

**FACTORS INFLUENCING COMPETITIVE STRATEGIES
ADOPTED BY DELTA ENERGY SYSTEMS LIMITED ON
PERFORMANCE IN KENYA**

By

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OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
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DECLARATION

This research project is my original work and has not been submitted for any award of a degree in any other university for examination or academic purpose.

Signature..... Date.....

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This project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This work is warmly dedicated to my three children namely: Grace, Carol and Kelvin for believing in me and to my lovely wife Winnie for her numerous support, patience and encouragement during this period.

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I acknowledge the continuous grace of the Almighty God He bestowed upon me during this period of study.

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ABSTRACT

The modern business environment has become turbulent and very competitive to the extent that very few organizations are able to sustain their competitiveness in the long run due to the unpredictability of the environment. Strategic deployment of competitive strategies is a fundamental function for every organization. Studies done on competitive strategies indicate that the studies have given attention to contexts other than energy sector and in particular the Delta Energy Systems Company. This is the gap that this study sought to fill by examining the competitive strategies adopted by Delta Energy Systems Ltd. Specifically, the study was out to determine the impact of competitive strategies on performance of Delta Energy Systems Ltd and to establish factors which have influenced the choice of the particular competitive strategies by Delta Energy Systems Limited. The research design used for this study was a case study. Both primary and secondary data were used in this study. To collect primary data, an interview guide was administered to senior managers at Delta Energy Systems Ltd through in-depth personal interviews guided by the open-ended questions in the interview guide. Secondary data was obtained from existing company records. Data collected was analyzed through content analysis. Findings indicated that Delta Energy Systems Ltd is a company with a broad range of competitive strategies adopted at different levels of operation. ocean strategy had in particular been adopted to create uncontested market space and make contestants irrelevant. This has been complimented with product development, product profile diversification and internal based strategies as well as market development. The study revealed that there were various factors which influence the adoption of competitive strategies by Delta Energy Systems Ltd. The culture of the organization was a major factor influencing selection and adoption strategies in the power energy solutions sector. Other factors include resource endowment, industry competition as well as organizational structure. It was noted that provision of unique products and services has positively affected performance of Delta Energy Systems Ltd by enabling it gain more customers, ensuring customer satisfaction; building more revenue as well as crafting unique solutions against identified market gaps. In addition, by having well informed logistic and procurement, time leads for supply and costs are minimized. The research made the conclusion that the essence of strategy formulation is coping with competition. Power solution companies concentrates on providing a unique product or service in order to differentiate themselves with their competitors. The study among other recommendations suggests that the firms should adopt market penetration and the best way to achieve this is by gaining competitors' customers.

ABBREVIATIONS AND ACRONYMS

OPEX – Operating Expenses

DESK (K) LTD – Delta Energy Systems (K) Limited

KENGEN – Kenya Electricity Generating Company Limited

KPLC – Kenya Power and Lighting Company Limited

UPS – Uninterruptable Power Supplies

RBV – Resource Based View

GDP – Gross Domestic Product

IPP – Independent Power Producers

ERB – Electricity Regulatory Board

ISP – Internet Service Provider

LTD- Limited

DELTA- Delta Energy Systems Limited

DC-Direct current

AC-Alternating current

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are nowadays being faced with unprecedented competition on global basis. Today's environment is often turbulent. Stalk, Evans and Shulman (1992) argued that competition in turbulent environment less like a game of chess and more like an interactive video game where competition should be treated as a "war of movement" with successful companies moving quickly in and out of products, markets and sometimes even entire business. The external environment is dynamic and often results in uncertainties for the organization (Kotler, 1997). Out of the constant interaction between such a dynamic environment and the organization, opportunities and threats emerge. Further turbulent environmental changes can render yesterday's winning business solutions and principles obsolete (Kotler, 1997).

Theories have been developed on the concept of competitive strategies and the effect on performance. Among them is the theory of competitive strategy by Porter (1980) who argued that there are two basic types of competitive advantage: cost leadership and differentiation. Another theory is the Resource based theory commonly referred to as resource based view (RBV) which is attributed to the works of Penrose (1959). Her arguments were that a firm consists of a collection of productive resources' and these resources may only contribute to a firm's competitive position to the extent that they are exploited in such a manner that their potentially valuable services are made available to the firm. There are other theories but for these two theories formed the theoretical foundation of this study.

According to Yildirim and Philippatos (2007), a certain degree of competition is generally perceived to be essential and desirable to improve allocative and productive efficiency in the provision of services. An organization does not operate in a vacuum but within an external environment. This environment consists of variables that form the context within which firms exist (Hunger and Wheelen, 1999). In order to be successful in this environment, a firm adopts an open system approach by taking an assortment of resources from the environment in form of inputs and processes them, then delivers them back as output. The open system is made necessary by two factors. These are the continued organizational survival on its ability to secure rewards from the environment which replenish the resources consumed in the conversion process, and continued maintenance by the organizational of its social legitimacy (Mkamunduli, 2005).

Strategic management today plays a key role in facilitating the deployment of a company's resources in an efficient manner to ensure long term performance of the firm in a competitive environment. The essential managerial dictum of organizational strategy is that competitive advantage accrues to those firms whose distinctive organizational competencies have a superior fit with the business and societal environments within which they operate (Andrews, 1971). The old competitive strategies of invention and mass production can no longer work in the modern increasingly turbulent business environment. Successful firms have to implement new competitive strategies always for continuous improvement and mass customization (a dynamic flow of goods and services via a stable set of processes). Managers of firms must assess their firm's current competitive position, build a vision for where they must be in the future, and craft transformation strategy to turn that future vision into reality which should be reflected in

the firm's performance. Understanding the key forces at work in the competitive environment and identifying the underlying forces in the macro-environment that are driving the competitive forces are critical for the success for firms operating in that industry.

1.1.1 Concept of Strategy

The word strategy was derived from Greek "Strategos", which means generalship (Ansoff, 1999). Strategy therefore means the art of the general. Pearce and Robinson (2003) defined strategy as a large scale, future oriented plan for interacting with the competitive environment to achieve company objectives. Newman et al (1989) noted that a strategy reflects the choice of the key services that the organization will perform and the primary basis for distinctiveness in creating and delivering such services. According to Zachman (1992), a strategy enables assembly of products custom built from standard components and uniquely tailored to each customer's specific needs. A strategy sets out the mission of the company. A mission is a general expression of the overall purpose of the organization, which, ideally, is in line with the values and expectations of major stakeholders and concerned with the scope and boundaries of the organization (Johnson and Scholes, 2002).

Kavale (2012) noted that a strategy is concerned with long-term direction of an organization and strategic decisions which are mainly concerned with the scope of an organization's activities i.e. the direction and scope of an organization over the long-term which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stake holders' expectations.

Strategy response concerns what a firm is doing in order to gain a sustainable competitive advantage (Porter, 1980). Porter outlined three approaches to competitive strategy which are low cost leadership strategy; differentiation strategy and focus strategy. Under the low cost leadership strategy a firm strives to be the overall low cost producer, while under differentiation strategy, the firm seeks to differentiate its product by offering distinct products from that of its rivals (Porter, 1980). The focus strategy involves the firm focusing on a narrow portion of the market expectations (Ansoff & McDonell, 1990).

1.1.2 Competitive Strategies

A competitive strategy is the search for a favorable competitive position in an industry; the fundamental arena in which competition occurs (Porter, 2000). Competitive strategies are aimed at establishing a profitable and sustainable position against the forces that determine industry competition. This entails identifying sources of competition in the ever changing environment then developing strategies that match organizational capabilities to the changes in the environment. Porter (2000) outlined the three approaches to competitive strategy. These include striving to be the overall low cost producer, that is, low cost leadership strategy; seeking to differentiate one's product offering from that of its rivals, that is, differentiation strategy and focus on a narrow portion of the market, that is, focus or niche strategy. According to Lester (2009), that competitive strategy enables a firm to define its business today and tomorrow, and determine the industries or markets to compete.

Porter's cost leadership strategy focuses on gaining competitive advantage by having the lowest cost in the industry (Hyatt, 2001). The organization must be willing to discontinue any activities in which they do not have a cost advantage and should consider outsourcing activities to other organizations with a cost advantage (Malburg, 2007). A firm could enjoy low cost leadership through access to raw materials or superior proprietary technology which helps to lower costs (Bauer and Colgan, 2001).

The focus strategy concentrates on a narrow segment and within that segment attempts to achieve either a cost advantage or differentiation. The premise is that the needs of the group can be better serviced by focusing entirely on it. A firm using a focus strategy enjoys a high degree of customer loyalty, and this entrenched loyalty discourages other firms from competing directly. Firms that succeed in a focus strategy are able to tailor a broad range of product development strengths to a relatively narrow market segment that they know very well (Stone, 1995)

When using differentiation strategy, a company focuses its efforts on providing a unique product or service (Bauer and Colgan, 2001). Since, the product or service is unique this strategy provides high customer loyalty (Hlavacka et al., 2001). Product differentiation fulfills a customer need and involves tailoring the product or service to the customer. This allows organizations to charge a premium price to capture market share. The differentiation strategy is effectively implemented when the business provides unique or superior value to the customer through product quality, features, or after-sale support.

The relationship between competitive strategy and an organization's economic performance is “a controversial, problematic and unresolved issue” (Pearce and

Robinson, 2007). According to Porter (2000) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force, influence the balance of the forces through strategic moves, thereby improving the company's position, and, anticipate shifts in factors underlying the forces and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

1.1.3 Organizational Performance

The concept linking an organization's competitive strategy to performance was introduced by Barney (2002). Their research and experience with clients demonstrated that what distinguishes high performers from their competitors is the consistent way they construct and maintain this competitive essence. While many companies compete on the basis of a single point of differentiation, the competitive essence of high performers is almost always achieved through the balance, alignment and renewal of what they identified as the three building blocks of high performance: Market focus position, distinctive capabilities and performance anatomy (Barney, 2002). According to porter (1998), the ability of a company to outperform its competitor depends on five major factors. The first four set the strategic direction for success. These are ability to take advantage of market Activity trends, ability to capture and protect unfair share of markets, ability to capture premium pricing, prudent creation and introduction of new products. This entails having people, processes and technology for execution excellence.

Pearce and Robinson (2003) highlighted three economic goals, which define a company's performance guided by strategic direction. These goals are survival in the market, growth and profitability. A firm's growth is tied inexplicitly to its survival and profitability. Survival means a long term strategy to remain in business and inability to do so mean the company is not capable of satisfying the stakeholder's aims. Although product impact market studies have shown that growth in the market share is correlated with profitability, other important forms of growth do exist. Growth in the number of markets served, in the variety of products offered, in the technologies that are used to provide goods or services frequently leads to improvements in a firms competitive ability (Pearce and Robinson, 2003). Noum (2007) is of the view that performance is what people do in relation to organizational roles.

1.1.4 Energy Sector in Kenya

Kenya's energy mix is predominantly defined by three energy sources: biomass, petroleum, and hydropower for electricity. Traditional biomass use represents about 70% of the energy consumption in Kenya, while petroleum and electricity account for 21% and 9% respectively. In the electricity sector, the generation mix is dominated by hydropower which makes up 49% of the total installed capacity in 2013. Fossil-fuel generation plants make up 33.5% of the total capacity while geothermal, wind and cogeneration make up the other portion of renewables in the mix. Due to high average generation costs of the current energy sources (25% of the total electricity generation is produced with diesel, 53% by hydro); Kenya has higher electricity tariffs compared to neighbouring countries. As such, the lack of adequate and affordable energy has often

been cited as a major constraint to growth. Power outages have been estimated to cost the Kenyan economy 7% in lost private sector sales revenue, 2% of total GDP and 1.5% of GDP growth (AfDB, 2014).

Before 1997, The Kenya Power and Lighting Company Limited (KPLC) was charged with generation, transmission and distribution of electricity in Kenya. The Electric Power Act put in place in 1997 saw the separation of generation from transmission and distribution functions. The restructuring of the sector brought five key players. These are Kenya Electricity Generating Company Limited (KenGen), The Kenya Power and Lighting Company Limited (KPLC), Electricity Regulatory Board (ERB), Independent Power Producers (IPPs), and Ministry of Energy. KenGen is charged with managing all public power generation facilities in the country. The company generates about 80% of the total country power output. It sells power to KPLC who are responsible for transmission and distribution of electricity (www.kengen.co.ke).

1.1.5 Delta Energy Systems Ltd

Delta Energy Systems (K) Ltd, (DESK LTD), has been operational in Kenya since inception in 2009. It has in the recent years grown to be one of the leading distributors and integrators of the most reliable power systems and solutions including Uninterruptible Power Supplies (UPS) for Mission Critical Applications, Power Stabilizers & regulators, rectifiers, inverters, Solar Solutions, Electrical contracting, generators, Power Management, Power systems optimization and other associated power solutions, not only in Kenya but also in broad East and central Africa (<http://www.deltaenergysystems.co.ke/index.php/about-us>).

The vision of DESK Ltd is to be a leading contributor in the region for provision of Innovative, Environmentally friendly Power Solutions and Management for the good of the present and future generations. Their mission is to provide clean, reliable, most efficient and cost effective power solutions for sustained growth and development in the region (<http://www.deltaenergysystems.co.ke/index.php/about-us>). DESK Ltd provides reliable and energy-efficient telecom power solutions to help operators reduce OPEX and their carbon footprint. The telecom power solutions include, Rectifiers, power controllers, inverters, converters, hybrid power supplies, solar solutions for telecom applications, power management software. They also provide mission critical power supply solutions for important applications, including UPS and Data center solutions. In addition, they supply batteries for all ranges of UPS, inverters, and any other power backup equipment. Battery types include general purpose power backup batteries, UPS batteries. DESK Ltd also operates as General Electrical Contractors etc (<http://www.deltaenergysystems.co.ke/index.php/about-us>).

1.2 Research Problem

The modern business environment has become turbulent and very competitive to the extent that very few organizations are able to sustain their competitiveness in the long run due to the unpredictability of the environment. In order to survive and remain profitable in the competitive environment, it is necessary for companies to be aggressive in their search and development of response strategies that provide competitive advantage as they step up defensive strategies to protect their competitive advantages held (D'Aveni, 1994). Strategic deployment of competitive strategies is a fundamental function for every

organization. Any organization that fails to adopt competitive strategies will continuously experience heavy financial losses because of the constantly changing external environment which brings about constraints to the firm.

Several scholars have reviewed the concept of competitive strategies among organizations. For example, a study by Murage (2011) focused on the competitive strategies in the petroleum industry, a study by Gathoga (2001) focused on competitive strategies by commercial banks in Kenya and Karanja (2002) studied competitive strategies within the real estate firms in the perspective of Porter's generic model. A review of the studies done on competitive strategies indicates that the studies have given attention to contexts other than energy sector and in particular the Delta Energy Systems Company. This is the gap that this study sought to fill by examining the competitive strategies adopted by Delta Energy Systems Ltd. Specifically the study was set out to answer the questions; which competitive strategies has Delta Energy Systems Ltd adopted and how have they influenced performance? What factors have influenced the choice of particular competitive strategies by Delta Energy Systems Ltd?

1.3 Research Objectives

The objectives of this study were:

- (i) To determine the impact of competitive strategies on performance of Delta Energy Systems Ltd
- (ii) To establish factors which have influenced the choice of the particular competitive strategies by Delta Energy Systems Ltd

1.4 Value of the Study

This study will be of value to different stakeholders. First, future researchers and scholars will benefit from the findings of this study. The researchers and scholars can use the study findings as a basis for discussions on competitive strategies. In this regard, this study can be a source of reference material for future researchers on other related topics; it would also help other academicians who undertake the same topic in their studies.

Secondly, findings of this study will benefit managers not only in Delta Energy Systems Ltd, but also in the entire energy sector as the findings will act as a guiding framework by giving insight on their future strategies in their effort to outperform the competitors. Through the findings, industry players will be able to identify the actual strategies being adopted and their shortcomings for better reevaluation and redesigning of better strategies in future.

Furthermore, the study findings will be valuable to policy makers in the energy sector because through these findings, the policy makers can learn the challenges and loopholes in their current regulatory framework and how it is affecting the operations of the firms involved. The study will provide pertinent information for policymaking and planning in the industry. Policymakers will, hence, be able to make informed strategic decisions in the light of increased competition, environmental pressures and awareness.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives a review of existing literature on competitive strategies. It describes the theoretical framework, the concept of strategy and also provides literature competitive strategies and their contribution to performance. The chapter also contains literature on factors that influence the choice of a strategy in an organization

2.2 Theoretical Foundation of the Study

This study will be based on two theories i.e. the theory of competitive advantage and the resource based theory. These theories are discussed below in details.

2.2.1 Theory of Competitive Strategy

According to Porter (1980) competitive strategy is the search for a favorable competitive position in an industry, the fundamental arena in which competition occurs. The sustainability of this positional advantage requires that the business sets up barriers that make imitation difficult, because these barriers to imitation are continually eroding, the firm must continue to invest to sustain or improve the advantage. A firm's choice of competitive strategy will be dictated by its ability to create and sustain competitive advantage. Competitive advantage is the condition which enables a company to operate in a more efficient or otherwise higher quality manner than the companies it competes with, and which results in benefits accruing to that company (Bryson, 1995).

Basically, strategy is about two things: deciding where you want your business to go, and deciding how to get there. A clear definition is based on competitive advantage, the object of most corporate strategy: Competitive advantage grows out of value a firm is able to create for its buyers that exceeds the firm's cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price. There are two basic types of competitive advantage: cost leadership and differentiation (Porter, 1980). A firm's relative position within an industry is given by its choice of competitive advantage (cost leadership vs. differentiation) and its choice of competitive scope. Competitive scope distinguishes between firms targeting broad industry segments and firms focusing on a narrow segment. Generic strategies are useful because they characterize strategic positions at the simplest and broadest level. Porter maintains that achieving competitive advantage requires a firm to make a choice about the type and scope of its competitive advantage.

2.2.2 Resource Based Theory

Resource based theory commonly referred to as resource based view (RBV) can be traced to the works of Penrose (1959), who argued that a firm's growth, both internally and then externally through merger, acquisition, and diversification is due to the manner in which its resources are employed. She argued that a firm consists of a collection of productive resources' and these resources may only contribute to a firm's competitive position to the extent that they are exploited in such a manner that their potentially valuable services are made available to the firm. Rubin (1973) recognized that resources were not of much use by themselves but firms must process raw resources to make them useful.

Wernerfelt, (1984), attempted to formalize the RBV concept by arguing that while a firm's performance is driven directly by its products, it is indirectly (and ultimately) driven by the resources that go into their production. Thus, firms may earn above normal returns by identifying and acquiring resources that are critical to the development of demanded products. This brought on board the concept that these resources are not only static but include firm's inimitable skills, technologies, knowledge, etc., with which they are deployed (Newbert, 2007). This was supported by Prahalad and Hamel, (1990), who argued that the critical task of management was to create radical new products, which is enabled by the exploitative nature of the firm's core competences. Barney's (1991), borrowing from the works of Penrose (1959); Rubin (1973); Wernerfelt (1984); Prahalad and Hamel, (1990), concluded that to attain sustainable competitive advantage, firms must possess resources that are valuable, rare, inimitable and non-substitutable.

2.3 Concept of Strategy

According to Johnson, Scholes and Whittington (2008), a strategy is a game plan, a pattern in a stream of decisions and actions, a position and a ploy intended to outwit competitors while fulfilling stakeholders' expectations in line with the organization's scope of business. Clearly, the key aim of business strategy is to gain competitive advantage or combat superiority over competitors or foes as the case may be. Lawrence (2011) sums up that business strategy is all about 'competitive advantage.' The sole purpose of strategic planning is to enable a company gain, as efficiently as possible, a sustainable edge over its competitors.

Competitive strategy is therefore an attempt to alter a company's strength relative to that of its competitors in the most efficient way and also to mould actions and decisions of managers and employees in a coordinated, companywide game plan. Many writers have always associated word "strategy" with and indeed very strongly in any discussion on the subject of management of an organization because of its importance. Pitts and Lei (2003) explain that it is to ensure that an organization applies its strengths and distinctive competences in such a way that it gains a competitive advantage over its rivals in any given environment. Johnson Scholes and Whittington(2008) sees strategy as a game plan, a pattern in a stream of decisions and actions, a position and a ploy intended to outwit competitors while fulfilling stakeholders' expectations in line with the organization's scope of business. Johnson, Scholes and Whittington (2008) perceives strategy as 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.

2.4 Competitive Strategies

Today's dynamic markets and technologies have called into question the sustainability of competitive advantage. Under pressure to improve productivity, quality, and speed, managers have embraced tools such as TQM, benchmarking, and re-engineering (Safford, 2005). Dramatic operational improvements have resulted, but rarely have these gains translated into sustainable profitability. And gradually, the tools have taken the place of strategy. As managers push to improve on all fronts, they move further away from viable competitive positions. Porter (1980) argues that operational effectiveness, although necessary to superior performance, is not sufficient, because its techniques are

easy to imitate. In contrast, the essence of strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match.

Safford (2005) holds that a winning competitive strategy is always founded on consistently understanding and predicting changing market conditions and customer needs. The goal of much of business strategy is to achieve competitive strategies. A competitive advantage exists when the firm is able to deliver the same benefits as competitors but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage). Thus, a competitive advantage enables the firm to create superior value for its customers and superior profits for itself (Kombo, 1997). Cost and differentiation advantages are known as positional advantages since they describe the firm's position in the industry as a leader in either cost or differentiation. A resource-based view emphasizes that a firm utilizes its resources and capabilities to create a competitive advantage that ultimately results in superior value creation.

Competitive strategies ensure “development that meets the needs of the present without compromising the ability to meet future needs” (Kihumba, 2008). It is the prolonged benefit of implementing some unique value creating strategy based on the unique combination of internal organizational resources and capabilities that cannot be replicated by competitors. For organizations, this entails the procurement of required resources and operating in the context of the sustainability standards and duties from a proactive perspective. It is the advantage that enables the business to survive against its competition over a long period of time.

According to Damanpour (1996), a company has competitive strategies whenever it has an edge over its rivals in securing customers and defending against competitive forces. Competitive strategies are born out of core competencies that yield long term benefit to the company. Gaynor (2002) defines a core competence as an area of specialized expertise that is the result of harmonizing complex streams of technology and work activity. They further explain that a core competence has three characteristics first it provides access to a wide variety of markets, secondly it increases perceived customer benefits and lastly it is hard for competitors to imitate. Sources of competitive advantage include high quality products, superior customer service and achieving lower costs than its rivals. To succeed in building competitive strategies, a firm must try to provide what buyers will, perceive as superior value. This entails either a good quality product at a low price, or a better quality product that is worth paying more for.

Barney (1991) noted that competitive advantage is sustained when other firms are not able to duplicate a firm's strategy. Thus sustained competitive advantage exists only after efforts to replicate that advantage have failed. It is for this reason that organizations are focusing on methods and strategies that are difficult to imitate. According to Barney (2002) business strategy development is concerned with matching customers' requirements (needs, wants, desires, preferences, and buying patterns) with the capabilities of the organization, based on the skills and resources available to the business organization, leading to the issue of core competence. They posit that the concept is about something the organization does at least as well as other organizations, or preferably better than, any other organization in the market thus competitive strategy defines the

distinctive approach which the firm intends to use in order to succeed in each of its strategic business areas.

2.4.1 Generic Strategies

The idea underlying the concept of generic strategies is that competitive advantage is at the heart of any strategy, and achieving competitive advantage requires a firm to make a choice (Porter, 1990). A firm cannot be all things to all people as this will mean that the firm has no competitive advantage at all. The firm must thus make a choice about the type of competitive advantage it seeks to attain and the scope within which it will attain it. The generic strategies are mainly; cost leadership, product differentiation and customer focus.

Under cost leadership, a firm seeks to become the lowest cost producer in its industry (Porter, 1990). This can be achieved by the pursuit of economies of scale, implementation of cost cutting technology, stress reduction in overhead and administrative expenses and preferential access to raw materials. The products of the cost leader must however be acceptable by the buyer otherwise he will have to sell them at a discounted price. Pearce and Robinson (2007) noted that a low-cost leader is able to use its cost advantage to charge lower prices or to enjoy higher profit margins. By so doing, the firm can defend itself in price wars, attack competitors on price to gain market share and be dominant in the industry thus gaining exceptional returns.

Porter (1990) noted that in the differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely position

itself to meet the needs. The firm is in turn rewarded for its uniqueness with a premium price. Differentiation can be based on the product itself, the delivery system by which it is sold, the marketing approach and a broad range of other factors.

According to Poddar & Gadhave (2007) focus is a generic strategy that emphasizes a particular group, geographical location, a particular age group or income level, profession or on the basis of sex. According to Porter (1990) focus strategy has two variants. In cost focus a firm seeks a cost advantage in its target segment, while in differentiation focus a firm seeks differentiation in its target segment. Both variants of the focus strategy rest on differences between a focuser's target segments and other segments in the industry.

2.4.1.1 Cost Leadership Strategy

This strategy focuses on gaining competitive advantage by having the lowest cost in the industry (Hyatt, 2001). In order to achieve a low-cost advantage, an organization must have a low-cost leadership strategy, low-cost manufacturing, and a workforce committed to the low-cost strategy (Malburg, 2007). The organization must be willing to discontinue any activities in which they do not have a cost advantage and should consider outsourcing activities to other organizations with a cost advantage (Malburg, 2007). For an effective cost leadership strategy, a firm must have a large market share (Hyatt, 2001).

There are many areas to achieve cost leadership such as mass production, mass distribution, economies of scale, technology, product design, input cost, capacity utilization of resources, and access to raw materials (Malburg, 2007). Porter (1985) purported only one firm in an industry can be the cost leader and if this is the only difference between a firm and competitors, the best strategic choice is the low cost

leadership role (Malburg, 2007). Lower costs and cost advantages result from process innovations, learning curve benefits, economics of scale, product designs reducing manufacturing time and costs, Linking strategic practices and reengineering activities. A low-cost or cost leadership strategy is effectively implemented when the business designs, produces, and markets a comparable product more efficiently than its competitors.

The firm may have access to raw materials or superior proprietary technology which helps to lower costs. Firms do not have to sacrifice revenue to be the cost leader since high revenue is achieved through obtaining a large market share (Bauer and Colgan, 2001). Lower prices lead to higher demand and, therefore, to a larger market share. As a low cost leader, an organization can present barriers against new market entrants who would need large amounts of capital to enter the market (Hyatt, 2001). The leader then is somewhat insulated from industry wide price reductions (Porter, 1980; Malburg, 2007). The cost leadership strategy does have disadvantages. It creates little customer loyalty and if a firm lowers prices too much, it may lose revenues (Bauer and Colgan, 2001).

2.4.1.2 Differentiation Strategy

When using this strategy, a company focuses its efforts on providing a unique product or service (Hyatt, 2001; Bauer and Colgan, 2001). Since, the product or service is unique; this strategy provides high customer loyalty (Porter, 1985). Pearce and Robinson (2007) contend that strategies dependent on differentiation are designed to appeal to customers with a special sensitivity for a particular product attribute. By stressing the attribute above other product qualities, the firm attempts to build customer loyalty. As a result,

such loyalty translates into a firm's ability to charge a premium price for its products. The product attribute can also be the marketing channels through which it is delivered, its image for excellence, the features it includes and the services network that supports it.

The key step in devising a differentiation strategy is to determine what makes a company different from a competitor's. Factors including market sector quality of work, the size of the firm, the image, graphical reach, involvement in client organizations, product, delivery system, and the marketing approach have been suggested to differentiate a firm (Davidson, 2008). To be effective, the message of differentiation must reach the clients, as the customer's perceptions of the company are important (Hlavacka et al., 2001). Davidson (2008) suggests bending the customer's will to match the company's mission through differentiation. When using differentiation, firms must be prepared to add a premium to the cost (Hyatt, 2001). This is not to suggest costs and prices are not considered; only it is not the main focus (Hlavacka et al., 2001). However, since customers perceive the product or service as unique, they are loyal to the company and willing to pay the higher price for its products (Hlavacka et al., 2001).

2.4.1.3 Focus Strategy

In the focus strategy, a firm targets a specific segment of the market (Davidson, 2008; Hlavacka et al., 2001; Hyatt, 2001). The firm can choose to focus on a select customer group, product range, geographical area, or service line (Hyatt, 2001). For example, some European firms focus solely on the European market (Stone, 1995). Focus also is based on adopting a narrow competitive scope within an industry. Focus aims at growing market share through operating in a niche market or in markets either not attractive to, or overlooked by, larger competitors. These niches arise from a number of factors including

geography, buyer characteristics, and product specifications or requirements. A successful focus strategy (Porter, 1980) depends upon an industry segment large enough to have good growth potential but not of key importance to other major competitors. Market penetration or market development can be an important focus strategy. Midsize and large firms use focus-based strategies but only in conjunction with differentiation or cost leadership generic strategies. But, focus strategies are most effective when consumers have distinct preferences and when the niche has not been pursued by rival firms (Davidson, 2008).

2.4.2 Concentrated Growth Strategy

This is the strategy of the firm that directs its resources to the profitable growth of a single product, in a single market, with a single dominant technology (Pearce and Robinson, 2000). The main rationale for this approach is that the firm thoroughly develops and exploits its expertise in a delimited competitive arena. The ability to assess market needs, knowledge of buyer behavior, consumer price sensitivity, and effectiveness of promotion are characteristics of concentrated growth strategy. Pearce and Robinson (2000) noted that such core capabilities are more important determinant of competitive market success than are the environmental forces faced by the firm.

A firm employing concentrated growth grows by building on its competences, and it achieves a competitive edge by concentrating in the product-market segment it knows best. Such a strategy is best applicable in the late growth and maturity stages of the product life cycle and in the product markets where product demand is stable and industry barriers such as capitalization are high. The firm that chooses a concentrated

growth strategy directs its resources to the profitable growth of a narrowly defined product market, focusing on a dominant technology. Firms that remain within their chosen product market are able to extract the most from their technology and market knowledge and, thus, are able to minimize the risk associated with unrelated diversification. The success of a concentrated growth strategy is founded on the firm's use of superior insights into its technology, product and customer to obtain a sustainable competitive advantage (Pearce and Robinson, 2000).

2.4.3 Market Development Strategy

Pearce and Robinson (2000) notes that market development strategy consists of marketing present products, often with only cosmetic modifications , to customers in related market areas by adding channels of distribution or by changing the content of advertising or promotion. Firms that open branch offices in new cities, states or countries are practicing market development. Firms can also practice market development if they switch from advertising in the trade publications to advertising in the newspaper.

Market development allows firms to practice a form of concentrated growth by identifying new uses for existing products and new demographically, psychographically or geographically defined markets. Changes in media selection, promotional appeals and distribution are used to initiate this approach.

2.4.4 Product Development Strategy

Product development involves the substantial modification of existing products or the creation of new but related products that can be marketed to current customers through

established channels (Pearce and Robinson, 2000). The product development strategy often is adopted either to prolong the life cycle of current products or to take advantage of a favorite reputation or brand name. The idea is to attract satisfied customers to new products as a result of their positive experience with the firm's initial offering. The product development strategy is based on the penetration of existing markets by incorporating product modifications to the existing product line.

2.4.5 Horizontal and Vertical Integration Strategy

Horizontal integration is used when a firm's long term strategy is based on growth through the acquisition of one or more similar firms operating at the same stage of the production-marketing chain (Pearce and Robison, 2000). Such acquisition eliminates competitors and provides the acquiring firm with access to new markets. Vertical integration involves the firm expanding the firm's range of activities backward into sources of supply or forward toward end users (Thompson, Strickland and Gamble, 2005). A firm can pursue vertical integration by starting its own operations in other stages in the industry's activity chain or by acquiring a company already performing the activities it wants to bring in-house. Pearce and Robison (2000) argue that a firm is said to be using vertical integration strategy when it acquires firms that supply it with inputs or firms that are customers to its outputs.

The main reason for choosing a vertical integration strategy is the desire to increase the dependability of the supply or quality of the raw materials used as production inputs. That desire is particularly great when the number of suppliers is small and the number of competitors is large. In this situation, the vertically integrating firm can better control its

costs and thereby improve the profit margin of the expanded production- marketing system.

2.4.6 Diversification Strategy

Diversification represents distinctive departures from a firm's existing base of operations, typically the acquisition or internal generation of a separate business with synergistic possibilities counterbalancing the strengths and weaknesses of the business (Pearce and Robinson, 2000). It can either be concentric or conglomerate diversification. Concentric diversification involves the acquisition of businesses that are related to the acquiring firm in terms of technology, markets or products. The ideal concentric diversification occurs when the combined company profits increase the strengths and opportunities and decrease the weaknesses and exposure to risk. Thus, the acquiring firm searches for new businesses whose products, markets, distribution channels, technologies, and resource requirements are similar to but not identical with its own, whose acquisition results in synergies but not complete interdependence. Conglomerate diversification occurs when a firm acquires another not related to its activities. This could be due to the fact that the acquired firm represents a most promising investment opportunity available.

2.4.7 Strategic Alliances

Strategic alliances are increasingly becoming popular day by day. To achieve competitive advantages firms combine their assets and capabilities in a cooperative policy that is termed as strategic alliance. Strategic alliance is considered as an essential source of resource-sharing, learning, and thereby competitive advantage in the competitive business world. Management of alliance and value creation to attain competitive

advantage is very important in strategic alliance (Ireland, Hitt, & Vaidyanath, 2002). This involves firms exchanging and sharing of resources and capabilities to co-develop or distribute goods or services (Kale, Singh & Perlmutter, 2000). The achievement of competitive advantages may not be possible by one firm itself because it does not possess required all resources and knowledge to be entrepreneurial and innovative in dynamic competitive markets. Inter - organizational relationships create the opportunity to share the resources and capabilities of firms while working with partners to develop additional resources and capabilities as the function for new competitive advantages (Kuratku, Ireland, & Hornsby, 2001).

2.4.8 Internet- Based Strategies

As the internet continues to weave its way into the fabric of everyday business and personal life, and as the second wave of internet entrepreneurship takes root, companies of all types are addressing how best to make the internet a fundamental part of their business and their competitive strategies (Thompson, Strickland and Gamble, 2005). Few if any businesses can escape making some effort to use internet applications to improve their value chain activities. Managers must decide how to use the internet in positioning the company in the market place. Whether to use the company's website as simply a means of disseminating product information or as a secondary or minor channel for making sales, as one of the several important distribution channels for generating sales to end users.

2.5 Factors Influencing Choice of Strategies

Companies are encouraged to make decisions to survive in a hypercompetitive world, with rapid technological change, and the strategic choices that they must do and integrate are related with goals, range of products and services, competitive strategy, appropriate level of coverage and variety, organizational structure, administrative systems and labour policies (Rumelt, Schendel,& Teece,1991).The survival in the present competitive landscape is assured by large investments, and the consequences of failure are severe, so the successful implementing of strategy is a crucial element of the process. According to Rumelt, Schendel& Teece (1994), strategic management (also called “policy” or “strategy”) is related to the course of an organization, including the issues that are at the heart of top management preoccupations and those who are associated with the reasons why a business succeeds or fails.

Strategy formulation issues are related to competitive rivalry and competitive dynamics, business and corporate level analysis, the international dimension, and cooperative issues and mergers and acquisition strategies, while strategy implementation issues are related with corporate governance, organizational structure and controls, strategic leadership and strategic entrepreneurship. Formulating strategy is a difficult task, due to the high level of uncertainty hampering the anticipation of future trends. An even harder work is the implementation of strategy, due to its interdependent relationship with strategy formulation, which is materialized in the organizational structure dedicated to accomplish the organization goals. In the literature there is not a clear agreement concerning the dominant framework related to the strategy implementation process. On the contrary, in the field of strategic formulation some dominant frameworks in literature include

strengths, weaknesses, opportunities and threats (SWOT) analysis and industry structure analysis (Okumus, 2003).

Barney & Arian (2005) suggests that more work is needed in the strategy implementation field from the perspective of the resource-based theory, as strategy implementation could be a source of sustained competitive advantage on itself, although dependent on other strategic resources controlled by companies that are used in a complementary way. Chetty (2010) pointed that there is a 70 percent rate of failure on executives' efforts to implement strategy, which has a huge cost for organizations. This happens, because they don't have a reliable framework to guide their actions over strategy implementation (Alexander, 1991). Hrebiniak (2006) argued that managers know little of strategy implementation and they are not trained to implement strategy, only to plan. Another problem is related to the general conviction that strategy implementation plays a minor role on their function, being more adequate for lower levels of management, forgetting that their commitment is essential to a successful implementation. Hrebiniak (2006) argued that the top obstacles that managers face are: Inability to manage change; Poor or vague strategy; Not having guidelines or a model to guide implementation efforts; Poor or inadequate information sharing; Unclear responsibility and accountability; Working against the organizational power structure.

2.6 Competitive Strategies and Performance

When a firm sustains profits that exceed the average for its industry, the firm is said to possess a competitive advantage over its rivals, (Porter, 1985). The goal of such a business strategy is to achieve a sustainable competitive advantage. A competitive

advantage exist when a firm is able to deliver the same benefits as competitors but at a lower cost(cost advantage), or deliver benefits that exceed those of competing products, (differentiation advantage). Thus a competitive advantage enables a firm to create superior value for its customers and superior profits for itself (Barney, 1991).

The importance of having a clearly defined new competitive strategy guiding the strategic process was recognized by Hrebiniak (2006). Competitive strategy provides a clear direction and focuses the effort of the entire organization on a common competitive strategies goal. The competitive strategy needs to specify how the importance of competitive strategies will be communicated to employees to achieve their buy-in and must explicitly reflect the importance that management places on competitive strategies, (Clayton, 2010). Sustainable competitive advantage is not bound only to the physical environment. It includes different perspectives from society and environment, to the economy and organizational processes. As Kim and Mauborgne, (2011), mentions, sustainable competitive advantage has three main pillars which organizations should contribute to their improvement; they include economic, environmental and social performance. Maintaining a competitive advantage requires a strategy that makes the business unique and carries the company forward as the world around it changes.

The process of development of competitive strategy at the firm level depends upon a number of interrelated factors which range across all sections of a firm and is strongly influenced by interplay of many components in the firm's external environment. According to Hrebiniak (2006), the sources of firm's strategic process can be attributed to the firms' entrepreneurship; market focused learning capability and organizational learning intensity. These factors also define the firm's sustainable competitive advantage.

While the importance of defensive strategies in protecting and exploiting existing resource strengths cannot be underestimated, securing the long term future of an organization must consider how to derive unique areas of value added in the future, (Ekvall, 2011). For this purpose sustainability has to assume a different meaning which points itself towards penetrability, for example, in terms of new breakthroughs. This is because the speed at which the uniqueness of the resources of an organization becomes accessible dictates the speed at which the competitive advantage of an organization diminishes. In fast-moving competitive environments, sustaining competitive advantage involves creating safe-havens from cutthroat competition by continuously creating gaps through unique resources that cannot be easily bridged by the competitors, (Kao, 1991).

The firm's specific characteristics are most important determinants that explicitly influence the competitive strategies behavior. These are combination of factors including firm's contextual variables, managerial and employment structures, organizational structure, technological infrastructure and staff skill development, (McAdam & McClelland, 2002). Entrepreneurship was taken as a firm behavior in which the firm displays competitiveness, proactiveness and risk taking propensity in their strategic decision making. The Entrepreneurial firm is generally distinguished in its ability to be competitive, initiate change, and rapidly reacts to change flexibly (McAdam & McClelland, 2002).

Learning from market changes has emerged as a key source of competitive strategies and firm performance particularly in the market driven firm perspective, (Slater & Narver, 1995). This approach argues that to be effective innovators, organizations should constantly scan the horizons for new opportunities to satisfy their customers. Generating

innovative ideas through collection and dissemination of market information is a starting point for competitive strategies. Knowledge of market preferences reduces the degree of incompatibility of new products with the customer's needs; it is likely to enhance adoption and success of competitive strategies, (Kim & Mauborgne, 2011). Firm's environmental conditions indirectly influence competitive strategy, that is, effect of government policies, the role of financial systems and initiatives cultivating innovative activities. The firm's external networking configuration can also influence competitive strategy of the firm. The network consists of firm's technological relationships including technological collaborations, technology transfer relationships and technical feedback with other firms, customers and agents (Kim & Mauborgne, 2011).

Kao (1991) proposes that in order to have a sustainable competitive advantage, consumers must perceive some differences between a firm's product offering and the competitor offering. For gaining sustainable competitive advantage, a firm has to optimally utilize its internal resources and capabilities to exploit external opportunities at the same time, gauging the external threats. More emphasis has to be placed on the organization's capability to change, innovate, and be flexible and to learn how to adapt to a rapidly changing environment.

McAdam and McClelland (2002) argue that both resources and institutional capital are indispensable to creating a sustainable competitive advantage. The capability based view of the firm also explains how enterprises develop and maintain their sources of competitive advantage. However, it does not explain why some firms, which developed a core competence, eventually lost it because of "core rigidities" within those firms, (McAdam & McClelland, 2002).

Enterprise knowledge theory suggested that the root of a firm's sustainable competitive advantage comes from the knowledge within the firm as well as the cognitive capacity of people to apply that knowledge (Kao, 1991). In practice the tacit knowledge of the people can be tapped as a source of sustainable competitive advantage. Given the diverse nature of the firm resources, sustainable competitive can be derived from; the market environment in which the firm is positioned, the resources available and the firm processes that delivers continuous competitive strategies. According to McAdam and McClelland (2002), a firm that wants to obtain sustainable competitive advantage should possess the capabilities to adopt its operations to the dynamics of the market environment.

The resource based theory argues that competitive advantages lie in the heterogeneous firm-specific resources possessed by the firm, (Rumelt et al, 1994). Resources include "all assets, capabilities, organizational processes, firm attributes, culture, information and knowledge which enable the firm to conceive and implement strategies that improve efficiency and effectiveness", (Barney, 1991, P. 101). A strong relationship exist between Organizational learning processes and organizational capabilities (Prahalad and Hamel, 1990) in that it's argued that organizational capabilities are "the collective learning in the organization. Barney (1991), further defined distinctive organizational capabilities as the organization's capacity to perform a range of organizational routines for purposes of delivering products and services to the market in a way that outperforms competitors

Enduring success requires sustainable competitive advantages and implies continuous improvement and competitive strategies (Yildirim and Philippatos, 2007). Given the transience of any advantage, business strategy becomes a means to create competitive

advantage faster than one's rivals mimic your current advantages. Indeed, the management of such change becomes and competitive strategies-based source of competitive advantage, (Porter, 1998). Changes for strategic advantage include: technology, people and culture, strategy and structure, and products and services, (Barney 1991). According to Yildirim and Philippatos (2007), one important way to win a competitive position in turbulent market is through application of competitive strategies.

2.7 Empirical Review and Research

Pimtung, Hanqin and Hailin (2012) investigated factors influencing competitive strategies and organizational structure on hotel performance and to explore whether organizational structure has a moderating effect on the relationship between competitive strategies and hotel performance. The target population for this study was US hotel owners and general and executive managers. Findings indicated that a competitive human resources strategy has a direct impact on a hotel's behavioral performance, and a competitive IT strategy to have a direct impact on a hotel's financial performance. Organizational structure was found to have a moderating effect on the relationship between these strategies and behavioral performance.

Gloria and Ding (2005) investigated the mediating effects of a firm's competitive strategy in the market orientation-performance relationship. Based on a sample of 371 operations firms in China, evidence was found that the three dimensions of market orientation exert different effects on competitive strategy and performance. Among them, customer orientation had the strongest association with competitive strategy and market performance. This lends credence to a component wise approach on the study of the

relationship between market orientation and performance. The results of structural equation analyses indicated that the mediating factors influencing competitive strategy is mainly revealed in innovation strategy, the most vital factor in creating superior value for the company in the emerging market.

A number of studies have been done on competitive strategies but under different contexts in Kenya. Murage (2011) analyzed the competitive strategies in the petroleum industry and found that service stations use differentiation as a method of obtaining competitive advantage over other service stations. Gathoga (2001) focused on competitive strategies by commercial banks in Kenya. The study revealed that banks in Kenya use various means in order to remain competitive, he also concluded that expansion into other areas by opening new branches has also, been used as a strategy. Kimotho (2012) did a study on the impact of competitive strategies on the financial performance of CFC Stanbic Bank Limited. A case study approach was employed in the study. The results attributed the improvement in financial performance on the competitive strategies that the bank has been undertaking in the past years of its existence.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the research design that was applied in the study giving explanation as to why the study adopted the given approach. It describes the research design, data collection procedures, analysis and interpretation.

3.2 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Babbie, 2002). The research design used for this study was a case study and focused on Delta Energy Systems Ltd. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. According to Yin (1984), case study research excels at bringing an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research.

3.3 Data Collection

Both primary and secondary data were used in this study. To collect primary data, an interview guide was administered to senior managers at Delta Energy Systems Ltd through in-depth personal interviews guided by the open-ended questions in the interview guide. Secondary data was obtained from existing company records. In addition, secondary data on competitive strategies and performance was collected from journals, books, websites and other relevant publications.

3.4 Data Analysis

Data collected was analyzed through content analysis. Researchers regard content analysis as a flexible method for analyzing text data (Cavanagh, 1997). Qualitative content analysis goes beyond merely counting words to examining language intensely for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meanings (Weber, 1990). The goal of content analysis is to provide knowledge and understanding of the phenomenon under study (Downe-Wamboldt, 1992). On this background, the data collected was organized into themes corresponding to the study objectives. Findings were then presented in thematic concepts based on the study objectives. This was enhanced by an explanation and interpretation of the results.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, findings and as well as interpretation. The purpose of the study was to investigate factors influencing competitive strategies adopted by Delta Energy Systems Limited in Kenya with target respondents being senior managers with adequate information about the company strategies.

4.2 Interviewees Demographic Information

The researcher managed to interview seven (7) managers some of whom were holders of Bachelor of Business Administration/Management, Bachelor of Information Technology or Bachelor of Technology in Electrical and Communications Engineering. Others had Bachelor of Science in Mathematics and Operational Research Currently doing MBA, Degree in Business Management and Leadership as well as Bachelor of Science in International Business Management

The researcher also learnt that, most of the interviewees had over 5years' experience in heading their various departments among them being administration, regional business development, operations, technical/marketing and development as well as procurement, stores and logistic. Other cited departments were the finance and general management. This implies that the interviewees, by the virtue of their positions and experience, were competent enough to handle the research questions for this study.

It is a specific strategic approach to the production and delivery of products and services (Pearce and Robinson, 2007). Operation based strategies are defined by Hrebiniak (2006)

as superior operations effectiveness not only serving but buttressing a company's existing competitive position: but when based on capabilities that are embedded on company's people and operating processes, inherently difficult to imitate. For this reason, it can provide the basis for a sustainable competitive advantage, even when the company adopts the same competitive position as one or more of its competitors.

A company that follows this strategy attempts to lead its industry in price and convenience by pursuing a focus on lean and efficient operations. Such companies work to minimize costs by reducing overheads, eliminating intermediate production steps, reducing transaction costs, and optimizing business processes across functional and organizational boundaries, the focus being delivering products or services to customers at competitive prices with minimal inconvenience. Such company's core competences are operations, including the whole logistical cycle: purchasing, manufacturing and distribution (Pearce and Robinson, 2007)

4.3 Delta Energy Systems Ltd and the Competitive Strategies Adopted

Delta Energy Systems Ltd was found to be a company with a broad range of competitive strategies adopted at different levels of operation. Being an organization operating under a perfectly competitive market, interviewees revealed that innovative strategies, market development strategies, internet based strategies and marketing strategies were among those strategies adopted by Delta Energy Systems Ltd.

Specifically, interviewees unanimously disclosed that Blue ocean strategy had in particular been adopted to create uncontested market space and make contestants

irrelevant. This has been complimented with product development, product profile diversification and internal based strategies as well as market development .

Companies whose strategy is based on product innovation guarantee their economic success through systematic introduction of radically new products in the market, usually by making existing ones obsolete. They endeavour to continuously produce state-of-the-art products and services (Pearce and Robinson, 2007). Their core competence is research and development and engineering (R&D&E).

Three challenges must be met to attain that goal, creativity being the first one. It's the recognizing and embracing ideas usually outside the company. Secondly, innovative companies must commercialize ideas quickly. Thus, their business and management processes need to be engineered for speed. Product leaders relentlessly pursue new solutions to problems. Finally, firms utilizing this discipline prefer to release their improvements rather than wait for competitors to enter. Hence, product leaders do not stop for self-congratulation; they focus on continual improvement, they act as their own competition, and believe that if they do not develop a successor, a competitor will. Such firms survive and prosper due to the high profitability they achieve in the period where they enjoy monopolistic market position (Hunger & Wheelen, 1999).

Some interviewees indicated that adoption of these strategies have assisted the organization generally in terms of performance but specifically the customers have well known Delta products, are able to reach the company easily (well-developed Delta Website and social media; Facebook, LinkedIn, twitter) since they are available online from the website and this in addition has brought more market share for the Delta ltd.

Export strategy (Somaliland/Sierra Leone) as well as merger and acquisition were also mentioned as strategies that has provided borderless market and thus increasing the market reach.

This study also revealed that, even if Delta Energy Systems Ltd has not formed alliances with other companies, it has formed partnerships with various firms like Delta Energy System Switzerland; ESIS Power Turkey; Eraslan Water Heating System Turkey; Power Master and manufacturers of Ritar Batteries and CSB Batteries. This has largely enhanced their visibility globally, provision of variety of products for their customers, and has boosted the internal based strategies beside other benefits like increased market share. Last but not least, interviewees divulged that Delta Energy Systems Ltd focus on providing product/service at the lowest unit costs relative to the competitors. This has, nonetheless been based on the product/service comparison (same level comparison).

Findings confirms Porter (1980) argument that a firm can achieve a higher level of performance over a rival in one of two ways: either it can supply an identical product or service at a lower cost, or it can supply a product or service that is differentiated in such a way that the customer is willing to pay a price premium that exceeds the additional cost of the differentiation. In the former case, the firm possesses a cost advantage. In the latter, the firm possesses a differentiation advantage. In pursuing cost advantage, the goal of the firm is to become the cost leader in its industry or industry segment.

On the other hand, differentiation by a firm from its competitors is achieved when it provides something unique that is valuable to buyers beyond simply offering a low price (Porter, 1980, 1985). A firm that is competing on low cost is distinguishable from a firm

that competes through differentiation in terms of market positioning, resources and capabilities, and organizational characteristics. Porter originally viewed cost leadership and differentiation as mutually exclusive strategies. He argued that effectively implementing these generic strategies required total commitment and supporting organizational arrangements that are diluted if there is more than one primary focus.

4.4 Factors Influencing the Choice of a Particular Competitive Strategy

Although managers prefer to formulate decisions through a systematic approach, the concept of bounded rationality suggests that managers might be forced to make these important decisions by giving consideration to only a limited number of issues. Often, the focus is on external factors, such as financial risk, market attractiveness and competitive advantage, at the expense of internal factors. Current research into how decisions are influenced by the external environment continues to be an area of interest in the literature (Song *et al.*, 2002). The fit between the organization's strategy and external factors is of crucial importance in the choice and formulation of a plan, however the successful execution of the plan is also contingent on whether can properly implement it.

4.4.1 Relationship between Corporate Culture and Competitive Strategy

The study revealed that there were various factors which influence the adoption of competitive strategies by Delta Energy Systems Ltd. The culture of the organization was a major factor influencing selection and adoption strategies in the power energy solutions sector. The study revealed that Delta Energy Systems Ltd usually carries out SWOT analysis, they have classified their activities into various functional departments and they usually concentrate in their core competent areas. The study further discovered that

organizational culture contributes to resistance to change programmes in Power energy solutions sector. Study also found that organizational culture leads to adoption of competitive strategies and benchmarking in their firm. Furthermore, current and past culture emphasize the importance and acknowledgement of stakeholders views and expectations in their organization and that their organizational culture gives power energy solutions companies a competitive edge over their rival in the industry as supported by most of the interviewees.

As argued by Porter (1980) firms that are able to succeed at multiple strategies often do so by creating separate business units for each strategy. By separating the strategies into different units having different policies and even different cultures, a corporation is less likely to become "stuck in the middle."

4.4.2 Relationship between Resources and Adoption of Competitive Strategies

Study findings revealed that resources adversely affect the choice and adoption of competitive strategies and inadequate resources Delta Energy Systems Ltd from to engage in competitive strategies. Even though Delta Energy Systems Ltd has endeavored to maintain highly competent level of personnel, most interviewees disputed that availability of qualified personnel are essential in formulation of strategic plans as most telecommunication firms engage the services of consultants to conduct environmental analysis and formulation of strategic plans. All in all, availability of personnel and finances are critical for product development and diversification of power energy solutions firms including Delta Energy Systems Ltd.

4.4.3 Relationship between Competition in the Industry and Adoption of Strategic Competitive Strategy

As supported by all interviewees for this study, industry competition drives the selection and adoption of best practice strategies in firms competing in provision of energy solutions. Competition has forced Delta Energy Systems Ltd to operate in new markets and diversify their products and services to diversify risks. Product differentiation strategies have become common in Delta Energy Systems Ltd to lure many customers and to develop customer loyalty to stem competition. This study also unveiled that price variations are in constant use across power energy solutions sector due to intense competition while adoption of competitive strategies is mandatory to overcome intense competition in this sector.

4.4.4 Impact of Organizational Structure on Adoption of Competitive Strategies

The study revealed adoption of change programs are greatly hindered by organizational structure of the firm. Organization structure has hindered the adoption of competitive strategies in most of energy solutions companies. Furthermore the management structure always delays the implementation of pricing and other functional strategies. The study revealed that resources required, corporate culture, organizational structure and industry competition influence the choice of strategy as supported.

Generally, in adopting the current strategies, Delta Energy Systems Ltd has been guided by the Porter (1980) five forces which include; bargaining power of suppliers; bargaining

power of customers; threat of substitutes; rivalry within the industry and threat of new entrants.

Porter (1985) drew attention to the fact that when the results of strategy are worse than expected, a common reaction is to change the strategy, although many times the failure is due to poor implementation. A good strategy implemented badly can be as damaging to an organization as a bad strategy implemented well. Generally, strategy provides direction to an organization as to how to properly align firm resources to exploit opportunities and minimize threats.

4.5 Factors Influencing Competitive Strategy on Performance

For any organization regardless of industry, adoption of competitive strategies is generally influenced by the desire to have performance assuming an upward trend in term of revenue and profitability; gaining market share and more visibility service as well as customer product appreciation and satisfaction.

The old competitive strategies of invention and mass production no longer work in an increasingly turbulent business environment. Successful firms are always implementing new competitive strategies of continuous improvement and mass customization which is defined as a dynamic flow of goods and services via a stable set of processes. Managers of firms must assess their firm's current competitive position, build a vision for where they must be in the future, and craft transformation strategy to turn that future vision into reality. Understanding the key forces at work in the competitive environment and identifying the underlying forces in the macro-environment that are driving the competitive forces are critical for the success for firms operating in that industry. This

study revealed the following as the resultant factors influencing competitive strategies on performance of Delta Energy Systems Ltd.

4.5.1 Offering Unique Product/Service

Interviewees were categorical that, provision of unique products and services has positively affected performance of Delta Energy Systems Ltd by enabling it gain more customers (market development/expansion); ensuring customer satisfaction; building more revenue as well as crafting unique solutions against identified market gaps specialized services like power audit which is not a crowded field.

The study further indicated that by developing unique products, the organization has fully functional test bench workshop with required test gears; has specialized training for technical staffs and marketing staffs and has well defined and differentiated products and services which are not easily copied. Delta has been able to gain a good market share, company growth and revenue gain which has given Delta profitability and putting into market unique technology by leading world class manufacturers of mainly power solution.

Through this study it was revealed that, Delta Energy System Switzerland was among the first companies to manufacture switched power supplies; Jinko solar of china is a Tier one manufacturer of power solar panels making it among the top four in the world. One way that has enhanced this is through local value addition of by differentiating the standard product by the competent team in the company. This is achieved by the products and solution innovation team in the firm. This has been in line with the Delta mission and vision statement. Over and above, by investing heavily in recruitment of

quality staff and necessary training support in understanding the products both locally and overseas, the firm has achieved good visibility in the market and increased product demand.

4.5.2 Achievement the Low Cost –Leadership

Interviewees indicated that, Delta Energy Systems Ltd has identified partners who have good quality equipment at low cost price leading to low cost of production. In addition, the company has partnered and appointed good shipping companies that gives low cost and has maintained a fast deliver timelines and installation period kept short by qualified technical staffs with good management system by having fast decision making processes

Therefore, by having well informed logistic and procurement time leads for supply and costs are minimized as well as good partnership with various suppliers and manufacturers, and discounted products cost, Delta Energy Systems Ltd has not only ensured low cost leadership but also short delivery timelines to customers. This has as well being enhanced by having information systems in the office for execution of business transactions, quick books in account and inventory management systems.

Pearce and Robinson (2007) stated that low cost leadership concern the nature and direction of the economy in which a firm operates. Since consumption patterns are affected by the relative affluence of various market segments, each firm must consider economic trends in the segments that affect its industry. Some of the economic factors both on the national and international level that managers must consider include general availability of credit, the level of disposable income, and the propensity of people to spend, prime interest rates, inflation rates, and trends in the growth of the gross national

product. The economic conditions affect how easy or hard it is for a firm to be successful and profitable at any time. A firm must therefore include these factors in its strategy formulation.

Being direct distributors from the manufactures Delta Energy Systems Ltd get better distribution discounts with an ultimate achievement of high efficiency, more revenue with low losses, more customers and market share increases. Interviewees disclosed that Delta has been able to identify, adapt very fast to new business opportunity without challenges. This is because Delta has well ventured in TPS (Telecommunication Power Systems) both AC and DC ,UPS, for ISP ,Data Centre, and mission critical application installation in the power sector. It is worth noting that, very few contractors are specialized in this area. So this has enabled Delta to have large market share.

A cost leadership strategy is designed to produce goods or services more cheaply than competitors by stressing efficient scale of operation. When a firm designs, produces, and sells a comparable product more efficiently than its competitors as well as its market scope is industry-wide, it means that the firm is carrying out the cost leadership strategy successfully (Parnell, 2006). Firms often drive their cost lower through investments in efficient-scale facilities, tight cost and overhead control, and cost minimizations in such areas as service, selling and advertising (Porter, 1980). They often sell no-frills, standardized products to the most typical customers in the industry.

Porter (1985) purported only one firm in an industry can be the cost leader and if this is the only difference between a firm and competitors, the best strategic choice is the low cost leadership role (Malburg, 2007). Lower costs and cost advantages result from

process innovations, learning curve benefits, economics of scale, product designs reducing manufacturing time and costs, Linking strategic practices and reengineering activities. A low-cost or cost leadership strategy is effectively implemented when the business designs, produces, and markets a comparable product more efficiently than its competitors.

4.5.3 Focusing on a Particular Customer Segment or Geographical Market

Delta has been able to be easily marketed and due to its products quality has a big market share in the telecommunication. This is to the fact that not many firms have the same high quality products/services as Delta. There has been improvement on the performance because the firm's resources are engaged in solving this particular segment with better knowledge of the customer needs; improved service delivery; better customer relation and customer confidence as well as optimal utilization of resources

Almost every interviewee, nonetheless, refuted the contention that Delta Energy Systems Ltd builds its competencies by directing its resources to the profitable growth of a narrowly defined product market, focusing on a single dominant technology. This is because there is dynamism in the technology industry and the company needs to change with the changing environment. In addition, the company has various power divisions including Dc system, AC system, batteries business, solar business and renewable energy business, water heating system, street lighting, cables and general electrical works.

Focus also is based on adopting a narrow competitive scope within an industry. Focus aims at growing market share through operating in a niche market or in markets either not attractive to, or overlooked by, larger competitors. These niches arise from a number of

factors including geography, buyer characteristics, and product specifications or requirements. A successful focus strategy (Porter, 1980) depends upon an industry segment large enough to have good growth potential but not of key importance to other major competitors. Market penetration or market development can be an important focus strategy. Midsize and large firms use focus-based strategies but only in conjunction with differentiation or cost leadership generic strategies. But, focus strategies are most effective when consumers have distinct preferences and when the niche has not been pursued by rival firms (Davidson, 2008).

4.5.4 Cosmetic Modifications in Marketing and the Performance of Delta Energy Systems Ltd

From this study, the researcher learnt that there has been performance improvement in terms of customer satisfactions and customer appeal and answering customer demands. Other outcome has been improvement on the visibility of the products, more market development and increased market penetration and market leading to increase in revenue.

4.5.5 Partnership with Other Companies

Partnership assists a company in gaining synergy in most areas of its operation. Even though Delta Energy Systems Ltd has no strategic alliance with other firms, the firm has partnership with very reputable firms including Delta Energy System Switzerland, ESIS Power Turkey, Power Net Finland, Eraslan Turkey, PowerMaster Taiwan, JinKo Solar-China and Ritar Batteries- China. Other firms in partnership with Delta Energy Systems Ltd have been Nevanda Batteries- China, NorthStar Batteries- Dubai and CSB- Batteries as well as Shoto Batteries- China.

These partnerships have assisted Delta Energy Systems Ltd in gaining more product base, many referrals from other partners, good technical support, credit facilities, certification of technical and market materials, training and brand name/visibility. In addition, it has enabled Delta to grow to the extent of growing to regional in Uganda and Tanzania.

4.6 Suggestions for Improvement

Through this study, researcher discovered that there is need for energy solution companies to dwell on improving on the training and training of staffs; adopt good management practices; need for good organizational culture; evaluation and feedback and correctional of the strategies adopted as well as adopt change management according to the changing environment. The firms should be able to adapt to new technology so as to embrace the changes and the firm to remain relevant analyzing the Michael Porters industry analysis forces as well as continuously using SWOT analysis all the time.

In addition, having good organizational structures with all relevant personnel to every key areas and utilization of resources well (craft the strategy –implementation/evaluation) and after sale services, including warranty to the products supplied and services offered are essential competitive strategies.

4.7 Chapter Summary

This chapter presented data analysis and findings including interpretation of results. The study has revealed that, Delta Energy Systems Ltd concentrates on providing a unique product or service in order to differentiate itself with other companies. In addition, the

firm has focus on providing product/service at the lowest unit costs relative to the competitors and on a particular customer segment or geographical market in developing its products. Moreover, Delta Energy Systems Ltd does cosmetic modifications in marketing existing products. The firm, nonetheless, does not build its competencies by directing its resources to the profitable growth of a narrowly defined product market, focusing on a single dominant technology. Delta Energy Systems Ltd has also avoided alliances with other companies but has instead strengthened partnerships with like-mind firms.

The study has revealed that Delta Energy Systems Ltd has achieved providing a unique product or service in order to differentiate itself with other companies by having very innovative according to customer needs; crafting unique solutions and modifying existing solutions to meet customer demands; unique customer service in terms of response time towards solving customers' problems and good deliver timelines. This has been supported by value additional to our products and good customer relationship

Delta Energy Systems Ltd has also embraced new trends in technology and changes in the environment by innovation and crafting technical solutions according to customer needs and after sales support and warranty. Through negotiating with partners to some high quality goods with good pricing, by partnering with good shipping thus able to impact on her cost and by having competent technical engineers/technicians being able to execute projects without losses. The firm has ensured the management of the company has achieved the low cost–leadership.

In addition, by doing good field surveys which result to making sure sales expenses and administration are kept at minimum costs; supply chain cost kept low and well controlled by procurement and logistic teams; sourcing for cheaper suppliers (partners with quality products) as well as reduction of cost of office utilities like office power, use of solar energy (renewable energy), the firm is able to reduce the cost. This has also been supported by partnering with shipping providers who are efficient and with minimum shipping cost and employment of technical qualified staff that do installation and after sale services. Delta has been able to identify, adapt very fast to new business opportunity without challenges.

Focusing on a particular customer segment or geographical market in developing products has also positively affected the performance of Delta Energy Systems Ltd in different ways including sales increases and more revenue (profitability). Due to the importance of the selected sector the mission critical infrastructures Delta power solutions have stood out as a good quality product due to their stability. Performance of delta has been improving in terms of customer base revenue with high customer satisfaction.

This study also revealed that cosmetic modifications in marketing affect the performance of Delta Energy Systems Ltd since performance has been good due to product awareness and services offered. Due to cosmetic modification there has been more visibility of the products and services. These has been enhanced through a lot of enquiries, market share, customer awareness, product visibility and customer improve on customer knowledge.

Kotler (1997) observed that a company's organization consists of its structures, policies and corporate culture all of which can become dysfunctional in a rapidly changing business environment. The external environment is dynamic and often results in uncertainties for the organization. Out of the constant interaction between such a dynamic environment and the organization, opportunities and threats emerge. As Kotler (1997) noted, further turbulent environmental changes can render yesterday's winning business solutions and principles obsolete.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendations and limitations of the study. The chapter also presents suggestions for further studies.

5.2 Summary of Findings

The study found that Delta Energy Systems Ltd has achieved providing a unique product or service in order to differentiate itself with other companies through solution based products geared to customer needs, well trained technical staff and marketing staff, crafting solution/products which are unique, service delivery timelines and response that are very efficient. This has eventually led to a very good performance due to customer satisfaction, repeat customers, more revenue, profits and good market share

Delta Energy Systems Ltd has focused more on providing product/service at the lowest unit costs relative to the competitors and providing the low cost–leadership which this study has revealed that has resulted to material/product source is effective and efficient. Management has been able to secure good partners for the company particularly with firms like Delta energy Switzerland, ESIS Power Turkey, Powernet Finland, Power, Master and Ritar Batteries. Others are CSB- Batteries and Led houses company China.

Delta Energy Systems Ltd focuses on a particular customer segment or geographical market in developing its products. Focusing on a particular customer segment or geographical market in developing products positively affect the performance of Delta

Energy Systems Ltd by getting into the new market, customer satisfaction, customers' confidence, customer retention as well as increased turnover

The study has also revealed that Delta Energy Systems Ltd does not build its competencies by directing its resources to the profitable growth of a narrowly defined product market, focusing on a single dominant technology. The firm however does cosmetic modifications in marketing existing products.

On factors considered in choosing a particular strategy at Delta Energy Systems Ltd, the study exposed that, product lifecycle, customer demand and preference, technology change, competitors make (nature of competitors) and the level of performance as well as market strategy, suppliers power and government regulations are some of factors with prevalent influence. The strategies adopted have included internal based strategies, innovative solution strategies and market development strategy.

On suggestions to enhance the effectiveness of strategies adopted at Delta Energy Systems Ltd in improving its performance, interviewees emphasized that, good management principles including organizing planning directions, staffing and controlling for the organization are recommendable. For the strategies to be effective it is therefore necessary for a well-developed organizational structure; good organizational culture and high quality employees skilled in the area of competence

5.3 Conclusion

From the findings the researcher can conclude that, the essence of strategy formulation is coping with competition. Yet it is easy to view competition too narrowly and too

pessimistically. It was found out that it's extremely important to consider, financial requirements, actions of competitors, staff skills and motivation, industry regulations, negative publicity and demands from suppliers as important factors influencing choice of competitive strategies. Customers, suppliers, potential entrants and substitute products are all competitors that may be more or less prominent or active depending on the industry.

The study established that power solution companies concentrates on providing a unique product or service in order to differentiate themselves with their competitors. For the case of Delta Energy Systems Ltd, the firm has focused on providing a unique product or service in order to differentiate itself with other companies and tailor made solution to fit specific needs of the customer through research and innovation by the product and solution innovation team. This has been complimented by delivery of the goods/products to the customer, assisting the customer on installation of the equipment, following up on the supplied equipment and check whether they meet the customer needs, after sales support and warranty as well as established service centre/workshop and buffer solution (standby solution) to make sure customer services are not interrupted.

Another influence strategy adopted by energy solution firms is the low cost–leadership. This has been achieved through partnering with shipping firms which have very good competitive shipping cost; shipment planning by choice of mode of freight by sea if not very critical/urgent, by air if urgent to meet customers' expectation; importation by large which gives Delta advantage for negotiating prices(economy of scale); good partners who offer very good competitive pricing and credit facility and by doing things the right way the first time by competent team across the organization. This has ultimately lead to

operational effectiveness, very understanding local suppliers and outsourcing is key to low leadership cost.

About factors considered in choosing a particular strategy by Power energy solution firms, the researcher has concluded that firm analysis (SWOT, PESTEL) and Porter forces has played instrumental role especially in establishing the nature of competition or level of competition and company resources capabilities. This has been followed by developing internal customers who are their employees, personal touch with the customer (personalized approach), internet based strategy which has been very instrumental in advancing the marketing strategy.

5.4 Recommendations

The study recommends that Power energy solutions firms should focus on factors which affect and prompt for competitive strategies including:

- i. The researcher recommends that the firms should adopt market penetration and the best way to achieve this is by gaining competitors' customers (part of their market share). Other ways include attracting non-users of the product or convincing current clients to use more of the product/service, with advertising or other promotions.
- ii. Organizations and especially energy solutions need to embrace strategic issue management systems to enhance their capacity to adapt and learn. Organizations also need to continuously monitor strategic issue throughout the year in order to be able to realize the full potential of investing in it.

- iii. Culture should be prevented from being a source of resistance to the change programmes
- iv. The firms should hire consultants to assist in conducting internal and external environmental analysis
- v. The structure of the energy solutions firms needs to be changed in order for it not to hinder the adoption of change
- vi. The power solutions policy and the managers' attitude should be changed so as not to influence the intensity of strategy
- vii. Best management practices and system to be maintained
- viii. Staff training and development (capacity building)
- ix. Efficient and effective processes (and reengineering of the processes)

5.5 Limitations of the Study

The study cannot be used in general since it only covers one energy solutions firm and there may not apply for other firms in the industry. There could be other competitive strategies employed by other the firms or any other organization in Kenya. Interviews had limitation on their time and thus may not have divulged some important information that could be useful in addressing the research questions. Other interviewees were also critical on confidentiality of the information they were providing. The researcher nonetheless assured the interviewees that the information provided would be confidential. To ensure wide coverage of information provided, the researcher interviewed seven interviewees which ensured all research questions were addressed.

5.6 Suggestions for Further Studies

Given the findings and limitations of this study, the study recommends further study to be undertaken in following research topics:

- i) Factors influencing competitive strategies should be extended to other firms in the same industry with Delta Energy Systems Ltd.
- ii) Factors influencing competitive strategies should be extended to firms in a different industry for comparison purpose.

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APPENDIX I: Interview Guide

This interview guide seeks to collect data that will help in conducting a study on factors influencing competitive strategies adopted by Delta Energy Systems Ltd on performance in Kenya. Kindly provide information frankly and honestly. Any information you give will be treated confidentially and used for academic purposes only.

SECTION A: GENERAL INFORMATION

1. What is your highest education level?
2. How long have you worked as a senior manager in Delta Energy Systems Ltd?
3. In which department do you work in?

SECTION B: COMPETITIVE STRATEGIES ADOPTED BY DELTA ENERGY SYSTEMS LTD

1. Does Delta Energy Systems Ltd concentrate on providing a unique product or service in order to differentiate itself with other companies?
2. If yes, how is this achieved?
3. If yes, how does offering unique product/service affect performance of Delta Energy Systems Ltd?
4. Does Delta Energy Systems Ltd focus on providing product/service at the lowest unit costs relative to the competitors?
5. If yes, how has the management of the company achieved the low cost -leadership?

6. If yes, what effect does this have on the performance of Delta Energy Systems Ltd?
7. Does Delta Energy Systems Ltd focus on a particular customer segment or geographical market in developing its products?
8. If yes, how is the performance of Delta Energy Systems Ltd affected by this strategy?
9. Does Delta Energy Systems Ltd build its competencies by directing its resources to the profitable growth of a narrowly defined product market, focusing on a single dominant technology?
10. Does Delta Energy Systems Ltd do cosmetic modifications in marketing existing products?
11. If yes, how do these modifications affect the performance of Delta Energy Systems Ltd?
12. Has Delta Energy Systems Ltd formed alliances with other companies?
13. If yes, how have these alliances affected the performance of Delta Energy Systems Ltd?
14. What factors are considered in choosing a particular strategy at Delta Energy Systems Ltd?
15. Is there a strategy that I have not mentioned which Delta Energy Systems Ltd has adopted?

16. If yes, which are they and how have they affected performance of Delta Energy Systems Ltd?

17. What suggestions can you give to enhance the effectiveness of strategies adopted at Delta Energy Systems Ltd in improving its performance?