

**COMPETITIVE STRATEGIES ADOPTED FOR HIGH END CLIENTELE BY
BARCLAYS BANK OF KENYA**

BY

LILIAN MUENI

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DECLARATION

This research project is my original work and has not been presented for any academic award in any other institution.

Signature: - _____ Date:-_____

LILIAN MUENI MAITHYA

D61/60655/2011

This research project has been presented for examination with my approval as the University Supervisor.

Signature: - _____ Date: -_____

PROFESSOR MARTIN OGUTU

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

To Almighty God, who has been my strength and divine inspiration in everything I do.

To my parents Joseph M Mbuto & Marita N Ndambu who taught me the virtue of hard work and shaped me to who I am today. They saw my strengths and capabilities and made me understand that I can do anything that I purpose to achieve in life through determination.

To my mentor and manager Marion Bore who gave me the guidance and encouragement to push on to full completion of my research project.

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ABSTRACT

In the current rapidly changing global business arena, most corporations are undergoing revolutionary changes. These changes are due to the unprecedented competition, exponential technological development, surging customer expectations, and changing governmental and international regulations. The study therefore sought to analyze the competitive strategies adopted for high end clientele by Barclays Bank of Kenya through premier banking. This was achieved through establishing the challenges Barclays Bank of Kenya faces from competition in premier banking as well as determining the competitive strategies adopted by Barclays Bank of Kenya to cope with competition in premier banking. According to the study, Barclays Bank of Kenya Premier Banking faces challenges due to competition, rivalry, new entrant's, power of customers and suppliers. These findings contribute to the theory and knowledge in various ways. First, it has underlined the importance of awareness of the challenges posed by various aspects of business environment to a business organization. Secondly, the research revealed that prudent formulation and implementation of competitive strategies play a crucial role in ensuring that an organization gains competitive advantage over rivals. Finally, the findings of the present study can be used in strategizing on optimizing the functioning of all aspects of organization environment in order to beat competition. The findings of the study imply that managers need to invest in prudent identification of factors that affect the competitiveness of an organization. This will help in formulating prudent competitive strategies which ensure not only survival but also thriving of a business organization.. On gaining pertinent information on the power and influence of the various aspects of the business environment, the managers are enabled to craft more effective competitive strategies for their organizations.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current rapidly changing global business arena, most corporations are undergoing revolutionary changes. These changes are due to the unprecedented competition, exponential technological development, surging customer expectations, and changing governmental and international regulations. Many corporations are in the process of radical transformation aimed at achieving the ability to respond simultaneously and efficiently to meet heightened customer requirements in quality, service, innovation, speed, and price (Das et al., 2011).

Competitive strategy is about trying to achieve some kind of advantage over competitors. Ideally, the firm should seek to try to achieve some position that is difficult or impossible for rivals to imitate. If a firm can carve out and defend a unique place for itself in the competitive market place, by definition this is something that may not be applicable to other firms. The theoretical foundation of competitive strategy is based on the game theory, which is the science of strategy. It attempts to determine mathematically and logically the actions that “players” should take to secure the best outcomes for themselves in a wide array of “games” Strategic conflict theory is based upon rational assumption and maximizing behaviour of agents. Porter (1985) also developed a model that allows analysis of competitive strategies among organizations and industries.

In order to cope with changes companies have found the need to invest many resources in devising new competitive strategies to take advantage of the new opportunities, whilst protecting their market positions, which are crucial to their continued economic existence. Effective formulation and implementation of competitive strategies has become the goal of many business organizations (Grant, 1998).

The rapidly changing global business arena, most corporations are undergoing revolutionary changes. These changes are due to the unprecedented competition, exponential technological development, surging customer expectations, and changing governmental and international regulations. Many corporations are in the process of radical transformation aimed at achieving the ability to respond simultaneously and

efficiently to meet heightened customer requirements in quality, service, innovation, speed, and price (Das et al., 2011). In the context of Barclays Bank of Kenya, in order to cope with changes there is need to invest many resources in devising new competitive strategies to take advantage of the new opportunities, whilst protecting their market positions, which are crucial to their continued economic existence.

1.1.1 Competitive Strategies

Strategy is defined as the anticipation of what you need to do now in order to do what you want later and the anticipation of what your competitors will do in the identification of the sources of value for a particular organization or industry. Strategy implementation will involve the creation of specific tactics or action plans that indicate how strategies will be achieved. For the development of a brand campaign, for instance, tactics might include: selecting an advertising agency, creating promotional materials, developing or updating web sites. Strategy is an essential part of any effective business plan.

A good competitive strategy is sensitive to the intrinsic design properties of the organization's environment. This means being responsive to the environment, whether it is seasonal cycles for the area in which an organization operates, or life cycles in the industry in which the organization's product are marketed. In both cases, there may be regularities and patterns that competitive strategists can draw on to improve their decision-making in the respective contexts.

Superior performance outcomes and superiority in production resources reflects competitive advantage. Kemp (1993) views competitive strategy as the tool that manipulates the resources and create competitive advantage; hence, viable competitive strategy may not be adequate unless it possess control over unique resources that have the ability to create such a unique advantage. Competitive strategies include cost leadership whose goal is to offer products at the lowest cost in the industry while ensuring profitability, differentiation strategy which aims at providing a variety of products that competitors are unable to provide and innovation strategy whose goal is to introduce completely new or notably superior products and services.

1.1.2 High End Clientele

As a company tends to drift up market, many lower-end customers do not keep up. These customers then tend to turn to other companies for alternative products or services that

have features they value over the original company's usual upgrades. The original company also allows these customers to leave, as they have shifted priority to higher-end customers (Clayton, 2003). As old core customers lose priority, the company that sold to them does not fight very hard to keep them. Fighting for the old customers could risk losing the new, more profitable people.

This allows new start-up businesses to start moving upstream by interesting and attaining these customers for themselves, as the start-up goes through the same cycles that the established company went through. By chasing after higher-end customers and letting less profitable customers lose priority and be taken away from rising incumbents, a business manages to shift its base to entirely new sets of people (Clayton, 2003). In the banking sector, the need to target high end market clientele has seen many banks design differentiated products to suit the needs and styles of the up market.

Such products include Priority banking of Standard Chartered bank which offers premium services for the high end clientele such as fast cash transfers, expanded credit limits and mobile banking services at a premium. Advantage banking of Kenya Commercial Bank offers exclusive banking services for you whose class and comfort are of great consideration. They recognize your need for convenient, personalized, dedicated and timely banking services.

1.1.3 Banking Industry in Kenya

The banking system in Kenya is regulated by the Central Bank of Kenya (CBK) Act (Cap 491) and the Banking Act (Cap 488). These acts are intended primarily to facilitate the development and maintenance of a sound monetary policy (Ngesa, 1989). Currently there are 46 banks and non bank financial organizations, 15 micro finance and 48 foreign exchange bureaus. The banking act was enacted in 1989 and it replaced the banking act in 1969. Prior to this, banking in Kenya was regulated under banking ordinance .This was a colonial piece of legislation, which was inherited by the government at independence (<http://www.cetralbank.go.ke>).

The banks have come together under Kenya Bankers Association (KBA), which serves as a lobby for the banks interests and also addresses issues affecting the members. The industry is dominated by a few banks which are foreign owned and some are locally owned. Nine of the major banks are listed at the Nairobi Stock Exchange (NSE). Key

issues affecting the banking industry include: changes in the regulatory framework, where liberalization exists; declining interest margins due to customer's pressure leading to mergers and re-organization; increased demand for non-traditional services and move towards emphasis on the customer rather than the product; introduction of non-tradition players who offer financial services products. (<http://www.cetralbank.go.ke>).

The banking services are poised for significant expansion, product and market development that should result in further consolidation of the banking sector. Most of these transformations have been necessitated by the changes in the environment which have forced banks to respond to such changes so as to remain in business. Over the last few years, the Banking sector in Kenya has continued to growth in assets, deposits, profitability and products offering. Players in this sector have experienced increased competition over the last few years resulting from increased innovations among the players and new entrants into the market.

1.1.4 Barclays Bank of Kenya

Barclays Bank PLC is a major global financial services provider engaged in retail banking, credit cards, corporate, investment banking and wealth management with an extensive international presence in Europe, America, Africa and Asia with over 300 years of history and employs over 147,000 people. Barclays moves, lends, invests and protects money for over 48 million customers and clients worldwide (Barclays PLC Investor Seminar 2011, June 15)

Barclays Africa is a leading bank in Africa with business in ten countries in Africa namely; Botswana, Egypt, Ghana, Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia, Zimbabwe. Barclays has operated in Kenya for over 90 years. Financial strength coupled with extensive local and international resources have positioned Barclays Bank of Kenya as a foremost provider of financial services. Barclays Bank of Kenya has established an extensive network of 117 outlets with over 230 ATMs spread across the country. The bank's financial performance over the years has built confidence among the bank's shareholders, with a reputation as one of the leading blue chip companies on Nairobi Stock Exchange (www.Investorrelations.Barclays.co.ke)

In Kenya, Barclays Bank of Kenya is one of the forty-four (44) commercial bank licensed by the Central Bank of Kenya, the national banking regulator. The bank is a large

financial organization in Kenya, with an estimated asset base in excess of US\$2.22 billion (KES: 180.9 billion), as of September 2011. At that time, Barclays Bank of Kenya was the second largest bank in Kenya, by assets, behind Kenya Commercial Bank Group with assets valued at US\$3.34 billion (KES:273.9 billion). The organization serves the banking needs of large and small business customers as well as individuals.

At the individual level is Barclays Premier Banking designed to offer an exclusive and preferential banking service to eligible customers in selected countries around the world. For international businesses, moving abroad or taking some time off, the International Premier Banking services helps one in managing banking needs. Premier Banking is tailored for individual clients with a busy life and have complex financial needs.

Though Premier Banking has been adopted by Barclays Bank of Kenya to create value to a section of its market, concerns have been raised on its ability to attract and maintain a large section of the market. It has been considered as a preserve of the high end market customers thereby locking out many other potential customers. This has hampered its growth in popularity even among the customers it targets. In addition, other players in the banking industry have launched similar initiatives to embrace niche marketing. As such Barclays Bank of Kenya needs to rebrand Premier Banking to make it more competitive and thus spur more growth in its potential to attract and retain the customers targeted. This is possible if effective competitive strategies are adopted for Premier Banking to create and achieve a position that is difficult or impossible for rivals to imitate.

1.2 Research Problem

In essence, the importance of a competitive strategy is to cope with competition. Often, however, managers define competition too narrowly, as if it occurred only among today's direct competitors. Yet competition for profits goes beyond established industry rivals to include four other competitive forces as well: customers, suppliers, potential entrants, and substitute products. Understanding the competitive forces, and their underlying causes, reveals the roots of an industry's current profitability while providing a framework for anticipating and influencing competition (and profitability) over time. Understanding industry structure is also essential to effective strategic positioning through creation of competitive edge for the organization.

Barclays Kenya of Kenya is involved in cut throat competition with other financial

providers occasioned by the deregulation of the financial market as well as the upsurge in the number of financial providers. This has necessitated the bank to come up with differentiated products and services to target specific market segments. One of the attempts BBK has made towards niche marketing is to launch Premier Banking which targets specific clientele. Premier banking has in the meantime attracted few clients due to the notion that it is only meant for the high end market.

Several scholars have carried out extensive studies in the area of competitive strategies in Kenya and especially on business organizations. Weyao (2008) examined the competitive strategies of Bamburi Portland Cement, East African Portland Cement and Athi River Mining Cement Firms in Kenya, Mutungi (2005) carried out an investigation on Industry Competitiveness and its Effect on the Types of Strategies Formulated with a case study of Bus Companies Plying the Nairobi – Mombasa Route.

Studies on competitive strategies in the banking industry have also been conducted by a number of scholars. For instance, Imaana (2007) carried out a study on the effects of competitive strategies on the performance of Kenya Commercial Bank, Meru Branch. Warucu (2001) in his research, found out that focus and product differentiation are some of the major strategies that the banks have employed in their quest to outdo each other.

Similarly Kiptugen (2003) looked at the strategic responses to a changing competitive environment in the case study of Kenya Commercial Bank, he established that proactive rather than reactive strategies such as research on changing customer needs and preferences forms the basis of its strategic planning. Mbwayo (2005) focused on the strategies applied by commercial banks in Kenya in anti money laundering compliance programs. He concluded that strict adherence procedures and standards have been implemented to ensure that money laundering is contained in Kenya.

Whereas the cited studies focussed on competitive strategies and how they are implemented in various organizations, none of them narrowed down to a single organization to deeply investigate challenges faced and competitive strategies adopted. A lot of insight can be gained through in-depth analysis of underlying forces in such competition. What challenges does Premier Banking of Barclays Bank face from competition? What strategies has Barclays Bank of Kenya adopted to cope with challenges competition in Premier Banking?

1.3 Research Objectives

The current study was guided by the following objectives:

- i. To establish the challenges Barclays Bank of Kenya faces from competition in premier banking.
- ii. To determine the competitive strategies adopted by Barclays Bank of Kenya to cope with competition in premier banking.

1.4 Value of the study

The findings of the study are generalizable to all the banking organizations in Kenya since they are facing similar challenges due to competition with other banks as well as other financial organizations. The results of the study brings out several benefits. It adds to the current scope of knowledge and theory in strategy formulation and implementation. Scholars could therefore use the findings as a basis for further research.

The findings of the study further informs the management of Barclays Bank of Kenya on how to come up with effective policies governing premier banking to make it more responsive and attractive to a wide range of clients. The research will benefit executives and managers as it will bring to light the need for developing and implementing optimal competitive strategies to enhance building of a competitive advantage. The findings of the study will help in creating understanding of how competitive strategies may be applied to a niche market as well as how their effectiveness may be improved.

Finally, the findings of the study will benefit the aspects of premier banking that act as deterrents and motivators to the clients. Policy makers and implementers can use the findings to set guidelines and bench marks for strategy implementation. The findings will unfold essential or critical skills that policy makers and implementers should source for in successful formulation and implementation of competitive strategies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter contains a review of related literature on competitive strategies and how they may be used in creating competitive advantage for a firm. Section 2.2 analyzes a business organization in relation to the environment in which it operates and the importance of the organization's environment in shaping strategy. Section 2.3 discusses the challenges posed by competition to a business organization. Finally, section 2.4 discusses the literature related to competitive strategies that an organization may adopt.

2.2 Theoretical Foundation of the Study

The study is based on various theoretical foundations namely game theory, strategic conflict theory and competitive strategy theory. These theories are discussed below and their importance or contribution to the study.

2.2.1 Game Theory

Game theory was once hailed as a revolutionary interdisciplinary phenomenon bringing together psychology, mathematics, philosophy and an extensive mix of other academic areas. Competitive firms are faced with a decision matrix similar to that of a Prisoner's Dilemma. Each firm has the option to accept the basic pricing structure agreed upon by the other companies or to introduce a lower price schedule.

Despite that it is in the common interest to cooperate with the competitors, following a logical thought process causes the firms to default. As a result everyone is worse off. Game theory has branched out to encompass many other business disciplines. From optimal marketing campaign strategies, to waging war decisions, ideal auction tactics and voting styles, game theory provides a hypothetical framework with material implications.

This theory will be used in business applications to develop competitive decision settings; as well a broad and meaningful view of the way business decisions can be modeled and analyzed. This theory can also be applied in different fields including finance, operations, treasury and management.

2.2.2 Strategic conflict theory

Strategic conflict theory is based upon rationality assumption and maximizing behavior of agents. It takes conflict for granted, but also assumes common interest between the adversaries; it assumes a “rational” value-maximizing mode of behavior; and it focuses on the fact that each participant’s “best” choice of action depends on what he expects the other to do, and that “strategic behavior” is concerned with influencing another’s choice by working on his expectation of how one’s own behavior is related to his (Schelling, 1963).

The theory tries to capture the “threat” or “potential” versus actual destruction in case of a limited (but not total) rivalry. Moreover, the “deterrence” is regarded as if it consists of bargaining between rational, maximizing commercial partners. It enables managers in making strategic choices in terms best choices

2.2.3 Competitive strategies theory

Porter (1985) developed a model that allows analyzing why some organizations are more competitive than others and also why some industries are more competitive than others. This model of determining factors of competitive advantage has become known as Porters Diamond. It suggests that the organization plays an important role in shaping the extent to which it is likely to achieve advantage. This base provides basic factors, which support or hinder organizations from building competitive advantage to beat the competition.

Porter's Five Forces Analysis is a tool for analyzing the attractiveness of an industry. It has 5 components -customer, competitor, suppliers, barriers to entry, threat of substitutes. The tool allows one to consider each of these areas and to determine whether this is going to be profitable or not for companies in that industry. Porter identifies many elements that can be considered in each of these areas. These factors can be scored, the higher the score the better the industry.

2.3 Organization and its Environment

Inherent in much of the strategy literature on organization and its environment is an efficiency argument, that is, sustained competitive advantage depends on the organizations’ strategic choices or the leveraging of its capabilities, resources and assets (Porter and van der Linde, 1995). However, viewed through the lens of organization

theory, other factors need to be considered. Organizations also have to behave in ways that are considered 'legitimate' by powerful social actors within their organizational environments. Jennings and Zandbergen (1995) demonstrated the usefulness of organization theory in analyzing corporate environmental behaviour. They pointed to the processes through which the institutionalization of ecological concerns can take place and to how these processes could influence what 'organizational sustainability' might mean.

In light of the many stakeholders that engage around environmental issues (including regulatory agencies, environmental activists, customers, suppliers, employees, and others), it is understandable that a great deal of research attention has been given to characterizing stakeholders as internal or external and primary or secondary (Clarkson, 1995), and to developing typologies to classify them.

Industry self-regulation is an umbrella term for the myriad of activities that industry, notably industry associations, introduces to regulate corporate behaviour and competition. There are two forces driving the introduction of self-regulatory systems – the problem of asymmetric information and market failure (Barnett and King, 2008; King and Lenox, 2000). In the first instance, information disclosure can be a means to reduce asymmetries and gain positive reputational benefits. In the second instance, self-regulation entails the development of a collective defense mechanism that can either help forestall and pre-empts government regulation, or 'weed out' poor environmental performers so as to minimize the detrimental reputational effect of the industry as a whole with regulators.

2.4 Challenges of Competition

How to succeed in today's rapidly changing competitive environment is a question weighing heavily on many a manager's mind. Everything seems to be changing—markets, customer demands, technologies, global boundaries, products, and processes (Jänicke, Binder and Mönch, 1997). In the midst of this seemingly overwhelming change, managers are being asked to make critical competitive decisions that will affect not only the present position of their organization (the legal or competitive entity), but also its future success. Much to their dismay, however, many managers are finding out, sometimes the hard way, that it is a different game, and the old rules do not apply anymore.

According to Newton and Harte (1997), to compete in today's rapidly changing competitive environment, new strategic responses are required that most managers may have never thought possible. In addition, managers must understand that at the heart of these new strategic responses is innovative management through advanced information technologies.

Georg (1994) portends that managers must decide exactly how their organizations will compete, given a specific combination of market demands and changing process capabilities and technologies available. With the changed conditions facing the organization and its chosen strategy, this is necessary to provide the capabilities required to achieve competitive advantage. There are implications for managers who would pursue such competitive strategies of product differentiation and customization. Each of these strategies requires new ways of thinking on the part of managers, not only about harnessing the powerful resources, but also about change, competition, and designing organizations.

Managers must also understand how and why everything is changing before making decisions about how their organizations should adapt (Levy, 1997). In recent years, change in the competitive environment has threatened the existence of many organizations. Change is often at the heart of strategic decisions about what type of organization to design. Recognition of this fact is an important first step for managers in understanding how very different the new competitive strategies are from those of the past (Levy, 1997).

Although change can be understood in a variety of ways, change in the present competitive environment may be understood best by means of product-process change matrix. Product change involves the demands for new products or services. The changes organizations face in their markets because of competitor moves, shifting customer preferences, or entering new geographical or national markets are categorized as product change. Process change involves the procedures and technologies used to produce or deliver products or services. The term process, as it is used here, refers broadly to all the organizational capabilities resulting from people, systems, technologies, and procedures that are used to develop, produce, market, and deliver products or services (Sterman, 2012).

As the product-process change matrix describes, in these environments the continuous improvement design is more applicable. In general, organizations facing a continuous improvement environment require systems and structures that facilitate long-term organizational learning about products, but at the same time achieve rapid and radical changes in the processes employed to meet stable product demands (Newton, 2002). Team members must be able to evaluate and perform their own work as well as communicate and collaborate across functional and product boundaries to innovate work processes.

2.5 Competitive Strategies

In the current era of globalization, competition among rivals is inevitable regardless of whether they are domestic, international, or global, of which are depending upon products or services. For a firm to earn superior profits and outperform its competitors, it must formulate and implement effective competitive strategies (Porter, 1996, p. 67).

2.5.1 Porters Generic Strategies

According to Porter (1985), each of these three generic competitive strategies is a completely different way of creating a sustainable competitive advantage. The cost leadership strategy is an integrated set of action taken to produce goods or services with features that are acceptable to customers at the lowest cost, relative to that of competitors (Ireland, et. al, 2011). The cost leadership strategy represents attempts by firms to generate competitive advantage by achieving the lowest cost in the industry.

The focus of firms implementing a cost leadership strategy is on stringent cost control and efficiency in all areas of operation (Porter, 1980). A company that decides to follow a cost leadership strategy has the objective of being able to realise its offer at lowest possible cost. The competitive advantage of cost leadership is achieved by performing important value chain activities at lower cost than competitors (Porter, 1985). Cost-leadership strategy strives to supply a standard, no-frills, high-volume product at the most competitive price to customers (Frambach, et. al, 2003).

Cost leadership tends to be more competitors oriented rather than customer oriented (Frambach, et. al, 2003). Cost leadership requires a strong focus on the supply side as opposed to the demand side of the market, as this requires a high level of competitor orientation (Day & Wendley, 1988). Therefore, firms pursuing a cost leadership strategy

must continuously benchmark themselves against other competing firms in order to assess their relative cost (and therefore profitability) position in market place.

A firm that pursues cost leadership strategy achieves a low-cost position by emphasizing on “aggressive construction of efficient-scale facilities, vigorous pursuit of cost reductions from experience, tight cost and overhead control, avoidance of marginal customer accounts, and cost minimization in areas like research and development (R&D), services, sales force, advertising, etc” (Porter, 1980).

According to Acquaah & Ardekani (2006), differentiation firms are able to achieve competitive advantage over their rivals because of the perceived uniqueness of their products and services. Porter (1980) stated that, competitive strategies deal with the development of attributes that characterise a company and differentiate the value it creates and offers in comparison to its competitors. In addition, “the core idea is about how the firm can best compete in the market place” (Frambach, et. al, 2003).

The differentiation strategy has been successfully implemented in companies of advanced countries and these companies are likely to go to the less developed countries as foreign companies (Aulakh et al, 2000). As foreign companies, they enjoy inherent advantage over domestic firms with regard to adopting a differentiation strategy. A differentiation strategy in a developing economic environment may be based on simultaneously creating customer loyalty by generating differences in product image through intensive marketing and image management (Miller, 1988).

2.5.2 Ambidextrous strategies

Ambidextrous’ strategies combine retrenchment and investment. It is likely that most firms adapt under recession conditions through judicious cost/asset-cutting behavior and through investment in product innovation and market development. Much depends on contingent factors such as, for example, business resources, relations with other stakeholder groups.

Business performance under recessionary conditions does not map closely on to organizational characteristics such as business size or sector. Such strategies should be considered in decision making to ensure best business performance.

2.5.3 Ansoff's Strategies

A marketing strategy is something that affects every part of an organization. It is about using everything that a business does to create value for others. This includes customers but it also benefits employees and shareholders. The main purpose of a marketing strategy is to set out the means by which agreed marketing objectives are to be achieved. There are many types of marketing objectives. For example, these might include: increasing market share, growing sales/turnover, enhancing the strength of the brand, creating loyal customers and managing costs effectively, thus increasing profitability.

One way of analyzing the various strategies that an organization may use to grow the business is with Igor Ansoff's matrix (Potter, 1985). This considers the opportunities of offering existing and new products within existing and/or new markets and the levels of risk associated with each. This matrix suggests four alternative marketing strategies: Market penetration which involves selling more established products into existing markets, which involves developing new products or services and placing them into existing markets. Market development entails taking existing products or services and selling them in new markets and diversification which involves developing new products and putting them into new markets at the same time.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology and procedures followed in the execution of the research work, which entails: Section 3.2 discusses three types of research designs and areas where case study design is appropriate. Section 3.3 describes the data collection procedures adopted for the study. Specifically, it discusses the nature of data used for the study, the type of research instrument to be used and the respondents for the study. Section 3.4 discusses the data analysis procedures used for the study.

3.2 Research Design

Case study research excels at bringing an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines. Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods.

Case study research method is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23). The primary purpose of the study is to analyze the competitive strategies adopted for high end clientele by Barclays Bank of Kenya. Due to the fact that the study will involve the study of a single aspect in a single organization, case study design is considered as the most prudent choice among the research designs as it enables the researcher to conduct an in depth study of the competitive strategies adopted by the bank for premier banking.

The case study design has been successfully used by Mwangi (2010) in analyzing the success factors of CDF projects; Njung'e (2011) in a study to determine effect of credit policy on performance of Wananchi SACCO and Matu (2012) in a study to establish the competitive strategies adopted by 2NK SACCO to create competitive advantage among

others. It is deemed the best design to fulfil the objectives of the study and because it is expected to enable the researcher have an in-depth understanding of competitive strategy formulation and implementation.

3.3 Data Collection

To meet the objectives of this study, primary data was collected. Data was collected using an interview guide in the form of face to face interviews. An interview guide is a set of questions that the interviewer asks when interviewing (Mugenda and Mugenda, 2003). This provided an opportunity for follow-up, by probing. The researcher was able to ask for clearer or more comprehensive explanation combined with observation and face to face thus especially useful for obtaining unstructured information (Zikmund, 2003).

The data was collected by interviewing senior managers, middle level managers and first line managers within the functions of the bank who are responsible for implementation. Since premier banking cuts across most of the functions of Barclays Bank of Kenya and the competitive strategies have components drawn from most of the Barclays Bank of Kenya functions, the managers to be interviewed were based on the following functions: Consumer Credit Team, Barclays Business support, Operations and IT (Information Technology), Treasury, Compliance, finance, legal, Human Resources, Consumer Banking, Corporate Affairs. This was expected to facilitate a more in-depth interaction with the respondents of the study.

3.4 Data Analysis

According to Zikmund (2003), data analysis is the application of reasoning to understand and interpret the data that has been collected. The qualitative data gathered using the interview guide will be analyzed using content analysis method. Kerlinger (1986) defined content analysis as a method of studying and analyzing communication in a systematic, objective, and quantitative manner for the purpose of measuring variables.

As for Weber (1985) it is a research methodology that utilizes a set of procedures to make valid inferences from text. Hence content analysis was considered the most effective type of analysis for the study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, results and discussion of the findings of the study research following face to face interviews conducted with Barclays Bank of Kenya staff on competitive strategies adopted for high end clientele by Barclays Bank of Kenya premier banking. Section 4.2 analyzes the responses of the respondents to the challenges faced by Barclays Bank of Kenya, 4.3 deals with competitive strategies employed by Barclays Bank of Kenya Section 4.4 presents the discussion of the findings of the study in relation to the literature.

4.2 Challenges of Competition

The interviewees said that Barclays Bank of Kenya Premier Banking faces challenges due to competition whereby other banks come up with identical products which are similar but improved or differentiated banks with tiered segments e.g. standard banking and priority banking for standard chartered. Further, the interviewees said that there are new entrants into the market. The new entrants were said to bring about high competition into a market that Premier Banking is targeting. They come with new or similar products and services which act as substitutes to what premier banking is offering targeting a wider market at a cheaper maintenance fee.

The interviewees were of unanimous view that rivalry among the players in the banking industry is quite high. A number of tactics the banks use to outdo each other include developing counter offers for various products, intensifying their marketing, door to door selling of their products, mystery shopping by visiting other banks to get information of products & services offered as well as improving the general outlook of their branches. As for Barclays Bank of Kenya Premier Banking, rivalry faced includes having to deal with counter offers from the various competitor banks. To counter this rivalry, Premier Banking ensures that the products & services offered are competitive. They ensure that its staff or employees are well trained to deliver the products & services in a manner that meets the customers' expectations hence ensuring to maintain loyalty and developing good relationship with the customers.

On the power of customers, interviewees cited the power of the customer in shaping the effectiveness of competitive strategies. Majority of the interviewees however said that the power of the customers poses a challenge in that most premier customers are multi-banked hence are able to make comparisons. They are open to many choices and are knowledgeable of the various counter-offers. With this, they are able to influence decisions made to arrive at development or modifications of products & services. To avoid losing customers to the competition, the interviewees said that premier banking, through the strong relations and loyalty with the customers is able to develop products & services to suite customer's needs and desires.

The interviewees underscored the effect of their influence in shaping the competitiveness of an organization. Some of the suppliers identified by the respondents as powerful for premier banking include Stationery suppliers, alliance service providers e.g. hotels, airports, security companies e.g. G4S. The examples cited were considered as powerful in that they could provide substandard products and services thereby influencing negatively the competitiveness of premier banking. The respondents however said that Premier banking ensures they have in place contracts stipulating expectations and consequences of going against expectations. If their services are deemed incompetent they discontinue having them as suppliers.

Majority of the interviewees said that there are many substitutes to banking services. These were said to increase competition in the banking industry. The substitutes which have direct effect on Barclays Bank of Kenya premier banking according to the interviewees include other banks offer differing rates on loans and deposits, various account types with different benefits and commissions e.g. Premier Current account of Barclays in comparison to a priority current account at standard chartered.

The substitutes identified pose a threat as the majority of them are developed to capture the same market as well as pull or attract customers from premier banking. Customers are aware of such products and some customers would rather where they get the best cheaper. The respondents however said that Premier is doing its market survey and research to hear what customers are saying about other substitutes with an aim to offer tailor made products and services even if not to exactly as offered by the competitor but better suited for the customer. Including matching deposit rates, introducing fixed rate mortgages.

4.3 Competitive Strategies Employed

On improving the affordability of premier banking to customers, the interviewees said that Premier banking offer a packaged charged i.e. sh3, 100. The customer is then entitle free cheque books, relationship manager, two free bankers cheques and Real Time Gross Settlement (RTGS) per month, free debit card including replacement, alliances with various business, platinum card earning redeemable world miles, activities such as golf. This offer is attractive as in the end it ensures comfort as they receive products and services at a subsidised cost.

According to majority of the interviewees, premier banking tailor-makes their services uniquely for the high end clientele. For instance, the products and services are differentiated in comparison with the other Barclays segments as well as with other banks. e.g. deposit, foreign currency and loan rates are better, relationship managed account i.e. customers are able to manage their accounts at the comfort of their homes or offices e.g. faxed instructions, phone calls, special deliveries. The fact that premier banking customers find it unique is evident in that premier customers have expressed uniqueness through feedback, loyalty with the business, invitations or referrals of friends to join premier banking.

According to the interviewees, Premier banking emphasizes more on uniqueness as opposed to customer affordability. The intention of emphasizing on uniqueness as opposed to customer affordability is to ensure what the customers are getting from premier banking is different from what they can get elsewhere and is of superior quality. This ensure that customers get the best first and then ensure that it's affordable not for everyone but to its target market who meet the desired criteria.

Majority of the interviewees were of the opinion that premier banking targets the individual high end clientele that is; clients with a minimum net income of sh300,000 and a minimum balances of sh7,000,000 for those who don't earn a monthly salary. Premier banking penetrates by asking for referrals from the existing ones. It also offers good deposit rates for customers hence benefiting the customer at almost no cost if comparing with the returns. Further, the interviewees said that premier banking tries to develop new markets by trying to sell the concept of premier banking to capture clientele that qualify to join premier banking and negotiate special terms for the business. e.g. special loan rates.

The respondents also said that premier banking is trying to attract clientele among various existing & upcoming international organizations.

On product differentiation, improvements and modification, interviewees said that premier banking attempts this through such strategies such as internet banking, mobile banking, through which customers are able to manage their businesses from the comfort of their homes e.g. bill payments, monitor account activities, SMS alerts for every transaction on their credit cards, offering reward points on credit card usage that can be redeemed at various selected service points as well as through alliances with various organizations e.g. Safaricom where clients can credit & debit their accounts through Mpesa.

When asked to identify the competitive strategies that Premier banking emphasizes on, majority of the interviewees cited diversification, whereby they develop or modify products to better attract clients in the target market. Further, the respondents said that through this, premier banking is able to retain existing clients. The existing clients are able to refer clients based on their experience as a Premier member.

In order to cope with competition in the banking industry, premier banking ensuring they are up to date with technology and change, making sure that clients banking need are met and listening to clients. To be able to achieve this, premier banking makes calculated decisions so as to favour the customer more and the business, ensuring they develop variety of products available to clients as well as through ensuring that feedback from clients is used constructively.

4.4 Discussion

This section presents discussion of the findings of the study research following face to face interviews conducted with Barclays Bank of Kenya staff on competitive strategies adopted for high end clientele by Barclays Bank of Kenya premier banking. Section 4.4.1 analyzes the responses in comparison with theory 4.4.2 deals with comparison with other studies.

4.4.1 Comparison with theory

In the current study, the interviewees were of unanimous view that rivalry among the players in the banking industry is quite high. This can be compared with the Game

Theory where rivalry among existing competitors takes many familiar forms, including price discounting, new product introductions, advertising campaigns, and service improvements. High rivalry limits the profitability of an industry. The degree to which rivalry drives down an industry's profit potential depends, first, on the intensity with which companies compete and, second, on the basis on which they compete.

The interviewees said that rivalry faced includes having to deal with counter offers from the various competitor banks. The findings of the study are consistent with Porter (1985), model on Competitive Strategies theory which analyzed why some organizations are more competitive than others and why some industries are more competitive than others. This is demonstrated through a number of tactics that banks use to outdo each other including developing counter offers for various products, intensifying their marketing, door to door selling of their products, mystery shopping by visiting other banks to get information of products & services offered as well as improving the general outlook of their branches.

On the power of suppliers, the interviewees underscored the effect of their influence in shaping the competitiveness of an organization. The suppliers were considered as powerful in that they could provide substandard products and services thereby influencing negatively the competitiveness of premier banking and bringing about conflict of interest. This is demonstrated by Strategic Conflict Theory which is based upon rationality assumption and maximizing behaviour of agents. It's concerned with influencing another's choice by working on his expectation of how one's own behaviour is related to his (Schelling, 1963). Suppliers capture more of the value for themselves by charging higher prices, limiting quality or services, or shifting costs to industry participants and can therefore squeeze profitability out of an industry that is unable to pass on cost increases in its own prices.

4.4.2 Comparison with other studies

In the present study, the interviewees said that Barclays Bank of Kenya Premier Banking faces challenges due to competition whereby other banks come up with identical products which are similar but improved or differentiated products. This is similar to the findings of Jänicke, Binder and Mönch (1997), the question of how to succeed in today's rapidly changing competitive environment is a question weighing heavily on many a manager's

mind. Everything seems to be changing-markets, customer demands, technologies, global boundaries, products, and processes. This is supported by the presence of high competition within the banking sector and niche marketing.

On the power of customers, interviewees cited the power of the customer in shaping the effectiveness of competitive strategies. Majority of the interviewees however said that the power of the customers poses a challenge in that most premier customers are multi-banked hence are able to make comparisons. They are open to many choices and are knowledgeable of the various counter-offers. This is similar to the findings of Kiptugen (2003) study on the strategic responses to a changing competitive environment in the case study of Kenya Commercial Bank (KCB), where he established that proactive rather than reactive strategies such as research on changing customer needs and preferences forms the basis of its strategic planning. To avoid losing customers to the competition, Barclays Premier Banking through the strong relations and loyalty with the customers should develop products & services to suite customer's needs and desires.

The interviewees said that there are many substitutes to banking services. These were said to increase competition in the banking industry. The substitutes identified pose a threat as the majority of them are developed to capture the same market as well as pull or attract customers from premier banking. This is supported by Warucu (2001) in his research, where he found out that focus and product differentiation are some of the major strategies that the banks have employed in their quest to outdo each other. According to Porter (1985), substitute performs the same or a similar function as an industry's product by a different means. Therefore, when threat of substitutes is high, industry profitability suffers since substitute products or services limit an industry's profit potential by placing a ceiling on prices.

The findings of the study are in line with literature on the importance of cost leadership strategy in building the competitiveness of an organization. The cost leadership strategy is an integrated set of action taken to produce goods or services with features that are acceptable to customers at the lowest cost, relative to that of competitors (Ireland, et. al, 2011). The cost leadership strategy represents attempts by firms to generate competitive advantage by achieving the lowest cost in the industry.

According to majority of the respondents, Barclays Bank of Kenya premier banking tailor-makes their services uniquely for the high end clientele. For instance, the products and services are differentiated in comparison with the other Barclays segments as well as with other banks. This is supported by Warucu (2001) in his research, where he found out that focus and product differentiation are some of the major strategies that the banks have employed in their quest to outdo each other. Niche market strategy is aimed at maintaining current customers by developing customer loyalty through product differentiation strategy in order to build competitive advantage with its product or service by having it “different” from other available competitive products.

According to Porter (1985), each of these three generic competitive strategies is a completely different way of creating a sustainable competitive advantage. A firm must, therefore, make a choice between cost-leadership and differentiation strategies or it will become stuck-in-the middle without coherent strategy (Acquaah and Ardekani, 2006). When asked to identify the competitive strategies that Premier banking emphasizes on, majority of the interviewees cited diversification, whereby they develop or modify products to better attract clients in the target market.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the data summary of key findings, conclusions and recommendations of the study base on the findings. Section 5.2 presents the summary of the major findings of the study, section 5.3 presents the conclusions of the study, section 5.4, the recommendations of the study through reviewing the contributions of the study findings to theory and knowledge and the implications for managerial policy and practices. Section 5.5 presents the limitation of the study and section 5.6 presents the suggestions for further research based on the findings of the study.

5.2 Summary of Findings

Barclays Bank of Kenya Premier Banking faces challenges due to competition whereby other banks come up with identical products which are similar but improved or differentiated. The new entrants were said to bring about high competition into a market by launching new or similar products and services which act as substitutes to what premier banking is offering targeting a wider market at a cheaper maintenance fee.

For Barclays Bank of Kenya Premier Banking, rivalry faced includes having to deal with counter offers from the various competitor banks. To counter this rivalry, Premier Banking ensures that the products & services offered are competitive. They ensure that its staff or employees are well trained to deliver the products & services in a manner that meets the customers' expectations hence ensuring to maintain loyalty and developing good relationship with the customers.

Customer is powerful in shaping the effectiveness of competitive strategies. However, the power of the customers poses a challenge in that most premier customers are multi-banked hence are able to make comparisons. They are open to many choices and are knowledgeable of the various counter-offers. With this, they are able to influence decisions made to arrive at development or modifications of products & services. To avoid losing customers to the competition, premier banking utilizes strong relations and loyalty with the customers and is able to develop products & services to suite customer's needs and desires.

Suppliers influence the shaping of the competitiveness of an organization. Some of the suppliers identified by the respondents as powerful for premier banking include Stationery suppliers, alliance service providers e.g. hotels, airports, security companies e.g. G4S. The examples cited were considered as powerful in that they could provide substandard products and services thereby influencing negatively the competitiveness of premier banking. The respondents however said that Premier banking ensures they have in place contracts stipulating expectations and consequences of going against expectations. If their services are deemed incompetent they discontinue having them as suppliers.

Availability of substitutes increases competition in the banking industry. The substitutes which have direct effect on Barclays Bank of Kenya premier banking include other banks offer differing rates on loans and deposits, various account types with different benefits and commissions e.g. Premier Current account of Barclays in comparison to a priority current account at standard chartered. The substitutes identifies pose a threat as the majority of them are developed to capture the same market as well as pull or attract customers from premier banking.

Premier banking tailor- makes their services uniquely for the high end clientele. For instance, the products and services are differentiated in comparison with the other Barclays segments as well as with other banks. e.g. deposit, foreign currency and loan rates are better, relationship managed account i.e. customers are able to manage their accounts at the comfort of their homes or offices e.g. faxed instructions, phone calls, special deliveries.

Premier banking emphasizes more on uniqueness as opposed to customer affordability. The intention of emphasizing on uniqueness as opposed to customer affordability is to ensure what the customers are getting from premier banking is different from what they can get elsewhere and is of superior quality. This ensure that customers get the best first and then ensure that it's affordable not for everyone but to its target market who meet the desired criteria.

Premier banking penetrates the potential market by asking for referrals from the existing ones. It also offers good deposit rates for customers hence benefiting the customer at almost no cost if comparing with the returns. Further, premier banking tries to develop new markets by trying to sell the concept of premier banking to capture clientele that

qualify to join premier banking and negotiate special terms for the business. e.g. special loan rates.

Premier banking attempts this through such strategies such as internet banking, mobile banking, through which customers are able to manage their businesses from the comfort of their homes e.g. bill payments, monitor account activities, SMS alerts for every transaction on their credit cards, offering reward points on credit card usage that can be redeemed at various selected service points as well as through alliances with various organizations e.g. Safaricom where clients can credit & debit their accounts through Mpesa.

Premier banking emphasizes on diversification, whereby they develop or modify products to better attract clients in the target market. Through this, premier banking is able to retain existing clients. The existing clients are able to refer clients based on their experience as a Premier member.

In order to cope with competition in the banking industry, premier banking ensures that they are up to date with technology and change, making sure that clients banking need are met and listening to clients. To be able to achieve this, premier banking makes calculated decisions so as to favour the customer more and the business, ensuring they develop variety of products available to clients as well as through ensuring that feedback from clients is used constructively.

5.3 Conclusion

The study sought to analyze the competitive strategies adopted for high end clientele by Barclays Bank of Kenya through premier banking. This was achieved through establishing the challenges Barclays Bank of Kenya faces from competition in premier banking as well as determining the competitive strategies adopted by Barclays Bank of Kenya to cope with competition in premier banking. It was found that Barclays Bank of Kenya Premier Banking faces challenges due to competition whereby other banks come up with identical products which are similar but improved or differentiated.

The new entrants were said to bring about high competition into a market by launching new or similar products and services which act as substitutes to what premier banking is offering targeting a wider market at a cheaper maintenance fee. Rivalry faced includes

having to deal with counter offers from the various competitor banks. The power of the customers poses a challenge in that most premier customers are multi-banked hence are able to make comparisons.

Some of the suppliers identified by the respondents as powerful for premier banking include Stationery suppliers, alliance service providers. The substitutes which have direct effect on BBK premier banking include other banks offer differing rates on loans and deposits, various account types with different benefits and commissions.

Premier banking tailor- makes their services uniquely for the high end clientele. It emphasizes more on uniqueness as opposed to customer affordability. The intention of emphasizing on uniqueness as opposed to customer affordability is to ensure what the customers are getting from premier banking is different from what they can get elsewhere and is of superior quality. Premier banking penetrates the potential market by asking for referrals from the existing ones. It also offers good deposit rates for customers hence benefiting the customer at almost no cost if comparing with the returns. Premier banking attempts this through such strategies such as internet banking, mobile banking, through which customers are able to manage their businesses from the comfort of their homes

In order to cope with competition in the banking industry, premier banking ensures that they are up to date with technology and change, making sure that clients banking need are met and listening to clients. To be able to achieve this, premier banking makes calculated decisions so as to favour the customer more and the business, ensuring they develop variety of products available to clients as well as through ensuring that feedback from clients is used constructively.

5.4 Recommendation s

The findings of the study contribute to the theory and knowledge in various ways. First, it has underlined the importance of awareness of the challenges posed by various aspects of business environment to a business organization. These aspects include customer power, new entrants, buyer power, and rivalry and supplier power. All these factors determine the extent to which an organization becomes competitive in the industry.

Secondly, the research revealed that prudent formulation and implementation of competitive strategies play a crucial role in ensuring that an organization gains

competitive advantage over rivals. Finally, the findings of the present study emphasize on strategizing on optimizing the functioning of all aspects of organization environment in order to beat competition.

The findings of the study imply that for managers need to invest in prudent identification of factors that affect the competitiveness of an organization. This will help in formulating prudent competitive strategies which ensure not only survival but also thriving of a business organization. The managers need to scan and analyze the power and influence of buyers, rivals, new entrants, suppliers and the general internal and external environments of an organization.

On gaining pertinent information on the power and influence of the various aspects of the business environment, the managers are enabled to craft more effective competitive strategies for their organizations.

5.5 Limitations of the Study

Generalization of findings from this study may be limited by various factors. First, the fact that the study was carried out in only one aspect of niche marketing strategy in only one type of financial institution, that is, the bank. This may limit the application of the findings to other types of organizations such as public sector organizations whose sources of competition differ significantly from those of a banking organization. Secondly, the responses obtained may have been influenced by the fact that the interviewees were drawn from the staff at the bank who may not wish to discuss the negative aspects of the practices at their work place.

The study may therefore not adequately present a vivid representation of actual nature and characteristics of competitiveness at the bank. The study focussed on the description of sources of competition and competitive strategies employed without finding the justifications for adopting the strategies. This limits the clarification of the full understanding of the underlying factors that shape competitive strategies in the business organizations. There were managers who had been in the organization during major strategy implementation phases who had since left and their experience could not be incorporated in the study. Some managers refused to be interviewed as they felt that the information they were to provide to the research was very subjective.

5.6 Suggestions for Further Research

For further research, the studies may focus on the factors determining the nature of competitive strategies in business organizations; competitive strategies in public sector organizations; competitive strategies in non profit making and non bank organizations. Further research should also be carried out on the effective application and implementation of international competitive strategies.

These studies will help in developing a generalized understanding of competitive strategies across all the types of organizations and also help in develop benchmarks and best practices in the formulation and implementation of competitive strategies enabling companies achieve a competitive edge not only locally but also internationally.

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APPENDIX 1: LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: REQUEST FOR RESERCH INFORMATION.

I am a student at the University of Nairobi pursuing a Master degree in Business Administration (MBA). I am undertaking a research project on competitive strategies adopted for premier banking by BBK as part of the academic requirements for the award of the stated degree.

I would be grateful if you could spare a moment of your time and allow me to interview using the attached interview guide, to help me gather the necessary information. The information you give shall be treated with utmost confidentiality and shall be used solely for this research problem. A copy of the same shall be availed to you on request.

Any additional information you might consider necessary for this study will be highly appreciated.

.

Thank you in advance.

Yours sincerely

Lilian Mueni

APPENDIX 11: INTERVIEW GUIDE

SECTION A: RESPONDENTS PROFILE

- 1 Position held.....
- 2 Department.....
- 3 Number of years of service in the Corporation.....
- 4 Number of years served in the position.....

SECTION B: CHALLENGES OF COMPETITION

1. What challenges of competition is premier banking facing?
2. Are there new comers in the banking industry? Identify a few.
Are new entrants in the banking sector a challenge you face from competition?
How is this a challenge to Barclays Premier Banking?
3. How is rivalry among competitors in the banking industry?
Identify a few tactics the rivals are using to outdo each other i.e. how are they trying to outdo each other?
Does Barclays Premier Banking face challenges arising from rivalry?
What challenges are these? How does Premier Banking respond to this?
4. How powerful are your customers?
Do you find the power your customers a challenge?
How is this seen to be a challenge for Premier Banking?
How do they deal with this?
5. How powerful are your suppliers? Mention a few of the suppliers.
In what ways are they powerful? How does Premier Banking deal with this?
6. Substitutes to banking services are many. Can you identify such substitutes? Do you find them a threat? How?
How responsive is Premier Banking to such threats?

SECTION C: COMPETITIVE STRATEGIES ADOPTED

1. Do you manage or handle your services in a way that makes Premier Banking affordable to customers?

What for example do you do to ensure affordability?

Is it working for you i.e. how effective is it in attracting customers to Premier Banking?

2. Do you manage or handle your services in a way that enables customers to see premier banking as unique in the high end market segment?

What for example do you do?

How can you tell that premier banking customers find it unique?

3. Of the two (affordability and uniqueness), which one do you emphasize more for Premier Banking? Why?
4. What kind of market do you target? Is it the market as a whole or do you have a particular or a few segments only in mind? Which one(s)?
5. Do you ever try to penetrate the target market you have identified for Premier Banking? i.e. Do you try to capture the whole market as much as possible?
How are you trying to capture it?
6. Do you try to develop new markets for Premier Banking? How?
Which new markets are you trying?
7. Are there modifications or improvements in products and services that you try to bring about in Premier Banking to try capture as much of the present market as possible? Which ones?
8. Do you try to modify or improve your products and services or develop new ones in Premier Banking to be able to capture new market? Which are some of these modifications or improvements and for which markets?
9. Out of the four (4) strategies (discussed in 5,6,7, and 8 above), which one does Premier Banking emphasize most and why?
10. In what other ways are you trying to make Premier Banking cope with competition in the banking industry? How are you doing it?

THANK YOU FOR YOUR PARTICIPATION