CHALLENGES OF IMPLEMENTING GROWTH STRATEGIES BY COMMERCIAL BANKS IN KENYA

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DECLARATION

STUDENT'S DECLARATION

I declare that this project is my original work and has not been presented for a degree in any other university or college for examination/academic purposes.

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

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D61/75838/2012

SUPERVISOR'S DECLARATION

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

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

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DEDICATION

I dedicate this work to my beloved Husband Chris and my adorable children Cheryl, Cyril and Brian. Chris for his endless support throughout my coursework and several reminders to finish my project and for my children for bearing with my absence every evening.

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I take this opportunity to thank the Almighty God for being with me till this far, It was a long journey which needed strength and endurance.

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ABBREVIATIONS AND ACRONYMS

CBK Central Bank of Kenya

KBA Kenya Bankers Association

NBFI Non-Banking Financial Institution

PIMS Profit Impact Marketing Strategies

SPSS Statistical Package for Social Science

RBVT Resource Based View Theory

ABSTRACT

Commercial banks in Kenya operate in a dynamic environment characterized by technological changes, competition, regulatory requirements, economic changes and opportunistic strategic decisions. This study used descriptive research design. The population of this study comprised all Banks that were in operation in Kenya by December 2013 whereby a census was conducted. The study used both primary and secondary data. Primary data was collected using a questionnaire; the questionnaires were administered to heads of operations of the banks. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, frequencies, mean and standard deviations. The findings of the study showed that Government regulations, highly competitive environment and lack of cooperation and team work among the employees are among the greatest challenges in strategy implementation. Poor organizational structures, systems and processes, inadequate financial resources, inadequate human resources skills and experiences, lack of understanding of strategy and inability to connect formulation and implementation, inadequate equipment and facilities, lack of co-ordination in the organization are among the least challenges. This study concludes that banks may use a combination of strategies that best suits their operating environment to achieve growth. Management must decide on how to deal with challenges that affect the strategy implementation process. Every organization that wants to achieve its growth objectives must ensure that the employees are well prepared since the success of any strategy depends on how well the organizational resources will be blend together with the human resource component to make business growth a reality.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation is a process that puts plans and strategies into action to reach goals. It is crucial to a company`s success because it addresses how it will reach the desired goals and objectives. Strategy implementation entails translation of strategy into organization's action through organizational structure and design, resource planning and the management of strategic change (Johnson and Scholes, 1999). In implementing strategy; the strategist must of necessity effect change in order to accommodate the new strategy which is based upon the demands of external environment. Designing viable strategies for a firm that will ensure growth requires a thorough understanding of the firms industry and competition (Mintzberg, 1987).

This study will be anchored on three theories, the porters theory of competitive advantage which states that the nature and degree of competition in an industry hinges on five forces namely, the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and the degree of competition among current contestants. To establish a strategic agenda for dealing with these contending currents and grow despite them a company must understand how they work in the industry and how their activities and strategic moves affect the company (Pearce and Robinson, 1997).

The open systems theory, this theory was originally proposed by Hungarian biologist Ludwig von Bertalanffy in 1928.The foundation of open systems theory is that all the components of an organization are interrelated, and that changing one variable might impact many others. Organizations are viewed as open systems, continually interacting with their environment. They are in a state of dynamic equilibrium as they adapt to environmental changes.

The Resource Based View theory, this theory encourages organizations to identify and develop resources that give them an edge over their competitors. The resources identified and developed can only achieve a competitive advantage if they are valuable and non-imitable (Chaharbhaghi and Lynch, 1999). The theory postulates that a firm`s ability to enjoy a position of advantage solely relies on the resources it possesses which may be human, financial, technological or physical (David, 1997)

Commercial Banks in Kenya are financial institutions dully registered with Central Bank of Kenya. There are forty-three commercial banks in Kenya; the banking industry in Kenya has grown tremendously since the 1995 liberalization. The sector has proved to be vibrant and the number of banks has grown. Behavioral resistance to change and inappropriate systems and structures poses serious challenge to growth strategy implementation. Hunger and Wheelen (1995) states that there are two basic growth strategies concentration and diversification. Concentration through horizontal integration is where firms expand into other geographic locations done by increasing range of products and services offered to current markets. He states that diversification is where companies diversify out of their current markets into a related industry

1.1.1 Strategy implementation

Strategy implementation entails translation of strategy into organization's action through organizational structure and design, resource planning and the management of strategic change (Johnson and Scholes, 1999). In implementing strategy; the strategist must of necessity effect change in order to accommodate the new strategy which is based upon the demands of external environment. The choice of strategy is crucial for it could make an organization either to succeed or fail and its consequences are long term and costly to reverse. The choice must also be compatible with stakeholders` expectations. It must also pay attention to the organization`s resource capabilities and it`s environment (Johnson and Scholes, 1999)

Thompson and Stickland (2007) argue that the concept of strategy defines the various approaches that top corporate managers use to achieve a better performance of the set of business in which the organization has diversified to, with an emphasis on the role of key business managers to influence the strategic decisions. According to Pearce and Robinson (2010), managers use strategy to mean their large-scale, future-oriented plans for interacting with the competitive environment to achieve company objectives. The business scholars go on to submit that Strategy is a company's game plan. Although the plan does not precisely detail all future deployments, it does provide a framework for managerial decisions.

Strategy has got three levels (Pearce and Robinson (2010, p.5). At the top of this hierarchy is the corporate level, composed of a board of directors and the chief executive and administrative officers. They are responsible for the firm's financial performance and for achievement of non-financial goals. Therefore, this level is important as it is concerned with stakeholders and society concerns.

At the middle of the decision making hierarchy is the business level; it is composed of business and corporate managers. These managers must translate the statements of direction and intent generated at the corporate level into concrete objectives and strategies for individual business units. At the bottom is functional level, composed of managers of products, geographic and functional areas. They develop annual objectives and short term strategies in such areas as production, operations, research and development, finance and accountancy, marketing and human relations. However, their principal responsibility is to execute the firm's strategic plans, thus they address issues such as efficiency and effectiveness of production.

Organizations that desire to succeed in implementation of growth strategies must prudently handle the crucial step of identifying the change blockers or challenges and reinforce the strategic and tactical goals that motivate growth. The real reasons that growth strategy implementation fail are varied. Downes (2001) argues that Implementation of growth strategies often fail because the market conditions they were intended to exploit change before the strategy takes hold. Products life cycles are shorter, disruptive technologies emerge with greater frequency and many markets are constantly experiencing rapid and discontinuous change. This therefore calls for vigilance in monitoring the environment in which a firm operates and making the necessary adjustments to ensure that the firm does not loose its competitive edge.

Behavioral resistance to change and inappropriate systems and structures also poses serious challenge to growth strategy implementation. More often than not, growth demands major paradigm shifts in business and operational processes and procedures. This is usually met with a lot of resistance by the employees in all levels since it involves adaptation to new ways of doing things. On the other hand, the relationship between strategy and structure should be viewed in terms of utilizing structure for strategy implementation because structure is a means to an end that is supposed to provide facilities for implementing growth strategy. Therefore, strategy implementation and structure should be integrated to avoid confusion, misdirection and splintered effort within the organization.

1.1.2 Growth Strategies

Growth means change and proactive change is essential in a dynamic business environment. Growth must be broadly defined, although the Profit Impact Marketing Strategies (PIMS) have generally shown that growth in market share is correlated to profitability, other important forms of growth exists i.e. growth in the number of markets served, in the variety of products offered and in the technologies used to provide goods or services Kimani(2012)

Hunger and Wheelen (1995) states that there are two basic growth strategies concentration and diversification. Concentration through horizontal integration is where firms expand into other geographic locations done by increasing range of products and services offered to current markets. Other strategies include coming up with new products and services in order to acquire new markets and channels and also aimed at retaining existing customers. He states that diversification is where companies diversify out of their current markets into a related industry. He however cautions that only companies that are leaders in their core business and have capabilities needed for success in the new industries are likely to use this strategy. In order to implement successful growth strategies it requires management to communicate the importance of growth and strengthen the creation and circulation of new ideas to the employees.

1.1.3 Banking Industry in Kenya

The Banking industry in Kenya is governed by various laws and regulations including the Companies Act, the Banking Act, the Central Bank of Kenya Act and the various prudential guidelines issued by the central Bank of Kenya (CBK.)The CBK is responsible for formulating and implementing monetary policy and fostering the liquidity, solvency and proper functioning of financial system. The banking sector was liberalized in 1995 and exchange controls lifted. The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banking sector's interest's .The KBA serves as a forum to address issues affecting members. The Central Bank of Kenya publishes information on Kenya's commercial banks and NBFIs, interest rates and other publication on a regular basis (Chanya, 2007).

The Kenyan banking industry is the most diverse in East Africa with Kenya Commercial Bank being the largest of all indigenous banks in Kenya and East Africa as a whole and the industry is an important sector of the Kenyan economy. The industry is very competitive as evidenced by erratic changes being adopted by various banks and the different strategies being employed for these banks to remain in the market (Mwarey, 2008).

1.1.4 Commercial Banks in Kenya

Commercial banks in Kenya operate in a dynamic environment characterized by technological changes, competition, regulatory requirements, economic changes and opportunistic strategic decisions. The stiff competition among the various players in the banking industry has lead the banks to look for more innovative ways of satisfying their stakeholders while at the same time making profit.

There are forty-three commercial banks, one mortgage finance company, fifteen micro finance institutions and one hundred and eleven foreign exchange bureaus in Kenya. Thirty-four of the banks, most of which are small to medium sized, are locally owned (Central Bank of Kenya annual report 2013). The industry is dominated by a few large banks most of which are foreign-owned, though some are partially locally owned. Nine of the major banks are listed on the Nairobi Stock Exchange. The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banks' interests and addresses issues affecting member institutions. The commercial banks and non-banking financial institutions offer corporate and retail banking services but a small number, mainly comprising the larger banks, offer other services including investment banking, insurance services and custodial services among others (Dikken and Hoeksema, 2001).

Banks represent a significant and influential sector of business worldwide that plays a crucial role in the global economy. Commercial banks are financial intermediaries that serve as financial resource mobilization points in the global economy. They channel funds needed by business and household sectors from surplus spending to deficit spending units in the economy. A well-developed efficient banking sector is an important prerequisite for saving and investment decisions needed for rapid economic growth. A well-functioning banking sector provides a system by which a country's most profitable and efficient projects are systematically and continuously funded. The role of banks in an economy is paramount because they execute monetary policy and provide means for facilitating payment for goods and services in the domestic and international trade (Shambe, 2003).

1.2 Research Problem

Strategy implementation is a process that puts plans and strategies into action to reach goals. It is crucial to a company`s success because it addresses how it will reach the desired goals and objectives. Strategy implementation entails translation of strategy into organization's action through organizational structure and design, resource planning and the management of strategic change (Johnson and Scholes, 1999).In implementing strategy; the strategist must of necessity effect change in order to accommodate the new strategy which is based upon the demands of external environment. Designing viable strategies for a firm that will ensure growth requires a thorough understanding of the firms industry and competition (Mintzberg, 1987).

Commercial banks in Kenya operate in a dynamic environment characterized by technological changes, competition, regulatory requirements, economic changes and opportunistic strategic decisions. The stiff competition among the various players in the banking industry has lead the banks to look for more innovative ways of satisfying their stakeholders while at the same time making profit. There are forty-four commercial banks, one mortgage finance company, fifteen micro finance institutions and one hundred and eleven foreign exchange bureaus in Kenya. Thirty-four of the banks, most of which are small to medium sized, are locally owned (Central Bank of Kenya annual report 2013). The industry is dominated by a few large banks most of which are foreign-owned, though some are partially locally owned. Nine of the major banks are listed on the Nairobi Stock Exchange. The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banks' interests and addresses issues affecting member institutions. The commercial banks and non-banking financial institutions offer corporate and retail banking services but a small number, mainly comprising the larger banks, offer other services including investment banking, insurance services and custodial services among others (Dikken and Hoeksema, 2001).

Kimani (2012) studied challenges in implementing growth strategies in Fina Bank limited and concluded that just like Fina Bank other firms may use a combination of growth strategies that best suits their operating environment. Koske (2003) conducted a study on the challenges of strategy implementation in the public sector while Akelo (2010) focused on the same issue but studied the insurance sector. Onyango (2007) evaluated the challenges of strategy implementation among multinational manufacturing companies in

Kenya and established recruitment policy and fear of change as the main challenges while Marete (2010) identified disconnect between strategy formulation and implementation as the main impediment in the implementation of Kenya Human Rights Commission's strategic plan, however not much studies have been done in relation to commercial Banks and actual implementation of growth strategies and challenges of implementation. This research therefore sought to determine the challenges of implementing growth strategies by commercial Banks in Kenya.

This study attempted to answer the following questions; what strategies are adopted by Commercial Banks in Kenya? What challenges are they facing in implementing growth strategies? and which measures are they using in dealing with these challenges?

1.3 Research Objective

This research project was guided by the following two objectives.

i. To establish the growth strategies adopted by Commercial Banks in Kenya and the challenges they are facing in implementing these strategies.

ii. To establish measures adopted by Commercial banks in Kenya in dealing with these challenges.

1.4 Value of the Study

The research project seeks to add knowledge to the already existing literature on growth strategies adopted in the banking industry and challenges of implementing these strategies. It will bring out clearly the growth strategies that the Kenyan Commercial banks are adopting to penetrate and succeed in the competitive market. .

The study will be of critical value to the management of organizations in general and other scholars for references and further research. Today's turbulent environment requires creation of sustainable strategies to survive from the competitive sectors. It will aid managers to identify the major challenges affecting them in strategy implementation. Apart from theoretical and contextual contributions, the study is going to be equally important from an applied perspective. In today's highly dynamic business, where managers are finding it hard to achieve and sustain a competitive advantageous position, the results of the study can certainly work as a major guiding force on their way to success.

The study will benefit policy makers to understand and appreciate the challenges which institutions are facing in implementing their growth strategies and the strategies which they have adopted in order to survive in the competitive banking industry.

Commercial bank employees will benefit by understanding the growth strategies that their organizations have in place and the challenges it's encountering in realization and implementation of these strategies. This will enable them share in the vision of moving the institution to the next level by actively participating in the implementation process.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter present literature on what practitioners and scholars have presented on the concept of strategy, review literature relevant to this research with the aim of getting views and opinions on the challenges of implementing growth strategy in the banking sector. The chapter specifically covers the theoretical foundation, factors in successful strategy implementation, challenges of strategy implementation and how to deal with these challenges.

2.2 Theoretical Foundation

Scholars have come up with different theories to explain the phenomenon of using strategy to gain competitive advantage. This study is anchored on three theories namely the Porter`s theory of competitive advantage, the Open systems theory and the Resource based view theory (RBVT).

2.2.1 The Porters' Theory of Competitive Advantage

This theory was founded by Michael Porter in 1985. He defined the two types of competitive advantage an organization can achieve relative to its rivals as lower cost or differentiation. This advantage is derived from attribute(s) that allow an organization to outperform its competition, such as superior market position, skills, or resources. In Porter's view, strategic management should be concerned with building and sustaining competitive advantage. He further argued that the nature and degree of competition in an industry hinges on five forces namely, the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services and the degree of competition among current contestants. This theory is relevant to this study in the sense that today`s organizations face a lot of competition in the industry in which they are operating as they try to implement their growth strategies. When this theory is applied organizations will have a clear understanding of the environment in which they are operating in hence outperforming its competitors.

2.2.2 The Open Systems Theory

This theory was originally proposed by Hungarian biologist Ludwig von Bertalanffy in 1928.The foundation of systems theory is that all the components of an organization are interrelated, and that changing one variable might impact many others. Organizations are viewed as open systems, continually interacting with their environment. They are in a state of dynamic equilibrium as they adapt to environmental changes. This theory is relevant to this study in the sense that when individuals work in an organization as teams they will tend to achieve more, for instance for an organization to overcome the challenges in implementing growth strategies the management and employees should work as a team towards one goal.

2.2.3 The Resource Based View Theory

This theory encourages organizations to identify and develop resources that give them an edge over their competitors. The resources identified and developed can only achieve a competitive advantage if they are valuable and non-imitable (Chaharbhaghi and Lynch, 1999).The theory postulates that a firm`s ability to enjoy a position of advantage solely relies on the resources it possesses which may be human, financial, technological or physical (David, 1997)

It is the efficient utilization of these resources that gives the firm the power to defeat its competition and therefore theorists who support this view encourage the firm to keep improving their resources in order to stay ahead of competition. Grant (2005) supports this argument by adding that the resources and capabilities of a firm form the first basis of the firm`s profitability, that is, before a firm looks at other avenues, it must first work with the resources it owns.

2.3 Factors in Successful Strategy Implementation

The choice of strategy is crucial for it could make an organization either to succeed or fail and its consequences are long term and costly to reverse. The choice must also be compatible with stakeholders` expectations. It must also pay attention to the organization`s resource capabilities and its environment (Johnson and Scholes, 1999).

According to Pearce and Robinson (2010), “Business managers evaluate and choose strategies that they think will make their business successful. Businesses become successful because they possess some advantage relative to their competitors” (p.259). To ensure successful strategy implementation the following critical factors need to be in place.

An organizational structure that supports the strategy. One of the most powerful implementation tools available to a company is its organizational structure. A strategy's priorities are usually reflected in its organizational structure. A strategy may require centralized control or decentralized flexibility. It may be designed to encourage product development or generate efficiency through standardization. The organizational structure must be designed to support the priorities required by the strategy. A significant change in strategy almost certainly must be accompanied by a change in structure.

A clear understanding of priorities. A strategy does not exist until you are willing to identify who you want to serve. Management is often distracted from its strategy by opportunities that continually pop up. Opportunity driven is just another way of saying you have no focus. Resources are always limited and if you don't have clear priorities, you dilute resources chasing the unimportant things. Ability and willingness to change. Strategy implementation requires change. Some organizations embrace change while others resist to the bitter end. Organizations' that accept change end up being competitive in the market.

Top management support is needed in strategy implementation; senior management must be committed with its own involvement and willingness to allocate valuable resources to the implementation effort (Holland *et al*., 1999).This involves providing the needed people for the implementation and giving appropriate amount of time to get the job done (Roberts and Barrar, 1992).Managers should legitimize new goals and objectives. Shared vision of the organization and the role of new system and structures should be communicated to employees. New organizational structures, roles and responsibilities should be established and approved. Policies should be set by top management, in times of conflict; managers should mediate between parties (Roberts and Barrar, 1992).

In order to have successfully executed strategy, company shall select strategy that is not alike or have a place in the market where it can be applied. Some organizations are better than others to see that the future will not be like the past. Understanding that the business ideas need to adopt and be kept closely aligned with changes in the county, region and the world. Ways of operating become ingrained in a company over years. Dorminant management figures can stifle innovation and new thinking within an organization. Strategy requires mapping out future scarcity landscape where scenario planning is an invaluable tool for achieving this. (Kaplan and Norton 2008, 34-38).

2.4 Challenges of Strategy Implementation

Strategy implementation is the process of transforming strategic intentions into actions, then into acceptable results. Successful strategy implementation is as critical and difficult as the strategic choice. It requires consideration of the resources to be used, human resource requirements, structure, systems, and other variables

Strategy implementation can pose a number of challenges. The challenges arise from sources that are internal and external to the organization. The particular challenges that will face strategy implementation will depend on the type of strategy, type of organization and prevailing circumstances. Many challenges in strategy implementation can be avoided if strategy development is coupled with. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation. Where there is a paradigm shift, changes do not implement themselves and it is only people who make them happen (Bryson, 1995).People working in an organization sometimes resist such proposals and make strategies difficult to implement (Lynch, 2000).This may further hinder implementation, especially where strategic and operational control systems do not detect and cause adjustment to changing environment. Johnson and Scholes (2002) have extensively underscored the importance of resources in strategy implementation, but are quick to point out that they (resources) by themselves do not guarantee strategic success. Inadequacy of resources may imply inadequate funds, inadequate equipment and facilities, inadequate human resource skills and experiences.

A strategy no matter how strong and catchy if not implemented is of no use. In the words of Deresky (2008) until put into action, growth strategies remain abstract ideas verbal or written proposals that have got no impact whatsoever. If implementation is so integral then why do so many organizations fail, why it is such as an uphill task and what are the challenges. First, successful implementation requires the orchestration of many variables into a cohesive system that complements the desired strategy. Therefore if any of these variables is missing realization of the intended strategy becomes difficult.

Deresky (2008) states that the main challenge in implementation is a misfit between the desired strategy and the organizational structure, systems and processes. Since a system fit is supposed to facilitate the actual working of the strategy, any organization that is not ready to align the structure to meet the needs presented by the growth strategy makes implementation the worst nightmare. To affirm this, Marete, (2010) observed poor structure as one of the challenges facing the implementation of the strategic plan in Kenya Human Rights Commission.

Lack of management good will or inspired change leadership is another implementation challenge. Mwongoe (2011) notes that despite organizations understanding the significance of strategy implementation, this important step fall short because the management pay much attention to formulation but are not willing to provide the much needed leadership in implementation. There is always a sigh of relief once they finish laying down growth strategies and the zest always seems to fizzle out when faced with the reality of implementing the plans. Deresky, (2008) notes that more often than not the leadership fails to skillfully guide the employees and processes in the right direction.

Implementation of growth strategy requires resources. In their research, Marete (2010), Koske (2003) and Anyango (2007) all identified resource limitation as a key challenge in strategy implementation. The resources in question are time, human and financial. Since growth strategies demand system adjustments, opening of more service outlets and investment in technology, some organizations find themselves constrained resource wise in actualizing the laid out plans.

According to Kaplan and Norton survey in 1996, a majority of the companies do not have a formal system in the company that would help to execute their strategy. They point out that 60% of the organizations do not allocate financial resources to the strategy implementation, less than 10% of employees understand the organization’s strategy, execution of it will fail, as employees cannot link their daily activities to strategy implementation. Employees simply are not aware of the strategic direction and doing their daily activities as they used to, no thinking required. One of the reasons could be that only 15% of management teams are dedicating more than one hour per month discussing the strategy. In today`s business environment changes appear very fast and management are kept busy dealing with them.

2.5 Dealing with Challenges of Strategy Implementation

Beer and Eisenstat (2004) stated that the most powerful way for leaders to realign their organizations is to publicly confront the unvarnished truth about the barriers blocking strategy implementation" (p. 3). Once the truth is uncovered, management can begin to tackle the problems that silence has previously masked. They further propose that an organization should closely follow its strategic fitness process, step by step. The conversation must start with the leadership team; senior management should meet to discuss company objectives, values, threats, opportunities, and the capabilities its organization needs to implement strategy. Senior management should assign the company's best managers to interview employees who have a direct impact on strategy implementation. They further assert that the strategic fitness process is a fast and proven way to uncover obstacles to success. As they conclude, "By enabling a complicated organizational truth to emerge, senior managers reduce cynicism, increase trust, and develop selfless commitment" (p. 10). Strategic implementation can then be achieved with relative ease.

Successful strategy execution greatly depends on good internal organization and competent staff. Building a capable organization is thus, always a top strategy implementation priority. (Thomson and Stuck land, 1989).They further argue that three organizational issues stand out as dominant namely, developing an internal organization structure that is responsive to the needs of strategy, building and nurturing the skills and competences in which strategy is grounded and selecting people for the positions.

According to Galbraith and Kazanjian, (1986) there are several major internal subsystems of the organization that must be coordinated to successfully implement a new organization strategy. These subsystems include technology, reward system, decision processes and structure. As with any system, the systems are interrelated, and changing one may impact others. Aosa (1998) argues that strategy is creating a fit between the external characteristics and internal conditions of an organization to solve strategic problem, which is a mismatch between the internal characteristics of an organization and its environment. Consequently, organizations need to not only notice changes in their external environment, but also need to formulate strategies that match these changes. Failure to do so will result in a strategic problem which is detrimental to survival of the organization

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of the research methodology that was used in the study in order to execute the study and realize its objectives. This includes the research design, data collection method, and research instruments and data analysis. This chapter finally looked at the data analysis technique that was applied in analyzing the data collected. Both primary and secondary data were collected and used in the analysis.

3.2 Research Design

This was a descriptive survey study. Mugenda and Mugenda (2003) describes descriptive research design as a systematic, empirical inquiring into which the researcher does not have a direct control of independent variable as their manifestation has already occurred or because the inherently cannot be manipulated. The research design was chosen because of its ability to create a profile about a phenomenon. Descriptive research design is concerned with finding out about the how, who, when and where of a phenomenon so as to build a profile (Mugenda and Mugenda, 2003).

3.3 Population of the Study

The population of this study comprised all commercial Banks in Kenya. According to the 2013 bank's supervision annual report prepared by the Central Bank of Kenya, there are 43 commercial banks in Kenya and are ranked based on their market share in the sector (see appendix II). Following the small number of commercial banks and the fact that they all have a representative office in Nairobi, the study included all commercial banks in Kenya hence a census survey study.

3.4 Data Collection

The nature of data collected was quantitative. One respondent from each of the banks was targeted. A questionnaire was used to collect the data. The questionnaire consisted of two parts, part one dealing with the personal information of the informant and part two dealing with the growth strategies adopted by the bank, challenges they are facing and the measures they have adopted in dealing with these challenges. Questionnaires were distributed to the heads of Operations departments for the forty three Banks. The questionnaires were administered in person to give a high response rate.

Secondary data was collected through analysis of secondary sources of information for both the sector and the Banks. These sources included annual reports, banks magazines and their websites because they contain information on how the sector and the banks have developed through the years and how the strategies have been implemented to help the organization grow.

3.5 Data Analysis

After data collection, a thorough check was done on the questionnaires before coding and entering into software (Statistical Package for Social Sciences) for analysis. Quantitative data was analyzed by use of descriptive statistics using Statistical Package for Social Sciences (SPSS) and presented through percentages, frequencies, mean and standard deviation. The information is then presented in pros form.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The main objectives of the study were to establish the growth strategies adopted by commercial Banks in Kenya, the challenges they are facing in implementing these strategies and the measures they have adopted to deal with these challenges. The study targeted 43 respondents from which 30 filled in and returned the questionnaires making a response rate of 69.76%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2 General Information

The study sought to find out general information about banks including duration of service, period in operations, ownership and number of employees.

The study sought to establish the period the banks had been in operations in Kenya. The findings were as presented in Table 4.1.

From the findings in Table 4.1, majority (36.67%) of the respondents indicated that they have worked in the bank for a period of 5-10 years, 26.67% indicated that they have worked below 5 years, 13.33% indicated 10-20 years and above 30 years while 10% indicated 20-30 years. These findings show that majority of bank employees have not served in the bank for a longer duration.

Table 4.1: Duration of employment in the Bank

Duration in Years	**Frequency**	**Percent**
Below 5	8	26.67%
5-10	11	36.67%
10-20	4	13.33%
20-30	3	10%
Above 30	4	13.33%
Total	**30**	**100%**

The study sought to know the ownership of the banks. The findings were presented in Table 4.2.

Table 4.2: Bank Ownership

	Frequency	**Percent**
Local public commercial bank	3	10%
Local private bank commercial	14	46.67%
Foreign commercial bank	13	43.33%
Total	**30**	**100%**

From the findings in Table 4.2, majority (46.67%) of the respondents indicated that their banks were local private bank commercial, 43.33% indicated that their banks were foreign commercial bank while 10% of the respondents indicated that their banks were Local public commercial bank. These findings show that the banks included in the study were both local public, local private and foreign commercial banks hence the study findings are more representative of the banking industry in Kenya.

The study sought to establish the period the banks has been in operations in Kenya. Table 4.3 presents the findings.

Table 4.3: Period of Operation

	Frequency	**Percent**
Below 10 years	1	3.33%
11-20 years	7	23.33%
21-30 years	11	36.67%
31-40 years	3	10%
Above 40 years	8	26.67%
Total	**30**	**100%**

From Table 4.3, 36.67% of the respondents indicated that their banks had been in operation for 21-30 years, 26.67% indicated their banks had been in operation for more than 40 years, 23.33% indicated 21-30 years, 10% indicated 31-40 years while 3.3% indicated that their banks had been in operation for less than 10 years. These findings show that the commercial banks involved in the study were drawn from those that had operated in Kenya for varying period of time. This shows that the data findings are more representative of the banking industry as it is all inclusive.

The study sought further to find out the number of employees employed by commercial banks in Kenya. Table 4.4 presents the findings.

Table 4.4: Number of Employees

	Frequency	Percent
Less than 1000	7	23%
Between 1000-3000	13	43%
More than 3000	10	33%
Total	**30**	**100**

From the findings as shown in Table 4.4, 43% of the respondents indicated that their banks had 1000-3000 employees, 33% indicated More than 1000 employees while 23.0% of the respondents indicated that their banks had less than 1000 employees. This trend of majority of banks having less than 1000 employees could be attributed to the newly establishing banks, while banks having more than three thousand employees was due to global operation of some banks. However, majority of commercial banks had more than 1000 employees which is a reflection of their expansion of services and in location where they operate.

4.3 Growth Strategies Adopted by Commercial Banks in Kenya

The study inquired to know the strategies which the Banks have used to achieve growth strategies. The findings are presented in the Table 4.5.

Table 4.5: Growth Strategies Adopted by Commercial Banks

Strategies	Frequency	Percent
Mergers and Acquisitions	9	11.39%
Outsourcing	18	15.19%
Product Development	26	32.91%
Market Development	12	22.78%
Alliances/Partnerships	14	17.72%
Other Strategies(please specify)	0	0%
Total	**79**	**100%**

From the findings as shown in Table 4.5, the question attracted 79 responses mainly due to the fact that some banks had used more than one strategy in their operations. Out of the responses 32.91% had used product development which involves substantial modification of existing products or the creation of new but related products to be marketed to the existing customers through the existing business channels. This was followed by market development with a response rate of 22.78% this arises due to expansion of businesses which involves opening of more branches country wide.17.72% indicated that they have achieve growth through mergers and acquisitions, this strategy can be used to facilitate entry into a new market while keeping the capital outlay at the bare minimum or can help the company set new technological standards. The response rate for outsourcing as a growth strategy was 15.19% currently; most of the banks are outsourcing daily administration duties i.e. the Security, cash handling, cleaning, and courier services this has enable the workforce to concentrate on other duties which are core to the bank. Mergers and acquisitions attracted a lower response rate of 11.39% few of the banks have used this strategy to venture into markets outside the county.

4.4 Strategy Implementation Challenges

The study sought to find out the extent to which the following challenges are encountered by Banks in implementing growth strategies. Respondents were asked to rate the level of the impact of each of the challenges using a 5 point scale where 1= Not at all and 5=Very Great extent. The findings are shown in Table 4.6

From the results in Table 4.6, it is clear that highly competitive environment (3.40), government regulations (2.76), lack of cooperation and team among the employees (2.33), poor organizational structures, systems and processes (2.23) and lack of understanding of a strategy and inability to connect formulation and implementation are among the greatest challenges facing commercial banks in strategy implementation. (2.20). Inadequate human resources skills and experiences (2.13), lack of management goodwill or inspired leadership (2.10), lack of co-ordination in the organization (2.06), insufficient resources (1.93) and inadequate equipment and facilities (1.13) are among the least challenges faced by the commercial banks in Kenya. The grand mean as computed is 2.23

Table 4.6: Strategy implementation Challenges

Challenges	Mean	Standard deviation
1. Insufficient financial resources	1.93	1.05
2. Lack of Management goodwill or inspired leadership.	2.10	0.95
3. Poor organizational structure, systems and processes	2.23	1.19
4. Inadequate human resources skills and experiences.	2.13	1.11
5. Lack of understanding of a strategy and inability to connect formulation and implementation	2.20	1.16
6. Lack of cooperation and team work among the employees	2.33	1.09
7. Inadequate equipment and facilities	1.13	0.83
8. Lack of co-ordination in the organization	2.06	1.17
9. Highly competitive environment	3.40	1.24
10. Government regulations	2.76	1.38
Grand Mean	**2.23**	

4.5 Measures to Deal with Strategy Implementation Challenges.

The study sought to find out the extent to which the banks had adopted various measures to deal with strategy implementation challenges. Table 4.7presents the responses.

Among the measures of dealing with strategy implementation challenges, training of senior management on importance of strategy formulation and implementation, building and nurturing the skills and competences in which strategy is grounded and selecting people for the positions, clear definition and understanding of the organizational goals, formulation of strategies that match changes in the external environment, more resources allocated to strategy implementation, developing clear hierarchy of communicating strategy implementation in the organization and employing change management techniques are among the greatest measures adopted by commercial banks to cope with strategy implementation challenges. Developing an internal organization structure that is responsive to the needs of the strategy, proper co-ordination of internal subsystems of the organization and involvement of all staff in strategy implementation are among the least measures adopted by commercial banks in coping with strategy implementation challenges. The grand mean as computed is 3.55.

Table 4.7: Measures to deal with strategy implementation challenges

Measures	Mean	Standard deviation
1. Clear definition and understanding of the organizational goals.	3.73	1.46
2. More resources allocated to strategy implementation.	3.60	1.48
3. Developing an internal organization structure that is responsive to the needs of the strategy.	3.43	1.41
4. Building and nurturing the skills and competences in which strategy is grounded and selecting people for the positions.	3.77	1.48
5. Proper co-ordination of internal subsystems of the organization.	3.37	1.40
6. Formulation of Strategies that match changes in the external environment.	3.63	1.52
7. Involvement of all staff in strategy implementation	3.20	1.39
8. Training Senior management on importance of strategy formulation and implementation	3.77	1.52
9. Developing clear hierarchy of communicating strategy implementation in the organization.	3.50	1.55
10. Employing change management Techniques	3.50	1.50
Grand Mean	**3.55**	

4.6 Discussions

The study noted that most of the commercial banks have in place sophisticated equipment and facilities this is attributed by the fact that innovation in technology is a key resource in growth of companies and the development of competitive advantage. Technology plays a key role in shaping the pattern of product innovation and also improves a firm`s ability to provide superior customer services as compared to its competitors. Insufficient resources and inadequate human resources skills and experiences are not an impediment to strategy implementation this shows that most of the commercial banks have set aside enough resources in terms of finances' and human.

The findings further indicated that highly competitive environment is among the greatest challenge affecting strategy implementation. This is attributed by the fact that each and every bank is trying to come up with innovative product which will differentiate it from its competitors. Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Lorsch, 1997).In an ever changing and competitive business environment, organizations require a strategic leader who is able to provide and share a clear vision, direction and purpose for the organization (Thompson, 1997). Leadership is the key to effective strategy implementation.

Government regulations was ranked the second challenge, this is attributed by the fact that the banking sector in Kenya is regulated by the Central Bank of Kenya. All decisions made by CBK always impact the operations of the sector players in one way or another. The lending rate issue has greatly affected the Bank's business and has slowed down the growth process which has stagnated since November 2011 when CBK raised the benchmark lending rate by 11 points to 18%.

The study also noted that Poor organizational structures, systems and processes and lack of understanding of a strategy and inability to connect formulation and implementation are among the greatest challenges. Thompson and Strickland (1980) noted that while strategy formulation requires the abilities to conceptualize, analyze and judge, implementation involves working with and through other people and institutions of change. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. (Owen, 1982) agrees that strategy and structure need to be matched and be supportive of each other in order to achieve its strategic objective set. Structure is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes (Thompson, 1997).

The measures which commercial banks have put in place to deal with strategy implementation challenges are training of senior management on importance of strategy formulation and implementation, building and nurturing the skills and competences in which strategy is grounded and selecting people for the positions, clear definition and understanding of the organizational goals, formulation of strategies that match changes in the external environment, more resources allocated to strategy implementation, developing clear hierarchy of communicating strategy implementation in the organization and employing change management techniques, it’s clear in the analysis that this measures have been employed to a greater extent. In consistent with (David, 2003), the study showed that both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation of a strategy.

In conclusion strategies should be formulated and implemented by managers operating within the current structure. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provided the summary of the findings from chapter four, and it also gave the conclusions and recommendations of the study based on the objectives of the study. The objectives of the study were to establish the growth strategies adopted by commercial Banks in Kenya, the challenges they are facing in implementing these strategies and the measures they have adopted to deal with these challenges.

5.2 Summary

The study revealed that majority of the staff had worked in the bank less than ten years. Most of the banks which responded were local private bank commercial, majority of banks had been in operation for less than thirty years comprising and most of the banks had less than three thousand employees.

The two objectives of the study were made after conducting the research. The first objective of the study was to establish the growth strategies adopted by Commercial Banks in Kenya and the challenges they are facing in implementing these strategies as outlined in the literature review. In order to achieve this objective, the respondents were provided with a rating scale of possible growth strategies and challenges as outlined in the literature review from which they gave their level of rating. Product development, market development, alliances/partnerships and outsourcing are among those strategies that have been greatly adopted by the banks, mergers and acquisitions are the least adopted strategies. Government regulations, highly competitive environment, Poor organizational structures, systems and processes, lack of understanding of strategy and inability to connect formulation and implementation, lack of cooperation and team work among the employees are among the greatest challenges facing banks in implementing their strategies. Lack of management goodwill or inspired leadership and, inadequate financial resources, inadequate human resources skills and experiences, inadequate equipment and facilities, lack of co-ordination in the organization are among the least challenges which affect strategy implementation in banks.

In regard to poor organizational structures, systems and processes, the banks need to adopt flexible structures and systems that are in line with strategy implementation. To address the challenge of inadequate financial resources, the banks need to allocate more funds to strategy implementation, this will enable successful implementation. Lack of understanding of strategy and inability to connect formulation and implementation was one of the challenges mentioned by the respondents that affect strategy implementation. To address this issue, banks need to educate those participating in formulation and implementation on the importance of linking formulation and implementation; this is because good strategies end up being poor strategies due to poor implementation. In regard to in adequate equipment and facilities, banks affected need to allocate more budgetary support to acquire modernized and sophisticated equipment that would efficiently support strategy implementation.

The second objective of the study was to establish the measures adopted by commercial banks in dealing with strategy implementation challenges. Research findings indicates that among the measures which the banks have adopted includes clear definition and understanding of organizational goals, more resources allocated to strategy implementation, developing internal organizational structures that are responsive to the needs of the strategy, formulation of strategies that match changes in the external environment, involvement of all staff in strategy implementation, training of senior management on importance of strategy formulation and implementation, developing a clear hierarchy of communicating strategy implementation and employment of change management techniques.

5.3 Conclusion

This study concludes that banks may use a combination of strategies that best suits their operating environment to achieve growth. Commercial banks innovate and adopt various strategies to differentiate them from competition; most of the banks have used more than one strategy to achieve growth.

Management must decide on how to deal with challenges that affect the strategy implementation process. Every organization that wants to achieve its growth objectives must ensure that the employees are well prepared since the success of any strategy depends on how well the organizational resources will be blend together with the human resource component to make business growth a reality

5.4 Recommendations

This part represents the recommendations made for Managerial policy, managerial policy practice and implication for theory. For effective strategy implementation by commercial banks, there should be involvement of all the parties that implement the strategies at all the strategy process stages.

5.4.1 Recommendations for Managerial Policy

In view of the findings of this research study, it is recommended that the banks should develop strategies that will help them to survive from the competitive external environment. Change management techniques should be embraced in strategy implementation and involvement of all staff is another crucial factor.

The banks should also train their senior management on importance of strategy formulation and implementation, this will facilitate smooth implementation. Organizational structures should be realigned to fit into the new strategy. Finally, commercial banks management should review their strategies regularly, this will assist them in monitoring the success of its strategy and the stakeholder`s views on the new strategy.

5.4.2 Recommendations for Managerial Policy Practice

The study recommends that strategy implementation is an ongoing process and all the employees of a given institution should be involved in strategy implementation process to ensure its success. Institutions should allocate more resources to strategy implementation to facilitate its success and reduce failures.

Banks should adopt measures that best works for them in overcoming strategy implementation challenges. The banks should focus on those strategies that will assist them to cope with the highly competitive environment as this was among the greatest challenges affecting them.

5.4.3 Implications for Theory

The literature review postulated that the resources identified and developed can only achieve a competitive advantage if they are valuable and non-imitable (Chaharbhaghi and Lynch, 1999).The theory further postulates that a firm`s ability to enjoy a position of advantage solely relies on the resources it possesses which may be human, financial, technological or physical (David, 1997).

The study found out that it's not only the resources which banks have that make them have competitive advantage but other measures such as clear definition and understanding of organizational goals, developing internal organizational structures that are responsive to the needs of the strategy, formulation of strategies that match changes in the external environment, involvement of all staff in strategy implementation, training of senior management on importance of strategy formulation and implementation, developing a clear hierarchy of communicating strategy implementation and employment of change management techniques are also crucial for successful strategy implementation.

5.5 Limitations of the Study

The study faced time limitations since it was carried out within one month, nearly 30% of the respondents did not returned the questionnaires hence the data was analyzed based on a response rate of 70%. If the researcher had more time the response rate could be higher than this.

The respondents were reluctant in giving information fearing that the information asked would be used to intimidate them or paint a negative image about them or their banks. The researcher handled this problem by carrying an introduction letter from the University and assured the respondents that the information they gave would be treated with confidentiality and was used purely for academic purposes.

5.6 Suggestions for Further Research

This study focused on challenges of implementing growth strategies by commercial banks in Kenya. More research needs to be carried out in other aspects such as challenges in strategy formulation, evaluation and implementation in other sectors and other small financial institutions in Kenya. This will enrich the existing knowledge on strategic management field and provide insights to policy makers.

No research can be considered an end to itself. Research findings always lead to more research opportunities with a view to bridging the existing knowledge gap. From the findings of this study, it is recommended that more research should be conducted on strategy formulation in commercial banks in Kenya with a view to determine whether there are any challenges faced.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

The study seeks to establish the growth strategies adopted by Commercial Banks in Kenya, Challenges faced in implementing these strategies and the measures adopted in dealing with these challenges.

BACKROUND INFORMATION

Kindly answer the questionnaire by ticking in the appropriate box

SECTION A: GENERAL INFORMATION

1. Bank Name…………………………………………………………….

2. Designation of the respondent………………………………………….

3. How long have you worked for the Bank

   Below 5 years [ ] 5-10 years [ ]

   10-20 years [ ] 20-30 years [ ]

   Above 30 years [ ]

4. Indicate the ownership of the bank

   Local public commercial bank [ ]

   Local private bank commercial [ ]

   Foreign commercial bank [ ]

5. Period the Bank has been in Operations

Below 5 years [ ] 5-10 years [ ]

10-20 years [ ] 20-30 years [ ]

30-40 years [ ] above 40 years [ ]

6. How many employees does the bank have?

Less than 1000 [ ] Between 1000-3000 [ ]

More than 3000 [ ]

SECTION B: GROWTH STRATEGIES ADOPTED BY COMMERCIAL BANKS IN KENYA

1. Below are some of the strategies used by organizations to achieve growth. Please tick the ones that have been used by your Bank to achieve growth.

Strategy	Tick as appropriate
1.Mergers and Acquisitions	
2. Outsourcing	
3.Product Development	
4.Market Development	
5. Alliances/Partnerships	
6.Other strategies (please specify)	

SECTION C: CHALLENGES FACED BY COMMERCIAL BANKS IN IMPLEMENTING GROWTH STRATEGIES

1. To what extent does your Bank encounter each of the following challenges in implementing growth strategies? Rate on a 5-point scale where: 1=Not at all and 5=Very great extent.

Challenges	1	2	3	4	5
11. Insufficient financial resources					
12. Lack of Management goodwill or inspired leadership.					
13. Poor organizational structure, systems and processes					
14. Inadequate human resources skills and experiences.					
15. Lack of understanding of a strategy and inability to connect formulation and implementation					
16. Lack of cooperation and team work among the employees					
17. Inadequate equipment and facilities					
18. Lack of co-ordination in the organization					
19. Highly competitive environment					
20. Government regulations					

SECTION D: MEASURES ADOPTED BY COMMERCIAL BANKS IN DEALING WITH STRATEGY IMPLEMENTATION CHALLENGES

1. To what extent does your Bank adopt the following measures in dealing with growth strategy implementation challenges? Rate on a 5-point scale where: 1=Not at all and 5=Very great extent.

Measures	1	2	3	4	5
1. Clear definition and understanding of the organizational goals.					
2. More resources allocated to strategy implementation.					
3. Developing an internal organization structure that is responsive to the needs of the strategy.					
4. Building and nurturing the skills and competences in which strategy is grounded and selecting people for the positions.					
5. Proper co-ordination of internal subsystems of the organization.					
6. Formulation of Strategies that match changes in the external environment.					
7. Involvement of all staff in strategy implementation					
8. Training Senior management on importance of strategy formulation and implementation					
9. Developing clear hierarchy of communicating					

strategy implementation in the organization.					
10. Employing change management Techniques					

Thank you for completing the questionnaire

APPENDIX II: LIST OF COMMERCIAL BANKS IN KENYA (SOURCE: CBK)

1. Africa Banking Corporation Bank Ltd (Kenya)
2. Bank of Africa Ltd
3. Baroda Bank Ltd
4. Bank of India Ltd
5. Barclays Bank of Kenya Ltd
6. CFC Stanbic Bank Ltd
7. Chase Bank Ltd (Kenya)
8. Citibank N.A Ltd
9. Commercial Bank of Africa Ltd
10. Consolidated Bank of Kenya Ltd
11. Cooperative Bank of Kenya Ltd
12. Credit Bank Ltd
13. Development Bank of Kenya Ltd
14. Diamond Trust Bank Ltd
15. Dubai Bank Kenya Ltd
16. Ecobank Ltd
17. Equatorial Commercial Bank Ltd
18. Equity Bank Ltd
19. Family Bank Ltd
20. Fidelity Bank Limited Ltd
21. First Community Bank Ltd
22. Giro Commercial Bank Ltd

23. Guaranty Trust Bank Kenya
24. Guardian Bank Ltd
25. Gulf African Bank Ltd
26. Housing Fin. Co. of Kenya Ltd
27. Habib Bank Ltd
28. Habib Bank A.G Zurich Ltd
29. I&M Bank Ltd
30. Imperial Bank Kenya Ltd
31. Jamii Bora Bank Ltd
32. Kenya Commercial Bank Ltd
33. K-Rep Bank Ltd
34. Middle East Bank Kenya Ltd
35. National Bank of Kenya Ltd
36. NIC Bank Ltd
37. Oriental Commercial Bank Ltd
38. Paramount Universal Bank Ltd
39. Prime Bank Ltd (Kenya)
40. Standard Chartered Kenya (K) Ltd
41. Trans National Bank Kenya Ltd
42. United Bank for Africa Ltd 44.
43. Victoria Commercial Bank Ltd

APPENDIX: III LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI
FACULTY OF COMMERCE
MBA PROGRAM – LOWER KABETE CAMPUS

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P.O. Box 30197
Nairobi, Kenya

DATE...5TH SEPTEMBER 2014...........

TO WHOM IT MAY CONCERN

The bearer of this letter ....JULIE RONGOEI JEPKOSGEI................

Registration No: ...D61/75838/2012..

Is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PARTRICK NYABUTO
MBA ADMINISTRATOR

UNIVERSITY OF NAIROBI
27 AUG 2014
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