STRATEGIES ADOPTED BY THE POSTAL CORPORATION OF KENYA TO ACHIEVE COMPETITIVE ADVANTAGE.

BY

BILIA LUNJALU KAMBARA.

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI.

NOVEMBER 2013
PCK needs strategies in order to ensure that resources are allocated in the most effective way. The firm is operating in a highly turbulent and competitive business environment and achieving superior performance relative to rivals is its ultimate challenge. This has necessitated it to formulate and adopt strategies that should result in superior performance for the firm and ensure survival in an environment that is constantly changing due to different competitive factors. The liberalization of the Postal market has introduced new competition in the postal business that goes beyond the Kenyan boundaries and the days when PCK could simply wait for clients to find their way to its outlets are long gone. PCK should realise that its products no matter how good they are, simply do not sell themselves Kotler (2000). Therefore, PCK has had to focus on its capabilities and core competencies in order to achieve competitive advantage. Various strategies have been adopted by PCK for survival and growth. The objectives of the study were to establish the strategies adopted by the Postal Corporation of Kenya and whether those strategies have enabled the organization to achieve competitive advantage. In addition, the research was to look at the challenges faced by the organization and the opportunities that it can exploit. The research was a case study. The research was conducted at PCK headquarters and targeted 15 respondents who are on managerial level. Data was collected using an interview guide and was analysed using content analysis. The study found that PCK has adopted strategies such as diversification, automation, formation of strategic alliances, innovation, human resources capacity development, use of PCK outlets to provide logistical solutions and marketing for survival and growth although it still faces challenges in the implementation of those strategies. The limitations of the study were found to be unwillingness by the respondents to disclose the strategies adopted by PCK and time constraints. The study therefore recommends further research on the strategies adopted by private operators in the postal sector.