

**GLOBAL POSITIONING STRATEGIES AND FIRM COMPETITIVENESS: A CASE
STUDY OF THE BANK OF BARODA**

BY

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DECLARATION

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

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

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DEDICATION

To my beloved wife and children

ACKNOWLEDGEMENT

Primarily I would like to thank my darling wife Damaris for more love daily, support and being there for me. I wish to sincerely thank my supervisor Dr. Mary Kinoti for providing unlimited, invaluable and active guidance throughout his project. I also thank the University of Nairobi for giving me an opportunity to pursue my MBA. I extend my gratitude to my MBA friends and colleagues for their contributions and support. Thanks also goes to all those not mentioned by name above but who contributed in one way or the other to my completion of this study. This applies especially to my lecturer's at the University of Nairobi, and the research study respondents.

ABSTRACT

Global positioning strategy is important given the fact that it fosters highly flexible customer responsiveness. The study sought to determine the effect of global positioning strategies and firm competitiveness at the Bank of Baroda. The study adopted a case study research design and was guided by the following objectives; to determine global positioning strategies adopted by the Bank of Baroda, and to determine the effect of global positioning strategies and the competitiveness of Bank of Baroda. The study utilized primary data which was collected through a face to face interview with the researcher. Five people were interviewed using an interview guide containing a set of questions. The interviewees included five marketing and strategic managers at the Bank of Baroda. Qualitative data was obtained from the interview guide and was analyzed using Content analysis. The study found out that the bank of Baroda has adopted and implemented a number of global positioning strategies in its operations. The study concludes that; positioning by product attribute, positioning against your competitor's product, positioning by use or application, positioning by price-quality relationship, positioning by product user, positioning by product class, and cultural symbol positioning constitute the main global positioning strategies that the bank of Baroda has adopted over the recent past. The study concludes that; the adoption of global positioning strategies has had a significant impact on the competitiveness of the Bank of Baroda in the recent past. Given the fact that global positioning strategies positively influence firm competitiveness the study recommends that other firms across the various sectors in Kenya to embrace global positioning strategies in their operations. At policy level, the study recommends that; the national and county governments to formulate policies geared towards creating an enabling environment for internationalization among local firms so as to make them more competitive. The study further recommends that the government and other key stakeholders keen on enhancing firm and national competitiveness to focus on creating impetus to put in place critical success factors to mitigate the negative effects of global trade. The study was limited to the extent that it adopted a case study research design; hence the research findings might not be generalizable and applicable to other banks in Kenya owing to the fact that different banks may be applying different global positioning strategies. The study suggests that further research efforts should focus on approaches to managing global marketing. The need for further research into this aspect of organizational management is further compounded by the facts that the study revealed a number of key global positioning drivers which could be making the firm performance of local firms less competitive. The study further recommends studies involving confirmatory factor analysis to further test the outcome so established and to confirm the findings of the study. Towards this end, further studies can be conducted to test and confirm the factor loadings in different firms beyond the banking sector so as to establish the validity and strength of the findings.

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ABBREVIATIONS& ACRONYMS

BOB:	Bank of Baroda
FDI:	Foreign Direct Investment
GDP:	Gross Domestic Product
MNEs:	Multinational Corporations
RLF:	Retail Loan Factories
SMEs:	Small and Micro-Enterprises
SSIs:	Small Scale Industries

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The strategic principal for businesses rival worldwide is to attain the economies of scale which the international marketplace affords. Consequently, transnational corporations which treat solitary nation markets individually are probable to fade and be swapped by global companies which vend standardized goods the same manner all over in the world. Globalization mirrors a business positioning grounded on the certainty that the world is becoming more identical and that differences amid domestic markets are not only diminishing but, for certain merchandises, will ultimately disappear. As an outcome, firms must to globalize their intercontinental approach by framing it across fairs to take gain of original market, price, setting, and modest dynamics. Planning in a global, vibrant situation infers that companies embrace strategies which permit them to grow beside the environment they are surrounded in (Rene, 2011). Strategy arises from mind-sets which are shifting over time, and international and indigenious concerns are capable of amalgamation (Vrontis and Sharp, 2012).

Three theories established the academic basis of the study: global marketing strategy model, the long tail concept, and sustainable competitive advantage theory. The global marketing approach theory is therefore around the incorporation of the three key standpoints of worldwide marketing schemes (Zou&Cuvsgil, 2002). The Long tail model is built on the development of global virtual trade, and the capability of the Internet to offer a justifiable market even for very vague goods and services whose sales are squat (Nderson, 2009). The SCA model is on the sustained advantage of applying some distinctive value-creating approach not concurrently being employed by one current or likely contestant through the inability to matching the paybacks of this approach (Prahalad, 1989; Dickson, 1992).

Worldwide banking has stretched out noticeably over the past 30 years. Its system and topographical coverage reveal two significant characteristics of the part international banks play in the universal economy. First, international finance has remained an imperative component of a wider course of monetary globalization and integration. Historically, it has extended in performance with international trade and has achieved key roles for the business of international corporations. In addition, the homegrown processes of foreign banks have incited the expansion of monetary structures in evolving markets and assisted to ease information snags via close and constant client relations. Second, the role of global banks in the worldwide economy is closely connected to that of international fiscal markets. The request for economic services from multinational firms and quickly rising developing markets promises to transform international investment and its influence to financial advancement in the future (Tomczak, 2013).

A change of trade movements and multinational manufacture in the path of emerging market economies might hasten economic assimilation. Given that globally active banks have facilitated to adventure the world's trade and industry progress potential over extensive times, it is essential to study their business prototypical in the light of the current tragedy. The mishap has emphasized shortages in the operations and risk management of numerous banks, as well as cracks in the supervisory situation (Bennett, 2014). Such insufficiencies enabled the speedy transmission of shockwaves across the global financial structure through globally active banks. The dynamic nature and volatility of Kenya's banking sector underscores the need for studies to be done on how global positioning influence global growth and accelerating the proliferation and expanding through a presence of banks in all parts of the world.

1.1.1 The Concept of Global Positioning Strategy

Global positioning is the method whereby data about the firm and/or product is connected in such a way that the entity is perceived by the customer to be separated from the rivalry, to reside

in a specific space in the total market. According to Brooksbank (1994), the process of acquiring a position encompasses certain features which are similarly addressed in the description above; the body to position, the customer aim market and the contestants for the positioned entity. Once a positioning tactic is completed it is placed into action by gathering the marketing combination to sustain the selected position.

The Global positioning approach is like the trans-national strategy, which advocates for a universal strategy over which a multinational firm mixed with a universal network of separated associates/affiliates to take advantage of the whole setting for every value-adding action. The effective execution of this innovative global plan indicates to the distribution of superior, topnotch value for cash (Shantanau, 2011). Tomczack (2013) illuminates that positioning refers to both the dwelling a merchandise or make occupies in clients' minds comparative to their requirements and rival products or brands and the vendor's decision making envisioned to generate such a position. Thus the positioning idea involves both competitive and consumer deliberations. Yidan (2009) postulates that; a global positioning strategy is interpreted as a multidimensional hypothesis through six key dimensions, as well as global market sharing, merchandise standardization, even marketing platforms; combined competitive transfers; harmonization of value-adding activities; and focus of value-adding activities. Shaoming (2010) defines global strategic positioning as a executive practice in the business to improve an institutional level strategy that purposes to successfully differentiate the firms from competitors in the global market. Thus, Yidan (2009) offers the most inclusive description of overall positioning strategy known that for each facet; a multi-domestic strategy would pursue to enrich worldwide performance by capitalize on native competitive advantage and returns, whereas a global strategy would look to improve universal performance through allocation and incorporation.

A global positioning strategy begins with the item that the corporation desires to position, in the awareness of the customer, relative its challengers. Many writers and scholars mention to the term positioning in diverse ways and with dissimilar understandings. According to Sjöström (1996) global positioning is distributed into four unlike standpoints. These standpoints are defined on which kind of item is being placed in the course and named goods-oriented, competition focused and relations-oriented and the phase-oriented positioning practices.

Global positioning strategy is essential given the statement that it adopts extremely flexible customer receptiveness (Tallman, 2001). In general, when a company goes in and operates in fresh marketplaces, competence formation takes place. New market precise abilities plus the knowledge of competition in the owners fair will force variations over time in the approach and erect chosen at admission (Momaya, 2013). Application of a global strategy not only upsets the financial aspect of a industry's performance in the worldwide market, but also aids increase the business's planned position in global struggle. It is therefore imperative that strong performance objectives be established before considering and executing a global strategy. Subject to these performance ends, certain scopes of a global strategy may be highlighted and others de-emphasized by industries contending in the global market.

1.1.2 The Concept of Competitiveness

Corporate effectiveness is well-described as the capacity of a company to scheme, yield or market goods greater to those obtainable by players, bearing in mind the value and non-price potentials (D'Cruz, 1992). Competitiveness procedures are those developments, that support classifying the of position and existing outcomes of main processes such as premeditated management procedures, human resources developments, procedures managing processes and technology supervision processes. According to Wendy (2010), high performing multinationals are those that meritoriously balance present wants and future prospects; constantly outdo peers in

income growth; viability and overall return to investors; bears their superiority across time, business sequences, industry disturbances and variations in leadership. Barney (1991) contends that a competitive advantage is an plus gained over competitors by contributing customers better value, either through lesser fees or by providing extra assistances and services that validate alike or even upper fees. Firms can similarly increase competitive advantage by the expansion of basic proficiencies and lenient management features like culture, social capital and advanced knowhow or by concentrating on value chain suitable through uniformity of activities, strengthening of processes to make synergy and adjusting their energies and performance capability (Manketelow, 2014).

Competitiveness can be handled as an independent or a dependent variable, subject to the views from which an individual confronts the subject. Berkely et al (1988) has suggested a framework that devises three folds: the competitiveness performance, competitiveness prospective, and the management procedures. A similar structure can be located in the World Competitive Yearbook. In the WCY principle, of “world competitiveness” is a blend of intrinsic resources that have been created and a practice of transferring resources into financial results (Man, 1998). Effectiveness encompasses a mixture of resources and procedures, it is where possessions are passed on (natural resources) or produced (infrastructure) and procedures convert the assets to attain economic advantages from selling consumers (Athanasios, 2013). Outcomes can be achieved through modest abilities through the contesting processes (Berkely et al, 1988), similar to the Asset-Process- Performance (APP) framework (Momanya, 2000).

Some authors view competitiveness with the competency approach. They stress the role of issues internal to the firms such as organization strategy, arrangements, abilities, proficiencies to invent, and other concrete and intangible possessions for their competitive achievement (Bartlett and Ghoshal, 1989; Doz and Prahalad, 1987; Hamel and Prahalad, 1989, 1990). This assessment is

for the most part among the resource-based approach towards competitiveness (Prahalad and Hamel, 1990; Grant, 1991; Barney 2001, 1991; Peteraf, 1993; Ulrich, 1993). Capability to advance and position abilities are far more effectively than competitors can support in accomplishing world-class competitiveness (Smith, 1995).

1.1.3 The Banking Industry in Kenya

With Kenya's GDP growth close to 5.4% over a period of 10 years from the year 2004 to 2015, sound performance by the finance sector has primarily been compelled by mooring in of the unbanked population (CBK, 2015). The swift growth is accredited to; monetary inclusion enterprises by the Supervisory body; Central Bank of Kenya such as introduction of M-Shwari accounts by Commercial Bank of Africa in collaboration with Safaricom, division expansion, remittances and increased use of alternative distribution channels of banking amenities such as agency banking model as well as improved advertisement by banks. In totality, more proprietors, both public and private favor making payments through bank accounts (CBK, 2015).

During the quarter completed on 31st March 2015, the industry included 43 commercial banks, 1 bank loan financial company, 10 microfinance banks, 8 representative workplaces of foreign banks, 86 foreign exchange agencies, 14 money remittance agencies and 2 credit reference bureaus (CBK, 2015). The Kenyan Business Sector acknowledged improved results with the scope of net assets standing at KES. 3.37 trillion, credits & loans amounting to KES. 2.04 trillion. although the payment base was KES. 2.41 trillion And revenue before tax of KES. 37.3 billion as at 31st March 2015. The Monetary Evaluation (2015) shows that; the number of bank client deposit and credit accounts stood at 29,714,738 and 5,354,017 in that order. On assets, the banking sector's aggregate balance sheet grew by 3.4 per cent from KES.3.26 trillion in December 2014 to Ksh.3.37 trillion in March 2015. The cost of overall non-performing loans (NPLs) amplified by 9.4 per cent from KES. 107.1 billion In December 2015 to KES. 117.2

billion In March 2015. However, banks continue to use improved credit evaluation standards to alleviate credit risk (Economic Review, 2014; CBK, 2015).

1.1.4 Bank of Baroda

Bank of Baroda (BOB) was formed in 1908. In 1910, the bank opened its first outlet in Ahmedabad followed by a new in Mumbai in 1919. In 1930, BOB began giving safe deposit lockers to its clientele in Baroda. Shortly after Independence, the bank initiated its foreign branch in Mombasa (Kenya) in 1953, followed by its first European branch in 1957 in London. Currently, the bank has 61 foreign subdivisions/offices spread across 21 nations. Bank of Baroda came into its Centenary Year in 2007 (Mallya, 2015). BOB has an global experience of above 52 years and has wide foreign presence in relations to branch networks among the Indian banks. It stayed as among the first Indian banks to venture in a foreign country by opening a branch in Mombasa-Kenya, in 1953. BOB had over 2,900 branches internationally at the end of financial year 2005-06, which comprised 39 abroad branches in 20 countries. The bank has established an International Merchant Banking Cell at its intercontinental division for placing funds from international markets for Indian business by way of syndicated credits, bonds, free rate notes, foreign cash convertible bonds and credit-linked notes (Mallya, 2015).

An intercontinental tactic has helped the Bank of Baroda on numerous ways. When it extended into Uganda and Kenya back in 1953, the first Indian bank and the single bank in India as a government bank, set up by the former rulers, it stretched out outside its national borders. In Uganda, Bank of Baroda arrived as a single local bureau then transformed into a subordinate in which the resident government could hold a share. That bit was later denied to the public. In Kenya the government held a stake right from the beginning and finally divested it to the community. While the shares are hardly traded owing to an illiquid market, these are both turnover making bodies. In Zambia, Bank of Baroda has a cooperative undertaking with Bank of

India and Central Bank using 20 per cent shareholdings in each one; the set of scales held by the domestic government. The firm is panel managed, and has a CEO in rotation every three years, amongst the three banks. A candidate from the Zambian government is non-executive chairperson. The bank is almost entirely SME and wholesale lending. Currently, Bank of Baroda has about 35 outlets in Africa (Sunnil, 2015).

As an Indian bank with a extensive universal existence, BOB has a widespread choice of merchandises and amenities to meet the desires of its varied clientele. The key services for the corporation include export finance, bill finance, and advance against shares, infrastructure finance, foreign currency loans and sub-PLR loans. In 2006, BOB entered into a strategic tie-up with the Export Import Bank of India for co funding projects in different countries. It has also tied up with the Western Union for facilitating remittances by Non Resident Indians (NRIs) to India. The bank has relations with 279 overseas banks around the world. Amongst the major services that the bank offers is loan appraisal, merchant banking, cash management and remittances. In the personal banking segment, the bank has a number of deposit and loan products, credit cards and debit cards. The bank offers the facility of multi-city cheques, where cheques will be payable at par at selected centres, like local cheques, issued by the customers of the bank to their clients. A few of the specially designed products of the bank include *Baroda Health* – a Mediclaim Insurance Scheme and *Baroda Money Express* – remittance facility that ensures instant payments and transfer of funds. The bank has entered into Wealth Management to tap the potential. Therefore, Wealth Management, as a business line is being given sharper focus. The bank also has full-fledged Internet and mobile banking as part of their product portfolio. The bank offers special loan schemes for small scale industries (SSIs) and medium enterprises (Mallya, 2015).

1.2 Research Problem

Global strategy is turning out very significant as financial and governmental globalization develops. In this regard therefore, large, complex, global international business organizations must have the capacity to adapt methodically to random and rapidly shifting situations. To remain competitive, multinational organizations need to undertake global strategic positioning with the aim of developing an institution strategy level that purposes to efficiently differentiate the group from opponents in the global market. The seemingly persistently shifting, very connected, and clearly vibrant international corporate setting emphasizes the necessity for global banks to establish strategies aimed at responding to the hitches and tests of an progressively codependent and multifaceted atmosphere in which new marketplaces appear instant, and old ones change with slight caution.

The banking sector in Kenya has faced immense challenges over the last five years owing to the 2008 global financial crisis, globalization and stiff hyper competition from global players. The macroeconomic environment has equally been unfavorable with the Kenyan the value of the Kenya shilling against the US dollar drastically falling in the recent past. On the other hand inflation and volatility in the capital market has negatively impacted on the performance of commercial banks in Kenya. Major Banks have been grounded including Equatorial and Chase bank which are now under receivership due to the effect of draconian transformations and mismanagement in the banking sector in Kenya (ADB, 2016). There is need therefore for more studies to investigate how commercial banks in Kenya can enhance their competitiveness in the dynamic banking industry.

International studies have been carried out on global strategy and firm competitiveness. Rene (2011) conducted a study on International, Market-Driven Expansion Strategies in Generaland found out that; fast-tracked practical modification and over-all competition produce an undefined, risky atmosphere in which planned elasticity and reversibility are serious

accomplishment elements. Isobel and Lowe (2013) carried out a multiple case study on the Nature of International Product Positioning among domestic product firms in Malaysia and revealed that; Setting has a vital part in transnational marketing by assisting a product stand out amid local and foreign competitors. They further found out that it is a process generates an exceptional habitation for creation in contrast to challengers. Hassan (2012) undertook a survey Networking universal market subdivision resolutions with strategic placing choices among US firms and found out that; the mutual usage of both macro- and micro-bases of division in to influence related tactical placing in the markets globally. However, small-bases of breakdown are recommended for firms looking for differential positioning strategies. Bucur (2012) carried out a study on The Globalization of the Banking Sector- Evolutions and predictions and revealed that; in connection with the positive and negative consequences of globalization, there is a constant progress of the advancements bred by globalization in the fiscal subsystem of the total economies - its greatest vigorous subsystem.

Locally, Kaveke (2007) conducted a descriptive survey on response strategies of tobacco companies in Kenya to global competition and revealed that indeed the tobacco companies were part of a globalized business world and that global competition had a direct impact on their operations and strategies. Njagi (2010) carried out a study on the Strategic responses by Kenya Revenue Authority to challenges of globalization and found out that KRA has been able to keep pace with the global nature of its operations by maintaining a match between its strategy and the environment through revision of its strategies to match the turbulence to ensure success despite the globalization challenge. Sirengo (2013) conducted a study on globalization strategy in pharmaceutical companies in Kenya and established that those globalization strategies have been of great benefit to the pharmaceutical industry. Munene (2013) did a study on strategic positioning and organizational performance of the top five oil companies in Kenya and

discovered that separation strategy, estimate and marketing, supposed worth of service and valuing strategy were used by the enterprises to advance their results.

Despite the fact that international and local studies have been undertaken on global strategy, the impact of the impact of the various global strategies on organizational competitiveness perception at the international level remains relatively under explored in Kenya. Against this backdrop, this study sought to investigate how global positioning strategies impact on firm competitiveness. The study sought to address the research question; what is the influence of global positioning strategies on firm competitiveness of Bank of Baroda?

1.3 Objectives of the Study

The study was guided by the following objectives:

- i. To determine global positioning strategies adopted by the Bank of Baroda; and
- ii. To determine the effect of global positioning strategies and the competitiveness of Bank of Baroda.

1.4 Value of the Study

On a theoretical level, some of the results of this study will be in line with the mainstream of existing literature on global strategy and competitiveness while at the same time some of the findings may challenge the assumptions made in the literature. In this study, we make three contributions to existing literature. First, we address the little-researched topic of globalization antecedents. By exploring the impact of global positioning strategies on global performance, we add to the understanding of internationalization drivers within young ventures. Relatively few studies on global strategy have emphasized positioning-related strategy for Kenya firms so far.

The current study will also contribute on the methodological level by providing additional information on both the measurement and analysis of internationalization and global competitiveness. Major contributions of this study includes providing evidence of a collaboration-performance relationship for the international business literature, contributions to the dynamic capabilities and international entrepreneurship literature, as well as advancing a re-conceptualized model of internationalization.

On the managerial level, the findings of the study will be instrumental to operations, strategic managers and practitioners as follows: First, the fact that resources which are valuable, rare, inimitable and non-substitutable may be sources of sustained competitive advantage. Secondly, fact that global strategic formulation and global competitiveness are dependent on the firm's international market orientation. The study will definitely provide insights for international strategic and marketing managers on how to design their international market orientation strategy for optimality in export performance.

On the policy level, the findings of the study will provide vital insights to policy makers at the national level on enhancing the competitiveness of local banks in the international market. Given the centrality of the banking sector in Kenya's vision 2030, the study will provide backstopping to consultants, line ministries and allied state organs in formulating a robust national strategy with regards to enhancing bank performance in the international arena.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section evaluates theoretical and empirical prose from past studies on global positioning strategies and firm competitiveness. The chapter focuses on; the theoretical framework, global positioning strategies, relationship between global positioning and firm competitiveness, and the summary of the literature review.

2.2 Theoretical Basis of the Study

This section builds the theoretical framework of the research by drawing on Global Marketing Strategy (GMS) Theory, Long Tail Theory, and sustainable competitive advantage theory.

The unified element of theoretical inputs of which this study consists intends to light up the core mechanics and approaches to the global positioning. For this reason, inclusive theoretical representations pertinent to both academic world and practice are presented.

2.2.1 Global Marketing Strategy (GMS) Theory

Advanced by Zou and Cavusgil (2002) the worldwide strategy marketing theory is defined as the level to which a company globalizes its advertising traits in many countries via standardization of its marketing-mix variables, focus and coordination of the marketing actions, and incorporation of competitive shifts across the set markets. The global marketing approach theory is thus about the integration of all the three major perspectives of global promotion strategy. Zou and Cuvsgil suggest three dimensions of what they term global marketing strategy (GMS): consistency, configuration and incorporation. Consistent with earlier studies (Zou and Cuvsgil, 1994; Samiee and Roth, 1992), a business's international market routine is conceived as

possessing a strategic and the financial aspect and is assessed on a universal foundation that comprises the domestic marketplace.

The theory is applicable to the present study since it gives a more inclusive clarification of how a company improves its performance in the universal market. All the three elements of global marketing approach have a general focal point on enhancing a company's performance in the universal market, though each of them emphasizes a certain characteristic of the business's global selling. Therefore, individual aspects of the GMS that derive from the three viewpoints of global marketing approach fit the external strengths in the global market. Zou and Cavusgil incorporated controls of the external industry drivers and international firm issues. They depicts the global strategy as a firm's response to an external commerce globalization drivers and inner organization causes constrains to an organization's capability to visualize a global strategy and its capacity to implement the selected approach" (Zou and Cavusgil, 2002).

2.2.2 Long Tail Theory

Proposed by Chris Anderson (2009), the "long tail" theory is stated as the capability to uphold a company based on a minute sale to a global slot segment. It means, in fact, that a tiny firm can still be global. The Long tail theory is ventured on the manifestation of widespread online trade, and the ability of the Internet to give a sustainable marketplace even for the vague commodities whose sales are minimal. There are two areas to the lengthy tail. One is the truth that some commodities do not die or fade away from the marketplace but turns to have diminutive but stable sales, shown in an elongated tail to the right. This takes place often to the generation defining goods such as music disks and films, but also to automobiles, clothes, and accessories and alike products that have nostalgic worth. But the long tail models also engage new commodities aiming for a minute gap in the market. The low price of communication through the

Internet, the simplicity of getting any one online “store,” and the minimal expense of worldwide logistics make it likely to market extraordinary goods in tiny volumes.

The current study will be informed by the long tail theory given the fact that, the theory is about culture and economy which is a major global management concern today. As the prices of fabrication and supply fall, particularly online, there is now minimal need to bulge products and customers into one-size-fits-all packages. In a period without the restrictions of tangible shelf allocation and other challenges of distribution, narrowly-targeted products can be as cost-effectively gorgeous as the mainstream fare.

2.2.3 Sustainable Competitive Advantage Theory

According to sustainable competitive advantage theory (SCA) advanced by Porter (1985), a business has a sustained rivalry benefit when putting in place a worth generating approach not concurrently being put in place by the present or likely rivals and when the other companies cannot duplicate the advantages of this approach. The SCA mold is about the extended gain of implementing an exclusive worth-creating plan not concurrently being put in place by an existing rival along with the incapability to copy the advantages of this strategy.

The essential feature of competitive alteration is the specialization of contractors to fulfill the disparities in consumer claim. Towards this end, companies must struggle for exclusive traits to differentiate themselves from rivals in the view of the buyer. Hamel and Prahalad (1989) and Dickson (1992) analyzed the urge for businesses to know the way to generate novel improvements that will stay them an extra step from the market rivals. Alderson was assumed "ahead of his time" with esteem to the proposal that companies hunt for methods to be distinguished from their rivals. After more than a decade after, Hall (1980) and Henderson (1983) made concrete the reason for companies to have exclusive benefits in from its rivals if

they are to carry on. These disagreements form the base for getting SCA. The SCA hypothesis is thus useful to the present research because it focuses on using viewpoints of the consumers and rival to assess company performance; this external focal point associates the SCA to the idea of market course. Via a consumer orientation, businesses can increase acquaintance and consumer imminent to produce finer innovations (Varadarajan&Jayachandran, 1999).

2.3 Global Positioning Strategies

According to Michael Porter (1986), marketing plays three critical positions in a universal approach: configuration, harmonization, and connection. The configuration is associated to the advertising tasks and their home or the federal performance. Coordination of advertising actions deals with dichotomy of unvarying and ready-made selling in multiple nations. The final task is a association of other actions via a worldwide configuration or harmonization. As per Isobel and Lowe (2013), effective global positioning can be attained in no less than seven different ways: positioning by product attribute, positioning against your competitor's product, positioning through the use or application, positioning using price-quality relations, positioning by commodity user, positioning via commodity group, and cultural symbol positioning.

Positioning by commodity features involves using a characteristic that differentiates one good from others. In this case, marketing endeavors stress the quality as the critical selling point. For instance marketing process emphasizes on the product attributes like convenience in use, durability and reliability. Positioning against your competitor's product on the other hand, involves comparative promotion against other leading product brands. Rivals can be utilized to launch a spot by diverging the firm's commodity aligned with others. Lawful and cultural forces can challenge straight evaluations with a rival, such as via contrast selling; but, a rivals positioning can be highlighted in different procedures. Firms in many nations usually face a difficult and conflicting permutation of rivals in every marketplace. Market antagonism comes

on or after added worldwide produced goods or locally manufactured ones. The nation in which the commodity was produced may come into into customer assessments (Buckley & Ghauri, 2004).

Positioning by use or application involves positioning the product in respect of the consumers by an emphasis on the type of consumers who use the product/service. The approach aims at generating a memorable utilization for a commodity. Bleach can be utilized to clean garments in a certain nation, as a “germ-killer” in the other, and to broaden the life of already cut flowers in a given nation. Use positioning needs the recognition of the intended marketplaces that buy the commodity and then remarks how the commodities are consumed in different nations. Positioning by value-superiority relations strategy can be utilized for positioning reasons when firms avail products at prices that are extremes. Finally, the prominence turns eminence. In the little sort, outlay will be highlighted. Price-quality views can be exaggerated by the country or area a thing is manufactured in. Multiple technological novelties brought from Japan have encouraging quality because of their origin. German-manufactured vehicles always have the similar price-quality ranks (Morgan & Jones, 2009).

The commodity user positioning approach differentiates a service or good by specifying who can utilize it. In changeover economies, firms that make a distinction by targeting youthful customers as part of their universal market section can position commodities as being worldlier. Services like restaurants, credit cards, and the airline tour are positional as advantaging the business vacationers. While various commodity consumers can take tea for it health reasons, more rare consumers can only drink it for formal purposes. N example, in the history, marketers of the vehicle Buick noticed the vehicles were naturally sold to U.S. customers who had sixty years; but, the same make, when sold to users away from the U.S, they reached the marketplace with a thirty-seven years age limit. As a result, the firm commissioned a hostile promotional drive

towards the youths, Generation X buyers in the U.S. The objective was to move to a newer, youthful consumer user profile (Nicovich & Cornell, 1998).

Commodity class strategy shows a broad group of items where the products fit. An example, petty wares for men are t-shirts and the underwear. Some other commodity class sets are soft drinks and the energy giving beverages. Insights of commodity class changes by the customs and the fiscal incidents of a nation or the area. Pajamas made of silk are mainly offered to a consumer than the cotton ones. An example, in various parts of East Asia, tofu is a foodstuff like bread in Western nations. Many buyers do it daily or every week. In the Western nations, it does not have a similar value. On the contrary, it is seen by most of the users as an overseas commodity and is not regularly eaten. Hodo, is a Californian firm that has Asian origin. The firm manufactures quality, organic tofu that is far unlike from “the white lump” that most meet in stores (Isobel & Lowe, 2013).

Finally, Cultural figure positioning engross a brand getting some special ranks in a culture. Cultural marks show a trait of an area and can advance from trendy ethnicity, belief, or other issues that make a certain place different. Any commodity loved by sports stars Yao Ming in China or Pelé has the ability to be positioned as the artistic symbol. This style rides on the reality that; buyers buy a good after seeing it like a cultural sign. An example, the spice curry, which is a cultural figure to most of the customers in India, but its origin and past covers many nations. Curry is a blend of spices, such as turmeric, coriander, and cumin, among others; it was partly done by British. Customers all over the world buy it when the objective is to prepare “Indian-flavored” meals (Morgan & Jones, 2009).

2.4 Global Positioning and Firm Competitiveness

To summarize, a business has a competitive benefit when it is putting in place a worth-generating approach not concurrently being utilized by any of its rivals. If these businesses cannot copy the advantages of this approach, the company has a sustained aggressive gain (Barney, 1991). Valuable resources that are rare can be a source of competitive benefit. Supplies that are important are uncommon, inimitable, and not-substitutable can be the foundations of sustained rival gain (Barney, 1991). Successful global positioning approach design and implementation must cause finer performance (Cravens & Piercy, 2008).

Strategizing in a worldwide setting implies that the companies assume approaches that permit them to develop along with the surroundings they are established in. Companies will set up foreign partners if they can anticipate well-built ownership reward, location benefits, and internationalization gains (Dunning, 1981). The mold of alien development (Buckley & Casson, 1976; Rugman, 1981) presumes that MNCs slot in outlay-benefit evaluations of all the probable access forms (i.e., exports, foreign direct investment (FDI, licensing), and hybrid models). A blend of possession and site approaches in varying spatial and chronological conditions may be suggested. Huge marketplaces implement a locational drag on contributions, and critical contribution origins support local marketing. Thus, MNCs look for most favorable locations to source their raw products, transitional supplies, services 'brain arbitrage' and the assembly centers. Also, they hunt for entry and termination approaches for markets as they change with time (Buckley & Ghauri, 2004).

Global positioning enables a global enterprise avoid complacency which is a predecessor of a tragedy in the unstable global marketplace. The ever-varying market setting, together with proceedings by the rival businesses to grow market benefits, needs the firms to know their buyers (Cravens & Shipp, 1991). As per Day (1994), businesses are taking global positioning approach that is directed by the reason that all company strategy choices need to commence with a clear

consideration of global markets, consumers, and rivals (Day, 1994). Thus, a global positioning approach has a critical function in coming up with and implementing business and advertising approaches. Importantly, global positioning strategies provide a firm-wide viewpoint which allows for more effectual mixing of all actions that have impact on the consumer value (Cravens & Piercy, 2008). Doyle (2000) says that, gradually, it is obvious that enrichments in consumer value give a main path to getting greater investor worth (Doyle, 2000). Consumer worth is the result of a course that starts with a business approach based on a profound consideration of consumer wants (Troy, 1996).

The customer worth is the exchange of the gains alongside the expenses incurred in getting a commodity (Cravens & Piercy, 2008). Greater worth happens when there are optimistic net advantages (Cravens & Piercy, 2008). Kottler (1997) says that consumers form value anticipations and makes decisions to buy based of their awareness of commodities' gains minus the total expenses undertaken. Consumer contentment shows how fine the commodity use familiarity balances with the consumer's value hopes. Higher consumer value is from a very constructive use understanding in relation to anticipations and the worth contributions of rivals. (Cravens & Piercy, 2008) The firms that are market-driven show a real focal point on customer value as they put up a culture and procedures for being market-driven (Cravens & Piercy, 2008).

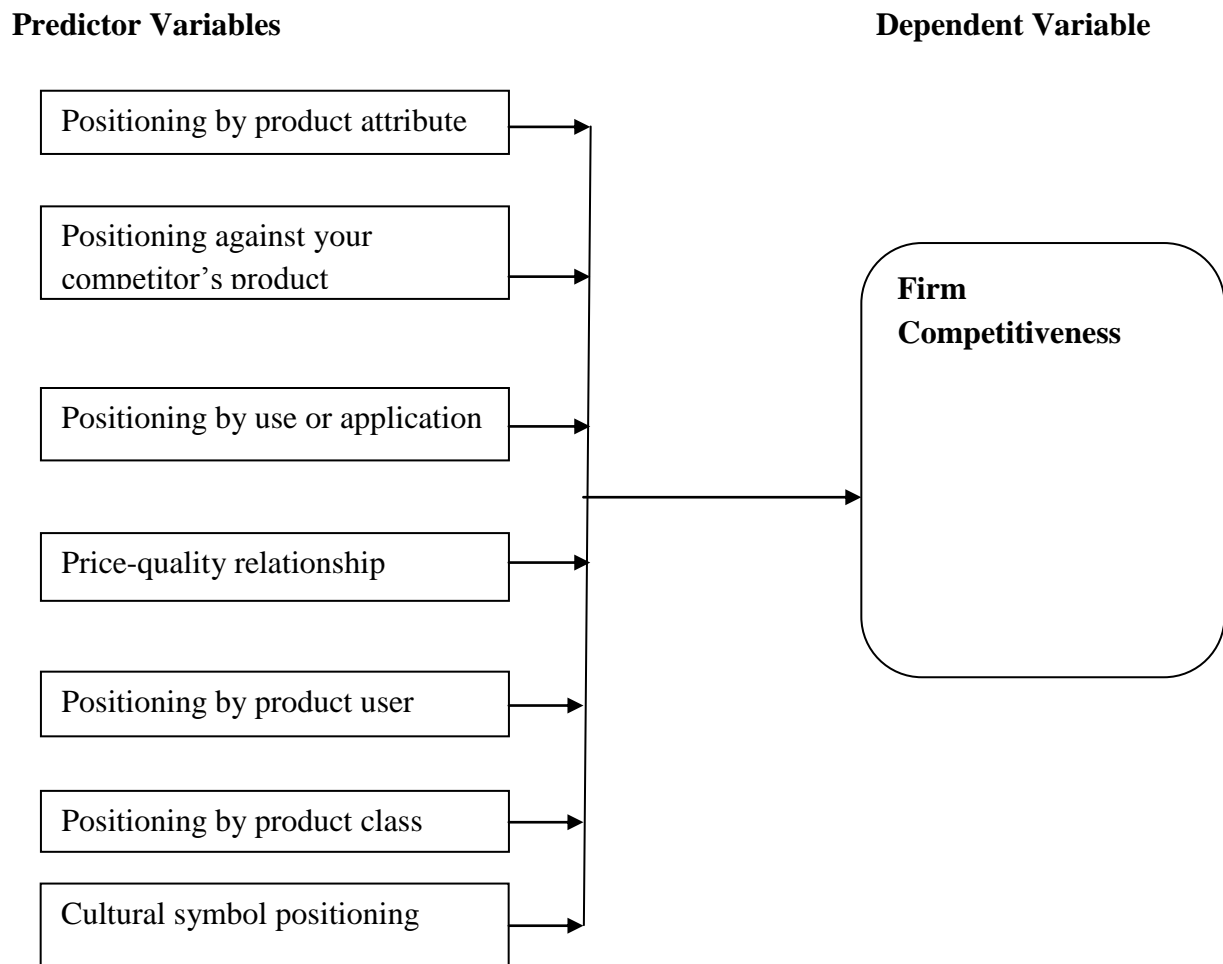
The major distinctive attributes of global positioning strategies are their mastery of marketplace sensing and consumer connecting abilities (Day, 1994). Market sensing, as a typical ability may be defined as the capacity of the business to know about buyers, rivals, and guide owners to constantly sense and work on measures and tendency in current and forthcoming marketplaces. In the businesses that are market-driven, the procedures for assembling, interpreting, and utilizing market data are more regular, considerate, and preventative than in different businesses. Market-driven companies are differentiated by the capability to sense proceedings and

tendencies in their markets in front of their rivals. Furthermore, a consumer-linking ability means to develop and manage all the close consumer relations (Day, 1994).

2.5 Conceptual Framework of the Study

A conceptual structure is a logically developed and elaborated network of interrelationships amid variables integral in the dynamics of a state under investigation (Mertens, 1998). It clarifies the theory essential to these relations and explains the character and track of these relations. A variable is a measurable trait that takes different standards among the topic. It is a rational method of expressing a certain aspect in an issue (Mugenda and Mugenda, 2003). In this, study the dependent variable is the firm competitiveness. The independent variables in this case are the global positioning approaches.

Figure 2.1: Conceptual Framework



2.6 Summary of Literature Review and Research gaps

The ensuing research is based on a summary of the literature thus presented. Much of the review considers empirical works published in academic journals from 2000 to 2016. The review started with the theoretical framework of the study. Key theories discussed in this section include;

Global Marketing Strategy (GMS) Theory, Long tail theory and Sustainable Competitive Advantage Theory. The chapter then delved into the various global positioning strategies before moving on to review prose on the relationship among the global positioning and company competitiveness. Finally the chapter ends with the conceptual frame work of the study.

Despite the fact that international and local studies have been undertaken on global strategy, the impact of the impact of the various global strategies on organizational competitiveness perception at the international level remains relatively under explored in Kenya. Furthermore, limited studies have been based on the outcomes of positioning approaches on performance are that the firms compete for buyers' consideration and secure a identifiable comparative location in their intelligences in harmony with their cultural base. The next chapter presents the research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Scandura and Williams (2013) refers research methodology as a systematic way to solve a problem. This chapter focuses on; the research design, data collection and data scrutiny techniques that were used in the research.

3.2 Research Design

The research adopted a case study research design. Especially for strategic management research, the case study approach is popular. The case study methodology is predominantly valuable to work with when there is a necessity to get an in-depth gratitude of a subject, occurrence or phenomenon of concern, in its natural actual setting.

Samples of inquiry engaging case studies for marketplace positioning include Rindova and Kotha's (2001) assessment of Yahoo! and Excite and Tripsas and Gavetti's (2000) thorough situation study of the Polaroid Corporation. Case studies provide the investigator not only the opportunity to designate certain associations, but also to check theory for distinct scenery.

3.3 Data Collection

Primary data was utilized in the study. According to Kothari (2011) primary data is information which are gathered fresh, for the first time and consequently they have an original format. The statistics was collected via a face to face interview involving the researcher. An interview guide containing a set of questions was prepared. Five marketing and strategic managers at the Bank of Baroda were interviewed. The rationale for taking the marketing and strategic managers was

informed by the fact that they are tasked with strategic planning and management at the bank. The procedure involved personal interviews to help determine the various global positioning strategies that the bank of Baroda has adopted to enhance its competitiveness in the international market.

3.4 Data Analysis

The qualitative facts acquired from the discussion guide were examined through the use of content analysis. Content data examination creates broad testimonials on how groups or themes of data are interrelated. It is the logical qualitative narrative of the structure of the items or constituents of the study. It consists of observation and comprehensive account of entities, objects or things that contain the object of the research (Snijders&Bosker, 2000). Content analysis approach has been used previously in similar research papers. This mode of analysis was adopted in this study to enable the researcher describe, interpret and at the same time criticize the subject matter of the research since it may be difficult to do so numerically.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section presents the verdicts of the research in establishing the perceived influence of global positioning strategies and the competitiveness of Bank of Baroda which was focused on the following main goal: to determine the perceived influence of competitive strategies on two objectives: To determine global positioning strategies adopted by the Bank of Baroda; and To determine the effect of global positioning strategies and the competitiveness of Bank of Baroda. This chapter also explains the findings in comparison with relevant literature as established by other authors in the same field of learning.

4.2 Response Rate

The research targeted 5 managers from form the bank of Barodafour of whom participated in the interviews making up a reply rate of 80%. This response was enough representative and is as per Mugenda and Mugenda (2003) provisions that a rate of 50% is okay for investigation and reporting; a rate of 60% is fine while a rate of 70% and over is exceptional.

4.3 Respondents Profiling

The interviewees' department and their working experience were sought in this study. According to the study the interviewees came from the two major functional areas of the bank involved in global marketing including; the Manager Strategic Planning and Projects, Manager Product and Sales, Manager Business Development, and Manager Corporate Banking. This enhanced the reliability of the data collected given the fact that the information was obtained from those who are tasked with strategic planning and top level management at the Bank of Baroda. In addition,

the interviewees were better placed and aware of changes which had taken place in this institution with regards to global positioning.

An inquiry was also made on the amount of years the interviewees had served at the Bank of Baroda. According to the study findings most of the respondents have worked with the Bank of Baroda for over ten years. This clearly implies information collected was from employees who have massive experience and familiarity with global positioning strategies adopted by the bank.

4.4 Global positioning Strategies adopted by the Bank of Baroda

The first goal of the research was to know the global positioning strategies adopted by the Bank of Baroda. The study therefore sought to investigate the various global positioning strategies adopted by the Bank of Baroda in the recent past. For easy analyzability the various global positioning strategies were categorized into seven streams; positioning by product attributes, positioning against your competitor, positioning by use, positioning by value-quality relations, commodity user positioning approach, commodity class approach, and cultural figure.

4.4.1 Positioning by Product Attributes

The study sought to investigate the perceived effect of positioning by product attributes on the competitiveness of the Bank of Baroda. According to findings, most of the respondents concurred on the fact that the Bank of Baroda has adopted positioning by product attributes to a large extent. According to the findings, the bank of Baroda utilizes a trait or characteristic that distinguishes its products and services in the market hence keeping the bank ahead of rivals in the market. The outcome of the study further indicated that the Bank's marketing hard work emphasize the trait as a critical selling point. Most of the respondents cited the banks' focus on durability and product reliability as a major selling point of the Bank of Baroda.

4.4.2 Positioning Against Competitors' Product

An inquiry was made into the extent and impact of adopting positioning against the bank's competitors' products. The interviewees were asked to give their opinion on the effectiveness of positioning against competitors' product as a key global positioning strategy. According to the study, the bank has been able to retain its global market power by embracing this strategy over the years. Most of the respondents cited the application of comparative promotion against other leading product brands as one of the main strategy that the bank has adopted over the recent past in a bid to enhance its global competitiveness. The respondents unanimously agreed that the Bank of Baroda undertakes the recognition of the end markets that acquire its products and services in enhance its global presence. On the contrary, few respondents concurred on the fact that the Bank of Baroda's marketing approach is biased towards creating a memorable set of uses for its products.

4.4.3 Positioning by Use or Application

The study sought to investigate the effect of positioning by use or application global positioning strategy on firm competitiveness at the Bank of Baroda. Most of the respondents postulated that positioning by use or application has enabled the bank cope with the competitive forces in the dynamic banking industry in Kenya over the recent years. According to the study, adopting this strategy has made the Bank of Baroda exceptional in its industry along other aspects that are widely treasured by the clients. However the interviewees were indifferent on whether the bank's endeavor to contrast its products against others exceeded the costs taken in creating its distinctive position in the global market.

4.4.4 Positioning by Price-Quality Relationship

Most of the interviewees agreed that positioning by price-quality relationship has enabled the bank of Baroda offer products and services at the extremes prices thus giving it a competitive edge in the dynamic global market. In the same context, most of the interviewees cited the Banks's emphasis on quality at the high end as another major strategy that has enhanced the banks' capacity to expand in the global arena. However, the study further revealed that the bank's quest to lay emphasis on price in the low range has not enabled it mitigate its expansion risks.

4.4.5 Product User Approach

An inquiry was made into the extent to which the bank of Baroda has adopted the Products User Approach strategy to position itself in global market. The interviewees unanimously agreed that the strategy has enabled the bank shift to newer, younger product user profiles facilitating more homogeneous pricing in all remote and urban areas culminating to building the bank's core competency. Most of the interviewees postulated that Products User Approach strategy has enabled the bank cope with the competitive forces in the global banking industry over the recent years. According to the study, adopting this strategy has made the Bank of Baroda unique in its industry with dimensions that are valued by the clients. Towards this end, most of the respondents indicated that the Bank of Baroda's differentiation strategy ultimately aim at proximity relative to rivals through cutting down of expenses in all areas that have no effects on the differentiation.

4.4.6 Positioning by Product Class

On product Class Approach the most of the respondents concurred on the fact that the bank of Baroda ensures that opinions of product and service class vary by the monetary circumstances of a given nation or area. According to the study, this approach has enabled the bank make

contingency strategic decisions depending on the socio-economic conditions of whatever country it's operating, hence remain competitive. Furthermore, the interviewees unanimously agreed on the fact that the bank's ability to relate its products to specific occasions or usage situations has enhanced the bank's agility in the local and global market.

4.4.7 Positioning by Cultural Symbol

The study sought to examine the influence of Cultural symbol as a global positioning strategy in enhancing the bank of Baroda's competitiveness. Most of the interviewees indicated that the bank of Baroda has established systems to ensure its brand achieve a unique status within the respective cultures across various regions in which it operates. According to the respondents, the bank endorses its products and services using sports stars or influential persons in society who are regarded as opinion makers. Such customer-friendly systems are designed to make customer experience courteous and efficient. Towards this end, most of the respondents contended that the bank's application of cultural symbol as a global positioning strategy is founded on the key assumption that; consumers usually buy a product or service when it is seen as a cultural figure.

4.5 Global Positioning Strategies and Firm Competitiveness of the Bank of Baroda

The second objective of the study was to determine the effect of global positioning strategies and the competitiveness of the Bank of Baroda. A company is said to poses a competitive benefit when it is putting in place a value-generating approach not concurrently being used by any of its rivals. Also, these other businesses are not unable to copy the gains of this approach; the company enjoys a sustained competitive benefit. Cognizant of the above this research tries to unravel the perceived sway of different global positioning strategies on the competitiveness of the bank in recent years. The respondents were to give their view on how the various global positioning strategies adopted by the bank over the recent years have contributed towards achieving the bank's competitive advantage.

Going by the findings of the study, the biggest impact of the Global positioning strategies adopted by the bank of Baroda has been on the implementation of a value-creating system that enhances the provision of diverse basic services.

Another major effect of global positioning strategies on the bank's competitiveness emanates from the fact that the bank has been able to evolve along with the environment it is operating in line with the contingency theory. Towards this end, through global positioning, the bank of Baroda has been able to avoid complacency by taking pro-active rather than reactive actions in the market. In addition global positioning strategies have enabled the bank of Baroda continuously monitor the constantly changing market environment while incorporating its customer demands in the production and design phases. Most of the interviewees concurred on the fact that global positioning approaches have enabled the bank of Baroda establish foreign affiliates thus enhancing the bank's core competency.

Other competitive advantages arising from the adoption of global positioning strategies at the bank of Baroda include: enhanced mastery of market sensing and consumer linking abilities; and the creation and management of close customer relationships. According to the study, the bank's service systems constitute a variety of practices and processes that people can use to meet consumer wants. Most of the interviewees indicated that the bank of Baroda has established customer-friendly systems which enables the bank handle complaints in a timely fashion which when combined with the bank's buyer-friendly systems and operations adds value and build client loyalty.

4.6 Discussion of the Findings

The study established that global positioning strategies associated with; positioning by product attribute, positioning against your competitor's product, positioning by use or application,

positioning by price-quality relations, positioning by commodity user, positioning by commodity class, and cultural figure positioning constitute the main global positioning strategies that the bank of Baroda has adopted over the recent past. The findings above corroborate to Isobel and Lowe (2013) who postulate that effective global positioning can be attained in no less than seven methods as listed above.

According to findings, the Bank of Baroda has adopted positioning by product attributes to a large extent. From the findings of the study, the bank of Baroda utilizes a trait or characteristic that distinguishes its products and services in the market hence keeping the bank ahead of competitors in the market. In addition, the Bank's marketing endeavors emphasize the trait as a key selling tip. The findings above thus compliments Buckley and Ghauri, (2004) who argue that; when positioning by product attributes, marketing endeavors emphasize the trait as the key selling tip. For instance marketing process emphasizes on the product attributes like convenience in use, durability and reliability.

On positioning by use or application, the study supports Morgan and Jones (2009) who postulate that; such an approach aims at creating a brilliant set of usages for a commodity. Bleach can be utilized for cleaning clothes in one area, as a "germ-killer" in a different country, and to extend the lifespan of cut flowers in a different location. They further argue that; the use or application positioning needs the recognition of the intended markets that buys the commodity and then notes how the commodities are utilized there.

According to the study, positioning by price-quality relationship has enabled the bank of Baroda avail commodities at the extreme price range thus giving it a competitive edge in the dynamic global market. In the same context, the study revealed that the Banks's emphasis on quality at the high end as another major strategy that has enhanced the banks' capacity to expand in the global

arena. The findings above are in line with Cravens and Piercy (2008) who contends that; Price-quality awareness can be affected by the country the item is manufactured.

With regards to cultural symbol as a global positioning strategy, the study indicated that the bank of Baroda has established systems to ensure its brand achieve a unique status within the respective cultures across various regions in which it operates. The same findings indicate that the bank endorses its products and services using sports stars or influential persons in society who are regarded as opinion makers. The findings corroborate to Zou and Cavusgil (2002) who portends that; while an organization's response to the external industry globalization drivers, the quest for global positioning is founded on the key assumption that; buyers often purchase a commodity when it is seen as a cultural figure.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to investigate the influence of global positioning strategies on firm competitiveness at the Bank of Baroda. This chapter presents; the summary of the findings, conclusions and recommendations of the study.

5.2 Summary of the Findings

The outcome of the study revealed that the global positioning strategies embraced by the bank of Baroda have positively influenced the competitiveness of the bank over the recent past. The first objective of the study was to determine the global positioning strategies adopted by the Bank of Baroda. The outcome of the analysis indicated that the company has adopted the following categories of global positioning strategies; positioning by product attributes, positioning against your competitor, positioning by use or application, positioning by price-quality relationship, product user positioning approach, product class approach, and cultural symbol.

On positioning by product attributes most of the respondents concurred on the fact that the Bank of Baroda has adopted positioning by product attributes to a large extent. The study further revealed that; the bank of Baroda utilizes a trait or characteristic that distinguishes its products and services in the market hence keeping the bank ahead of competitors in the market. The outcome of the study also indicated that the Bank's marketing efforts emphasize positioning by product attributes as a key selling point.

With regards to positioning against the bank's competitors' products, the study revealed that the bank has been able to retain its global market power by embracing this strategy over the years. Towards this end, the application of comparative promotion against other leading product brands

as one of the main strategy that the bank has adopted over the recent past in a bid to enhance the bank of Baroda's global competitiveness. According to the study, the Bank of Baroda undertakes the identification of the target markets that purchase its products and services enhance its global presence.

On positioning by use or application global positioning the outcome of the study indicated that positioning by use or application has enabled the bank cope with the competitive forces in the dynamic banking industry in Kenya over the recent years. According to the study, adopting this strategy has made the Bank of Baroda unique in the industry. However the interviewees were indifferent on whether the bank's endeavor to contrast its products against others exceeded the costs incurred in creating or attaining its unique position in the global market.

With regards to positioning by price-quality relationship, the study demonstrated that; positioning by price-quality relationship has enabled the bank of Baroda offer products at the extremes of the price range thus giving it a competitive edge in the dynamic global market. In the same context, the Banks's emphasis on quality at the high end as another major strategy that has enhanced the banks' capacity to expand in the global arena. However, the study that the bank's quest to lay emphasis on price in the low range has not enabled it mitigates its expansion risks.

On Products User Approach strategy, the study indicated that Products User Approach strategy this strategy has enabled the bank shift to newer, younger product user profiles facilitating more uniform pricing across remote and urban locations culminating to building the bank's core competency. The study further revealed that; the Products User Approach strategy has enabled the bank cope with the competitive forces in the global banking industry over the recent years. According to the study, adopting this strategy has made the Bank of Baroda unique in its industry along some dimensions that are widely valued by the clients.

With regards to product Class Approach the study found that the bank of Baroda ensures that perceptions of product class vary by the economic circumstances of a given country or region. According to the study, this approach has enabled the bank make contingency strategic decisions depending on the socio-economic conditions of whatever country its operating, hence remain competitive. Furthermore, the study revealed that the bank's ability to relate its products to specific occasions or usage situations has enhanced the bank's agility in the local and global market. In addition, the study indicated that influence of Cultural symbol as a global positioning strategy in enhancing the bank of Baroda's competitiveness. Towards this end, the study revealed that the bank of Baroda has established systems to ensure its brand achieve a unique status within the respective cultures across various regions in which it operates.

The second objective was to determine the effect of global positioning strategies on the competitiveness of the Bank of Baroda. The outcome of the analysis revealed a positive relationship between the adoption of various global positioning strategies and competitiveness at the bank of Baroda. According to the findings, global positioning approaches have influenced the company's core competencies in the global scene. Towards this end, the study singled out: positioning by product attribute, positioning against your competitor's product, positioning by use or application, positioning by price-quality relationship, positioning by product user, positioning by product class, and cultural symbol positioning as constituting the main global positioning strategies that have enhanced the competitiveness of the Bank of Baroda over the study period.

As per the findings of the study, the biggest impact of the Global positioning strategies adopted by the bank of Baroda has been on the implementation of a value-creating system that enhances the provision of diverse basic services. Another major effect of global positioning strategies on the bank's competitiveness is emanates from the fact that the bank has been able to evolve along

with the environment it is operating in line with the contingency theory. In addition global positioning strategies have enabled the bank of Baroda continuously monitor the constantly changing market environment.

5.3 Conclusion

The study concludes that the bank of Baroda has adopted and implemented a number of global positioning strategies in its operations. The study concludes that; positioning by product attribute, positioning against your competitor's product, positioning by use or application, positioning by price-quality relationship, positioning by product user, positioning by product class, and cultural symbol positioning constitute the main global positioning strategies that the bank of Baroda has adopted over the recent past are the main classes of global positioning strategies that have had a significant effect on the competitiveness of the Bank of Baroda in the recent past.

5.4 Recommendations of the Study

The fact that global positioning strategies positively influence firm competitiveness underscores the need for the other firms across the various sectors in Kenya to embrace global positioning strategies in their operations.

At policy level, there is need for the national and county governments to formulate policies geared towards creating an enabling environment for internationalization among local firms so as to make them more competitive. There is need for government and other key stakeholders keen on enhancing firm and national competitiveness to focus on creating impetus to put in place critical success factors to mitigate the negative effects of global trade.

Private and public policy makers should focus on the scope and functionality of a global market positioning model contextualized to the local business environment. To theory and knowledge,

the study recommends the development of new models on temporal dynamics of firm competitiveness at the global level. In this regard, the study recommends that the managerial process of contemplating repositioning within global arena should be connected to feedback from performance benchmarking.

5.5 Limitations of the Study

The study sought to determine the effect of global positioning strategies and firm competitiveness. It is clear that a study of this magnitude should include a survey of sizeable number of firms. However time and material resources did not make this feasible and for this reason the study a case study of the Bank of Baroda. Consequently, the findings of the study may not be generalizable across other banks.

Due to the sensitivity of the subject matter, some of the respondents were non-committal posing major challenge in the field during the data collection. Despite these challenges the validity of the findings emanating from this study cannot be compromised.

5.6 Suggestions for Further Research

In view of the above, there is need for further research to focus on approaches to managing global marketing. The need for further research into this aspect of organizational management is further compounded by the facts that the study revealed a number of key global positioning drivers which could be making the firm performance of local firms less competitive.

Studies involving confirmatory factor analysis will need to be carried out to further test the outcome so established and to confirm the findings of the study. Further studies can be conducted to test and confirm the factor loadings in different firms beyond the banking sector so as to establish the validity and strength of the findings

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APPENDICES

APPENDIX I: INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 04-08-2016

TO WHOM IT MAY CONCERN

The bearer of this letter TEDDY KIVUA WAMBUA


Registration No. D61/72693/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: INTERVIEW GUIDE

SECTION A: GENERAL INFORMATION

1. What is your position in this bank?
2. In which department/division do you work?
3. For how long have you been working with the Bank of Baroda?

SECTION B: GLOBAL POSITIONING STRATEGIES ADOPTED BY THE BANK OF BARODA

I. Positioning by Product Attributes

4. Does the Bank of Baroda use a trait or characteristic that distinguishes one product from others?
5. Do the Bank of Baroda's marketing efforts emphasize the attribute as the key selling point?
6. Does the Bank of Baroda capitalize on convenience in use as a selling point in its product portfolio?
7. Does the Bank of Baroda stress on durability and reliability as a selling point in its product portfolio?

II. Positioning against your Competitor's Product

8. Does the Bank of Baroda apply comparative promotion against other leading product brands?
9. Does the Bank of Baroda establish position by contrasting the company's product against others?
10. Does the Bank of Baroda establish position by contrasting the company's product against others?

III. Positioning by use or Application

11. Does the Bank of Baroda position its products in respect of the consumers by an emphasis on the type of consumers who use the product/service?
12. Is the Bank of Baroda's global marketing approach biased towards creating a memorable set of uses for a product?
13. Does the Bank of Baroda undertake the identification of the target markets that purchase the product?

IV. Positioning by Price-Quality Relationship

14. Does the Bank of Baroda offer products at the extremes of the price range?
15. Does the Bank of Baroda lay emphasis on quality at the high end?
16. Does the Bank of Baroda lay emphasis on price in the low range?

V. Product user Positioning Approach

17. Does the Bank of Baroda distinguish its brand or product by clearly specifying who might use it?
18. Does the Bank of Baroda's goals aim at shifting to a newer, younger product user profile?

19. Does Bank of Baroda differentiate its product portfolio by targeting younger consumers as part of a global market segment may position products as being more universal or worldly?
20. Does Bank of Baroda undertake an aggressive promotional campaign targeting younger (Generation X consumers)?

VI. Product Class Approach

21. Does Bank of Baroda indicate a general category of items within which the banks's product fit?
22. Does Bank of Baroda ensure that the perceptions of product class vary by the economic circumstances of a country or region?
23. Does the Bank of Baroda offer relate its products to specific occasions or usage situations?

VII. Cultural Symbol

24. Does the Bank of Baroda endeavor to ensure that its brand achieve a unique status within respective cultures or regions?
25. Does the Bank of Baroda endorse its products by the sports stars or influential persons in society who would have the potential to be positioned as a cultural symbol?
26. Does the Bank of Baroda's approach ride on the fact that; consumers often buy a product when it is viewed as a cultural symbol?

SECTION C: GLOBAL POSITIONING AND THE COMPETITIVENESS OF THE BANK OF BARODA

27. In your opinion, could you say that the Bank of Baroda's competitiveness is related to the global positioning strategies the bank has adopted in the recent past?

28. In your opinion, could you say that the global positioning strategies adopted by the Bank of Baroda have enabled it implement a value-creating strategy? If Yes, please explain
29. Has the dynamic setting compelled the Bank of Baroda to adopt strategies which allow it to evolve along with the environment they are embedded in? If Yes, please explain
30. Have the global positioning strategies enabled the Bank of Baroda avoid complacency which is a forerunner of disaster in the turbulent global marketplace?
31. Have the global positing strategies adopted by the Bank of Baroda enabled it monitor the constantly changing market environment while understanding its customers?
32. In your opinion, could you say that the global positioning strategies that the Bank of Baroda has adopted have enabled the bank establish foreign affiliates? If Yes, please explain
33. Has the adoption of global positioning strategies enhanced the Bank's mastery of market sensing and customer linking capabilities?
34. Has the customer-linking capability of the Bank of Baroda enabled the bank create and manage close customer relationships?