

THE INFLUENCE OF COMPETITIVE STRATEGIES ON THE PERFORMANCE OF  
INTERNATIONAL SCHOOLS OFFERING THE BRITISH NATIONAL CURRICULUM  
(BNC) IN NAIROBI, KENYA

BY

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D61/70724/2008

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF  
NAIROBI.

SEPTEMBER, 2010

## **DECLARATION**

I declare that this is my original work and has not been presented for award of a degree or any other qualification from any other university.

Signed \_\_\_\_\_ Date \_\_\_\_\_

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This Management research project report has been submitted for examination with my approval as the university supervisor.

Signed \_\_\_\_\_ Date \_\_\_\_\_

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## **DEDICATION**

To my fiancée Ruth, my family and friends who were a source of love, inspiration and support as I did this project.

## **ACKNOWLEDGEMENT**

Special thanks go to my supervisor, Professor Peter K'obonyo whose wise comments and thoughtful feedback strengthened my ideas. His invaluable critique and discussions opened my mind to the quality of academic writing.

I would also like to express my sincere gratitude to my fiancée Ruth Nyaserema for her unwavering commitment and inspiration to me. I cannot forget my parents: Charles and Teresa for their constant encouragement, wisdom and strong belief in education. Finally, I appreciate all the respondents who took time out of their busy schedules to fill in the questionnaires.

## **ABSTRACT**

As many organisations seek to fight competition in the local market place, many of them have had to adopt different competitive strategies in order to attract, retain customers and improve on their performance. This study was done to establish the influence of competitive strategies on the performance of International Schools offering the British National Curriculum in Nairobi, Kenya. The objectives of the study were: To establish competitive strategies adopted by BNC schools in Nairobi and to establish the influence of competitive strategies on performance of the BNC schools in Nairobi.

A survey research design was used in this study to investigate Competitive strategies (i.e. differentiation, focus and cost leadership) and their effects on the Performance of schools offering the BNC in Kenya. The research area was Kenya with Nairobi environs as the main target area and the population of the study consisted of 16 schools offering BNC in Kenya. The key target respondents included school heads and school deputy heads drawn from the respective schools surveyed. A total of 13 of the 16 (total population) questionnaires sent to the sample were returned, which represented a response rate of 81%. Data on performance covered performance of International General Certificate of Secondary Education (IGCSE), student enrolments as compared to capacity and growth rate of the schools in terms of school's facility and staff numbers. School heads. The research used descriptive statistics to analyse data and present findings.

Employing competent and qualified staff was the most employed strategy designed to attract students. Specializing in meeting certain needs of learners as compared to competitors,

coupled with targeting high income earners, are the two key strategies employed by the various schools surveyed with regard to drawing students. With regards to the costs and fees, allowing payments of fees in installments and using fees as a key positioning of the respective schools, besides developing organizational cost efficiency, are the main strategies employed by the various schools surveyed. To determine if there was a statistically significant association between differentiation, focus and cost leadership, a Pearson's correlation analysis was computed. Differentiation had the highest contribution to the schools' performance. It was followed by focus strategy and the last was the cost leadership strategy.

It is recommended that Management of International Schools should enhance their differentiation strategies since they greatly contribute to the general performance of the schools. To build competitive advantage through differentiation, a firm must search out sources of uniqueness that are burdensome and time-consuming for rivals to match. The schools should appeal to customers with a special sensitivity for a particular product and service attribute which in turn help build customer loyalty.

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