COMPETITIVE STRATEGIES AND PERFORMANCE OF FINANCIAL INSTITUTIONS OFFERING MOBILE MONEY TRANSACTIONS IN KENYA

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A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

I, the undersigned, declare that this research project is my original work and has not been submitted to any other college, institution or university for academic credit.

Signature: …………………………… Date: ……………………………

Beatrice Akinyi Nyangweso

D61/85603/2016

This research project has been submitted for examination with our approval as the appointed supervisors.

Signature: …………………………………… Date: ………………………….

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DEDICATION

This project is dedicated to my lovely daughters Melanie, Ashley and Edel and to my husband Geoffrey Odundo who have stood by me and whose encouragement has made sure I give it all it takes to finish which I have started.

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ABSTRACT

The aim of this study was to establish the strategies employed by the financial institutions offering mobile money transactions in Kenya and its influence on the organizational performance. The Target population was 15 financial institutions in Kenya. The study used a census because of the relatively low population size of the targeted respondents. All the 15 respondents participated in the study, Out of the 15 respondents, 13 respondents completed and returned the questionnaires, translating to 86.67% response rate. A structured questionnaire was used as an instrument for data collection. Both descriptive and inferential statistics were used to analyse the data. Descriptive statistics such as frequencies, means, percentages and standard deviations were used. Inferential statistics such as regression and correlation analysis was used to analyse the relationship between the study variables. The analysed data was presented in form of frequency tables and pie charts. The studies found out strategies adopted are essential in the performance of the financial institutions offering mobile money transactions. The strategies that were adopted in the financial institutions offering mobile loans services were cost leadership strategies and product value strategies. It was established that financial institutions offering mobile money transactions have been able to adopt the strategies at a relatively large extent in their operation but in several ways that has enhanced their performance, through reduction of the costs of operations, enhancement of profitability, competitiveness and sustainability in the industry. The study further found out that through the strategies the firms have been able to attain customer growth, increased profitability, expansion of the market share and increase in customer satisfaction levels. The study recommends that the financial institutions offering mobile money transactions should regularly evaluate their external environment in order to ensure the appropriate strategies are adopted in the organization. It was finally recommended that another study to be done on the related study, should investigate how organizational factors influence the strategies which was not the concern of this study, focus on other competitive strategies and the need to distinguish the characteristics of the firms such as total assets, market share and organizational structure in order to look on how different groups adopt different strategies in the market.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

For financial institution to be competitive in the dynamic environment there is need for development of new products and services that meet the customers' needs while being competitive in the industry (Tufano, 2002). Due to the high competition being experienced in the financial institution, there is high innovation for new services, products and technologies in order to remain competitive in the industry. The financial institutions are controlled with very high regulatory frameworks imposed by the regulators; the technology has brought up the accessibility of the financial services to the customers (Aduda & Kingoo, 2012). Most financial Institutions have identified the opportunity of the mobile phone financial services as a strategy to improve their performance by expanding their services to both the unbanked and banked customers, which has led to the accessibility of loans, ability to make savings, direct payments hence increasing the economic opportunity in the financial institutions. According to Kimenyi & Ndung'u (2009), mobile banking is an innovative and effective approach to be accessed by millions of customers especially to those who cannot get access to banking halls.

The study is anchored on Schumpeterian theory that was developed by Schumpeter in (1934) which indicated that an entrepreneur can make huge economic profits by introducing successful innovations. According to Schumpeter, innovation refers to new policies and ways that entrepreneurs undertake to either reduce overall cost of production or increase product demand. Financial intermediation theory outlines the role of financial intermediaries in any given economy. The theory highlights the need to achieve economic growth that is sustainable through creation of the financial intermediaries. It also highlights the effect of government policies on financial intermediaries. Financial intermediation involves moving funds from surplus units to the deficit units. According to Porter (1998), competition in an industry depends on five basic competitive forces namely; Bargaining power of buyers, bargaining power of sellers, rivalry among existing firms, threat of new entrants, and the threat of substitute products and services.

Several financial institutions have implemented the mobile financial platforms as their competitive strategies in loan services, because it appeals many unemployed Kenyans who live from hand to mouth or have unsteady incomes, thus do not have bank accounts. Through The mobile loans transactions services, one can easily secure a loan on a mobile phone, without the need for a guarantor or collateral. Medium and low-income earners can now access to loans that will benefit them to grow their businesses and improve their living standards. In this regard, there is an increase of the financial institutions to incorporate the mobile loan financial services in their operations. There is need for the financial institutions to develop the competitive strategies that will make the mobile loans institution to grow and remain sustainable in the competitive environment, since the mobile banking is still at infancy stages (Teo et al., 2011)

1.1.1 The Concept of Strategy

Strategy concept can be seen as a multidimensional concept, thus different person defines it differently. Some elements of strategy can be applied universally while others are dependent on the structure and nature of the firm (Hax & Majlufi, 1996). According to Andrew, 2008, strategy is defined as a pattern of the purpose, objectives, goals and essential policies and plans for achieving the purpose of the firm, which enables the firm to know what exactly the organization is pursuing and the contribution to shareholders, employees and community at large. The strategy is a game changer that the management has to position the organization in its industry in order to compete successfully, satisfy its customers and achieve overall performance in the firm (Thompson & Strickland, 1998).

It involves selecting among the alternatives thus the firm must be aware of the level of the competition in the industry in order to position itself successfully. The strategy is seen as decision-making guide for the behavior of the firm that can enable a firm to achieve its long-term goals and objectives and implementation of the action plans and allocation of resources that enables the firm to achieve the goals. Strategy is essential in order for the organization to obtain a sustainable match between external environment and their internal capabilities. Thus, the role of strategy does not only respond to the external threats and opportunities in the external environment but it enables the firm to be sustainable and being able to meet the demands of the customers. Strategy is a vital tool to the firms' success and makes the firm competitive in the industry (Muriuki, 2005).

1.1.2 Competitive Strategy

A Competitive strategy is a long-term action plan that a company can adopt in order to attain a competitive advantage over other firms in the competitive marketplace after a comprehensive analysis of its strength and weaknesses (Scholes& Whittington 2008). The strategy involves the plans that can be implemented in order to withstand the competitive environmental pressure, attain a large customer base and maintains the firms' position in the market (Martin, 2014). It establishes a sustainable and competitive position of the organization.

Thompson et al. 2008) averred that the main purpose of competitive strategy is to becoming a leading company over the rivals companies by being effective and efficient and meeting customers' needs. Adoption of winning strategy is essential in achieving a competitive advantage, for it makes the firm grow fundamentally in value creation that meets customers demand that exceed the organizational costs. In choosing a competitive strategy, two key elements are fundamentally considered according to Porter (1985), which is the attractiveness of the firm sustainable profitability and relative unique position of the firm in the industry.

According to Johnson, Scholes and Whittington (2008) competitive strategy occurs when firms attain a competitive advantage in its environment. A firms' choice of strategy determines its success in the market place. Competitive strategy is not only necessary to changes in the environment variable but also creates value to the firms' position in the environment. Through competitive strategies, an organization is able to respond to external opportunities and threats, internal strengths and weaknesses in order to achieve sustainable competitive advantage. Strategy brings out how a company will maintain competitive advantage. Competitive advantage in this case is the basis of attracting customers. This is mostly done through cost leadership, product differentiation and focus. Firms therefore need to formulate strategies that will enable them to drive competitiveness in the market.

1.1.3 Performance

Performance of the firm is usually measured using the standards of the strategic objectives in the industry. Organizational performance depends on the objectives goals that they need to accomplish in the firm and these objectives and goals are usually established in the strategy formulation stage of the strategic management process. The objectives can be in a form of increase in market share, profitability and cost reduction among others (Thompson et al., 2007). According to Thompson et al., 2007) financial performance and strategic performance are two unique performance yardsticks for the firm, for it indicates the sustainability of the firms in the industry and competitive viability.

Organization performance is the determination of how a business achieves its goal objectives within a specified time horizon. Organization performance can be measured either by use of financial or non-financial measures. Financial measures of performance are in most cases expressed in quantifiable terms. They include indicators like return on assets (ROA), return on equity (ROE) and return on investment (ROI). Financial measures of performance form core objectives for existence of an organization (Hill, 2017). Non-financial measures of performance are classified in terms of people and the environment. The people aspects of non-financial performance of an organization include indicators like customer satisfaction, employee morale, customer loyalty and customer retention (Rugman & Verbeke, 2017).

1.1.4 Mobile Money Transactions

Mobile money transactions are the use of mobile gadgets to perform transaction linking to the account of customers **(**Muisyo, Alala & Musiega, 2014). It is also referred to as the use of telecommunication devices in the provision of financial services. The financial services include deposits and withdrawal of cash, request for loans, making payments, request for accounts statements and access to customized information. Mobile transactions services are one of the innovative application in the financial institutions through Information Communication and Technology (ICT) which it has experienced an explosive growth in countries like Philippines, Kenya and South Africa. In Kenya, Safaricom and Airtel have ventured in the mobile financial services, which has led them to establish their own financial services in order to be competitive in the market (Abunyang, 2007)**.** Mobile phone users use the mobile phone transaction applications to make a deposit, withdrawals of funds from commercial banks, pay bills and transfer funds.

The mobile money transaction services have been used as a way of competition to increase deposits and offer loans to customers without necessarily visiting the financial service providers' stations. The mobile financial services have been able to increase the customer base by reaching to people who did not operate bank accounts (Kimenyi & Ndung'u, 2009). Mobile financial transactions services has helped to transform people lives by offering services that are customer centric and allows them to access loans and payment services without visiting the financial institutions hence saving on time and costs that was initially experienced by the customers. These mobile financial services are offered in real time hence providing financial services in a convenient and efficient way.

With the introduction of new products within financial institutions, customers are able to register for accounts without necessarily visiting the institutions, make request for loans and payments of loans often with minimal charges without collateral or guarantors.

1.2 Research Problem

Competitive strategies are viewed as the necessary practices to gain competitive advantage and to enhance performance in the organizations especially in a highly competitive environment (Thompson & Strickland, 2003). Low income earners are in most cases not considered as viable customers by financial institutions due to their low disposable incomes and low savings. In order for these people to be viewed as viable customers, new ways of serving them need to be explored. Development of new technology platforms for access of and all the other financial services will therefore address this problem and consequently improve their performance (Wambari, 2009). Middle income earners have also in the recent past experienced monetary problems especially in the instance that their income is not sufficient to take care of their daily needs. In such cases, they are able to make savings through their mobile phones and incase they want to supplement their income, start or improve their businesses; they are able to get this financing through mobile loans.

Mobile Financing companies such as KCB and CBA that have partnered with Safaricom are some of the companies that have attracted a large number of customers in Kenya with their electronic mobile money transactions. Currently KCB has given up to 6.7 billion loans through the KCB M-Pesa, Mshwari on the other hand has hit 10 million accounts advancing Shs. 29 Billion money transaction platform. With the growth currently being experienced in the mobile financing, several studies have been done on this particular area.

Obado (2005) in his study on Kenya Sugar Manufacturing firms, he found out that all the firms in the sugar industry implemented the cost leadership strategies in their value chain activities. The firms also adopted the differentiation strategies in their distribution networks, branding and customer services and the focus strategy was implemented on a small extent. Theuri (2003) in his study on the fast food outlets in Kenya where he found out that the competitive strategies implemented in the fast food outlets revolved around cost, differentiation and focus. The fast food outlets who served the same target markets needed to ensure high quality in their products and customer service and emphasize in marketing activities strategies were also in existence. Ndubai (2003) in his study on the competitive strategy adopted in the pharmaceutical industry where he found that strategies containing the issue of location, cost and the use of innovation made the firms gain a competitive edge of its rivals.

In view of the preceding studies, it clear enough that no studies to the best knowledge of the researcher have been carried out on the competitive strategies and performance of the mobile loans institutions in Kenya, this leads to the research question: What are the strategies implemented by the mobile money transaction institutions to remain competitive in the market?

1.3 Objective of the Study

The objectives of this study were:

i. To establish the strategies employed by mobile money transaction financial institutions in order to maintain competitive advantage.
ii. To determine the influence of competitive strategies on performance of mobile money transaction institutions

1.4 Value of the Study

The financial institutions in Kenya will benefit from the research study, for it will provide a clear understanding of the competitive strategies to be adopted in order to gain competitive advantage in the financial mobile transaction services. This will also help in coming up with policies and procedures in order to enhance efficiency and effectiveness of the mobile loan transactions

To the scholars and researchers, for the research, will add value to the existing body of knowledge on the competitive strategies and performance of the financial institution for it will provide strategies if implemented in the mobile loan institutions will enhance competitive advantage in the market.

The findings will also be useful to the customers for instance the population at large in giving them insight on how they can use the loans to better their standards of living and at the same time learn how to make Returns on Investments with the loans given.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines the theoretical framework on which competitive strategies is based literature on the competitive strategies and firms' performance. A review of empirical studies alongside conceptual model linking the competitive strategies and performance

2.2 Theoretical Framework

Several theories offer insights into the rationale underlying the competitive strategies on mobile money transaction institutions and they include Schumpeterian theory on innovation, financial intermediation theory and Michael Porter's theory on competitive advantage.

2.2.1 Schumpeterian Theory on Innovations

Schumpeter (1934) advanced the theory that an entrepreneur can make huge economic profits by introducing successful innovations. According to Schumpeter (1934), innovation refers to new policies and ways that entrepreneurs undertake to either reduce overall cost of production or increase product demand. He classified innovation into two categories that is, activities that reduce the overall cost of production; these include; introduce a new method of production, introducing new machines, innovations on new ways to organize an industry and activities that increase the demand of the product introducing new products of high quality, opening new markets, introducing new designs of products (Schumpeter, 1934).

The theory recognized things that a firm needs to have in order to perform the entrepreneurial function; Technical knowhow on how to introduce new products and combination of production factors, capital resource to enable entrepreneurs to have command over factors of production). For the mobile money transaction institutions there is need to incorporate the innovation factor in order to provide the services to the customers for this will ensure the sustainability of the services and gain competitive advantage in the marketplace (Ndubai, 2003).

2.2.2 Financial Intermediation Theory

Financial intermediation theory outlines the role of financial intermediaries in any given economy. The theory highlights the need to achieve economic growth that is sustainable through creation of the financial intermediaries. It also highlights the effect of government policies on financial intermediaries. Financial intermediation involves moving funds from surplus units to the deficit units. The role of the financial intermediary according to Scholtens and Van Wensveen (2003), is highlighted as that of creating specific financial commodities. This means these commodities can cater for their direct and indirect costs. Scholtens (2003) also highlighted that financial intermediaries exist due to market imperfections. Intermediaries aim to reduce transactional costs and information asymmetries.

Melitz and Pardue (2003) described financial intermediaries as producing credit, with inputs as deposits. Many markets have been characterized by differences in information between buyers and sellers. This is more pronounced in financial markets. Borrowers understand their collateral and moral behavior better that lenders. Entrepreneurs on the other hand possess insider information about their own projects. In such a scenario, lenders would benefit more by knowing more information about their borrowers but moral hazard limits this direct information transfer. Without frequent information transfer, markets may have poor performance. It is therefore, a matter of essence that financial intermediaries get to know their customers, so that they can improve on their relevance in the market.

2.3 Competitive Strategies

Competitive strategies involve the approaches and function used by the organization in order to gain a market advantage over other rivals in the market place. It is concerned with the management the course of actions for competing successfully and providing high value products and services to its customers. This enables the firms to be differentiated in the industry thus making the firm a leader over its rivals in the market place (Thompson & Strickland, 2003). Competitive strategy entails with how an organization is able to compete successfully in a given industry (Grants, 2008). The core of implementing strategies in a firm is to enable the firm to cope with the competition in the industry. Competition is at the core of the success or failure of business and it determines the appropriateness of firms' functions that add value to its overall performance (Porter, 1998). An industry provides a clear competitive ground thus; firms should implemented competitive strategies in order to obtain a competitive advantage in the industry. Firms not only focus on the profitability but also on the sustainability of the firm in a competitive environment. According to Tang and Banuer (2005), the firms that are capable to implement management style that seeks sustainable ground by being the leader in the competitive environment with more effective strategies is able to achieve dominance in the competitive industry.

Competitive forces exist beyond development of combatants in a particular industry, thus the goal of the firm is to develop strategies that will position a firm in the industry that can influence them in its favor or defend itself against those forces (Pearce & Robinson, 2002). Thus, it is essential for firms to have a comprehensive knowledge of the source of the competitive elements, as it will assist in the development of the competitive strategies. The elements will assist in identifying the firms' critical strengths and weaknesses, position the firm in the industry and selecting the areas that it will implement the strategic changes that may yield the greatest pay-offs. Competition arises where firms that sells the same products and offer the same services to the same customers or if they source from the same suppliers (Nyokabi, 2001).

Competitive strategy thus involves positioning a firm to maximize the value to its customers in a way that it can be distinguished from its competitors (Porter, 1998). The main aim of a competitive strategy is to meet and exceed the customers' satisfaction better than the rival firms, enabling the firm to gain a competitive advantage. The core of a firms' competitive strategy entails internal initiatives to deliver high value products and services to customers but also using the defensive action plans to outshine the competing firms in the industry (Thompson & Strickland, 2003). An effective competitive strategy contains offensive and defensive moves in order to create a position in the industry over the competing firms (Porter, 1980)

2.3.1 Cost Leadership

Cost leadership strategy aims at gaining a competitive advantage by reducing the economic cost lower than the cost of its competitors (Barney, 1997). Cost leadership requires a comprehensive cost reduction mechanism being deployed in the firms' functions for instance overheads controls, reduction of marginal costs and cost minimizations in functions such as marketing activities functions like advertising. Low cost is the emphasize through the entire strategy but not ignoring the quality of the services and products (Porter, 1998). In order to achieve low cost overall position, it requires a relatively high customer base or other advantages such as high degree of capitalization (Robinson, 2009).

For the firm which focuses on the cost leadership is able to capitalize on the cost advantages to charge low prices associated with the products or services. Thus, it can easily gain a competitive advantage in price wars and gain high market share (Pearce & Robinson, 1997). The low cost strategy can lead to high margins, which the firm can acquire for advanced equipment and facilities in order to maintain the cost leadership position. It places the firm in a favorable position in a competitive industry by using the lower cost advantage and therefore influences the sustainability and performance of the firm.

2.3.2 Differentiation Strategy

This involves providing unique products and services to the customers that are perceived industry-wide (Porter, 1998). A firm thus designs to appeal to customers with a special sensitivity for a particular product attribute, which helps to build customer loyalty. The customers' loyalty helps the firm to charge premium prices for its products (Pearce & Robinson, 2007). The customer perception is paramount in the differentiation strategy for the firm needs to find out the uniqueness of the products and services that are customer friendly over their competitors in order to gain the competitive advantage (Thompson & Strickland, 2003).

Differentiation can take different approaches such as in a form of service/product features, customer services, brand image or provider networks (Porter, 1998). Having differentiation strategy in a firm creates perceptual barriers against competitors (Pearce & Robinson, 1997). The uniqueness of the products and services provides insulation against competitive rivalry because of brand loyalty by customers; it creates margins which prevents the need for low cost position and positions the firm as the leader over it competitors (Porter, 1998)

2.3.3 Focus Strategy

The focus strategy attempts to attend to the need of a particular segment whether anchored in a low-cost base or differentiation (Pearce & Robinson, 1997). It focuses on a narrow strategic target that provides more efficiently and more effectively than competitors who are competing more broadly. This ensures the firm achieves either low cost leadership or differentiation or both in the industry (Porter, 1998). Firms using the focus strategy are willing to services a certain geographical area; satisfy the needs of the customers with more tailored and unique products and services. The firm that attains this strategy can be able to sustain in a competitive environment while enhancing the performance of the firm. The strategy can also be used to identify the target customers that are least vulnerable to substitute products or where there is least competition in the market.

2.4 Competitive Strategies and Organizational Performance

Having a unique strategy that sets a firm above other competitors in the industry and gains a competitive advantage is a reliable tag for experiencing high performance in the firm. For without having a strategy in a competitive industry risks the sustainability of the firm for there is a high chance for the firm to be kicked-out of the industry due to low operational and financial performance (Thompson et al., 2007). The strategies implemented in the firm affects the performance of the firm (Mutuku, 2005). According to Hunger and Wheelen, (2005), long-term performance of the firm is being determined by the strategies adopted in the organization.

White (1986) handles the strategy-organization- performance context within Porter's competitive strategies' typology. White (1986) concludes that business units that employ pure cost strategies achieve higher return on investment (ROI) when they have low autonomy, and the sales growth of pure differentiation strategies benefits from strong functional coordination for key functions under the responsibility Therefore, the impact of competitive strategies on firm performance is a major issue of unease the policy makers and has been playing important role to refine firm performance for a long time. Competitive advantage is the result of a strategy helping a firm to maintain and sustain a favorable market position (Draghi, 2009). This position is translated into higher profits compared to those obtained by competitors operating in the same industry.

2.5 Empirical Review

Various researchers have found that competitive strategy to organizational performance vary within and between organizations in responses to the environment. Globally, Venkatraman and Prescott (1990) studied on the relationship between external environment, strategic responses and Performance where the study focused on the impact on environment-strategy co-alignment: An empirical test of its performance implications. There was a positive performance impact of environment strategy co-alignment. The study limited itself to ‘external fit’. Formulation of strategy in alignment to environmental context. Strategic orientations exhibited in each of the environments not considered.

Pidiche (2013), in his study on the effects of external environmental components on trade companies in Romania, found that environmental factors often define organizational strategies to be employed. He argues that dealing with the external business environment enabled the trade companies to identify their strengths and weaknesses and to measure responsiveness and anticipation thus developing competitive strategies that will enable organization to align their operation to the changes in the environment so as to be sustainable and competitive in the market place. Banahene et al. (2016) also substantiates this fact by appreciating the contribution of business competitive strategies to organizational success in Handicraft export organizations in Ghana. According to them, macro environmental factors act as both enabling and challenging factors to strategic implementation process which enables the organization to develop strategies that shapes organizational performance in terms of growth, survival, relevance and extinction.

Locally, Kamau (2009) researched on competitive strategies employed by Airtel Kenya Limited and established that the company uses low cost strategy and differentiation strategies which enables the company to minimize costs, outsource services, adopt strategies to increase market share, quality offerings, efficient delivery system, ensuring market penetration and development and ensuring the company sources for resources in order to compete effectively with other companies. Njuguna (2012) while examining the competitive strategies adopted by Safaricom Kenya Limited to tackle competition, he discovered that the usage of competitive strategies such as cost leadership, focus strategies and market penetration resulted to formulation of policies and procedures that improved the productivity of the company.

Obado (2005) in his study on Kenya Sugar Manufacturing firms, he found out that all the firms in the sugar industry implemented the cost leadership strategies in their value chain activities. The firms also adopted the differentiation strategies in their distribution networks, branding and customer services and the focus strategy was implemented on a small extent. Kinyua (2010) did a research study on competitive strategies adopted by small supermarkets in Nairobi and found out that majority of these small supermarkets had adopted product differentiation as a competitive strategy. However, branding of an outlet differentiates it from others, charging fair prices, ensuring good customer services, reducing the prices of goods in order to attract customers, improving goods quality before selling, convenience and ease of accessibility, increased advertising and staff training were also used across the supermarkets to achieve competitive advantage.

Ndubai (2003) in his study on the competitive strategy adopted in the pharmaceutical industry where he found that strategies containing the issue of location, cost and the use of innovation made the firms gain a competitive edge of its rivals, He recognized the existence of unethical competition which lead to undercutting of the prices in the pharmaceutical industry. However, from the preceding studies, it is evident to the best knowledge of the researcher, there is no study has focused on the competitive strategies and performance of financial institutions offering mobile money transactions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that will be employed in seeking answers to the research questions. It addresses the research design that will be adopted in carrying out the study, the target population, sampling techniques to be used, data collection and data analysis tools to be used. According to Zikmund et al. (2010), a research methodology describes the technical procedure that is appropriate for the audience, which, is achieved by addressing the research design, data collection methods and data analysis tools. Dawson (2009) indicates that research methodology is principle that guides the research study.

3.2 Research Design

According to Kothari, 2004, research design involves selection, research sites and data collection procedures in answering the research questions of the study. It is framework within which the research is conducted and involves the guide for collection of data and the analysis of data (Mcmillan & Scumaker, 2001**).**

This study adopted a descriptive research design, which involved observation and description of the subject of a study without manipulation of any kind (Kothari, 2004). The research design was appropriate for the study for it facilitated the gathering of information, summarizing and presenting it for the purpose of clarification on the competitive strategies and performance of the mobile loan institution.

3.3 Population of the Study

Population refers to the entire group of individuals, events or objects having common observable characteristics (Mugenda and Mugenda 2003). The population of this study consisted of 15 financial institutions providing mobile money transaction in Kenya. The study focused on two financial years, checking on the competitive strategies adopted by the institutions and their impact on firms' performance. The study therefore used census because of relatively low population size

3.4 Data Collection

The study used primary data. The data was collected using a structured questionnaire. The questions were on a 5 point Likert scale where respondents were required to indicate their responses on a scale of 1 to 5.

This data was collected from business development, information technology and finance managers or their equivalents since they were deemed to be well versed with mobile loans services, and hence had a good understanding of issues related to competitive strategies adopted in the mobile transaction institutions. Thus, the research targeted to administer 30 questionnaires, two questionnaires in each firm of study. The questionnaire comprised three sections.

Section A collected data on demographic characteristics of respondents; section B on competitive strategies adopted in the mobile money transaction institutions C collected data on the relationship between competitive strategies and performance of mobile money transaction institutions. The questionnaires were physically administered to the respondents using the drop and pick later method.

3.5 Data Analysis

The data pertaining to competitive strategies being qualitative was coded using the numeric scales that was used by the respondents in responding to the questions posed in the questionnaire. This transformed the data into a quantitative form that permitted analysis using quantitative methods. Descriptive statistics including measures of central tendency and dispersion were employed in the analysis. These were the mean and the standard deviation, and they assisted in exploring the underlying features in these data.

Frequencies were adopted in examining the features underlying the data on demographic characteristics of the respondents, which stemmed from the fact that such data was categorical. Regression analysis was used to show whether an independent variable predicts a given dependent variable as shown by Mugenda & Mugenda (1999) and Tromp (2009). Regression analysis was used in establishing the relationship between competitive strategies and performance of the mobile money transaction institutions.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the research data, results of its analysis and their presentation. This chapter also discusses the data in the context of the insights from the theoretical and empirical literature. This chapter also provides patterns on how the strategies in the financial institutions offering mobile money transactions in Kenya have been adopted, and the insights therefore provides a good basis for drawing clear conclusions and recommending actionable plans that these organizations could use to gain competitive advantage which will eventually influence their performance.

4.2 Demographic Data

The researcher administered 15 questionnaires in the targeted respondents, and out of the 15 respondents, 13 respondents completed and returned the questionnaires, translating to a response rate of 86.67%; the researcher deemed this response rate is satisfactorily considering Kothari's (2004) suggestion that, for survey findings to be reliable, researcher need a response rate of at least 60 %. The researcher sought to establish the period over which the respondents had worked at their organizations, and table 4.1 below shows the findings. In which it is apparent that most of the respondents (50%) had worked at their organization for the period between 6 to 10 years, while 30 % of the respondents had worked in their organization for between 11 to 15 years. Therefore, most of the respondents had the work experience required to understand the issues of the strategies being implemented in the organization that the researcher was investigating.

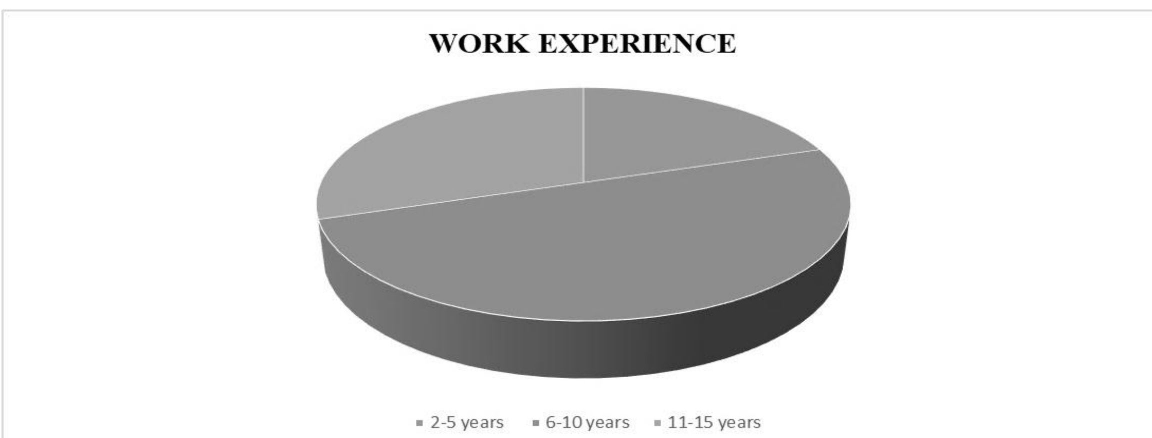
Table 4.1: Respondents' Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5 years	2	20.0	15.0	15
	6-10 years	5	50.0	39.0	54
	11-15 years	6	30.0	46.0	100.0
	Total	13	100.0	100.0	

Source: Researcher (2018)

Most of the respondents (46%) had worked at their financial institutions offering mobile money transactions between 11 and 15 years, and this group of the respondents was followed closely by the respondents who had been in the organization for more than 6-10 years. The least among the respondents had served in the organization for less than 5 years which represented 15% of the respondents. Figure 4.1 below further demonstrates the findings.

Figure 4.1: Work Experience



Source: Research data (2018)

The researcher also sought to know the positions that the respondents held in their firms. Table 4.2 below shows the findings.

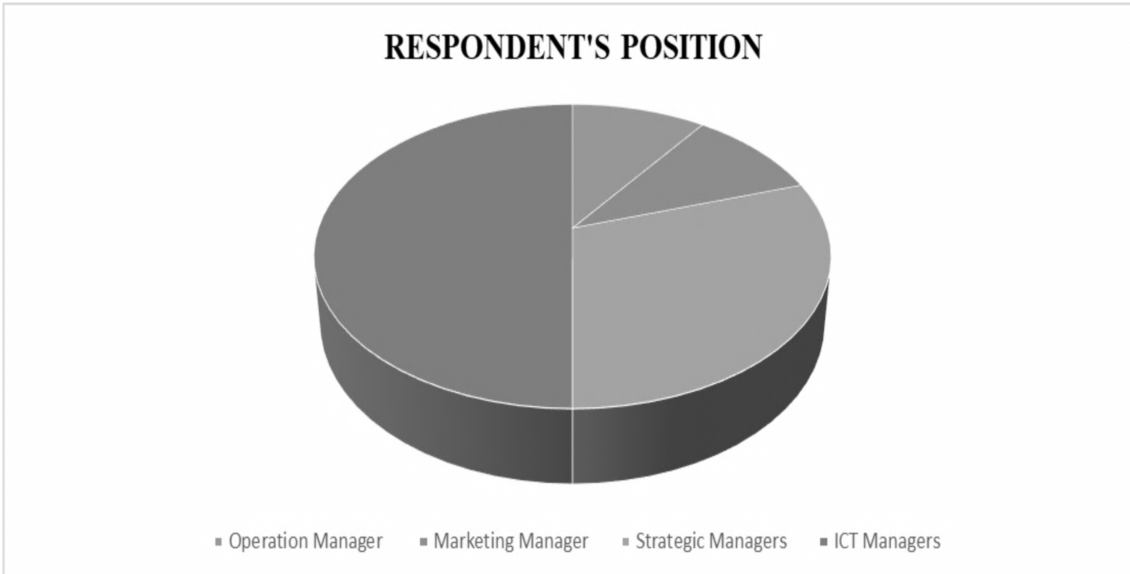
Table 4:2: Respondents' Position

Current position	**N**	**%age**
Operation Manager	1	8
Marketing Manager	4	31
Strategic Manager	3	23
ICT Manager	5	38
Total	13	100

Source: Research data (2018)

Most of the respondents (38%) were ICT Managers, while 31 % were marketing managers. Few of the respondents were strategic managers and operation managers constituting of 23 % representing 8 % each of the respondents. The findings showcased that the ICT managers were the one responsible on the strategies being implemented in the firm regarding the mobile money transactions services of the firm, representing 38% of the respondents, followed closely by the marketing managers representing 31% of the respondents. Figure 4.2 below further shows the findings on the positions that the respondents held.

Figure 4.2: Respondents' Work Position



Source: Research Data (2018)

Ownership Structure of the Company

The researcher sought to know the ownership structure of the organization of the respondents, and table 4.3 shows the findings. The results showcased that most of the respondents (62%) work in the locally owned organization, while the 23 % work in the locally owned organization but with government participation and 15 % of the organization is foreign owned. Therefore, most of the organizations offering the mobile money transactions institution are locally owned but 23% of the organization have government participation in their operations.

Table 4.3: Ownership Structure of the Company

		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Locally Owned	8	62.0	62.0	62.0
	Locally Owned with government participation	3	23.0	23.0	85.0
	Foreign Owned	2	15.0	15.0	100.0
	Total	10	100.0	100.0	

Source: Research data (2018)

The respondents were asked if the institutions had the vision and mission statements. The findings established that all the organization had the vision and mission statements, although the findings showcased that 70 % of the respondents involved the owners in the development of the strategies, 80% of the respondents involved the management and the owners, the respondents (50%) also established that employees are involved in the development of the strategies in the organization. This indicated that the management and the owners are key in the formulation of the strategies' in the organization which represents 70% and 80 % respectively.

4.3 Strategies Employed in Financial Institutions Offering Mobile Money Transactions in Kenya

The researcher sought to know how the participants' organizations had implemented costs strategy into their operations of the firm. The respondents were asked to indicate to which extent they agreed with the statement being posed, on a 5-Likert scale, on how their organization could implement the cost strategy into the strategy in order to gain the competitive advantage. The table 4.4 below shows the findings.

Table 4.4: Cost Strategies

Description	Mean	Std. Dev.
The company has a product development and innovation	4.23	0.0120
The company has an effective advertising and marketing campaigns strategy	3.91	0.1360
There is high customer services and supports on the mobile loan services	3.85	0.4333
The company focuses on the specific market segments in order to deliberate on the cost of the services	3.85	0.6720
The organization offers strategic alliances and partnership to the service providers to cut down the cost of the services	3.69	0.0973
The company ensures continuous brand development of the services	3.64	0.2240
There is a very high brand recognition from the customers	3.84	0.0800
Our clients are satisfied with the cost of our services	4.08	0.2693
There is an increase in the customers' demands on the loans services	4.12	0.0667
We provide a wide range of services to our clients at an affordable prices	4.03	0.1367

Source: Research data (2018)

Note: A scale of 1 to 5 was used, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent. A mean of 1 on the scale meant that the cost strategies are not used in the organization, while a mean of 5 meant the cost strategies are used to a great extent. The standard deviation shows the variations of the set of data values. When the standard deviation is close to 0, it means that the data points are close to the mean.

The findings in table 4.4 suggest that the cost strategy has been implemented in the organization. The strategy includes the advertising and marketing campaign that increases the number of the customers in the organization. The research finding is consistent with Michael Porter theory that recognizes that the market concentration comes from competition, thus the organization need to adopt low cost structures that will enable the organization to increase their financial performance and overall performance of the organization. It was evident that the large organizations enjoyed higher market share which manifested to achievement of higher competitive advantage which directly lead to higher performance. The cost strategy helps the organization sustain its competitive advantage and achieve its corporate goals. If an organization has not implemented the cost strategy, they lose their competitiveness and, ultimately they will go out of the business. The respondents were also asked to use a 5-point Likert Scale indicate how they agreed with statements describing what they thought of the product-value strategy. The following table shows the descriptive statistics of their responses.

Table 4.5: Product Value Strategy

Description	Mean	Std. Dev.
We provide our customers with a wide range of product range extension	4.07	0.0880
We ensure there is available resources and infrastructure for our customers that guarantee high value for the services	4.01	0.2347
The organization ensures improved process of the process	3.96	0.0960
The customers are provided with all the information that we are offering in the organization	3.85	0.0093
The organization ensures there is adoption of new technology due to the changes in the technological environment	3.80	0.1547
Customers inputs regarding the services are considered during the strategic planning	3.69	0.2840
There is high level of customer service and support of the services being offered in the firm	3.64	0.0480
In case of a system breakdown, our customers have a product replacement	3.59	0.5907
There is high innovation process in the organization	4.23	0.2373
The value to our customers are the core to the business operations	4.17	0.1120

Source: Research data (2018)

Note: A scale of 1 to 5 was used, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent. A mean of 1 on the Likert scale means that the product value strategies are not used in the organization, while a mean of 5 means the product value strategies are used to a great extent. The standard deviation shows the variations of the set of data values. When the standard deviation is close to 0 it means that the data points are close to the mean.

From the findings, it is apparent that the respondents largely agree that the product value strategy has entailed improvement of the business process that creates the value to the customers and facilitating high customer service through incorporating the input of the customers in the products offered in the organization. Indeed, it is consistent with Dess, Lumpkin and Eisner (2008) arguments that the product value in the marketplace creates a competitive advantage that it is unique that ensures the organization sustains higher returns which will eventually enhances the overall performance of the organization. It is evident that the financial institutions offering the mobile money transactions in Kenya once they understand the product value strategy influencing their competitive advantage; they can take actionable plans to ensure they deliver value to their customers.

4.4 Impact of Strategies on Performance

The respondents were also asked to use a 5-point Likert scale to indicate the impact of strategies on the competitive advantage which will influence the overall performance of the firm. The following table shows the descriptive statistics of their responses.

Table 4.6: Strategies on Performance

Impact	Mean	Std. Dev.
We have experienced client growth	4.04	0.71
We have improved the market share	3.96	0.34
There is increased market innovation in the company	3.78	0.69
There increased high profitability in the company	3.62	0.72
Our services are highly competitive in the industry	3.93	0.26
We have improved new developed products	3.84	0.28

Source: Research data (2018)

Note: A scale of 1 to 5 was used, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent. A mean of 1 on the Likert scale means that the impact of strategies on performance is negligible, while a mean of 5 means the strategies have a huge impact on performance. The standard deviation shows the variations of the set of data values. When the standard deviation is close to 0, it means that the data points are close to the mean.

The findings suggest that strategies been implemented in the organization has been beneficial to the competitive advantage and the performance of the financial institution which offers the mobile loans services in terms of client growth, improvement in market share, market innovation, increased profitability, improved competitiveness, and new product development. According to Ketchen and Palmer (1999), poorly performing companies will always apply threat rigidity by bringing changes in their products and services based on their historical performance rather than innovations and marketing adjustments as applied by highly performing companies. Thus, without adopting the strategies that are appropriate to gain the firm a competitive advantage especially due to the high growth rate of the firms offering mobile money transactions services can be disastrous for the firms can easily be kicked out of the business. From the findings, it is clear that the financial institutions offering the mobile money transactions have been careful to avoid being kicked out of the business due to failing to adopt the strategies that will gain a competitive advantage and improvement of the financial performance.

4.5 Correlation

The second objective of this study was to find out the relationship between strategies and the performance of financial institutions offering mobile money transactions. In order to establish the relationship between strategies and the performance of these financial institutions offering mobile money transactions, a composite index of organizational performance was regressed on the indices of cost strategies and product-value strategies. Correlation analysis was performed in order to examine the extent of the relationship between key variables of the study. The following table shows the correlation matrix.

Table 4.7: Correlation Matrix

	Organizational Performance	**Cost Strategies Index**	**Product-Value Strategies Index**
Performance	1	0.41	0.59
Cost Strategies index		1	0.53
Product-Value Strategies index			1

Source: Research data (2018)

As table 4.7 above shows, there is a positive and moderate correlation between performance and the cost strategies index (Pearson coefficient = 0.41), and performance and the product-value strategies index, too, correlate positively (Pearson coefficient = 0.59). The cost strategies index and the product-value strategies index also correlate positively (Pearson coefficient = 0.53), meaning organizations that have implemented product-value strategies have also attained a modest cost strategy.

4.6 Discussions of the Findings

The sections provide a comprehensive discussion on the findings with comparison with the theories and other studies as addressed in chapter two on the competitive strategy adopted in the organization.

The research study was anchored toward the resource based theory, dynamic capabilities theory and efficiency structure theory which formed the basis of the research study. As per the findings in the research it is apparent that the research supports the resource based theory addressing the competitive strategies that the organization have adopted in form of information technology, that helps the organization to gain the competitive advantage over other companies in the industry, the ownership of this resources which are in form of the competitive strategies which influence the organizational performance as stipulated by (Nicolai, 1998). Dynamic capabilities theory entails the creation of customer capture methods and wealth enhancement by companies that predominantly operate in a changing technological, legal and economic environment, (Teece, 2011), and the findings clearly showed that the competitive strategies have impacted on the customer satisfaction levels. Lastly, the findings also support the efficiency structure theory in that it recognizes the efficiency of the organization is achieved through the competitive strategies in order to influence performance.

The findings have also shown that using the competitive strategies helps companies gain a competitive advantage through increase in the customer base, improved market share and increase in the profitability of the firm. Andrew (2008) recognized that the competitive strategies which influence the performance of the firm through an increase in the customer base comes from providing products and services to the customers that are valuable to the customers, and to provide the valuable services and products, the organization should understand the need of the customers and the environment under which there are operating thus to provide the services and products according to customers preferences. When the organizations achieve a high customer base, the increase in the market shares automatically increases, which will influence the organization to earn higher revenues and reduction in operating costs. And with increase in the financial revenue and lower operating costs, the organization can easily adopt and implement other strategies in the organization such as innovation strategies that is valuable to the customers. As discussed by Barney (1991) the competitive advantage that will influence the performance will only be sustained when other rivals in the industry are not able to duplicate the firm's strategy. Thus the sustained competitive advantage will only exist when efforts to replicate it by the rivals in the industry fails, and it is in this reason the firms are putting a lot of efforts to develop strategies that are difficult to imitate in order to gain a competitive advantage and also to enhance the performance of the firm. Ultimately, continuous improvement of the market strategies and innovation strategies makes a firm to be competitive which will improve its operational efficiency and profitability of the firm, thus enhancing the performance of the firm. The bottom line is that appropriate implementation of the strategies in the firm which enable the firm gain a competitive advantage which will ultimately affects the overall performance of the firm.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings and draws clear and necessary conclusions of the study. The findings provide valuable insights on how the firms offering mobile money transactions can adopt the appropriate strategies in order to gain a competitive advantage which will eventually influence the overall performance of the firm. This chapter will then provide a recommendation of the study, limitations of the study and suggests areas for further research.

5.2 Summary of the Findings

The analysis of the data shows the competitive strategies through cost strategies and product value strategy led to the sustainability and higher performance levels in the organization. From the findings, it is apparent that the financial institutions offering the mobile money transactions have implemented different strategies including the cost strategy and product-value strategy which has made the firms to grow fundamentally in creating value to the customers and meet customers' demand that exceeds the firms' costs. These strategies have enabled the firms to gain competitive advantage by focusing on a specific market segments and operations thus creating a competitive advantage that matches the core competencies and the opportunities in the industry. The cost leadership strategy have enabled the firm to have a lower cost of operation through efficiency of their operation in order to gain a prices that is lower than those of the competitors.

These strategies have been implemented in the financial institutions offering the mobile money transactions to have a direction in which it will enable them to achieve their long term objectives while meeting the demand of their customers and at the same time reducing the risks and threats from the market environment and taking advantage of the innovation environment in line with the mobile money transfer and transactions

From the findings, it is was also apparent that the strategies implemented in the organization contributes to the competitive advantage which will eventually affects the overall performance of the financial institutions offering mobile money transactions to the customers. The strategies which included cost leadership strategies and product-value strategies. The aforementioned strategies have been steered in order to enhance the competitive edge of the firms and to improve the overall performance of the organization. The strategies which focuses on attracting, increasing and retaining the customer base, reducing the cost of the operations and improving the financial and operational performance of the financial institutions offering the mobile money transactions.

Through the strategies implemented in the organization, the financial institutions offering the mobile money transactions have been able to increase their market share, expand their customer base, implement the market trend innovations, increase their profitability and reduce their cost of operations, and all these beneficial paradigm shows the value of adoption of the appropriate strategies in order to gain the competitive advantage in a dynamic industry of mobile money industry.

5.3 Conclusion

The strategies implemented have an influence in the competitive advantage of the financial institutions offering the mobile money transactions which ultimately affects the performance of the organization. The product-value strategies and cost-leadership strategies have had an impact on the competitive advantage of the organization. Often, these strategies have led in the increase in the market share, reduction of the operation costs, expansion of the customer base and increase in profitability of the organization. The strategies show how the financial money transactions institutions operates in a highly competitive and dynamic environment, in which they need to be checking their strategies as often as possible in order to gain a competitive advantage which will ultimately affects their performance.

As the finding of the research has shown, the strategies implemented in the organization have an impact in the operation, competitive advantage and the performance of the financial institutions offering the mobile money transactions. For instance, the cost strategies has enabled the firms to be at par with the dynamic technological environment, thus being able to reach to more customers conveniently at lower costs, which will make the firm to gain a competitive advantage over other competitors who have not implemented that kind of technology. Product-value strategies which has enabled the organization to reach to more clients, both the existing and the prospects, and this has made the organization to custom-made their mobile money transactions that are appealing to their customers. These strategies implemented in the organization have enabled the firms to gain a competitive advantage, increase their market share and increase their profitability.

5.4 Recommendations

The financial institutions offering the mobile money transactions in Kenya should regularly evaluate their performance upon the strategies implemented in the organization in order to determine the impact of their strategies to the competitive advantage and ultimately the performance of the organization. Considering the industry under which the financial institutions offering the mobile money transactions operates, it is imperative that the firms should understand the technological environment and its dynamics and evaluating their impact on the operations and performance of the firms, for it will be able to determine the appropriate strategies to be adopted in the organization that it will enable the firm to gain a competitive advantage over other rivals in the industry and to improve their performance.

If the financial institutions offering mobile money transactions decide to implement strategies without understanding them very well, they might end up losing customers and other essential resources in the organization. For instance, implementation of the cost leadership strategies will require the organization to understand the cost structures of different financial entities first in order to implement this kind of the strategies in the organization. The financial institutions offering the mobile money transactions in Kenya, should vigorously evaluate their performance, for it can be able to indicate the appropriate strategies to be implemented in the organization in order to gain a competitive edge in the competitive industry. Therefore, if the financial institutions offering the mobile money transactions want to gain the competitive advantage and improve on the efficiency of their operations, they have to invest in the evaluation of their performance in order to gauge which strategies are appropriate for their firm.

5.5 Limitations of the Study

This study did not consider other variables that determines the implementation of the strategies in the organization. For instance, large financial organization that have more resources than the small financial institutions do, and this means that the strategies might be different depending whether the organization has more resources or little resources.

For instance, if there is a new legal framework, a large financial organization can respond by lobbying government officials to have that legislation rescinded. The large organization has the resources and the influence to lobby for a change in legislation. A small financial institution, on the other hand, will respond to the new legislation by divesting from the segment of its business that the new legislation affects. The small organization lacks the influence to lobby for legislative changes, and this is apparent in how it responds to new legislation. Understanding how organizational antecedents affect strategies to be implemented in the institutions which will help provide important insights.

5.6 Suggestions for Further Research

A study should be conducted to investigate how organizational factors influence the implementation of the strategies in the financial institutions offering the mobile money transactions. The study should group the firms according to some of their distinguishing characteristics such as total assets, market share and the organizational structure. Once the firms have been grouped according to their characteristics, the research should look at how the firms in each group have implemented their strategies to gain a competitive advantage and how these strategies influence their performance. If there are differences in how the firms in various groups adopt the strategies, it will important to have a concrete insight on the appropriate strategies to be adopted by each organization depending on the category of the firm which will enable the firms to gain a competitive advantage and influence their performance.

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APPENDICES

Appendix 1: Research Questionnaire

The structured questionnaire presented is exclusively for data collection on the competitive strategies commonly used by Mobile Money Transaction Institutions in Kenya. Data collected shall be treated with utmost confidentiality and the general purpose is for academic continuance.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick ☑ where appropriate

1. Name of the Organization…………………………………………………………
2. Position Held:

Operation Manager ☐ Marketing Manager ☐ ICT Manager ☐

Others ☐

3. How long have you worked in this position

Below 2 years ☐ Between 2-5 years ☐ Between 6-10 years ☐

Between 11-15 years ☐ Between 16-20 years ☐ Above 20 years ☐

4. What is your Education level

Secondary ☐ College Diploma ☐ University Degree ☐ Graduate ☐
Degree

Other (Specify) ☐

5. How long has the organization been in operation

Please tick ☑ where appropriate

Below 5 years ☐

Between 6-10 years ☐

Between 11-15 year ☐

Between 16-20 years ☐

Above 20 years ☐

6. Gender

   Male ☐ Female ☐

7. Ownership structure of the company

   Locally owned but with government participation ☐

   Locally owned ☐

   Foreign owed ☐

SECTION B: Strategies adopted by the Financial Institutions offering mobile Loan services

8. Does your institution have a;

   a.) Vision Statement Yes ( ) No ( )

   b.) Mission Statement Yes ( ) No ( )

9. If yes (above) who were involved in the development of strategies in the institution? Please tick the statement(s) that apply to your institution

   a.) Owner (s) ( )

   b.) The Management and owner(s) ( )

   c.) Employees ( )

   d.) Others (Specify)……………………………….

SECTION B: STRATEGIES

10. Do you customers ask for reduction of the transaction fee on mobile money transfers? Yes ( ) No ( )

11. To what extent do you use the following as a means of attracting and retaining customers

Using a scale of 1 to 5, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent, please indicate by ticking ☑

No	**Statements**	1	2	3	4	5
1	The company has a product development and innovation					
2	The company has an effective advertising and marketing campaigns strategy					
3	There is high customer services and supports on the mobile loan services					
4	The company focuses on the specific market segments in order to deliberate on the cost of the services					
5	The organization offers strategic alliances and partnership to the service providers to cut down the cost of the services					
6	The company ensures continuous brand development of the services					
7	There is a very high brand recognition from the customers					
8	Our clients are satisfied with the cost of our services					
9	There is an increase in the customers' demands on the loans services					
10	We provide a wide range of services to our clients at an affordable prices					

12. Do you strive to create a unique image of your institution to your clients?
    Yes ( ) No ( )

13. To what extent are the following factors used as a way of distinguishing your institution from others? Using a scale of 1 to 5, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent, please indicate by ticking ☑

No	**Statement**	1	2	3	4	5
1	We provide our customers with a wide range of product range extension					
2	We ensure there is available resources and infrastructure for our customers that guarantee high value for the services					
3	The organization ensures improved process of the process					
4	The customers are provided by all the information that we are offering in the organization					
5	The organization ensures there is adoption of new technology due to the changes in the technological environment					
6	Customers inputs regarding the services are considered during the strategic planning					
7	There is high level of customer service and support of the services being offered in the firm					
8	In case of a system breakdown, our customers have a product replacement					
9	There is high innovation process in the organization					
10	The value to our customers are the core to the business operations					

SECTION C: PERFORMANCE

Using a scale of 1 to 5, where 1=not at all, 2=very little, 3=to some extent, 4=to a great extent and 5=to a very large extent. Please indicate by ticking ☑ the range where your institution falls.

No	**Description**	1	2	3	4	5
1	We have experienced client growth					
2	We have improved the market share					
3	There is increased market innovation in the company					
4	There increased high profitability in the company					
5	Our services are highly competitive in the industry					
6	We have improved new developed products					

Thank you for your contribution

Appendix II: Financial Institutions Offering Mobile Money Transaction Services in Kenya

1) Kenya Commercial Bank

2) Co-operative Bank

3) Commercial Bank of Africa

4) Equity Bank

5) Airtel

6) Safaricom

7) Saida

8) Micro Mobile

9) Zidisha

10) Avl Capital

11) Inventure Capital

12) Kiva

13) Paddy Micro

14) Musoni

15) Branch