DECLARATION
This research project is my original work and has not been presented for examination to any other university.

Signature ........................................ Date ..............................

PROSS PRSICILLA NYAMBURA W.
Reg No: D61/75076/2014
MBA Programme

Supervisor’s Approval
This research project has been submitted for examination with my approval as University Supervisor

Signature ................................. Date ..............................

DR. J. GATHUNGU
Senior Lecturer, Department of Business Administration,
School of Business,
University Of Nairobi.
ACKNOWLEDGEMENT

All honor to the almighty God for the providence of finances and knowledge to undertake this course. To my supervisor, Dr J. Gathungu, your dedication and support during the entire process of this project has been enormous. God bless you abundantly. My fiancé, James Kinene, am speechless. The many nights we have had to sleep late while you keep me company as I do this course are priceless and am grateful. My sister Noreen Wanjiru and Brother Peterson Mwangi, many are times that have missed out on family functions while taking this course. I am appreciative your endless support and encouragement especially when I felt it was too heavy for me. My colleagues at works, thank you for understanding and support during this process.

Thank you all!
DEDICATION

This project is dedicated to my Mum, Mary Wairimu Wambugu, for the effort she has put to educate two beautiful young daughters struggling all alone. It means a lot to have your support and the endless encouragement throughout the project period.
# TABLE OF CONTENTS

**DECLARATION** .................................................................................................................. ii  
**ACKNOWLEDGEMENT** ........................................................................................................ iii  
**DEDICATION** ..................................................................................................................... iv  
**LIST OF TABLES** ................................................................................................................ vii  
**LIST OF ABBREVIATIONS** ................................................................................................... viii  
**ABSTRACT** ............................................................................................................................. ix

**CHAPTER ONE: INTRODUCTION** ......................................................................................... 1  
1.1 Background of the Study ........................................................................................................ 1  
1.1.1 Strategies and Competitive Advantage ............................................................................. 2  
1.1.4 Rentokil Initial Kenya Limited .......................................................................................... 4  
1.2 Research Problem .................................................................................................................. 6  
1.3 Objective of the Study .......................................................................................................... 8  
1.4 Value of the Study ................................................................................................................. 8

**CHAPTER TWO: LITERATURE REVIEW** ............................................................................. 10  
2.1 Introduction .......................................................................................................................... 10  
2.2 Theoretical Foundations ....................................................................................................... 10  
2.2.1 Market Based Theory ...................................................................................................... 10  
2.2.2 Resource Based Theory .................................................................................................. 13  
2.3 Empirical Review .................................................................................................................. 14  
2.4 Strategies to Be Employed By a Company to Gain Competitive Advantage .................... 15  
2.4.1 Competitive Strategy ....................................................................................................... 16  
2.4.2 Marketing Strategy .......................................................................................................... 17

**CHAPTER THREE: RESEARCH METHODOLOGY** ............................................................. 20  
3.1 Introduction .......................................................................................................................... 20  
3.2 Research Design .................................................................................................................. 20  
3.3 Data Collection .................................................................................................................... 20  
3.6 Data Analysis ....................................................................................................................... 21

**CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION** .............................. 22
4.1 Introduction ....................................................................................................................... 22
4.2 Background information of the interviewees ................................................................. 22
4.3 Findings of the study ....................................................................................................... 23
4.3 Strategies to achieve competitive advantage ............................................................... 24
  4.3.1 Price flexibility ........................................................................................................... 24
  4.3.2 Innovations and digitization ................................................................................... 25
  4.3.3 Key account management ....................................................................................... 26
  4.3.4 Brand Differentiation .............................................................................................. 27
  4.3.5 The Organization Structure .................................................................................... 28
  4.3.6 Prompt and reliable services .................................................................................. 29
4.4 Discussion of Results .................................................................................................... 30

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ........................................ 32
5.1 Introduction .................................................................................................................... 32
5.2 Summary of the findings .............................................................................................. 32
  5.2.1 Challenges faced by RI while implementing strategies ......................................... 33
5.3 Conclusion of the study .............................................................................................. 34
5.4 Recommendations of the study .................................................................................. 35
  5.4.1 Implication of the study on policy, theory and practice ....................................... 35
  5.4.2 Implication of the study on policy ........................................................................ 35
  5.4.3 Implication of the study on theoretical development ............................................. 36
  5.4.4 Implication of the study on policy makers .............................................................. 36
5.5 Limitations of the study .............................................................................................. 36
5.6 Suggestion for further research .................................................................................. 37

REFERENCES ...................................................................................................................... 38

APPENDICES ........................................................................................................................ 40

APPENDIX I: INTERVIEW GUIDE ......................................................................................... 40
APPENDIX II: PERSONAL INTRODUCTION LETTER ............................................................ 44
APPENDIX III: LETTER OF AUTHORITY FROM RENTOKIL INTIAL KENYA LIMITED ................. 45
LIST OF TABLES

Table 1: Summary of Empirical Studies and Knowledge ..................................................... 18
LIST OF ABBREVIATIONS

RI           Rentokil Initial Kenya Limited
RBV          Resource Based View theory
MBT          Market Based Theory
IT           Information Technology
KAM          Key Account Management
HACCP        Hazard analysis and critical control point
PDA          Personal Digital Assistant
Strategy formulation and implementation is an integral process that an organization has to critical to undertake. An organization should respond the environmental, economic and political changes which affects the efficiency and effectiveness of the strategies. The business functionality of a strategy is to ensure that the firm remains profitable and is successfully sustain its competitive advantage. A strategy is the direct that an organization takes for a long term decision and how it intends to under to get there so as to achieve its objectives. Competition is a healthy trend as it keeps an organization on toes to always aim higher. It makes sure that a firm remains relevant in the industry at all times. Growth has led to increased competition as the pest control industry strives to retain its market share. New and cheap completion from briefcase pest control service providers has made the organization change its dynamics by changing some strategies and formulating others. With this approach, Rentokil Initial has been able to achieve sustainable competitive advantage and has given a competitive edge against their rivals. The study was guided by the objective; to establish strategies used by Rentokil Initial Kenya Limited to achieve sustainable competitive advantage. A case study research design was adopted in this research. Primary data was collected by use of interview guide which seven respondents were interviewed. The findings of the research were critically researched through content analysis. The study revealed that, strategy are positively correlated to sustainable competitive advantage. The study also argued that RBV theory attributed to strategy formulation as it is evident by the different strategies that Rentokil Initial Kenya Limited has put in place. Porter’s (1979) five forces framework is a tool that has been adopted and analysed by the study to show that for a strategy to be successfully implemented, there are key parameters that need to be looked at. The forces include; bargaining power of suppliers, bargaining power of buyers, industry rivalry, threats of substitute and lastly threats of new entrants. The forces we developed to react to swot analysis which it was to apply to address various business to become profitable and stabilization of sustainable competitive advantage. However, there were limitations that occurred during the study. Conducting interviews were a bit problematic as the respondent had busy schedules and others were out of the country. The time taken to fill in the questionnaire, the respondents felt it was too long and some actually thought the study was exposing their strategies to the competitors. Despite the various challenges, the validity of the study still remains accurate and quantitative in nature. The researcher recommends more resources and investments to be segregated for the research of this manner. The study also emphasized on the need of all stakeholders to be involved in strategy formulation and implementation as will result to high performances of the company revenues and market share. Suggestion for areas of further research for long lasting strategies include the need for a quantitative study on organization structure and strategies implemented by firms.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Firm’s ability to produce goods or offer services that generates great value for the firm and the shareholders as well as mechanisms that can be used to implement stakeholder’s expectations and objectives, strategically responds to competition. A strategy is about the direction a company intends to take so as to clinch competitive advantage the other organizations in the same market industry. Consumers with rational objectives will prefer cheaper of any two substitutes. If the effects of organizational strategy are offset by imperfect substitution, then the higher margins of the lowest cost producers will benefit through superior returns, the firm to develop more resources for marketing and research or administrative infrastructure changes and improvements to support sustainable growth. According to Sanchez (2002) a competent organization has the ability to structurally and systematically coordinate and commit resources for realization of the organizational goals and objectives for the creation and distribution of customer’s value in order to develop a competitive advantage which is achieved by effecting proper strategies and implementing them accordingly.

It is therefore the motive of wanting to know the ways developing the effective strategy and attaining competitive advantage that the researcher did this case study. This study is anchored on Market Based theory and supported by resource based theory. Market based theory is an economically derived theory from industrial organization which analyzes the structure of the firms, effects of concentration on
competition, boundaries between organization and markets. However, it contradicts with the Resource based theory which focuses on the organizations resources and capabilities John McGee (2015). Resource based theory investigates how the external assets of a firm influences the conduct of an organization. This focuses on the characteristics of resources and the strategic factor market from which they are obtained to explain organization sustainable advantage.

Pest control Industry in Kenya has been characterized by an aggressive competitive environment with a lot of competitors, which calls for new innovations and development so as to re adjust their strategy so often to become strategically fit Mutua (2013). Due to neglect in policy making industries i.e P.C.B.K, the competition has become fierce in that policies that should ensure that fair playing grounds in the industry have not been implemented. Changing consumer behavior has intensified competition which has resulted to many competitors diversifying their products and services so as to suite consumer needs. The rise of cleaning companies offering a one stop services for both cleaning and pest control services have posed a major threat to stand alone pest control service providers like Rentokil Initial thus the necessity to reevaluate their competitive strategies.

1.1.1 Strategies and Competitive Advantage

Pearson and Robinson (2013) established that a strategy reflects the company awareness of when, how and to whom they should compete with and what goals it will achieve in competition. Porter (1985), classified strategy into three levels in the company. Corporate level is the first level which outlines exactly what markets to venture into and how you plan to enter and win those markets. Corporate level
strategy is important as it directs the smaller decisions to be made. Business level strategy is the second and also referred as a step down from the corporate strategy. This strategy aims at defining specific tactics to be used in each market. Its objective is to relate to each business unit will deliver its planned tactics. The last strategy is the functional strategy which helps the organization keep in the right direction. It focuses on the day to day actions need to deliver corporate and business strategies. It helps in relationship needed between the business unit and departments and teams. It defines how functional goals will be met and monitored.

According to Porter (1979) he analyzes competition by deriving the five forces that react to a strong competition, therefore, gaining profitability and quantitative market share. Porter’s five forces include the threats of substitute products and services, threats of new entrants, the threats of established rivals, bargaining power of the customers and the bargaining power of suppliers.

An organization uses Porters (1979) Five Force framework when making qualitative plan of strategic positioning. A firm that competes in a single industry should develop one of the five forces analysis for the industry. However, he pointed out that for diversified firms, the primary issue is in the selection of industry. Porter indirectly rebutted the assertions of other forces, by referring to innovations, complementary products and services and government as factors that affect the five forces frameworks. Some of the causes of innovation that shift competitive advantage include; new technologies, new or shifting buyers need, emergence of new market segments, shifting input costs and availability and lastly changes in government regulations.
1.1.3 Pest Control Industry in Kenya

Pest control in Kenya grew from the high infestation of rodents and insects in the Hotels mainly and residential premises. Hotels felt the need to have fumigation services as part and parcel of the audit process thereafter being absorbed as key factor in operations of their business. In Kenya, pest control was introduced by white settler whose main target was to provide pest control services to the ships that docked at Mombasa port. Initial company to start the Pest control services was known as London Fumigators Ltd formed in 1958 and later acquired by Rentokil group in 1960 who had bought the company.

Later on, due to the increased demand for the Pest Control service, other organizations tried to join the market. However, there were barriers such as lack of experience to offer this services and strict government policies and certification were difficult to get. The government standardized the process and the market has now gained more competitors which include Rodentikil Limited, Parapet Cleaning services, Pestlab Limited, Eve hygiene services, Rentoline Limited and Termipest Limited. As much as there are some threats of new entrants in the market, there has been monopolization of Rentokil Initial Kenya Limited as it has been the market for longer and well known for offering efficient and reliable services.

1.1.4 Rentokil Initial Kenya Limited.

Rentokil Initial is an international service providers based in the UK formed in the 1927. It has rapidly grown in the past years extending its wings to Kenya in 1958 with
the aim of providing efficient and reliable pest control solutions for both commercial and residential customers. In all the years, Rentokil Initial has operated has never stopped developing and innovating new ideas. It has amassed an unrivalled store for pest control expertise and been able to take the superior position in the industry. Rentokil initial started as pest control service providers but later on diversified its range of products to explore a different sector of offering washroom solutions and feminine hygiene services. The introduction of the washroom sector promoted the increase in profits and sales in the region.

Due to the increase in demand of the essential services, Rentokil initial has rapidly expanded in the vast country so as to be nearer to the customers. The move to spread its wings in every corner of the country has made the organization become more reliable and efficient in addressing clients within a short period of time. The firm has over time opened two branches i.e Nakuru and Mombasa and two hubs in Eldoret and Mount Kenya. With this new ventures, Rentokil has grown its brand by being committed to service customers from and part of the country. Diversification of services provided by Rentokil Initial Kenya was a brilliant strategy in the customers preferred to have a one stop service providers in both pest control and washroom solution. Rentokil Initial Kenya has introduced several ranges of washroom services to include sanitation of feminine hygiene units, sanitizers, airfreshners and deep cleaning.

Rentokil Initial implemented focused strategy to win most its clients by categorizing the customers’ needs as compared to targeting everyone. This is evident in that Rentokil Initial has given rights and licensed another company to major in cleaning
expertise while it deals with providing washroom and pest control. It was a result of the little margin gain that cleaning business brought in as compared to specializing on the area of expertise. Their approach to provide a clean and hygienic environment is safer and more pleasant to the firms as it reduced absenteeism in the organization. Rentokil report (2015). By establishing a good hygiene practice, an organization reduces a risk of cross infection which results to fewer days lost by employees due to sickness which translates to increased productivity and real cost saving. In this case, Rentokil Initial K ltd attains its goals by offering better services and greater valued goods. The firm has built its brand for some time through its unique services and expertise in its own way doing of the work. This has attributed the firm to gain loyalty clients and outdo it competitors in terms of growth and profitability performance than others in the same market industry.

1.2 Research Problem

There is a considerable appeal for every organization to build a strong and sustainable competitive advantage to grow and be profitable for a long term duration. Competitive strategies has to be implemented in every organization as observed by Porter (1986). It has however emerged that there are challenges that firm managers to fully articulate what the organization competitive strategies is and how unique it is from other competitors in the same industry. Harriet (2016) studied the concept of Total quality management and client satisfaction. The study concluded that while quality services and merchandise are essential in today’s competitive market, it is equally the customer to experience the ‘wow factor’ that can only be provided by

The study concluded that there are five dimensions of variables of service quality in the customer satisfaction. They included: reliability, responsiveness, empathy, assurance and tangibility shape proven service. Biyegon (2010) established the challenges that face Kenya Exporting Zone value adding organization in global competition, concluded that firms should implement strategies so as to acquire superior position in the industry as compared to its competitors.

Rentokil Initial Kenya ltd being the leading pest control service provider, has adopted Kaizen strategy in its process to improve its effectiveness and efficiency in the effort of maintaining competitive advantage in the industry. The studies have all shown the need to competition and nurture competitiveness in any industry. Numerous strategies have been established for formulating competitive strategies by the organization. However, very little performance has been highlighted in the competitive advantage strategy at Rentokil Initial. It is therefore, through this study, that the researcher will be investigating; what strategies have been adopted by Rentokil Initial to achieve sustainable competitive advantage?

Although there have been clear studies of competitive strategies, not much has been studied from Rentokil Initial strategies to achieve sustainability of competitive advantage. It is from the foregoing that the author is inspired to fill in this gap.
Simon (2009) examined the strategic responses of Rentokil Initial K Ltd to competition and highlighted that through the stiff competition that the firm is facing, has led to shrinkage in the market share and has been taken up by especially new entrants in the industry. Such major competitors include Rodentkil, Parapet, Q zone, Termipest among many others. It is important to note that R1 has been able to control 55% shares in the market industry despite intense competition (Rentokil, 2009).

This research therefore will attempt to determine the various strategies adopted by Rentokil Initial Kenya Limited in order achieve and sustain the competitive advantages to remain profitable and realize higher margins in the market industry.

1.3 Objective of the Study

The objectives of this study is to establish the competitive strategies adopted by Rentokil Initial to achieve competitive Advantage.

1.4 Value of the Study

This study largely help Rentokil Initial in tackling the stiff completion that has emerged recently. As much as the organization has been in monopoly for so long, they will need to develop more ways of sustaining competitive advantage to the strong emerging firms. Apart from relying on the brand name which has grown worldwide, the study will be an eye opener to seek alternative ways that have not been neglected by the company so as keep them sustain superior position in the market share.
The findings of this study will be of great value to other competitors operating in the same industry as a reference point to understanding the market industry. It will help them focus on the areas to improve so as to increase market share just like RI.

The corporate policy makers, regulators and the government interested in the dynamics involved in the industry can greatly gain from this study. The study recommends the need for policy makers to standardize and enhance enactment of policies to ensure a neutral ground in the market industry.

The study will be valuable to scholars and researchers as they may discover study materials which will be adding value to their studies they will have a ready source of literature. They will have a basis of their further studies in the relating field.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Literature review is a scholar’s paper done with the knowledge of substantive findings, theoretical contributions and empirical reviews. It is a secondary source of information of which it does not report original or new findings.

2.2 Theoretical Foundations

This phenomenal explains how the firm gains its competitive advantage by adapting competitive strategies. Theoretical structure is an accumulation ideas, similar to hypothesis yet not really very much worked out. A hypothetical structure gives a specific point of view or focal point through which to look at a theme. Hypothetical establishment for this study is educatory by an accompanying hypothesis.

2.2.1 Market Based Theory

Theory known as marketing position view with emphasizes on developing organization strategy given the conditions of marketing role. Bea and Haas (2005) explains that Market based theory internalizes on the organizational performance through exterior structure of the industry and the strategy implemented by competitors in the industry. This external perspective of the industry, the company performance and its sustainable competitive advantage are attributed to the industrial structure of the organization like barriers of entry which hinders more competitors coming in the market and protects profit margins Makhija (2003).
According to Mason (1939) market based theory is derived from economic industrial organization which analyzes the organization structures, concentration effects on competition, boundaries between organization and markets. Barney and Clark (2007) stated that the economies analyzes the challenges of models in standard textbook of appropriate competition through the implementation of frictions such as barriers to entry, transactional costs and information asymmetry.

Sawyer (1991) developed a Structure conduct performance (SCP) paradigm. This was a way of analyzing the relationship between the organization structure, the industry conduct and the resulting performance of the industry. Structure conduct performance relates to industrial performance using two approaches; structure such as the number of sellers and buyers, barriers to entry and competitors’ structures of the cost which determines the strategic behavioral of competing organizations in the same market. The organization conduct includes pricing behavior, product strategy, investment in development, research and innovations, distribution and advertising. Market based theory emphasizes variations in industries profitability which can assist in estimating the performance level that can be reasonably expected from a company within a particular market.

Porter (1980) addresses shortcomings of structure conduct performance which stated that due to SCP paradigms focus on the markets, it is difficult for a firm to derive from its recommendations and specific strategies. Bea and Haas (2005) argued that on the key indicators of Porters work is that firm’s positioning against its competitors and an attractive industry leads to an outstanding performance of the organization. Porters (1985) five forces frameworks which offers a well-structured approach can be
used by companies to choose attractive industries as point of entry and to access competition within the market.

According to Porter (1985) attractiveness of an industry is determined by 5 forces that develops an opportunity for performance superiority in the market. Five forces framework includes; potential competitor’s threat of entry, threats of products substitute, bargaining power of buyers, bargaining power of suppliers and lastly the intensity of rivalry among the established competitors. Bea and Haas (2005) quoted that the stronger the forces, the attractiveness of the market lowers the competition increases. Through the superior achievement of positioning, an industry can take full command of monopoly in the market by limiting production competitive levels. Schwenker and Spreman (2009) stated that superior positioning firms can retain price control and increased profits margins by controlling competition.

According to Porter (1980), For a Business to fully thrive in terms of sales, profits and valued assent it has to implement a long term strategy which will enable them to achieve its goals. Strategic management comes in handy in that it is an effective key in tackling Business threats and weaknesses which may pave way to increase of competitor’s market share. A company may achieve this by harnessing its company capabilities and converting its market opportunities to sustainable and long term growth.

Porter, M.E. (1980) points out that a firm can achieve it competitive advantage in three different ways: Low cost Strategy which looks at low cost of productions and leadership. This will vary depending on the technology to be used by the company
may not the same used by a competitor, accessibility of raw materials for production among many other factors. Differentiation Strategy. This is a strategy that is uniquely applied by a firm preferred by the consumer to gain it economic prowess. It puts the needs of the consumer as a gaining bait and as well not comprising on the premium price. Focus Strategy. It aim at the firm categorizing their client on a need basis as compared to targeting everyone. The firm will be able to budget and allocate resources more intelligently which will save cost of production thereafter gaining higher margin and the profitability of the company will be raised. Focus strategy is implemented in two ways. Cost focus whereby a firm will target customers through cost advantage and focus to target customers who have preference of cost. Differentiation focus on differentiating is products to the target market share. It focus on the target market of special needs.

2.2.2 Resource Based Theory

The theory is derived from the economic perspective with focus on the resources character and the strategy factor market from where they are derived to explain organization competitive advantage sustainaility. Ramoz – Rodriguez and Ruiz Navarro (2004) identified three roots of strategic management as economics, sociology and psychology. Resource based theory according to Barney (1991) covers four aspects of strategic alliances which include; performance, rationalization, formulation and structural preferences. He explained rationalization as the value addition potentiality of an organization resources combined. Some of the resources characteristics he looked at were sustainability, rarely, not easily copied and promise accentuated value addition facilitate alliance creation. Structural preference would be determined in terms of four major interventions which includes joint ventures, equity
of minor alliances, unilateral and bilateral contract based alliances. Amit (1993) proposed resource alignment typology to be based on the resources utilization and resources similarities dimensions.

Barney (1986) examined the capabilities and resources that enables the firm to gain extra ordinary return rates and a sustainable competitive advantage. The difference in the abnormal return is the ability of the organization to exploit not perfect and not complete factor markets in acquiring and strategic assets developments. Organization decision about gathering resources and selections are characterized as ration of economics within the constraints of cognitive basis, casual ambiguity and last but not least limited information. However, resource based theory did not look beyond the resources properties and markets of the resources to explain expansive organization heterogeneity. To be more precise it did not clearly out context socially within which decisions of resource selection are tied such as organizational cultures, government regulations and network connections.

2.3 Empirical Review

Competitive Advantage arises when a firm develops an attribute that allows it to outperform its competitors in terms of market share and profitability. Alexander (1985) noted that Barney (1991), surveyed a firms resources which examined the link between resources of the organization and sustainable competitive advantage by building on the assumptions that resources are evenly distributed across the company and gaining stability with time. He however argued that not all firms’ resources led to a sustainable competitive advantage but rather, the resources of the firm must possess attributes of value, rareness, substitutability and imitability.
C. Mutena (2011) conducted a survey design on how firms in the insurance industry develop sustainable competitive advantage. M Ogutu (2012) did a research paper on the adopted strategies by multinational corporations to cope with competition in Kenya. HJ. Gaya (2013) conducted a case study on creating a sustainable competitive advantage at a high performing firm in Kenya. LT. Hua (2011) conducted a research on sustainable advantage for market leadership amongst the private higher education institutions in Malaysia. U. Hana (2012) studied the competitive advantages achievement through innovation and knowledge.

From the empirical review, it’s evident enough certain competitive strategies such as market development and corporate governance were the most used in the case studies. However, most of these studies, focus is on the successful implementation of the competitive advantage without establishing the extent to which they are used such as introduction of policy makers so as to enhance enactment of policies that ensures a fair and level playing ground. This study aims to identify these gaps by carrying out a strategies research established by Rentokil Initial Kenya Limited to cope with competition.

2.4 Strategies to Be Employed By a Company to Gain Competitive Advantage.

There are various strategies that can be used by a firm to gain competitive advantage. In this case marketing strategy and competitive strategy. The strategies are to be implemented by Rentokil Initial K ltd such that they keep the superior position in the market share.
2.4.1 Competitive Strategy

Mehmet and Ozgu (2007) carried out a research on relationship between business strategies and performance. They asserts that the research on how companies economic crises affected to assess the effects of business strategies on firms performance in such conditions and to identify those that can help companies to maintain successful performance despite turbulence in the operational environment. Competitive advantage is gained over competitors by offering customers greater value, either through lower prices or by providing additional benefits and services that justify the high prices. Sources of competitive advantage include monopolistic markets, new developed innovations, government support and subsidy. A firm builds a competitive environment when it creates and develops attributes and resources that enable it to outshine its competitors.

Thompson and Stickland, (2002) recommended corporate strategy as the actions a firm implements as so to attain one or more of its goals with the aim of attaining superior performance in the industry. Pearce and Robinson (2010) elaborated that corporate strategy conditions in the competitive environment must be consistent; advantage taking of the emerging opportunities and existing to minimize the effects felt by major threats; and lastly to place requirements that are realistic on the firms resources. For development of this strategy, the firm has to undertake the three fundamental steps. Strategic analysis, Strategic position and lastly strategic implementation.

The firm assesses its strategic positioning by scanning the environment for threats and potential market creation and opportunities then evaluating their strategic capabilities.
O’Gorman (2006) analyzes it on how a firm needs to differ on how it undertakes this activities. Corporate strategy will assist the firm to identify the business area in which it should participate in to maximize its long term profitability and take a superior position in the market share.

2.4.2 Marketing Strategy

Parasuraman (1985) explains that business firms base their strategies to the ‘7 p’s of marketing mix; price, promotion, position, place, products, promotion and packaging. These strategies helps the firm to acknowledge it position in the industry as well as increase awareness of its new and existing products and services. The strategy applications are guided by the firm’s capabilities and objectives. According to Fleisher and Soussan (2007), in marketing strategy, a firm needs to have a well structure of its competitors segments it majors on so as to win, the market share they command, competitors’ growth rate and the market share they are in command of.

Kotler (1996) analyzes that marketing quality of service offered by a company is subject to its success, growth prowess and acceptability of the goods and services. A firm needs to understand its customers’ expectations to carry out a well-managed client retention and sustainable relationship management.
### 2.5 Table 1: Summary of Empirical Studies and Knowledge Gaps

<table>
<thead>
<tr>
<th>Study</th>
<th>Focus of the Study</th>
<th>Methodology</th>
<th>Knowledge Gaps</th>
<th>Currents Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>M. Ogutu (2012)</td>
<td>Strategies adopted by multinational corporations to cope with competition in Kenya.</td>
<td>Case study</td>
<td>Inadequate research on the only strategy that purely foreign owned MNCs were found to use cost cutting strategies</td>
<td>The objective of the current study is to investigate the strategies adopted by Rentokil Initial to achieve sustainable competitive advantage. It is a case study that will be analyzed using content analysis. No study has been examined at Rentokil Initial to study the Competitive advantages used as growth strategy despite the many empirical studies done on the competitive advantages. This study will be filling this gap.</td>
</tr>
<tr>
<td>C. Mutena (2011)</td>
<td>Sustainable competitive advantage in the insurance industry in Kenya.</td>
<td>Survey design</td>
<td>Lack of in depth research on how firms in the insurance industry develop sustainable</td>
<td></td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Type</td>
<td>Summary</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>LT. Hua (2011)</td>
<td>Sustainable competitive advantage for market leadership amongst private higher education institutions in Malaysia</td>
<td>Review Paper</td>
<td>Inadequate in-depth explaining the reason for Competitive Advantage during rapid and unpredictable change.</td>
<td></td>
</tr>
<tr>
<td>L. Soloducho-pelc (2014)</td>
<td>Competitive advantage: The courage in formulating objectives and expansiveness of a strategy</td>
<td>Case Study</td>
<td>Need for Policy makers to enhance enactment of policies that ensures neutral and level ground in the market industry</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Researcher (2017)*
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents on how the researcher will conduct the Research, the exact target populations to help in the research, tools of data collection from the population and to analyze the data collected which will be of use to Rentokil Initial K Ltd so as they can make their strategies sustainable and profitable.

3.2 Research Design
According to Kombo and Tromp (2006) research design is the spine of the research. It’s the glue that sticks the components of the study all together. Kerlinger (1973) described research design as the action plan adopted by the researcher looking for answers for analyzing measures of variables used in a study. The research design used in this study is a Case Study since it involves collection of in depth information for understanding the situation and presents the current situation. Kombo and Tromp (2006) described Case Study as the method of organizing data and the subject to be studied should aim to analyze the issue in detail. The objective for using this study is to establish competitive strategies used by Rentokil Initial to achieve competitive Advantage compared to other competitors in the same market field.

3.3 Data Collection
Collection of data according to (Komp and Tromp, 2006) refers to gathering of information to prove and serve some facts. The researcher will collect primary data using a structured interview guide with closed ended questions and unstructured open
ended questions. Eight line managers from the various functions of the organization were targeted as interview respondents. Secondary data will be collected from Company website, Company profile and Company reports. The interview will be confidentially served to the target respondents for filling the closed ended questions for purpose of getting accurate response.

3.6 Data Analysis

Data analysis according to (Kombo and Tromp, 2006) refers to examining of what data will be collected in the interview and secondary data and making inferences and deductions from it. The data analysis process will involve scrutinizing the already acquired information. Polit and Hungler (1995), analyzed the aim of data analysis is to organize research data in a way to be presented in a logical and clear account by linking facts that seem unrelated, making the unknown clear and pin pointing categories and their interrelationships while analyzing what are the antecedents and what are the consequences.

The data collected will be analyzed using content analysis whereby the opinion provided by the respondents will be summarized in to useful information constituting the findings. According to Gao, (1996) content analysis permits the researcher to sort large amount of data in a systematic way.
CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents the findings and analysis of the data collected, results and discussion on the basis of the research objectives and research methodology. The objective of the study is to determine strategies adopted by Rentokil Initial Kenya Limited to achieve competitive advantage. A case study research design was used and primary data was collected by use of an interview guide and data analysis done through content analysis.

4.2 Background information of the interviewees

Understanding of organization structure is essential in effective strategic positioning and strategy formulation thereafter enhancing competition and profitability of the industry. The researcher interviewed two categories of respondents in the various levels of management as well as diverse departments of the organization: organization directors and departmental heads. From the data collected all the respondents have worked in the organization for at least over four years therefore having a good know how of the industry. The organization directors include the managing director and the finance director. Departmental heads interviewed were, sales and marketing manager, sales capability leader, pest control manager, healthcare consultant manager and lastly senior accountant.
4.3 Findings of the study

According to Porter (1979) there are five forces that drive an organization structure as well as shaping the nature of competition; bargaining power of buyers, bargaining power of supplier, threat of new entrants, threats of substitute and intensity of rivalry. Good understanding of these competitive forces reveals the source of organization profitability while providing a framework for anticipating and influencing competition.

From the data collected, it suggest that there are three main competitive forces that have affected Pest control industry in Kenya. These forces are threats of new entrants, intensity of rivalry and bargaining power of buyers. The rivalry in the pest control industry has intensified over the number of years both locally and globally in the fight for a greater market share and dominance in the industry. Although the competition is still very stiff, not many new competitors survive due to lack of expertise and professionalism in the industry. Threats of new upcoming entrants is a strong competitive force in that the new entrants will offer cheaper services as compared to the existing competitors therefore gaining a portion of market share. The bargaining power of buyers is strengthened by the fact that the industry services and production have been standardized and not very differentiable from the competitor apart from the cost and government regulations such as audits.

Over the years, Rentokil Initial has gained meticulous growth in terms of revenue, market share and customer base. The organization has experienced thirty percent growth in net profits in 2016 as compared to 2015. The increase in profit was
achieved from effectively providing superior quality services and products to the consumers, by ensuring that the industry give the client value for the cost paid and by the company complying with international audit standards for the corporate clientele.

Rentokil Initial Kenya Limited has maintained to remain the best pest control and hygiene service provider for so many years by controlling sixty percent of the market share. However, the competition has become quite stiff in that the new entrants in the market are gaining forty percent of the market share.

4.3 Strategies to achieve competitive advantage

Industries achieve sustainable success since they possess some advantage relative to the competition. The study research analyzed the following as the strategies used by Rentokil Initial Kenya Limited to achieve competitive advantage.

4.3.1 Price flexibility

By use of pricing methodology, RI has achieved to maintain and increase the market share and therefore reducing competition. Pricing entails costings incurred in order to offer the service, labor involved and time taken to finish up the service. RI always aims at offering quality world class service without jeopardizing loss business due to high cost of providing the service. The organization has ensured high customer retention they increase sales by cutting cost to suit the client.

Price flexibility will attract customer royalty and the client will be happy with the services at the end having spent less. The prices will remain competitive in the
industry. This strategy ensures the organization get more client and thus increasing market share and profitability as well. By adopting this strategy, RI maintain its position as a leader in the market.

### 4.3.2 Innovations and digitization

Tushman and Nadler (1986) suggested that firms can gain competitive advantage by effectively managing for today while simultaneously creating innovation for tomorrow. In a competitive environment, a firm is entitled to innovate unique products in order to gain mileage ahead of its competitors. RI tend to innovate new products and develop existing by improving processes in order to increase its efficiency. In this fast growing industry, new digitized products are invented often so as to keep up with the high demand of unique quality products and services.

The error of digitization of goods and services is the modern way of doing things globally. RI has not been left behind in the digital world. A good example is the introduction of the sensor washroom units such as sanitary units, soap dispensers and automatic airfreshners. The clientele requests for hygienic and modern units so as to perform their transactions without comprising their comfort. Product innovation and digitization offers the organization opportunity for differentiation within its niche therefore gaining higher profits.

Rentokil Initial Kenya Limited has developed a new PDA machine which ensures real time reporting especially to corporate firms where audits are done on a regular basis. The new innovation has complied with global audit standard for the clientele with HACCP audits especially. The PDA’s is a technological application for online pest
management and control available promptly and response on time to the customer needs.

### 4.3.3 Key account management

The respondents especially the pest control manager and the sales and marketing manager acknowledged the effectiveness of key account management as a major strategy that RI uses to achieve competitive advantage. Key account management according to Nickolaus Kimla (2015) defined it as the full relationship between your business and the customers you are selling to. It describes to the individual approach of sales personnel’s to their customers in order to create a long lasting relationship.

Alex Short (2015) argued that key account management is more than just selling products and services to the customers. It as well revolves around handling customers in a professional and fragile manner who play a big role in the growth of the supplier. RI has implemented a department for customer retention and key account management so as to keep on toes the clientele and have feedback on how they are faring on in terms quality of services and products. Using this strategy, it boots the customer confidence in the way of conduct and show their needs are well taken care of. It is through key account management that RI has adopted to increase their revenue as most of the revenues are from the already existing customers.

KAM has over the years been adopted by RI so as to effectively provide superior quality to customers as well as managing competitive activities from other pest control service providers in the industry. It has ensured we retain customer’s happiness and loyalty by bringing in referrals and leads which generates additional
business to RI. Through KAM RI has gained access to new customers and spread business risks across a wider market base and leverage core competencies developed domestically.

RI has strategized to use KAM whenever they are launching a new product in the market or when they are having marketing campaigns. It has been noted that it is easier to convince an already existing client to upgrade or even introduce other divisions of the various departments in the organization. The pest control industry is highly competitive thus the need to keep your customers closer without creating a loop hole or exposure to other competitor’s services and products by securing the services RI offer by ensuring quality services.

4.3.4 Brand Differentiation

Proper branding results to increased revenues and therefore firms can utilize their brand to gain competitive advantage. The practice of branding provides a calculated framework which establishes an active relationship between the old and new services and products a firm has to offer. Branding defines the personality that identifies a company, products or services with how it relates to its stakeholders. By understanding the brand, the customer offer their loyalty by behaving in a certain way by providing increased benefits and performance.

Porter (1980) suggested that strategic differentiation involves differentiating an organization from its competitors in ways it can sustain it competitive advantage. From the research, it is evident enough that RI values its brand which it has built for
many years and been a major key competitive advantage. RI brand is identified by the high increased profits and sustainability.

RI acknowledges the need to have a sustainable growth and fulfilling of its brand, like it has done in the many years it has existed, it has to adhere to its strategies. The firm believes in operating with ethics, integrity and strictly adhering to rules and regulations put in place. The firm is guided by three key pillars that have determined sustainable growth in the market share. They include; relationship, teamwork and service to all.

4.3.5 The Organization Structure

Alchian and Demsetz (1972) cited that an organizational structure is one of the attributes that differentiates companies from another and it is in these sustainable differences between organizations that explanations of sustainable superior financial performance must be soughed out.

Organizational structures has three core conditions that can be a source of sustainable superior performance. First the firm’s culture should rare and unique. A firm should possess characteristics and attributes that are not common to other competitors. From the response of the research, RI has developed mechanism that are unique that beat completion. This are justifiable by new developments of unique products in the market before they are imitated by the competitors. Such developments includes introduction of on-site service by use of liners in the sanitary units as compared to the outdated changing of bin to bin units. Second characteristic of the organizational culture is that it is imperfectly imitable. The organization culture should possess
unique a culture that cannot be copied in terms of experience and reputation. There are rules and laws that govern the organizational culture thus retain discipline and respect. Last but not least, organizational culture must be valuable; it must enable a firm to practice strategies that lead to high sales, low costs of production, realize increased margins in ways that add financial strength of the company.

It is evident from respondent, Pest control manager, that RI has developed some strong organizational structure that include; enhancement of supervision and offering training of staff on regular basis is strategy that would help the organization increase its revenue. It would result to increased product knowledge by improving delivery of superior quality services and products that are well researched and tested globally and acceptable by the standardized rules and regulations.

4.3.6 Prompt and reliable services

RI has enhanced its services by providing quick responses to customer enquiries. The organization has employed customer satisfaction surveyors and engaged to ensure customer concerns are addressed. This strategy creates a platform where customer needs are acted up on in a fastest way possible. Many competitors and town based brief case competitor in every town have tried to pick up some of the clients from RI but due to lack of experience, inadequate products and services and under staffed have not been to effective in offering the services thus compromising on the quality of service. Due to vast knowledge of this industry needs, RI has taken laid a proper platform by creating an integrated system to tackle all queries and time taken to respond to them. The RI management has invested heavily to manage the customer
interaction platform thus more emphasis have been implemented to make good use of it maximally.

4.4 Discussion of Results

According to Kanter (1989) implementation of a strategy is more complex as compared to formulation of a strategy. This chapter was basically to analyze finding of the respondent feedback. The section will be divided into two; comparison with the theory and comparison with the empirical studies.

Keegan and Green (2008) posited that for competitive advantage to exist, there must be a relationship the organization distinctive competences and the factors critical for the success of the industry. Remarkable consistency was noted with the research findings that loyalty of the consumer may be difficult to overthrow especially when all the strategies implemented are adhered to and the consumer feels that the characteristics of the products and service together with price favors the consume this was in line with Simon (2009) observation. RI has ensured that it retains consumer loyalty by creating awareness of the new products launched in the market as well as creating a lee way for negotiations in case of high prices that may turn away the clientele that is according to Rentokil Initial (2015) report.

From analyzing this research, two major strategies have been identified to suite the consumer. They are; differentiation and differentiation focus. The strategies from the research are: brand differentiation, price flexibility, organization structure, innovation and digitization, prompt and reliable services and products and lastly Key account
management. The strategies are supported by Porters (1985) generic business strategies that should be adopted so as to gain competitive advantage.

Previously carried strategies by other researchers such as Lilian (2015) on strategies adopted to achieve sustainable competitive advantage at Standard Charted Bank and Simiyu (2011) on strategies adopted by Equity Bank to develop a sustainable competition indicates that if firms strategies are well formulated and implemented, the performance of the firms will be linked to the strategies laid out and cannot operate successfully without developing them. Ogutu (2012) case study on strategies adopted by Multinational Corporation to cope with competition in Kenya emphasized that an organization should major on one main strategy that would yield high performance.

The main objective of this study was to investigate strategies adopted by RI to achieve sustainable competitive advantage. Therefore, it is in line with other empirical studies who have found the stronger the strategy implementation, the correlation to sustainable competitive advantage is indicated in the results. The empirical findings of the research indicated the combination of several strategies implementation has resulted to the great success of the company performance.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter is to give a summary of the preceding chapter, give recommendations and make a conclusion based on the objective of the study. The objective of the study was to determine the strategies adopted by RI to achieve competitive advantage.

5.2 Summary of the findings

In the contest of the primary research question, strategies adopted by Rentokil Initial Kenya Limited to achieve sustainable competitive advantage, the study clearly showed that the following strategies have been successfully implemented. They include: price flexibility, innovation and digitization, key account management, prompt and reliable services, brand differentiation and organization structure. The strategies have been broken further to other factors that influence success of the company performance such as; delivery of superior and quality products and services, regular staff trainings, enhancement of supervision and improvement on I.T infrastructures by introduction of technological application of online pest control management and real time report generation.

The strategies have enhanced acquisition of more customers, customer retention and loyalty. The research has helped the organization to conquer customer needs and ensure customer satisfaction in the services and products offered. An important
observation from the study is that innovation of unique products and digitization of services greatly played a major role in improving the ways of transacting the services in the industry. The various technological products and services have made the organization to realize reduced costs of operations thus increasing profit margins. Digitization has improved customer service as well due to introduction of a customer management system that the organization has invested in.

5.2.1 Challenges faced by RI while implementing strategies

Several challenges have been encountered by RI in implementation of strategies. The challenges include; harsh political environment that has been in the country thus have lowered economies of scale country wide. Investors and stake holders feared to invest in the industry due to political insecurity. The situation has slowed down the business and greatly affected revenue.

Introduction of new government rules and regulation have as well affected implementation of strategies. Standards of offering services have been raised therefore, meeting the expected requirements have been a hindrance in generation of expected revenues. Government cartels also have established a way of money minting business by introduction of unnecessary licenses and certificates.
5.3 Conclusion of the study

The study concludes that prompt and reliable services, brand differentiation, price flexibility, innovation and digitization, organization culture and key account management as the key strategies that RI have implemented to achieve sustainable competitive advantage.

Key account management is a strategy that is important in attracting and retaining customers. The strategy involves ensuring customer satisfaction through; communication and feedback, customer care and brand image. RI has implemented this strategy by investing to an online application that keep tabs on the daily activities and ensures all customers’ needs are met and client remains happy as the company theme of the year.

The empirical results of the study indicate that the different strategies implemented by RI has had an impact on the success of the company. The study concludes that RI has put in place well thought strategies that will run the organization for many years in future and remain profitable as well as sustaining competitive advantage.

The results of the findings of the study reveals the importance of RBV theory in sustainable competitive advantage. RBV argues that the organization competitive advantage can be attributed to ownership of valuable resources that RI competitors do not own. This is evident enough in pest control industry in that different organizations have implemented different strategies based on their resources strength to gain competitive edge.
5.4 Recommendations of the study

The study found out that competitive strategies adopted by pest control industries play a significance role in developing competitiveness of an industry. However, the extent to which the pest control service providers have adopted them varies hence the variance in performance in the market share. Pest control industry can develop strategies in several ways; identifying opportunities in the business environment and adopting resources and competences so as to take advantage of these strategies.

Findings of the study reveals that all stakeholders should be liable for strategy formulation and implementation in that strategy implementation is more challenging than strategy formulation. This will enable to direct the organization in realizing its long term objectives and clearing an understanding of the benefits of successfully implementing these strategies.

5.4.1 Implication of the study on policy, theory and practice.

The study acknowledges that price flexibility, brand differentiation, innovation and digitization, key account management, organization structure and prompt and reliable services are the strategies used by RI to achieve sustainable competitive advantage. The study has a great impact on theoretical development, practice and policy making processes.

5.4.2 Implication of the study on policy

The findings of this study will be of great help to decision and policy makers of Rentokil Initial Kenya Limited in determining strategies to be used to achieve sustainable competitive advantage.
5.4.3 Implication of the study on theoretical development

In theory, the study enhances RBV theory by affirming that price flexibility, brand differentiation, organization structure, prompt and reliable services, key account management and innovation and digitization. The research will as well form a good reference point to other researchers in future seeking to carry out a study related to the topic.

5.4.4 Implication of the study on policy makers

The study will enhance the formulation and implementation of strategies that lead to achievement of sustainable competitive advantage.

5.5 Limitations of the study

The researcher was not able to get all the primary data collected due to the various sources of data in terms of respondents were not available due to the busy schedule of some of the respondents who had travelled. This hindered from collecting information from all stakeholders included in strategy formulation and implementation.

The aim of the study was to establish the strategies adopted by RI to achieve competitive advantage. Thus, the study of such magnitude should include an analysis of all stake holders in the market industry. However, time and resources did not make it feasible, for this reason the study concentrated on one pest service provider.
5.6 Suggestion for further research

Suggestions for further research is on long term strategies Pest control industry implement to grow profits and ensure the industry remain competitive. This been led by technological advancements, standardization of rules and regulations, even ground for policy making and the changing dynamics in the industry. The study recommends a quantitative study should be done on organization structures and strategies of the firm.
REFERENCES


Morse, J. M. (1994). Emerging from the data: The cognitive processes of analysis in qualitative inquiry. Critical issues in qualitative research methods, 346,350-351


Parasuraman, V. A. Zeithaml and L. Berry (1985), *Journal of Marketing* Vol. 49, No. 4, pp. 41-50


Section A: Background Information
1. Gender ( ) Male ( ) Female
2. How long have you been working in your Organization

Section B: Strategies for Developing Sustainable Competitive Advantage
1. What Strategies have been adopted by Rentokil Initial Kenya Limited to ensure they have Competitive Advantages in the Pest Control Industry?

………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..

2. Why has the company adopted these strategies?
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..

3. Kindly give an overview of the Pest control Industry in terms of competition.
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..

4. There are Porter’s five competitive forces: bargaining power of buyers, bargaining power of supplier, threat of new entrant, threats of substitute and intensity of rivalry. What do think is the main force that affects pest control industry?
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..
………………………………………………………………………………………..

5. Where does Rentokil Initial Kenya Limited rank in the pest control industry?
6. What products and Services does Rentokil Initial Kenya offer?

7. Which opportunities do you expect Rentokil Initial Kenya to exploit in future to sustain its competitive Advantage?

8. Which strategy has been the most successful and gives Rentokil Initial Kenya an edge over its competitors?

9. Who will be responsible for strategy formulation and ensure implements has been done accordingly?

10. How will Rentokil Initial Kenya evaluate these strategies?

Section C: Customer Focus

1) How likely are you to recommend Rentokil Initial K Ltd to other organizations, friends or colleagues?

(Please indicate how likely you are to do so on a scale of 0 to 5 below, where 0 = not likely and 5 = extremely likely)

2) Kindly explain why you gave the score.

3) What improvements could you recommend Rentokil Initial K Ltd to make it effectively compete in the industry?
4) To help us understand your comments. Please select one of the following topics.

Quality of service and products

Communication / feedback

Cost of service / price

Prompt and reliable services

Health and Safety

**Section D: Market Intelligence**

1) What are the weakness and lope holes that Rentokil have allowed competitors gain market share and needs to be adhered to?

Section D: Market Intelligence

2) Are there risks identified that may compromise the engagement of the service provider?

Section D: Market Intelligence

3) Has Rentokil senior management visited or provided a platform to give clear and regular feedbacks?
4) Does Rentokil Initial have the tools and equipment’s required to do the kind of services they offer? If not, kindly recommend which tools need to acquire to perform best.
APPENDIX II: PERSONAL INTRODUCTION LETTER

PROSS PRISCILLA NYAMBURA W,
P.O BOX 44360-00100,
NAIROBI,
KENYA.
Tel: +254 725 444 661
EMAIL: pross.priscilla@gmail.com

To whom it may concern

Dear Sir/Madam,

RE: RESEARCH STUDY
I am a post graduate student at the University of Nairobi currently pursuing Masters of Business Administration: Strategic Management Option. In partial fulfilment of the requirement for the award of the degree, I am conducting a research titled “Strategies Adopted by Rentokil Initial Kenya Limited to achieve Sustainable Competitive advantage.”

I am seeking your company’s participation in answering a few questions by filling the questionnaires that shall be provided at a time of your own convenience. All information that will be collected shall be treated with utmost confidentiality and for academic use only. Your time and cooperation shall be highly appreciated. I will also be reachable on the above contacts for any clarifications.

Best Regard
PROSS
PROSS PRISCILLA NYAMBURA.
APPENDIX II1: LETTER OF AUTHORITY FROM RENTOKIL INITIAL KENYA LIMITED

RENTOKIL INITIAL KENYA LIMITED,
P.O BOX 44360 – 00100,
NAIROBI.
KENYA.

To whom it may concern,

REF: PROSS PRISCILLA MBA PROJECT

This is to confirm that the above person has been authorized to conduct a research from our company with the purpose of academic studies and not any other interest. The research is for the study of strategies that Rentokil Initial has implemented.

Your’s Faithfully,

David Kiarie.
Regional Sales and Marketing Manager.