

**FACTORS THAT INFLUENCE SALES AND MARKETING
STRATEGIES ADOPTED BY COMMERCIAL BANKS: A
CASE OF KCB BANK, KENCOM HOUSE BRANCH,
NAIROBI COUNTY-KENYA.**

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DECLARATION

This research project report is my original work and has not been presented for an award of degree in any other University.

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DEDICATION

This project is dedicated to my son Mwendwa who came into, and changed my life for good.

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I am eternally indebted to my mother Wanjiku for her unending encouragement and pressure to always achieve more, and to my siblings Joan and George for their continued support and love. I am most sincerely grateful to my partner and friend Mutua for always believing in me and creating a conducive environment for me to thrive. I sincerely appreciate the commendable efforts of my supervisor Dr. Raphael Nyonje who has assisted in my research and for his constant advice, support and follow-up in the middle of his busy schedule. I also take note of my lecturers who gave their knowledge in order to ensure that the learning process was enjoyable and worthwhile. I acknowledge the University of Nairobi for its great and valuable resources that made learning quite interactive. And to my colleagues at KCB KenCom house for making this research a success, I am grateful.

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ABBREVIATIONS AND ACRONYMS

AMA	American Marketing Association
CBK	Central Bank of Kenya
CRB	Credit Reference Bureau
HR	Human Resources
KBA	Kenya Bankers Association
KCB	Kenya Commercial Bank
MFB	Microfinance Bank
MRP	Money Remittance Provider

ABSTRACT

The banking industry in Kenya has experienced a lot of growth in the last decade, the market is now flooded with financial and non-financial organizations all trying to maximize on the same market, this has created a need to remain competitive and relevant and strive to acquire the largest market share. With Globalization, Technological changes and constant changes in customer tastes and preferences, banks have no option but to come up with sales strategies that not only grow their numbers, but also grow them competitively. Over the last few years, the banking sector in Kenya has continued to grow in customer numbers, assets, deposits, profitability and products offered. The growth has mainly been attributed by an industry wide branch network expansion strategy both in Kenya and in the East African region as well as automation of a large number of services. Players in this industry have experienced increased competition over the last few years resulting from increased innovations among the players and new entrants into the market. The objectives of the study were: to establish the influence of the corporate strategy of KCB Bank on the adoption of a sales and marketing strategies, to examine the extent to which organizational culture influences the adoption of a sales and marketing strategies at KCB Bank, to determine the influence of target market influences the choice of a sales and marketing strategies at KCB Bank, and finally to analyse the extent to which consumer behaviour influences the adoption of a sales and marketing strategies at KCB Bank. Employees of the bank who work at the Head Office formed the population in this study. Descriptive survey research design was used and questionnaires administered for data collection. Data was collected from the natural setting. Data was presented using frequency distribution tables and analysed using percentages. The study brought out how various factors influence the choice of sales and marketing strategies adopted by KCB Bank. This study found out that corporate strategy, organizational culture, target market and consumer behaviour all influence the choice of sales and marketing strategies of the bank to a very large extent. Of the four factors, the most influential factor was found to be target market, with 48% of the respondents saying it had the greatest influence on the choice of sales and marketing strategies of the bank. This study recommends that banks must continually improve their sales performance by keeping track of trends and market opportunities and clearly defining their target market in order to maximize on the marketing dollars.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The issue of distribution of retail financial services has received growing attention in the academic and professional literature as it has been hailed as an increasingly important factor in determining whether a company competes effectively in its chosen markets (Chandler et al., 1984). In an increasingly competitive and deregulated environment, superior distribution strategies concerned with how to communicate with, and deliver products to the consumer most effectively can provide institutions with competitive advantage in the market place (Howcroft and Lavis, 1986). In effect, distribution provides the basis for differentiation rather than the core service itself. The appropriate mix of delivery systems for financial services institutions is determined by a number of factors on both the supply and demand sides of the market. On the supply side, factors such as regulation, technology and the resultant changes in the market structure will influence the chosen methods of delivery for financial service firms, while on the demand side consumer preferences and expectations are obviously of prime importance (McGoldrick and Greenland, 1994).

In Kenya, last five years have witnessed a drastic change in the banking sector in with the conversion of many non-banking financial institutions and building societies into fully fledged banks. The increase in the number of commercial banks in Kenya has brought about a variety of banking products and services targeting various customer segments and income groups. There are products for the high, medium and low income earners which come with unique features and characteristics (Kathuni and Mugenda, 2012). As a result of this, these commercial banks have to contend with the dynamics of a changing competitive environment.

1.1.1 The Banking Industry in Kenya

The Banking industry in Kenya is governed by 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). For the quarter ended June 30, 2012, the sector comprised 43 commercial banks, 1 mortgage finance company, 6 deposit taking microfinance institutions, 5 representative offices of foreign banks, 115 foreign exchange bureaus and 2 credit reference bureaus. For the same period, the sector continued on a growth trajectory with the size of assets standing at Ksh. 2.2 trillion, loans and advances worth Ksh. 1.3 trillion, while the deposit base was Ksh. 1.7 trillion and profit before tax of Ksh. 53.2 billion as at 30th June 2012. During the same period, the number of bank customer deposit and loan accounts stood at 14,893,628 and 2,051,658 respectively.

1.1.2 Kenya Commercial Bank Limited

The history of KCB dates back to 1896 when its predecessor, the National Bank of India opened an outlet in Mombasa. Eight years later in 1904, the Bank extended its operations to Nairobi, which had become the Headquarters of the expanding railway line to Uganda. In the year 1958, the National Bank of India merged with the Grindlays Bank to form the National and Grindlays Bank. Upon independence the Government of Kenya acquired 60% shareholding in National and Grindlays Bank in an effort to bring banking closer to the majority of Kenyans. In 1970, the Government acquired 100% of the shares to take full control of the largest commercial bank in Kenya and was renamed Kenya Commercial Bank (Kiptugen, 2009). The Government has over the years reduced its shareholding in KCB to 23%, as of December 2008. In a rights issue which concluded in August 2010, the shareholding by the Kenyan Government was reduced to 17.74%. Kenya Commercial Bank is a member of the KCB group of companies that includes Kenya Commercial Banks in Kenya, KCB Burundi, KCB Rwanda, KCB Sudan, KCB Tanzania, and KCB Uganda.

1.2 Statement of the Problem

Commercial banks in Kenya, as everywhere else in the world, have faced and will continue to face various challenges as a result of environmental changes. External challenges in terms of technological changes, economic changes, legislation and social-cultural changes among others have made commercial banks adopt various marketing

strategies to counter these challenges. There are a number of local studies that have been done in the area of competition and how to tackle competition amongst commercial banks. Warucu (2011) in his research on competitive strategies applied by commercial banks, 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 (2009) looked at 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. Kathuni and Mugenda (2012) looked at direct sales strategy applied by commercial banks in Kenya. Their conclusion was that 57.9% of commercial banks have embraced the direct sales strategy and that product knowledge was the greatest factor affecting the productivity of the direct sales people.

Machu (2009) studied strategies adopted by commercial banks in Kenya to environmental changes. He observed that Kenyan banking industry has seen a paradigm shift in the last couple of years with intensified competition and entry of new established players, changing regulatory provisions and prudential guidelines, financial sector deepening process, changing consumer tastes and preferences and technological advancements. These changes in the business environment lead to the question, how do commercial banks in Kenya respond to the changes in the business environment? Which strategies are adopted by the banks in response to the competition in the retail banking? What marketing strategies are adopted by banks to counter competition? On the basis of extensive literature review, this study sought to answer the following question; what are the factors that influence the adoption of sales and marketing strategies adopted by Kenya Commercial Bank?

1.3 Purpose of the Study

The purpose of the study was to determine the factors that influence sales and marketing strategies adopted by commercial banks in Kenya, KCB Bank was the case of the study.

1.4 Objectives of the Study

The study was guided by the following objectives:

1. To establish the influence of the Corporate Strategy of KCB Bank on the adoption of a sales and marketing strategies.
2. To examine the extent to which Organizational Culture influences the adoption of a sales and marketing strategies at KCB Bank.
3. To establish the influence of Target Market on the choice of sales and marketing strategies in KCB Bank.
4. To analyze the extent to which Consumer Behavior influences the adoption of sales and marketing strategies in KCB Bank.

1.5 Research Questions

The study was guided by the following questions:

1. How has the corporate strategy of KCB Bank influenced its choice of sales and marketing strategies?
2. To what extent has the organizational culture influenced the choice of sales and marketing strategies employed by KCB Bank?
3. How has the type of market KCB is targeting influenced its choice of sales and marketing strategies?
4. To what extent do you think consumer behaviour has influenced the choice of sales and marketing strategies at KCB Bank?

1.6 Significance of the Study

The study was able to bring out the areas of concern to banks that need to be put into consideration before adoption of sales and marketing strategies. The study was of value in informing KCB Bank management on the extent to which various factors influence adoption of marketing strategies in order to capture the market and also to identify a strategy that captures customers as compared to others for greater market share and better

utilization of company resources. The study's findings also provided valuable information on the challenges faced by managers in the adoption of sales and marketing strategies formulated and provided recommendations on possible measures applicable in overcoming such challenges.

Consumers benefited by understanding that banks adopt various strategies and this will help them to associate themselves with banks having various strategies that give them greater satisfaction. In addition, consumers are in a position to evaluate whether the adopted marketing strategies have an impact on their knowledge, beliefs, morals and customs. The study also assisted the government and other regulatory bodies to better understand the factors influencing adoption of sales and marketing strategies by banks, hence will be in a position to create an environment that promotes the adoption of sales and marketing strategies aligned to the country's vision 2030. Moreover, the study's findings assisted in ensuring that banks do not devise strategies that promote monopoly as a way of protecting consumers against exploitation by business entities.

To scholars, the study was an important contribution to the development of knowledge on sales and marketing. It also served as a benchmark for further research on sales and marketing strategies adopted by Commercial Banks.

1.7 Limitations of the Study

Due to technological dynamism and changes in the administrative styles, sales and marketing strategies in banks can change within a short time, rendering the research findings obsolete. The study was carried out at KCB Kencom house- Nairobi, where resources can be said to be adequate and there is a conducive working environment, meaning that the results may not be generalized to other areas with great precision.

1.8 Delimitation of the Study

The study explored how various factors affect the choice of sales and marketing strategies at Kenya Commercial Bank and was conducted at the Head Office which was convenient to the researcher in terms of accessibility.

1.9 Assumptions of the Study

It was assumed that the Human Resource (HR) department at KCB would allow their employees to participate in the study. It was also assumed that the staff at the Kenya Commercial Bank, head office, who were the respondents would be available for the research and that they possessed relevant knowledge that would help the researcher to make accurate conclusion. This was actually confirmed following the high rate of return and the information they provided was adequate and it enabled the researcher to make accurate, valid and reliable conclusions.

1.10 Definition of Significant Terms

Competitive Advantage- An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/ or retain more customers than its competition.

Corporate Strategy- This is the overall scope and direction of a corporation and the way in which its various business operations work together to achieve particular goals.

Marketing- The action or business of communicating the value of a product, service or brand for the purpose of promoting or selling that product, service or brand.

Organization Culture -This is the collective behaviour of humans that are part of an organization, it is also formed by the organization values, visions, norms, working language, systems, symbols, and it includes beliefs and habits.

Sales- The exchange of goods or services, or both, for an amount of money or its equivalent.

Strategy- This is the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources

within a challenging environment to meet the needs of markets and to fulfill stakeholder expectations.

Target Market- This is a particular group of consumers at which a product or service is aimed.

1.11 Organization of the Study

The study encompasses five chapters. Chapter one looks at the background information to the study, the statement of the problem, the research objectives and research questions, purpose and significance of the study, assumptions, limitations and delimitations of the study and definition of significant terms. Chapter Two comprises of literature review which comprises of introduction, overview of sales and marketing in the banking industry, the factors that influence the choice of sales and marketing strategies, theoretical and finally conceptual framework. Chapter Three contains research methodology which comprises of research design, methods of data collection and methods of data analysis. Chapter Four covers data presentation, analysis and interpretation. Chapter Five focuses on the summary of findings, discussion of the findings, recommendation and lastly suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter builds on the background research problem and the research questions identified in chapter one. Sales and Marketing strategies as well as the factors that influence the choice of sales and marketing strategies and other relevant literature from broad and rich background are systematically discussed. The theoretical framework and conceptual framework is also in this chapter and finally gaps in literature reviewed are discussed.

2.2 General Overview of Sales and Marketing in the Banking Industry

‘Marketing’ can be defined as the art of communicating the value of a product to a potential customer for the purpose of promoting or selling that product while ‘selling’ is a more direct act of exchanging a product for money or its equivalent. However, academically, selling is thought of as a part of marketing (Kotler and Armstrong, 1996). It is for this reason that, for the purpose this study, we shall refer to ‘sales’ and ‘marketing’ to mean one and the same thing.

Marketing must be understood not in the old sense of making a sale- telling and selling- but in the new sense of satisfying customer needs (Kotler and Keller, 2005). If the marketer understands consumer needs; develops products that provide superior customer value; and prices, distributes and promotes them effectively, these products will sell easily. According to Drucker (1954), the aim of marketing is to make selling unnecessary. Selling and advertising are only a part of a larger marketing mix – a set of marketing tools that work together to satisfy customer needs and build customer relationships.

To understand how banking services can be marketed better, one must examine banking as a service industry, in the context of a swiftly changing environment, redefine

marketing to suit a banker's needs, analyse how the marketing of financial services differ from that of other products, identify the tasks involved there in and set forth a series of steps for effective bank marketing. A popular definition of bank marketing is given by Shri P. T Kuppuswamy (The Managing Director and Chief Executive Officer of Karur Vysya Bank Ltd- India) in the following words: "Creation and delivery of financial services suitable to meet the customer's need at a profit to the bank". This definition recognizes the imperative need to satisfy customers, the significance of both the creation and delivery aspects of bank services and the underlying profit motive.

Marketing management wants to design strategies that will build profitable relationships with target consumers. There are five alternative concepts under which organizations design and carry out their marketing strategies: the production concept (this concept holds that consumers will favour products that are available and highly affordable), the product concept (consumers will favour products that offer the most in quality, performance and innovative features), the selling concept (consumers will not buy enough of the firm's products unless it undertakes a large-scale selling and promotion effort), the marketing concept (achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfaction better than competitors do) and lastly the societal marketing concept which questions whether the pure marketing concept overlooks the possible conflicts between consumer short-term wants and consumer long-term welfare (Kotler and Armstrong, 2011).

Thompson and Strickland (2002) noted that marketing plans expand upon the marketing section of business plans to lay down comprehensive strategies for creating and marketing products to a defined target market. Commercial banks serve consumers and businesses by providing deposit accounts, loans and other personal finance products and services. The commercial banking industry is becoming quite saturated in Kenya, and especially in Nairobi County, requiring banks to rely on solid, innovative marketing plans to attract customers from competitors. Traditionally, marketers have been charged with understanding customers and representing customer need to different company departments. The old thinking was that marketing is done only by marketing, sales and customer support people. However, in today's more connected world, every functional

area can interact with customers especially electronically (Kotler and Armstrong, 2011). It is for this reason that no matter what your job is in a company, you must understand marketing and be customer focused.

2.3 Sales and marketing strategies

Strategy in general can be defined as the establishment of the long-term goals and objectives of an organization, including the taking of actions and allocation of resources for achieving these goals (Chandler, 1962). The aim of strategy is to establish a sustainable and profitable position against the forces that determine industry competition. Gluek and Juach (1984) defined strategy as ‘a unified, comprehensive and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization’.

Jung and Sung (2008) point out that sales and marketing strategies may be adopted to combat competition, to improve the position of the company in the market or to grow the business. The type of strategy required will depend upon several factors but the main influences include: number and power of competitors, company strengths, size of business, financial position, and government influences. Jung and Sung (2008) add that marketing strategy aims to communicate to customers the added value of products and services. This considers the right mix of design, function, image or service to improve customer awareness of the business’ products and ultimately to encourage them to buy. Recent literature has added innovation strategy as part of marketing strategies that can assist companies in achieving competitive advantage. According to Hamel (2012), innovation strategy is to leapfrog other market players via the introduction of completely new or notably better products or services. This strategy is typical of technology start-up companies which often intend to “disrupt” the existing market place, obsoleting the current market entries with a breakthrough product offering. It is harder for more established companies to pursue this strategy because their product offering has achieved market acceptance.

2.3.1 Sales and Marketing for Competitive Advantage

Porter (1985) defines competitive advantage in terms of relative cost and the ability to differentiate one from competitors. However, the industry is not the only source of competitive advantage: competitive advantage comes from diverse sources: core and vital interests. The customer perspective, on the other hand, advocates that competitive advantage be defined from the customer perspective. Different customers do not buy the same but different kinds of values, which incidentally change as the customer expectation rises and the production of unmatched level of a particular value requires a superior operating model.

Competitive advantage is gained when a company moves into a position where it has an edge in coping with market forces. For an organization to survive in competitive environment, it has to adjust its strategies in response by developing competitive strategies especially at market level (Porter, 1980). Kottler and Keller (2006) found out that the task of any business in a market is to deliver customer value at a profit in hypercompetitive economy with increasing rational buyers faced with abundant choices, a company can win only by fine tuning the value delivery process by choosing, providing and communicating a superior value.

Competitive advantage of any organization is crucial for earning and sustaining superior performance. The level of performance is in turn directly related to the strategies the organization adopts and its implementation of the same. Thompson and Strickland (2007) asserted that any business strategy capable of success must be grounded in competitive advantage wherever it has an edge over its rivals in securing customers and defending itself against competitive forces (Thompson & Strickland, 2002). In order to maximise its capabilities, an organization must effectively exploit its core competencies. Organizations must also focus on achieving competitive advantage that can be preserved over a long period of time. This is because a company's prosperity is dependent on how powerful and enduring its competitive advantages are (Tilson, 2000). As Barney (2003) argued, a firm can only attain competitive advantage when it implements a value creating activity not being simultaneously implemented by other competitors and when other firms are unable

to duplicate the benefits of this strategy. The importance of strategic intent can therefore not be overlooked.

A marketing strategy is most effective and will give an organization competitive advantage when it is an integral component of corporate strategy, defining how the organization will successfully engage customers, prospects and competitors in the market arena. It is partially derived from broader corporate strategies, corporate missions and corporate goals. As the customer constitutes the largest of a company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement (Hartman, 2004). An effective marketing strategy is one part of the business that is absolutely essential to its success. In fact, the ability to properly market a product or service is actually more important than the product itself. Even an inferior product can be a financial success if marketed properly. Successful marketing strategies create a desire for a product. A marketer, therefore, needs to understand consumer likes and dislikes. In addition, marketers must know which information will convince consumers to buy their product, and whom consumers perceive as credible source of information (Hartman, 2004).

2.4 Factors That Influence Sales And Marketing Strategies of Banks

According to Philip Kotler (2011), a company's marketing environment consists of the internal forces and forces which affect the company's ability to develop and maintain successful transactions and relationships with the company's target customers. The environmental factors may be classified as macro and micro.

(Johnson et al, 2008) highlight that the macro environment forms the basis of various elements which formulate the larger part of society. These factors directly impact a business. They include factors such as politics, technological growth, global economy, social behaviour and legal aspects. The macro environment cannot be controlled by the organisation and hence the business needs to adapt to the needs of the macro environment. PESTEL (Political, Economic, Social, Technological, Environmental and

Legal) as a framework allows an organisation to effectively analyse the macro environment in which it operates.

The micro-environment of a business determines the overall competitive state of the organisation (Hollensen, 2013). The micro-environment factors have a direct impact on how a firm conducts its business and hence businesses need to adapt to the micro environment conditions of an industry to remain competitive. Internal factors such as a firm's culture, its market position and its brand image contribute towards various micro environment factors. Similarly, suppliers, competitors in the industry and consumer power also determine the micro environment of a business and contribute directly towards the industry competitiveness (Pehrsson, 2004).

This study had a look in to the various factors that influence sales and marketing strategies adoption, including: Corporate Strategy, Organizational Culture, Target Market and Consumer Behaviour.

2.4.1 Corporate Strategy and Marketing

Strategic planning is designed to provide an organization, its divisions, departments and even individual players with a game plan or road map to achieve specific goals and objectives (Bartmann, 2010). It is for this reason that the corporate strategy of any organization determines, to a large extent, the type of marketing strategy that will be put in place. When formulating marketing strategies, senior managers need to examine the SWOT analysis that is conducted by the organization. SWOT analysis is a straightforward model that analyses an organization's Strengths, Weaknesses, Opportunities and Threats to create the foundations of a corporate strategy. To do so, it takes into account what an organization can and cannot do as well as any potential favourable or unfavourable conditions related to the company's products or services (Thenmozhi, 2010). This discovery process provides the clarity you need to develop a realistic marketing strategy to achieve your strategic goal and propel your business to greater profits and higher market share.

Bruner et al. (2003) point out that an organization's corporate strategy ultimately yields the marketing strategy. The adherence to the firm's corporate strategy when developing the marketing objectives and strategies for the firm's products and services ensures that the marketing objectives are designed so that their achievements contribute to the corporate strategy and can be accomplished through efficient use of an organization's resources. Ferrell (2009) asserts that the strategies for marketing the company's products and services are best formulated when they reflect the overall direction of the organization and are coordinated with all the firm's functional areas. Thus, a great corporate strategy enables a company's management, at the functional level of marketing, to get insight into the needs of current customers and competitors and to scan the relevant business environment for future opportunities. This enables the company's marketing department to interpret the environment and to make decisions regarding the key customers to serve, the competitors to challenge and the bundle of product or services attributes to assemble for the marketplace.

2.4.2 Organizational Culture and Marketing

Organizational culture is a widely used term but that seems to give rise to a degree of ambiguity. Watson (2006) emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. For the past number of decades, most academics and practitioners studying organizations suggest that the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization (Schein, 2004). Schein highlights that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture, and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional.

Culture, therefore, gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. These practices can often be accepted without question by long-serving members of an organization. Schein (2004) emphasises that

perhaps the most intriguing aspect of culture as a concept is that it points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree, unconscious. Schein uses an analogy that culture is to a group what personality or character is to an individual. We can see the behaviour that results, but often we cannot see the forces underneath that cause certain kinds of behaviour. Yet, just as our personality and character guide and constrain our behaviour, so does culture guide and constrain the behaviour of members of a group through the shared norms that are held in that group (Schein, 2004).

The challenge of successful strategy implementation results from lack of cultivation of strong cultural values which are essential in meeting the changing organizational needs (Marginson, 2002). Another challenge in strategy implementation is that appears cultural and behavioural in nature is the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikavalko, 2002). Corboy and O’Corrbui (1999) identify the deadly sins of strategy implementation which involve a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, difficulties and obstacles not acknowledged, recognized or acted upon, and ignoring the day-to-day business imperatives.

2.4.3 Influence of Target Market on Sales and Marketing

Commercial banks serve a wide range of customers, making it challenging to define a single target customer group. Thinking in broad terms, however, can lead you to a target market definition broad enough to cover the majority of your customers. A bank may choose to target lower income individuals and families, for example, or target people within a certain profession, Thompson et al., (2007). Proctor (2000) argues that in order for an organization to achieve its marketing objectives, it develops a marketing strategy that enables the firm to identify and analyse a target market and develop a marketing mix to satisfy individuals in the market. Porter (1980) asserts the target segment must either have buyers with unusual needs or else the production and delivery system that best serves target market must differ from that of the other industry segment.

2.4.4 Consumer Behaviour and Marketing

An important element that impacts marketing decisions is based around the concept of consumer behaviour (Hooley et al, 2008). Belch and Belch (1998) define consumer behaviour as the process and activities people engage in when searching for, selecting, purchasing, using, evaluating and disposing off products and services so as to satisfy their needs and desires. Measuring consumer behaviour is a crucial part of any business. Knowing what the consumer wants and how he acts is vital in terms of product design and marketing (Todd, 1997). There are different ways of measuring consumer behaviour depending on the interest. Regularly conducting market research allows businesses to know their customers, and take them into account when making business decisions. This greatly improves business performance and profits. Common measurement includes conducting a survey to determine consumer behaviour. There are two main types of consumer survey; qualitative and quantitative. Qualitative studies involve asking a few consumers a lot of in-depth questions. Quantitative studies involve asking a lot of consumers a few questions. Similarly, consumer behaviour can be measured by observing consumers going about their businesses within permitted stores or shopping malls (Belch & Belch, 1998).

Understanding consumer behaviour allows organisations to develop marketing strategies based around consumer buying patterns and their perception of the firm. It further enhances the firm's ability to develop products or services based on consumer perception of the organisation. Determining consumer behaviour is a complex process, one that is governed by various elements associated with human nature, culture, marketing communication and social behaviour. One of the key aspects that contribute directly towards the buyer's decision making process is consumer perception. This is developed by various environmental factors and hence influences various marketing decisions of a firm.

2.5 Theoretical Framework

The privatization of banks is high on the agenda in France, Germany and Italy. As the influence of government wanes, competitive relationship in the financial sector and in the banking industry particularly will undergo considerable change. Development in regulation and supervision influence the banking industry via various channels. White (1998) argues that technological developments fundamentally alter the cost structure, output mix and distribution channels of banks. He goes further to say that the developments in information technology are the most fundamental forces for change in the financial sector. There is increased competition among banks and other new financial intermediaries. In order to stay competitive and achieve their goals and objectives, banks are periodically re-evaluating their strategies. Most banks strive towards achieving an integrated banking business which is operationally efficient (Pearce, 2004). Generally, banks aim to achieve strong organic revenue growth, improve customer loyalty, improve productivity and realize growth in retail market share and corporate banking market share (Pearce, 2004).

Market oriented firms go beyond the mere collection of market related information. Firms with a market orientation share this information across departments and stakeholders. The result is to create greater customer value and satisfaction, a prerequisite for success. Rogers (2003) explains how such communication takes place in his Diffusion of Innovations Theory. The theory assumes that diffusion is the process in which an innovation is communicated through certain channels over time among the members of a social system. For diffusion of innovations to be successful, there must be adoption of the same which involves the process of deciding whether to adopt a product or service. The diffusion of innovations theory further suggests that there are four main elements that are essential in the diffusion process. The first element is the innovation which is referred to as an idea or something that is considered new or different from the already existing ones. If there is an innovation, there must exist communication channels that allow or enable participants to share or exchange information (Rodgers, 2003). The other important element is time factor since diffusion largely depends on the time when it takes place. The last element suggested by the theory is the social system which is a set of interrelated

units joined together for the purpose of problem solving in order to achieve a common objective.

Another theory that is relevant to this study is the Market Orientation Theory. Kohli and Jaworski (1990) and Narver and Slater (1990) were early pioneers in investigation market orientation theory. According to these pioneers, market orientation consists of a focus on customers (customer orientation), an intimate understanding of competitors (competitor orientation), and integration of all functions within the company to create superior customer value (inter-functional coordination). Providing superior customer value is key for maximizing long-term profit and sustainable competitive advantage. Stoelhorst and Van Raaij (2004) position market orientation as marketing's explanation of performance differentials between firms. According to the marketing concept, in order to achieve sustained success, firms should identify and satisfy customer needs more effectively than their competitors. In addition, those firms that exhibit high levels of market-orientation are likely to identify, and seek to take advantage of opportunities presented in their markets (Narver and Slater, 1990). For instance, Im and Workman (2004) found a relationship between new product success and market-orientation. In fact, much of the research investigating the market-orientation concept suggests that firms which have better market knowledge are often more creative and innovative overall, which should lead to better overall long-term performance (Im and Workman, 2004).

An effective marketing strategy is one part of the business that is absolutely essential to its success. In fact, the ability to properly market a product or service is actually more important than the product itself. Even an inferior product can be a financial success if marketed properly. Successful marketing strategies create a desire for a product. A marketer, therefore, needs to understand consumer likes and dislikes. In addition, marketers must know which information will convince consumers to buy their product, and whom consumers perceive as credible source of information (Mittra, 2001). A marketing strategy is most effective when it is an integral component of corporate strategy, defining how the organization will successfully engage customers, prospects and competitors in the market arena. It is partially derived from broader corporate strategies, corporate missions and corporate goals. As the customer constitutes the largest of a

company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement (Hartman, 2004).

According to Porter (1985), to reach a successful strategy, all focus should lie on the industry dynamics and characteristics. He meant that some industries were more attractive than others and that the factors driving the industry competition were crucial for profitability. Hooley, Piercy and Nicoulaud (2008) consider that both requirements of the market and the company's ability to serve it are taken into consideration and the premier goal is a long-term fit between these two. In order to know what the market wants and what the company can offer them, they first of all have to analyse the current situation that they are in. The issues to look at are: the internal environment-including the organizational structure, resources and the company's performance, further to the customer environment- including current and potential customers, purchase of products and finally the external environment- the competition, economic growth and stability, political trends. The marketing strategy is supposed to develop effective responses to changing market environments by defining market segments and developing and positioning product offerings for those target markets (Hooley et al., 2008). To be successful on a market, especially a changing one, companies have to use proactive strategies and shouldn't react on others events, but creating them (Nilson, 1995).

2.6 Conceptual Framework

This study looked at the factors that influence sales and marketing strategies adopted by commercial banks in Kenya. They include: corporate strategy, organizational culture, target market and consumer behavior. These have been summarized in conceptual framework as shown in Figure 1.

Independent variables

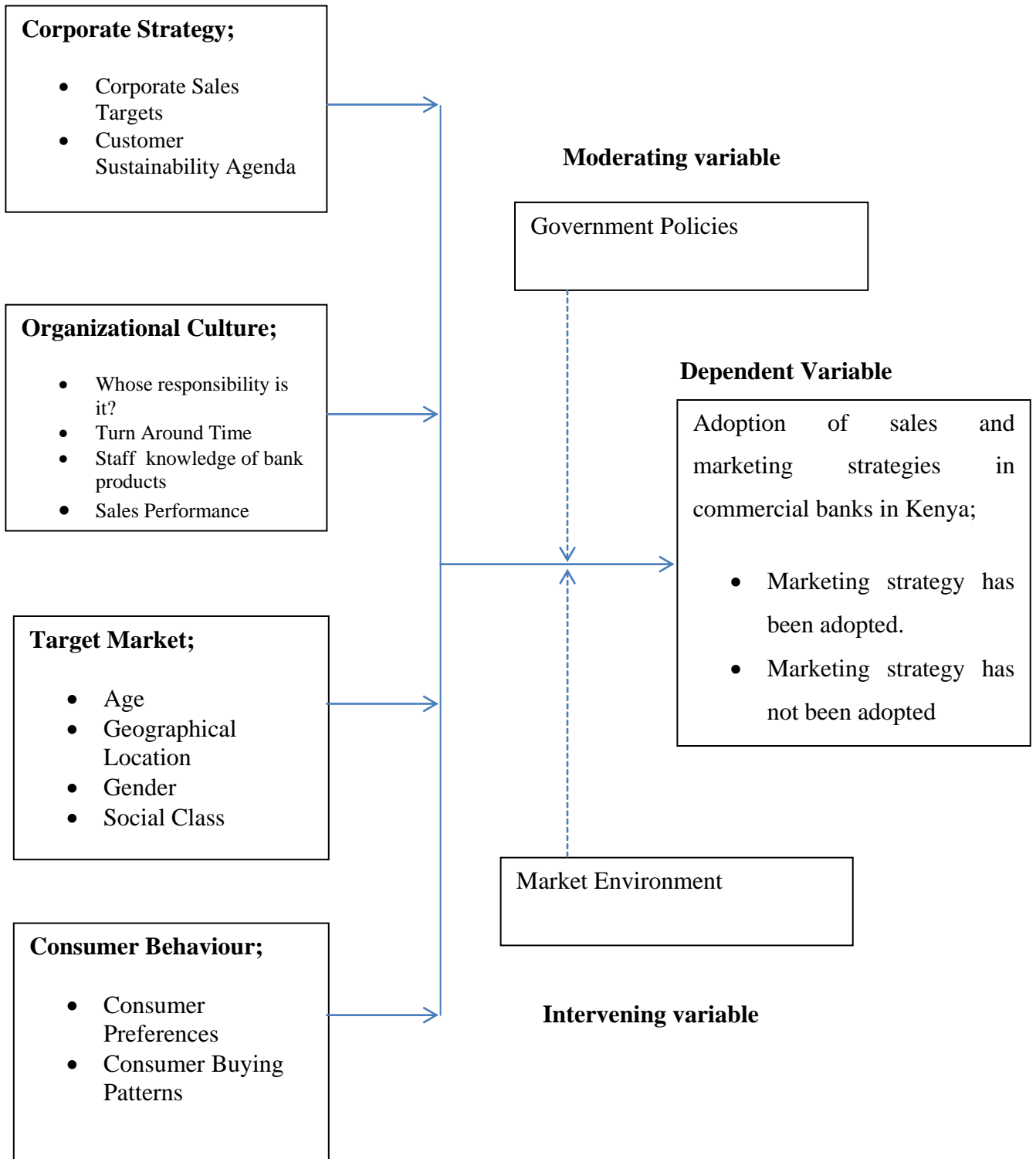


Figure 1: Conceptual Framework

2.7 Explanation of the Relationship of Variables in the Conceptual Framework.

A variable is an empirical property that can take two or more values. It is any property that can change, either in quantity or quality. A dependent variable is a variable whose outcome depends on the manipulation of the independent variables. Independent variable on the other hand is a variable that is manipulated to cause changes in the dependent variable. In this study the independent variables are corporate strategy, organizational culture, target market and consumer behavior. The dependent variable is adoption of sales and marketing strategies.

Moderating variables behaves like the independent variable in that it has a significant contributory or contingent effect on the relationship between the dependent and the independent variable. In this study the moderating variable is government policies and the intervening variable is market environment.

2.8 Knowledge Gap

Much research has been carried out on sales and marketing strategies adopted by organizations and the factors that influence their adoption. Mwangi (2013) carried out a research on corporate strategy and marketing of products and services at Kenya Commercial Bank. She observed that corporate strategy plays a very crucial role in marketing of the firm's products and services because it serves as a basis of formulating the marketing strategy. Sabir et al. (2010) carried out a study on the impact of organizational culture on the employees' commitment towards organizational goal. They found out that various levels of organizational culture influence the commitment of employees on different levels. Kathuni and Mugenda (2012) carried out a research on Direct Sales strategy applied by Commercial Banks in Kenya. They found out that 57.9% of banks, at that time, had embraced the direct sales strategy for competitive advantage. They also noted that product knowledge, as a component of organizational culture, was the greatest factor affecting productivity of the direct sales personnel. Rugut (2012) carried out a study on marketing strategies adopted by small and medium enterprises in Nairobi Central Business District. She concluded that a marketing strategy should be centred on the key concept that customer satisfaction is the main goal. Magu (2014)

carried out a research on the factors influencing marketing strategies adopted by Nakumatt supermarket retail chain in Nairobi. She concluded that marketing strategies adopted by Nakumatt supermarkets are influenced by both broad and task environmental factors such as competition, business suppliers, business competitors etc.

The numbers of previous studies in the area of sales and marketing and the various factors that influence the choice of sales and marketing strategies indicate that this is an area worthy of doing research. Though several scholars have carried out studies on sales and marketing and the various factors that influence the choice of sales and marketing strategies, the researcher is not aware of any research that has been carried out on the extent to which various factors influence choice of sales and marketing strategies of commercial banks in Kenya. This study will therefore serve to inform banks on the factors to consider before deciding on the sales and marketing strategy to use and to what extent each factor influences the choice of sales and marketing strategies. It will also serve as a bench mark for other studies on sales and marketing in commercial banks.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the blueprint that was followed by the researcher to establish the factors that influence the choice of sales and marketing strategies in the banking industry. The specific areas covered include the research design, target population, sampling procedure, methods of data collection and instrumentation, validity and reliability, operational definition of variables, methods of data analysis and ethical considerations.

3.2 Research Design

This study used descriptive survey design. A descriptive survey describes the state of affairs of an occurrence as it exists. A survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables (Mugenda and Mugenda, 1999). It involves systematic and comprehensive study of a particular community, group or organization with a view of analyzing a social problem and presentation of recommendations for its solution (Ahuja, 2001).

The intention was to administer questionnaires to employees of Kenya Commercial Bank, Kencom House in order to identify what factors influence, or do not influence, the choice of sales and marketing strategies adopted by the bank. In order to obtain and not limit the information that was supplied by the respondent, closed ended questions and a few open ended questions were used during the interview process. The data retrieved from the survey was then organized and analyzed. The findings were triangulated with the findings from the literature review in order to solve the main research problem.

3.3 Target Population

Target population refers to the entire group of individuals or objects to which a researcher is interested in generalizing the conclusions (Best and Kahn, 1986). A population can be

defined as an entire set of relevant units of analysis or data. The population of this study consisted of Kenya Commercial Bank employees in Head Office. The researcher administered questionnaires to be filled by bank staff to obtain their views on the sales and marketing strategies and how different factors affect their adoption. There are averagely 800 employees in Head Office which will form the target population.

Table 3.1: Target Population

Department	Number of Employees
Human Resources	60
Back Office and Operations	270
Information and Technology	65
Marketing	85
Retail	250
Strategy and New Business	70
Total	800

Source: Human Resource Division-KCB, 26-05-2015

3.4 Sample Size and Sampling Procedure

A sample is a sub-set of the population to which research intends to generalize the results. It is a group in research on which information is obtained. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey.

3.4.1 Sample Size

Mugenda and Mugenda (1999) suggested that one may use a sample size of at least 10% of the target population. According to Kombo and Tromp (2006), an effective sample should possess diversity, representativeness, reliability, accessibility and knowledge. A

sample of 20% was selected in order to have better representation of diversity, representativeness, reliability, accessibility and knowledge. This was also in line with Mugenda and Mugenda (1999)'s suggestion of at least 10%. The sample size, therefore, constituted of 160 staff members which is 20% of 800.

3.4.2 Sampling Procedure

Sampling is the process of selecting the sample of individuals who will participate as part of the study. Stratified random sampling, also known as proportionate random sampling, involves dividing the population into homogeneous sub-groups and then taking a simple random sample in each sub-group. Kothari (2004) notes that stratified random sampling is a process of selecting respondents using well defined strata. Mugenda and Mugenda (1999) define simple random sampling as a process of selecting respondents without any particular sequence where all subjects in the study population have an equal chance of being selected. In this study, the different departments formed the strata. Simple random sampling was used to select individuals from the strata.

Table 3.2: Sampling Frame

Department	Target Population	Percentage of population	Sample Size
Human Resources	60	20%	12
Operations	270	20%	54
Information and Technology	65	20%	13
Marketing	85	20%	17
Retail	250	20%	50
Strategy and New Business	70	20%	14
Total	800	20%	160

Source: Human Resource Division-KCB, 19-05-2015

3.5 Data Collection Instrument

Data collection is the process of acquiring subject and gathering information needed for a study. Methods of collection vary depending on the study (Kothari, 2004). Primary data was collected by administering questionnaires. Primary data is original data collected by the researcher for the research problem at hand. The questionnaire used both closed and open-ended questions. Closed questions have pre-determined answers and usually collect quantitative data while open-ended questions usually collect qualitative data.

The use of questionnaire ensures collection of data from many respondents within a short time and respondents are free to give relevant information because they are assured of their anonymity (Mugenda and Mugenda, 1999). Secondary data, on the other hand, was collected through review of both empirical and theoretical data from books, journals, dissertations, magazines and the internet. The questionnaires were filled and dropped at a common collection point within Kencom House, they were used to collect empirical data for this study in order to evaluate the factors that influence the adoption of sales and marketing strategies. The questionnaires had a Likert-format where items were presented on a 1 to 5 point scale where 5= “Strongly Agree”, 4= “Agree”, 3= “Neither Agree nor Disagree”, 2= “Disagree” and 1= “Strongly Disagree”.

3.5.1 Pilot Testing of the Instrument

A pilot study is a mini-version of a full-scale study or a trial run done in preparation of the complete study. It can also be a specific pre-testing of research instruments, including questionnaires or interview schedules. A pilot study follows after the researcher has a clear vision of the research topic and questions, the techniques and methods which will be applied and what the research schedule will look like (Blaxter et al., 1996). In this study, the pilot testing enabled irrelevant items to be stricken off and others added hence refining the instrument and promoting validity.

3.5.2 Validity of Data Collection Instrument

Borg and Gall (1989) stated that validity is the extent to which a research instrument measures what it is supposed to measure. According to Mugenda and Mugenda (1999), validity is the degree to which a test measures what it purports to measure. Validity of instruments refers to the accuracy, clarity, soundness, suitability, meaningfulness and technical soundness of the research instrument. In this study, validity was achieved in three ways: First, the instrument was given to a peer for review and her comments taken in. Secondly was through a pilot study which helped validate the instrument as it enabled irrelevant items to be stricken off and others added hence refining the instrument. Thirdly, the instrument was given to the supervisor for review and technical input and the recommendations factored into the final tool.

3.5.3 Reliability of the Data Collection Instrument

Reliability is the consistency of your measurement, or the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects. In short, it is the repeatability of your measurement. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured; it is estimated (Mustonen & Vehkalahti, 1997).

Mugenda and Mugenda (1999) defined reliability as a measure of the degree to which the research instrument yields consistent results or data after repeated trials. The researcher used the test-retest method for reliability. A primary research was conducted using anonymous questionnaires given to employees in the selected departments at the head office. The questionnaires were administered a second time to the same population at a different time to ensure that the results obtained were the same and the data collected from the respondents was relevant to the research questions, and that the data was comprehensive. The test of hypothesis (that there is significant difference between the first and the second results) gave a confidence level greater than 95% which is within acceptable levels.

3.6 Data Collection Procedures

This study utilized the questionnaires as the main data collection method. Naremo (2002) argues that the questionnaire condenses all the authentic data against the question in it and is free from distortion at the time of analysis. The researcher collected quantitative and qualitative data from the staff and documents using questionnaires and content analysis. The questionnaires used had both closed ended and open ended questions focusing on the four main objectives under study.

3.7 Methods of Data Analysis

The study generated both quantitative and qualitative data. Once the data was collected, the questionnaires were cross-checked for completeness and accuracy. Data was cleaned, validated, edited and coded then summarized using percentages and frequency distribution tables. The influence of various factors on the adoption of sales and marketing strategies was measured. Percentage scores were then done to evaluate the influence of various factors on the adoption of sales and marketing strategies in Kenya Commercial Bank Limited. This was done using means that helped in identifying the strategies with the highest weights. The findings were presented using tables.

3.8 Ethical Considerations

Prior to the study, researcher wrote a letter to the Human Resource Department of Kenya Commercial Bank and also the departmental heads of every department seeking permission to administer the questionnaires and conduct the research. The researcher also wrote an introductory letter to the respondents, introducing herself and informing them of the purpose of the study and assuring them of confidentiality. Participation was also voluntary.

3.9 Operational Definition of Variables

A variable is an empirical property that can take two or more values. It is any property that can change, either in quantity or quality. An operational definition describes how the

variables are measured and defined within the study. It is a description of a variable, term or object in terms of the specific process or set of validation tests used to determine its presence and quantity. It is generally designed to model a conceptual definition.

A dependent variable is a variable whose outcome depends on the manipulation of the independent variable. In this study, the dependent variable is the adoption of sales and marketing strategies. Independent variable, on the other hand, is a variable that is manipulated to cause changes in the dependent variable. In this study, the independent variables are Corporate Strategy, Organizational Culture, Target Market and Consumer Behaviour. Moderating variable behaves like the independent variable in that it has a significant contributory or contingent effect on the relationship between the dependent and independent variable. In this study, the moderating variable is Bank Stability. Intervening variable is a variable that might affect the relationship of the dependent and independent variables but it is difficult to measure or to see the nature of their influence. In this study, the intervening variable is Competition. Table 3.3 is a summary of the operational definition of variables.

Table 3.3: Operationalization of Variables

Research Objective	Variable	Type of Variable	Indicators	Measurement Scale	Data Collection Tools	Data Analysis
To determine the influence of Corporate Strategy on sales and marketing strategies in KCB	Corporate Strategy	Independent	Corporate sales targets Customer sustainability agenda	Ordinal	Questionnaire	Descriptive statistics
To examine the influence of Organizational Culture on sales and marketing strategies in KCB	Organizational Culture	Independent	Whose responsibility is it? Turn Around Time Staff knowledge of bank	Ordinal	Questionnaire	Descriptive statistics

			products Sales performance measure			
To assess how Target Market influences Choice of marketing strategy in KCB	Target Market	Independent	Age Geographical location Gender Social status	Ordinal	Questionnaire	Descriptive statistics
To analyse the extent to which Consumer Behaviour influences sales and marketing strategies in KCB	Consumer Behaviour	Independent	Customer preference Customer buying patterns	Ordinal	Questionnaire	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, presentation and interpretation of research findings obtained from the participants from the Head Office of Kenya Commercial Bank, Nairobi. The findings of this study generated enough information which effectively answered the research questions. The survey focused on assessing the factors that influence sales and marketing strategies adopted by commercial banks. Analysis was done using frequency distribution tables.

4.2 Questionnaire return rate

This study was conducted in the six departments of the Kenya Commercial Bank, Head Office - Nairobi. A total of 160 questionnaires were administered randomly to the staff. Out of these, 141 were successfully collected indicating an 88% response rate. The response rate per department is as shown in Table 4.1.

Table 4.1 Questionnaire return rate

S/No.	Department	Questionnaires Issued	Questionnaires Returned	Percentage (%)
1	Operations	54	50	93
2	Retail	50	46	92
3	Marketing	17	15	88
4	Strategies and New Business	14	12	86
5	Information Technology	13	10	77
6	Human Resources	12	8	67
	Total	160	141	88

4.3 Demographic Characteristics of the Respondents

The general characteristics of the staff who participated in the study are as cross-tabulated in Table 4.2

Table 4.2: General characteristics of the respondents

Department		Gender		Age Bracket					Total
		Male	Female	Below 25 yrs	25 - 34 yrs	35 - 44 yrs	45 - 54 yrs	Above 55 yrs	
Operations	Count	28	22	2	16	22	7	3	50
	% of Total	19.9	15.6	1.4	11.3	15.6	5.0	2.1	35.5
Retail	Count	25	21	2	19	14	7	4	46
	% of Total	17.7	14.9	1.4	13.5	9.9	5.0	2.8	32.6
Marketing	Count	8	7	1	6	3	2	3	15
	% of Total	5.7	5.0	0.7	4.3	2.1	1.4	2.1	10.6
Strategy and New Business	Count	7	5	1	5	2	2	2	12
	% of Total	5.0	3.5	0.7	3.5	1.4	1.4	1.4	8.5
Information Technology	Count	5	5	1	3	2	2	2	10
	% of Total	3.5	3.5	0.7	2.1	1.4	1.4	1.4	7.1
Human Resources	Count	5	3	0	5	0	2	1	8
	% of Total	3.5	2.1	0.0	3.5	0.0	1.4	0.7	5.7
Total	Count	78	63	7	54	43	22	15	141
	% of Total	55.3	44.7	5.0	38.3	30.5	15.6	10.6	100.0

The male population was marginally higher among the participants accounting for 55.3% as compared to 44.7% of the female participants. The majority of the respondents were aged between 25 and 34 years making a total of 38.3% of the total respondents. 30.5% of the respondents were aged between 35 and 44 years, 15.6% of the respondents were aged

between 45 and 54 years, 10.6% of the respondents were aged above 55 years and 5.0% of the respondents were aged below 25 years.

4.4 Factors that influence Sales and Marketing strategies of Commercial Banks

The influence of various factors in the adoption of Sales and Marketing Strategies was measured using both closed and open ended questions. In open-ended questions, the respondents were given room to explain their answers in detail. In the closed questions, the participants used Yes and No structure as well as a five-point Likert scale (i.e. 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagree) to indicate degree of agreement or disagreement with the highlighted statement. The various factors that were being investigated included Corporate Strategy, Organizational Culture, Target Market and Consumer Behaviour.

4.4.1 Influence of corporate strategy on sales and marketing

On the influence that Corporate Strategy has on adoption of sales and marketing strategies, respondents used a Yes and No structured question as well as a five-point Likert scale to indicate the extent to which they agreed that corporate strategy indicators influence adoption of sales and marketing strategies of KCB, where 1= Very low extent, 2= Low, 3= Moderate, 4= Large, 5= Very large. Their responses have been summarised in Table 4.3.

Table 4.3: Corporate Strategy

Variable	Rating	Frequency	Percentage (%)
Can you attribute your organization's choice of sales and marketing strategies to the Corporate Strategy of the organization?	YES	99	70.2
	NO	42	29.8

Corporate Strategy	1 Very low Frequency and %	2 Low Frequency and %	3 Moderate Frequency and %	4 Large Frequen cy and %	5 Very Frequenc y and %
Corporate Sales Targets	7(5.0%)	21(14.9%)	10(7.1%)	75(53.2%)	28(19.9%)
Customer Sustainability Agenda	18(12.8%)	20(14.2%)	13(9.2%)	70(49.6%)	20(14.2%)

From Table 4.3 it can be seen that 70.2% of the respondents agreed that they can attribute sales and marketing strategies to the corporate strategy of the bank. Only 29.8% of the respondents had a contrary opinion. On the extent to which corporate strategy indicators influenced the choice of sales and marketing strategies of the bank, 19.9% said corporate sales target affect to a very large extent while 14.2% said customer sustainability agenda affected at a very large extent, 53.2% said that corporate sales targets affected the choice of sales and marketing strategies to a large extent while 49.6% indicated that customer sustainability agenda affected adoption of sales and marketing strategies to a large extent. 5.0% and 12.8% felt that corporate sales targets and customer sustainability agenda, respectively, affected the choice of sales and marketing strategies of the bank to a very low extent.

The responses show a clear trend where the respondents admitted that corporate strategy, indicated by corporate sales targets and customer sustainability agenda, influenced the choice of sales and marketing strategies of the bank.

4.4.2 Influence of organizational culture on sales and marketing

The respondents gave their opinions on the influence of organizational culture on the choice of sales and marketing strategies. Their responses were as summarised in Table 4.4.

Table 4.4: Organizational culture

Organizational culture	1 Strongly Disagree- Frequency and %	2 Disagree- Frequency and %	3 Undecided - Frequency and %	4 Agree- Frequency and %	5 Strongly Agree- Frequency and %
I am directly responsible for sales and marketing	17(12.1%)	23(16.3%)	3(2.1%)	43(30.5%)	55(39.0%)
Turn Around Time on sales	42(29.8%)	57(40.4%)	7(5.0%)	21(14.9%)	14(9.9%)
Staff knowledge of bank products	29(20.6%)	32(22.7%)	15(10.6%)	37(26.2%)	28(19.9%)
Sales performance measures (numbers or value?)	6(4.3%)	12(8.5%)	16(11.3%)	42(29.8%)	65(46.1%)

Variable	Rating	Frequency	Percentage (%)
Has the organizational culture of KCB affected your marketing process?	YES	110	78.0
	NO	31	22.0

From Table 4.4, it can be seen that 39.0% of the respondents strongly agreed that having a direct responsibility for sales and marketing affected their sales and marketing strategies while 30.5% agreed to the same view. However, 16.3% disagreed with that view and a further 2.1% were undecided. In addition, 9.9% of the respondents strongly agreed that the Turn Around Time on sales has greatly influenced the banks choice of sales and marketing strategy, with a further 14.9% agreeing with the same. However, it can be seen that quite a big number of respondents, which totalled to 40.4%, disagreed that Turn Around Time affects the choice of sales and marketing strategy. A further 29.8% strongly disagreed with the same view.

Staff knowledge of bank products influences the choice of sales and marketing strategies of KCB. A total of 19.9% of the respondents strongly agreed that staff knowledge of

bank products influenced the choice of sales and marketing strategies of the bank with a further 26.2% of the respondents agreeing with the same. However, 10.6% were undecided about that position. Also 20.6% and 22.7% of the respondents strongly disagreed and disagreed respectively, that staff knowledge of bank products influences the choice of sales and marketing strategies of KCB.

A total of 46.1% of the respondents strongly agreed that sales performance measure influences the choice of sales and marketing strategies at KCB with a further 29.8% agreeing with the same view. This is against 4.3% and 8.5% of the respondents that strongly disagreed and disagreed, respectively, that sales performance measure influences the choice of sales and marketing strategies. 11.3% of the respondents were undecided about that view.

78.0% of the respondents felt that the organizational culture of KCB has generally influenced the choice of sales and marketing strategies while a further 22.0% felt that the organizational culture has no influence on the choice of sales and marketing strategies.

The trend from the responses revealed that the organizational culture indicators namely sales and marketing responsibility and sales performance measure (numbers or value?), have a major influence on the choice of sales and marketing strategies of KCB. The respondents did not consider Turn Around Time and staff knowledge of bank products to be very influential on the choice of sales and marketing strategies.

4.4.3 Influence of target market on sales and marketing

On the influence of target market on the choice of sales and marketing strategies, the respondents used Yes and No structured questions as well as a five-point Likert scale to indicate the extent to which they agreed that the targeted market influenced the choice of sales and marketing strategies of KCB. Their responses have been summarised in Table 4.5.

Table 4.5: Target market

Variable	Rating	Frequency	Percentage (%)
Do you think the type of market KCB is targeting has an influence on the sales and marketing strategies that will be used?	YES	127	90.1
	NO	14	9.9

Target market	1 Strongly Disagree- Frequency and %	2 Disagree- Frequency and %	3 Undecided - Frequency and %	4 Agree- Frequency and %	5 Strongly Agree- Frequency and %
Age	6(4.3%)	7(5.0%)	7(5.0%)	53(37.6%)	68(48.2%)
Geographical location	5(3.5%)	14(9.9%)	9(6.4%)	56(39.7%)	57(40.4%)
Gender	13(9.2%)	33(23.4%)	18(12.8%)	41(29.1%)	36(25.5%)
Social status	8(5.7%)	17(12.1%)	3(2.1%)	42(29.8%)	71(50.4%)

Variable	Rating	Frequency	Percentage (%)
Do you feel that the sales and marketing strategies employed by your organization are flexible to suit the Target Market thus leading to growth of your market share?	YES	103	73.0
	NO	38	27.0

From Table 4.5, it can be seen that 90.1% of the respondents felt that the targeted market has an influence on the choice of sales and marketing strategies of the bank while 9.9%

felt that target market has no influence on the sales and marketing strategies of the bank. The findings have been summarized in the figure below:

From Table 4.5, it can also be seen that 48.2% of the respondents strongly agreed that targeted age group has a major influence on the sales and marketing strategies the bank uses. A further 37.6% of the respondents agreed with the same. However, 5.0% of the respondents disagreed with that position and another 5.0% of the respondents were undecided on whether age affects or does not affect sales and marketing strategies KCB employs. On geographical location and the effect it has on the choice of sales and marketing strategies, 40.4% felt strongly that geographical location affects the choice of sales and marketing strategies of the bank, with a further 39.7% of the respondents agreeing with the same view. However, 3.5% and 9.9% of the respondents strongly disagreed, and disagreed, respectively, that geographical location has any influence on the choice of sales and marketing strategies of KCB. 6.4% of the respondents were undecided about that view.

On gender and the influence it has on the choice of sales and marketing strategies of KCB, 25.5% of the respondents strongly agreed that the targeted gender has an influence on the choice of sales and marketing strategies with a further 29.1% agreeing with the same view. 9.2% and 23.4% strongly disagreed, and disagreed, respectively, that gender has any influence on the choice of sales and marketing strategies of the bank. 12.8% of the respondents were undecided about that view. That largest percentage (50.4%) strongly felt that social status of the target market group has a major influence on the choice of sales and marketing strategies used, with a further 29.8% agreeing with the same view. 5.7% and 12.1% strongly disagreed and disagreed, respectively with the above view while 2.1% were undecided about the same.

73.0% of the respondents said yes, KCB applies sales and marketing strategies that are flexible enough to suit the target market while 27.0% felt that no, KCB's sales and marketing strategies are not flexible enough to suit the target market.

4.4.4 Influence of consumer behaviour on sales and marketing

The respondents gave their opinions on the extent to which they felt consumer behaviour has an influence on the sales and marketing strategies applied. Their responses were as summarised in Table 4.6.

Table 4.6: Consumer behaviour

Consumer behaviour	Extremely high-Frequency and %	Very high - Frequency and %	Fairly high-Frequency and %	Low - Frequency and %	None-Frequency and %
Consumer preferences	14(9.9%)	30(21.3%)	67(47.5%)	23(16.3%)	7(5.0%)
Consumer buying patterns	18(12.8%)	47(33.3%)	52(36.9%)	13(9.2%)	11(7.8%)

It can be seen from Table 4.6 that consumer behaviour has shown a moderate impact on the choice of sales and marketing strategies. A total of 47.5% of the respondents rated the extent of influence of consumer preference as a key component in consumer behaviour fairly high. A further 21.3% of the respondents rated the extent of the effect of consumer preference on the choice of sales and marketing strategies of the bank as very high. However, a total of 16.3% of the respondents felt that the extent of influence of consumer preference was low, with a further 5.0% saying that consumer preference has no influence on the choice of sales and marketing strategies of the bank. Only 9.9% of the respondents felt that the influence of consumer preference was extremely high. 12.8% and 33.3% of the respondents rated the extent of influence of consumer buying patterns as extremely high and very high, respectively, with a further 36.9% rating it as fairly high. However, 9.2% of the respondents felt that consumer buying patterns has a very low influence on the choice of sales and marketing strategies of the bank with a further 7.8% saying that consumer buying patterns have no influence, whatsoever, on the choice of sales and marketing strategies of KCB.

4.4.5 Most influential factor on adoption of sales and marketing strategies

The respondents gave their opinions on what factor they considered most influential in the adoption of sales and marketing strategies. Their responses were as summarised in Table 4.7

Table 4.7 Most Influential Factor

Most Influential Factor	Frequency	Percentage
Corporate Strategy	23	16.3
Organizational Culture	43	30.5
Target Market	68	48.2
Consumer Behaviour	7	5.0

As seen in Table 4.7, 48.2% of the respondents said target market has the most influence when it came to adoption of sales and marketing strategies of the bank. 30.5% and 16.3% said its organizational culture and corporate strategy, respectively. Only 5.0% considered consumer behavior to have the most influence on the adoption of sales and marketing strategies of the bank. From the above information, it can be seen that target market is considered as the most influential factor in the adoption of sales and marketing strategies.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of summary of the research findings, a discussion of the findings and then the recommendations based on the research findings. This research was guided by four objectives and four research questions. The descriptive survey research method was used and questionnaires were used as the data collection method.

5.2 Summary of Findings

The research findings were sufficient to enable the researcher answer the research questions. The first objective was to establish the influence of the corporate strategy on the adoption of sales and marketing strategies at KCB. 70.2% of the respondents felt that the corporate strategy of KCB has influenced its choice of sales and marketing strategies. Only 29.8% felt that the corporate strategy of KCB has no influence on its choice of sales and marketing strategies. On the extent to which corporate strategy indicators influenced the choice of sales and marketing strategies of the bank, 19.9% said corporate sales target affect to a very large extent while 14.2% said customer sustainability agenda affected at a very large extent, 53.2% said that corporate sales targets affected the choice of sales and marketing strategies to a large extent while 49.6% indicated that customer sustainability agenda affected adoption of sales and marketing strategies to a large extent. 5.0% and 12.8% felt that corporate sales targets and customer sustainability agenda, respectively, affected the choice of sales and marketing strategies of the bank to a very low extent.

The second objective was to examine the extent to which respondents felt that organizational culture has an influence on the choice of sales and marketing strategies. 39.0% of the respondents strongly agreed that they are directly for sales and marketing with a further 30.5% agreeing with the same. 12.1% strongly disagreed with the view that

they are directly responsible for sales and marketing and 2.1% were undecided. 40.4% of the respondents disagreed that Turn Around Time has an influence on the choice of sales and marketing strategies with another 29.8% strongly disagreed with the same. Only 9.9% strongly agreed with the view. Contrary to Turn Around Time, the respondents seemed to have varied views on whether staff knowledge of bank products influenced the choice of sales and marketing strategies of the bank. 19.9% strongly agreed that staff knowledge of bank products influences the choice of sales and marketing strategies, 26.2% agreed, 22.7% disagreed, 20.6% strongly disagreed and 11% were undecided about that view. On sales performance measure, 46.1% strongly agreed that it has an influence on the choice of sales and marketing strategies, 29.8% agreed and 4.3% strongly disagreed. On whether the organizational culture of KCB has affected their marketing process, 78% of the respondents said yes while 22% of the respondents answered no, the organizational culture of KCB has not affected their marketing process.

The third objective was to assess whether the target market influences the choice of sales and marketing strategies of the bank. 90.1% of the respondents answered yes, target marketing influences the choice of sales and marketing strategies of KCB while 9.9% said that target market has no influence on the choice of sales and marketing strategy. 48.2% of the respondents strongly agreed that the targeted age group has an influence on the choice of sales and marketing strategy with another 37.6% agreeing with the same. However, 5.0% and 4.3% disagreed and strongly disagreed, respectively. 40.4% and 39.7% of the respondents strongly agreed and agreed, respectively, that geographical location of the target market has an influence on the choice of sales and marketing strategies of that bank. 3.5% strongly disagreed with that view. On the influence that the targeted gender has on the choice of sales and marketing strategies, respondents seemed to have varied view with 25.5% strongly agreeing that gender has an influence on the choice of sales and marketing strategies. 29.1% agreed and 12.8% were undecided and 23.4% disagreed while 9.2% strongly disagreed. 50.4% of the respondents strongly agreed that social status of the target market group has an influence on the choice of sales and marketing strategies of KCB with another 29.8% agreeing with the same. Only 12.1% and 5.7% disagreed and strongly disagreed, respectively. 73.0% of the respondents

felt that the sales and marketing strategies of KCB are not flexible enough to suit the target market, with 27.0% having a contrary opinion.

The fourth objective was to analyse the extent to which consumer behaviour has influenced the choice of sales and marketing strategies of the bank. 9.9% of the respondents felt that consumer preference has an extremely high influence on the choice of sales and marketing strategies of the bank, with 21.3% feeling that the influence of consumer preference is very high. 47.5% rated consumer preference's influence on sales and marketing strategies as fairly high. Only 5.0% felt that consumer preference has no influence on the choice of sales and marketing strategies of the bank. 36.9% of the respondents rated consumer buying patterns' influence on the choice of sales and marketing strategies as fairly high, a third (33.3%) rated it as very high while 12.8% rated it as extremely high. Only 9.2% of the respondents felt that consumer buying patterns have a low influence on the choice of sales and marketing strategies, with a further 7.8% feeling that consumer buying patterns have no influence.

5.3 Discussion of Findings

The researcher successfully investigated and analysed the influence of various factors on the choice of sales and marketing strategies of commercial banks. The factors investigated were corporate strategy, organizational culture, target market and consumer behaviour.

5.3.1 Corporate strategy and sales and marketing

In this research, a total of 70.2% of the respondents agreed that they can attribute the organization's sales and marketing strategies to its corporate strategy. Only 29.8% of the respondents had a contrary opinion. The findings of this study were in agreement with those of other scholars that concludes that corporate strategy plays a very crucial role in marketing of a firm's products and services. This is because the company's corporate strategy serves as a basis of formulating its marketing strategy. According to Thompson and Strickland (2009), marketing strategy is a functional strategy that emphasizes the implementation aspect of corporate strategy. Proctor (2000) points out that marketing

strategy bridges the gaps between corporate strategy's decisions for creating customer value and filling in the marketing mix to realize it at the customer's end. Frambach and Nijssen (2001) observe that the firm's corporate strategy covers both the content of the marketing strategy and the management of the tasks involved.

A total of 53.2% of the respondents agreed that corporate sales targets have a major influence on the choice of sales and marketing strategies of the organization, with a further 19.9% strongly agreeing with the same. However, a total of 5.0% strongly disagreed with that view. The marketing strategy provides a firm with a plan of action for developing, distributing, promoting and pricing products that meet the needs of the target market. Ferrell (2009), asserts that the strategies for marketing the company's products and services are best formulated when they reflect the overall direction of the organization and are coordinated with all the firm's functional areas. Bruner et al. (2003) point out that an organization's corporate strategy ultimately yields the marketing strategy, i.e. the framework for a market plan.

The research findings indicate that 49.6% of the respondents agreed that customer sustainability agenda influences the choice of sales and marketing strategies with a further 14.2% of the respondents strongly agreeing with the same. However, 9.2% were undecided about that view, with 12.8% of the respondents strongly disagreeing. The theoretical literature reviewed suggests that a great corporate strategy enables a company's management, at the functional level of marketing, to get insight into the needs of current customers and to scan the relevant business environment for future opportunities.

5.3.2 Organizational culture and sales and marketing

An organization's culture encapsulates what it has been good at and what has worked in the past. It is for this reason that an organization's culture is believed to play a role in the sales and marketing strategies an organization uses. This study revealed that different aspects of organizational culture are believed to influence the choice of an organization's sales and marketing strategies. A total of 39.0% of the respondents strongly agree that

having a direct responsibility of marketing influences the choice of sales and marketing strategies, with a further 30.5% agreeing with that view. A total of 2.1% of the respondents were undecided and 12.1% strongly disagreed. However, 40.4% of the respondents disagreed with the view that Turn Around Time on sales has an influence on the choice of sales and marketing strategies of the organization, with a further 29.8% of the respondents strongly disagreeing with that view. 5.0% of the respondents were undecided. Only 9.9% of the respondents strongly agreed that Turn Around Time on sales has an influence on the choice of sales and marketing strategies. 78.0% of the respondents stated that organizational culture has influenced their marketing process, only 22.0% stated that organizational culture has not influenced their marketing process.

For the past number of decades, most academics and practitioners studying organizations suggest that the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization (Schein, 2004). Schein (2004) highlights that the only thing of real importance that leaders do is to create and manage culture. One of the first things a new employee learns is some of the organization's legends. Legends can stay with an organization and become part of the established way of doing things. Over time, the organization will develop 'norms' Schein (2004). A norm is defined as an established behaviour pattern that is part of a culture. The findings of this research were in agreement with the above view in that

5.3.3 Target market and sales and marketing

The finding of this study were that 90.1% of the respondents said yes to the view that the type of market their organization is targeting has an influence on the choice of sales and marketing strategies, with only 9.9% stated that the target marketing has no influence on the choice of sales and marketing strategies. 48.2% of the respondents strongly agreed that the age of the targeted market group has an influence on the choice of sales and marketing strategies of the organization, with a further 37.6% agreeing with the same view. 5.0% disagreed and 4.3% strongly disagreed with that view. On the view that geographical location of the target market group has an influence on the choice of sales

and marketing strategies, 40.4% of the respondents strongly agreed while 39.7% of the respondents agreed with that view. 6.4% of the respondents were undecided. 50.4% of the respondents strongly agreed that the social status of the group that the organization is targeting has an influence on the choice of sales and marketing strategies, with a further 29.8% agreeing with the same view. Only 2.1% were undecided and 5.7% strongly disagreed with that view. These findings were in agreement with Proctor (2000) who argues that in order for an organization to achieve its marketing objectives, it develops a marketing strategy that enables the firm to identify and analyse a target market and develop a marketing mix to satisfy individuals in the market. Strategies dependent on differentiation are designed to appeal to customers with a special sensitivity for a particular product attribute. Pearce et al. (1997) indicate that by stressing the attribute above other product qualities', the firm attempts to build customer loyalty. 73.0% of the respondents stated that they felt the sales and marketing strategies employed by KCB are flexible to suit the target market thus leading to growth of the market share while 27.0% had a contrary opinion.

5.3.4 Consumer behaviour and sales and marketing

In this study, 9.9% of the respondents rated the influence of consumer preference on the choice of sales and marketing strategies as extremely high. 21.3% rated it as very high with a further 47.5% rating it as fairly high. Only 5.0% rated consumer preference as having no influence on the choice of sales and marketing strategies. These findings compare with Todd (1997) who states that knowing what the consumer wants and how he acts is vital in terms of product design and marketing.

Belch and Belch (1998) define consumer behaviour as the process and activities people engage in when searching for, selecting, purchasing, using, evaluating and disposing off products and services so as to satisfy their needs and desires. Measuring consumer behaviour is a crucial part of any business. Consumer behaviour can be measured by observing consumers going about their businesses within permitted stores or shopping malls (Belch & Belch, 1998). Understanding consumer behaviour allows organisations to develop marketing strategies based around consumer buying patterns and their

perception of the firm. It further enhances the firm's ability to develop products or services based on consumer perception of the organisation. In this study, a total of 12.8% of the respondents rated the influence of consumer buying patterns on the choice of sales and marketing strategies as extremely high with a further 33.3% rating it as very high. 36.9% rated it as fairly high. 9.2% rated it as having low influence with a further 7.8% saying that consumer buying patterns have no influence on the choice of sales and marketing strategies.

5.4 Conclusion

Corporate strategy has had a major influence on sales and marketing in the banking industry in that it serves as a basis for originating the company's marketing strategy which determines the mechanisms a company uses in advertising its products and services to target customers. Marketing, as a main supplier of market information, is an important partner in the corporate strategy formulation process. The adherence to the firm's corporate strategy when developing the marketing objectives and strategies for the firm's products and services ensures that the marketing objectives are designed so that their achievement contributes to the corporate strategy and can be accomplished through efficient use of an organization's resources.

Organizational culture has had a great impact on the sales and marketing strategies banks adopt. Organizational culture, basically, is the personality of the organization. It refers to a system of shared assumptions, values and beliefs that show employees what is appropriate and inappropriate behaviour. These values have a strong influence on employee behaviour as well as organizational performance. Culture gives organizations a sense of identity and determines the way things are done in the organization. In some organizations, sales and marketing is the reserve of the sales and marketing department while in others, it is the responsibility of every employee to sell. Understanding how culture is created, communicated and changed will help an organization be more effective. It is important to have a culture that fits with the demands of a company's environment because in this ever-changing dynamic world, a culture that worked several years ago may not be very effective in the present day. Therefore, it is important for

organizations to keep adjusting their culture to suit the environment they operate in. In other words, just having a 'right' culture may be a competitive advantage for an organization while having a 'wrong' culture may lead to performance difficulties and eventually failure of an organization.

Target market has greatly influenced the adoption of sales and marketing strategies of Kenya Commercial Bank. The age, geographical location, gender and social status of the target market determine, to a very large extent, the type of sales and marketing strategy the bank will employ. Given the current state of economy, many banks cannot afford to target everyone and having a well-defined target market is more important than ever. Even small banks can effectively compete with large banks by targeting a niche market. Target marketing allows the bank to focus its marketing budget and brand message on a specific market that is more likely to buy from them other than any other markets. This is a much more affordable, efficient and effective way to reach potential clients and generate business. With a clearly defined target audience, it is much easier to determine where and how to market bank products and services.

Consumer behaviour has had a great influence on the adoption of sales and marketing strategies of KCB. Knowing what the consumer wants and how he acts is vital in terms of product design and marketing. Understanding consumer behaviour has allowed Kenya Commercial Bank to develop marketing strategies based around consumer buying patterns and their perception of the firm. Understanding how staff can adapt and improve their marketing campaigns and marketing strategies to more effectively reach the consumer has helped KCB improve its marketing strategies.

Of all the factors that were found to influence the choice of sales and marketing strategies of commercial banks, target market was found to be the most influential. This is because target marketing allows you to focus your marketing dollars and brand message on a specific group that is more likely to buy from you than other markets, thus making it much more affordable, efficient, and effective way to reach potential clients and generate business.

5.5 Recommendations

From the literature review and observations made through the instruments of this research, this study makes the following recommendations;

1. The current economic environment is rapidly changing. Globalization, changing customer demands, deregulation of markets and ever-increasing product-market competition has become the norm for most organizations. To compete, banks must continually improve their sales performance by keeping track of trends and market opportunities, for instance identifying potential customers and new customer needs, and increasing their speed to market.
2. Since mobile marketing is coming up very fast and has the potential to revolutionize the marketing practice, this study recommends that banks should invest more in ensuring that they optimize their use of mobile marketing. Further, banks need to do data clean up and update customer information promptly to ensure that they target their customers accurately so as to ensure that the marketing activities are channelled to the appropriate customers for better and more valuable results.
3. Marketing's success is partially dependent on the organizational culture of an organization. Bank management needs to develop and encourage a selling culture amongst its staff members and reward performance well in order to encourage staff to sell. Bank staff also need to be given timely training on new products and services in order to make marketing easier.
4. In addition to making selling the responsibility of all staff members, banks should endeavour to employ large direct sales force and other direct sales strategies to enhance their reach and market presence. The direct sales personnel should be adequately trained and equipped with relevant product and market knowledge since they are the face of bank. Regular sales campaigns should be conducted to excite the market and enhance customer awareness.
5. Since consumer behaviour is seen to play a major role in the adoption of sales and marketing strategies, banks should analyze their markets well and study consumer

buying patterns in order to develop strategies that are best suited for the market at that particular time.

5.5.1 Suggestions for Further Studies

This study was conducted to explore the factors that influence the adoption of sales and marketing strategies in the banking industry. In this regard there is still room for further investigation in this area, with the following suggestions for further studies being outlined;

1. Factors affecting the implementation of sales and marketing strategies in the banking industry.
2. The influence of human capital on the sales and marketing strategies of commercial banks.

5.6 Contribution to the body of knowledge

The study's findings will provide valuable information on the challenges faced by managers in the adoption of sales and marketing strategies formulated and provide recommendations on possible measures applicable in overcoming such challenges. This study will also serve to benchmark for further studies in the area of sales and marketing, especially in the banking industry, and in other sectors as well.

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APPENDICES

Appendix 1: Introduction Letter

Phylis Waruguru Mwai,
P.O Box 48400-00100,
Nairobi.

Dear Respondent,

I am an MA-Project Planning and Management student in the department of Extramural Studies in the University of Nairobi. I am carrying out a research on the **“Factors that influence the Sales and Marketing Strategies applied by Commercial Banks in Kenya, a case of Kenya Commercial Bank”**.

The purpose of this questionnaire is to gather data on these issues in order to assess how different factors influence the choice of sales and marketing strategies. You have been considered as an active player and hence selected as one of the respondents in this study. The information given will be treated confidentially and will be used strictly for academic purposes only.

Your cooperation will be highly appreciated.

Thank you in anticipation.

Yours faithfully,

Signature _____

Miss Phylis Waruguru Mwai

Reg. No: L50/82358/2012

Appendix 2: Questionnaire

This questionnaire is aimed at collecting information on how different factors influence the adoption of sales and marketing strategies at Kenya Commercial Bank. The information that you will give will support the researcher in achieving his academic goals. Thank you for taking your time to respond to this research questionnaire. Be assured that your response will be strictly confidential and shall be solely used for the purpose of this research.

Please tick (✓) inside the box, as appropriate

PART 1: GENERAL INFORMATION

1. Name (optional).....
2. Department.....
3. Gender:
Male Female
4. Age bracket
 - a) Below 25 years []
 - b) Between 25 - 34 years []
 - c) Between 35 - 44 Years []
 - d) Between 45 - 54 Years []
 - e) Above 55 years []
5. How long have you been with the Organization?
 - a) 0 - 5 yrs []
 - b) 6 - 10 yrs []
 - c) 11 - 15 yrs []
 - d) 15 yrs and above []

6. Level of education:

- a) Certificate []
- b) Diploma []
- c) Graduate []
- d) Post Graduate []
- e) Others (specify).....

PART 2: CORPORATE STRATEGY AND SALES AND MARKETING

7. The Corporate Strategy of an organization gives the overall direction an organization wishes to take. Do you feel that the corporate strategy of your organization has influenced its sales and marketing strategies?

Yes () No ()

8. Please indicate the extent to which you feel that the Corporate Strategy has influenced the choice of Sales and Marketing strategies in KCB. Using a Scale of 1-5, please indicate the level of influence. 1-Very low, 2-Low, 3-Moderate, 4-Large, 5-Very large

	Indicators	1	2	3	4	5
1	Corporate Sales Targets					
2.	Customer Sustainability Agenda					

PART 3: ORGANIZATIONAL CULTURE AND SALES AND MARKETING

9. Organizational culture refers to how things are done within an organization, the written and unwritten rules. Organizational culture, therefore, has a major influence on the Sales and Marketing strategies employed by KCB. Using a Scale of 1-5, please indicate your agreement or disagreement level. 1-Strongly disagree, 2-Disagree, 3-Neither Agree nor Disagree, 4-Agree, 5-Strongly Agree

	Indicators	1	2	3	4	5
1	I am responsible for sales and marketing					
2.	Turn Around Time on sales					
3.	Staff knowledge of bank products					
4.	Sales performance measure (numbers or value?)					

10. Has the Organizational Culture of KCB affected your marketing process?

Yes ()

No ()

PART 4: TARGET MARKET AND SALES AND MARKETING

11. Do you think the type of market KCB is targeting has an influence on the sales and marketing strategies that will be used?

Yes ()

No ()

12. Using a Scale of 1-5, please indicate your agreement or disagreement level with the idea that target market influences the choice of sales and marketing strategies in KCB. 1- Strongly disagree, 2-Disagree, 3-Neither Agree nor Disagree, 4-Agree, 5-Strongly Agree

	Indicators	1	2	3	4	5
1	Age					
2.	Geographical location					
3.	Gender					
4	Social Status					

13. Do you feel that the Sales and Marketing strategies employed by your organization are flexible to suit the Target Market thus leading to growth of your market share?

Yes ()

No ()

14. If your answer is No, what needs to be done to address that gap?

PART 5: CONSUMER BEHAVIOUR AND SALES AND MARKETING

15. Knowing what the consumers want and their buying patterns is vital in terms of marketing. Please indicate to which extent consumer behaviour has an influence the choice of Sales and Marketing strategies at Kenya Commercial Bank.

	Indicators	Extremely high	Very high	Fairly high	Low	No influence
1	Consumer preferences					
2.	Consumer buying patterns					

PART 6: MOST INFLUENTIAL FACTOR

17. What do you consider as the most influential factor when selecting Sales and Marketing strategies in your organization?

Please tick (✓) where appropriate

(a) Corporate Strategy	
(b) Organizational Culture	
(c) Target Market	
(d) Consumer Behavior	

THE END