantitative approach supports the generalization of findings beyond the study sample, thereby enhancing the external validity of the results. Given the study's emphasis on theory testing, causal explanation, and generalizable insights, a quantitative methodology was deemed most appropriate. Qualitative approaches, while valuable for exploratory inquiry, would not have provided the level of inferential rigor necessary to address the study's confirmatory research objectives.

Operationalization

Table 1: Operationalization of variables

Dimensions	Indicators	Measurements
Strategic Behaviour	Entrepreneurial (Miles and Snow, 1978)	Product range
		Holistic analysis
		Competitive reactions
		Strategic concerns
		Environmental reactions (Román-Cervantes et al. 2018; Isoherranen V, Pekka Kess . 2011; Miles & Snow, 1978)
	Technological (Miles and Snow, 1978)	Technological concerns
		Current technology
		Modernization (Román-Cervantes et al. 2018; Isoherranen V, Pekka Kess P. 2011and Miles & Snow, 1978)
	Administrative (Miles and Snow, 1978)	Human capital concerns
		Acquiring new knowledge
		Planning
		Organizing
		Controlling
		Coordinating
		Assessments (Román-Cervantes et al. 2018; Isoherranen V, Pekka Kess P. 2011; Miles & Snow, 1978)
Strategic typology	Defender,	Structure
	Prospector,	Scope of the portfolio
	Analyzer	Response to environmental trends
	Reactor	Competitor response
		Customer response
		Degree of decentralization
		(Miles and Snow, 1978)

Source: developed by the author

Population and Sample

The Ayurveda industry represents a key sector of Sri Lanka's indigenous knowledge system. This industry was selected for the present study because it can be regarded as relatively stable while simultaneously undergoing a gradual transformation. Ayurveda firms in Sri Lanka exhibit a high degree of homogeneity, with differentiation and innovation progressing at a comparatively slow pace. Most firms are small in terms of employee numbers; however, despite being classified largely as small and medium-sized enterprises (SMEs), they are sufficiently structured to maintain functioning top management teams.

The population of this study comprises all Ayurveda firms engaged in the production of Ayurvedic medicines and the provision of Ayurvedic treatments to patients in Sri Lanka. According to the Embassy of the Kingdom of the Netherlands (2014), Sri Lanka had only ten Ayurvedic hospitals and a limited number of central dispensaries offering Ayurvedic treatment in 1977. With the increasing popularity of Ayurvedic medicine, the number of Ayurvedic institutions expanded significantly, reaching 441 by 2014. Of these, three are fully fledged Ayurvedic hospitals located in Borella, Jaffna, and Navinna, operating under the purview of the Department of Ayurveda. Annually, approximately three million patients seek Ayurvedic treatment in Sri Lanka, indicating a substantial demand for formally qualified Ayurvedic physicians. In 2014, the country had 17,503 registered Ayurvedic physicians and over 8,000 unregistered traditional medical practitioners (Embassy of the Kingdom of the Netherlands, 2014).

Given the absence of a clearly defined sampling frame, this study adopted a non-probability sampling approach. Non-probability sampling is considered appropriate in positivist research contexts where it is impractical to enumerate the entire population (Polit & Beck, 2009). Specifically, purposive and snowball sampling techniques were employed. Purposive sampling was used to deliberately select Ayurvedic physicians who owned and managed their own treatment firms, as these individuals were best positioned to provide relevant organizational-level data. Additionally, because Ayurvedic firms are geographically dispersed across the country and response rates tend to be higher when participants are approached through professional or personal networks, snowball sampling was also utilized to enhance sample accessibility and participation.

Saunders et al. (2009) recommend using a sufficiently large sample size to reduce sampling error and enhance the generalizability of findings. Response rate is also a critical consideration in determining an appropriate sample size (Kothari, 2011). Accordingly, a sample of 200 Ayurvedic physicians who owned treatment firms was selected, representing approximately 45.3% of the total population of registered Ayurvedic institutions (N = 441). Firms located in all provinces, apart from the Northern and Eastern provinces, were included in the sample due to accessibility constraints. In line with the Law of Statistical Regularity and the Law of Inertia, the selected sample size was deemed adequate to infer population parameters.

Data Analytical Techniques

This study analyses the concepts of strategic behavior and strategic typology. The quantitative study of small and medium-scale Ayurveda firms is conducted. As for the analytical techniques, researchers have applied several statistical analyses based on Miles and Snow (1978) to address the research objective. Before testing the hypotheses, the researcher used the preliminary analysis, including entry accuracy, missing data, and reliability of the measures. The following statistical techniques have been applied in the study.

Reliability Analysis

Internal consistency of the Likert scale items has been tested using Cronbach's alpha values. The direction of the items is analyzed before the variables are operationalized. Strategic Behavior and typology have been operationalized with respect to several items. Accordingly, the researcher relied on Cronbach's Alpha values. Formula 1 is providing the Cronbach's Alpha.

$$\alpha \frac{rk}{1+(k-1)r} - - - - Formula\ 1$$

In the formula, *r* represents inter-item correlation and *k* represents the number of items in the scale.

One-way ANOVA with Multiple Comparison

The researcher has applied One-Way Analysis of Variance to test the difference in behavior among the typology Reactor, Defender, Prospector and Analyzer. Tukey HSD test has been applied for multiple comparisons. Formula 2 provides the ANOVA equation.

$$\sum(y-\bar{\bar{y}})^2 = \sum(\bar{y}-\bar{\bar{y}})^2 + \sum(y-\bar{y})^2 - - - -Formula\ 2$$

Where;

$\sum(y-\bar{\bar{y}})^2$: Sum of Square of total variance

$\sum(\bar{y}-\bar{\bar{y}})^2$: Sum of Square of variance between the groups

$\sum(y-\bar{y})^2$: Sum of Square of variance within the gouups

Y: Observation

$\bar{y}$: Group Mean

$\bar{\bar{y}}$: Grand Mean (Mean of the means)

Data Analysis and Findings

Reliability Analysis

Internal consistency of Likert scale items has been tested by reliability analysis before the variables are operationalized. The researcher applied Cronbach's Alpha to examine the direction of the items. Results are provided in Table 2.

Table 2 Internal Consistency

Behavior	Crnbach's Alpha	Number of items
Entrepreneur	0.913	5
Technological	0.894	3
Administrative	0.940	7

The behavior of typology has been classified as Entrepreneur, Technological, and Administrative. Cronbach's Alpha of the Entrepreneur is 0.913. Five items have been considered to make that behavior. Technology and Administrative consist of three and seven items, respectively. Their Cronbach's Alpha is also more than 0.8. Results indicate that there is a high internal consistency among the Likert scale items, and the researcher created three variables. Then, the researcher tested the difference in behavior among the typology by one way Analysis of Variance.

Difference in behavior among the typologies

Table: 3 One-Way ANOVA

Typology	F	Sig
Reactor	2.587	0.121
Defender	9.021	0.000
Analyzer	1.176	0.215
Prospector	3.66	0.051

According to the One-Way ANOVA, there are significant P values of F test statistics for Defender and Prospector. The Reactor and Analyzer have insignificant P values. Results show that behavior is deviated among the Defender and Prospector. This means that Entrepreneur, Administrative, and Technological behaviors have a significant difference between the typologies, Defender and Prospector. Multiple comparison has been constructed by the TUKEY HSD test to examine significant differences in relation to behavior. Results are provided in Table 4.

Table: 4 Multiple Comparison - TUKEY HSD

Typology	Sig
Defender	
Entrepreneur-Administrative	0.612
Entrepreneur-Technological	0.007
Administrative-Technological	0.000
Prospector	
Entrepreneur-Administrative	0.032
Entrepreneur-Technological	0.044
Administrative-Technological	0.616

According to the multiple comparison, there are significant P values of the typology Defender for the Entrepreneur-Technological and Administrative-Technological. In relation to the Prospector, there are significant P values for the Entrepreneur-Administrative and Entrepreneur-Technological. Descriptive statistics are provided in Table 5 to examine the nature of the significant behaviors provided by the multiple comparisons.

Table: 5 Descriptive Statistics

Typology			Entrepreneur	Technology	Administrative	Behavior
Reactor	N	Valid	97	97	97	97
	Mean		1.3794	1.2955	1.1959	1.2903
	Std. Deviation		.43921	.38453	.31429	.32031
Defender	N	Valid	39	39	39	39
	Mean		2.5538	2.9658	2.4286	2.6494
	Std. Deviation		.40121	.70833	.60164	.29464
Analyzer	N	Valid	58	58	58	58
	Mean		3.5379	3.5747	3.2217	3.4448
	Std. Deviation		.44675	.44500	.49644	.21634
Prospector	N	Valid	6	6	6	6

	Mean	4.5667	3.9444	4.1667	4.2259
	Std. Deviation	.15055	.68041	.05832	.22114

The Reactor has disagreed level responses for all the behaviors, as the mean values are around value 1. Therefore, Reactor has less value for the Entrepreneur, Administrative, and Technological. Defender has the highest mean value for technology, that is 2.96. As the results are significantly explained by the multiple comparisons, Defender is having higher Technology behavior. Analyzer has similar responses for all the behavior and there is no significant difference among Entrepreneur, Administrative, and Technological. Entrepreneur is dominant for the Prospector, and that is 4.56. As there is a significant difference in relation to multiple comparisons, Entrepreneur has a significant difference from Administrative and Technological behavior.

DISCUSSION AND CONCLUSION

Reactor organizations are characterized by the absence of a stable strategic orientation and are widely regarded as dysfunctional within the Miles and Snow typology (Zahra & Pearce, 1990). Although top management in such firms may recognize environmental turbulence, they typically lack the capability to design and implement consistent strategic responses. The misalignment between strategy and organizational structure constrains adaptive behavior, causing reactor firms to respond to competitive pressures only when compelled by external forces and in an inconsistent manner (Miles & Snow, 1978; Hughes & Morgan, 2007). As a result, reactor behavior is frequently classified as non-viable and associated with weak performance outcomes (Anwar & Hasnu, 2016). The present study corroborates these theoretical assertions by identifying an insignificant impact of strategic behaviors on the Reactor typology. Reactor firms record the lowest mean values across entrepreneurial, administrative, and technological dimensions, reinforcing the view that this typology lacks internal coherence and strategic intentionality. The persistent incongruence between organizational objectives, guiding principles, and operational processes raises serious concerns regarding their long-term sustainability (Balodi, 2014; Kumar et al., 2012). Consistent with prior empirical research, these inherent weaknesses further justify the frequent exclusion of reactor firms from strategy–behavior analyses (Blumentritt & Danis, 2006; Frambach et al., 2016).

Extant literature generally posits that strategic behaviors exert a positive influence on Prospector, Analyzer, and Defender typologies (Miles & Snow, 1978; Kess & Isoherranen, 2014; Román-Cervantes et al., 2018). However, the findings of this study partially diverge from this dominant view. While strategic behaviors significantly influence Defender and Prospector firms operating in highly tradition-oriented sectors, the Analyzer typology also demonstrates an insignificant p-value. This suggests that analyzer firms expand their strategic domain through relatively balanced and incremental adjustments in entrepreneurial, administrative, and technological capabilities, rather than emphasizing any single behavioral dimension. Descriptive statistics further support this interpretation, as analyzers exhibit uniform mean values across all behavioral dimensions, indicating strategic stability rather than behavioral specialization.

In contrast, clear behavioral differentiation emerges between Defender and Prospector typologies. Defenders exhibit a strong emphasis on technological behavior, reflected in the highest mean value among all typologies. Multiple comparison analysis confirms statistically significant differences between technological behavior and both entrepreneurial and administrative behaviors within this group, highlighting the central role of process optimization, efficiency, and technological refinement in defender strategies. This finding aligns with the theoretical premise that defenders prioritize operational stability and cost efficiency over aggressive market exploration.

Prospector firms, on the other hand, are predominantly driven by entrepreneurial behavior. The results reveal significant differences between entrepreneurial behavior and both administrative and technological behaviors, underscoring the critical role of innovation, opportunity recognition, and market experimentation within this typology. This behavioral dominance is consistent with the prospector's strategic orientation toward exploration and proactive market engagement.

Overall, the findings demonstrate that strategic behaviors exert differentiated effects across strategic typologies in tradition-oriented contexts. While Defender and Prospector firms display clear and statistically significant behavioral patterns aligned with their strategic orientations, Reactor and Analyzer typologies exhibit limited behavioral differentiation and strategic impact. These results not only reinforce the theoretical validity of the Miles and Snow framework but also highlight the contextual sensitivity of strategy–behavior relationships, particularly within traditional industries.

Limitations of the Research and Directions for Further Research

Although the present research makes relevant contributions to the field, it also has some limitations that should be considered in directing future research. Most of the Ayurveda centres are small-scale; therefore, there is no way of maintaining proper statistical records. It has had a negative impact on the current study because of the lack of availability of reliable data; the researcher had to rely on informal methods in collecting relevant data.

Researcher has utilized different techniques such as personal observations, interviews, and formal questionnaires in the data collection process to gather reliable data, but they depend on the opinions of Ayurveda doctors. Therefore, this may inversely affect the reliability of the data, thus the findings.

There are five main types of alternative medicines practiced in Sri Lanka: Ayurveda, Sinhala Vedakama, Unani, Siddha Medicine, and Chinese Acupuncture. However, researcher has not considered them separately in this study, assuming that they have similar treatment tactics, though some minor differences exist among them. However, differences could exist in clusters; therefore, future research should extend this analysis, taking cluster differences in the same industry into consideration.

Researchers have not considered the fundamental issues in relation to entrepreneurial, technological, and administrative behavioural dimensions under the different typologies. Observing typology based on special issues on entrepreneurial, technological, and administrative behavioural dimensions is important for future research.

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