

**STRATEGIES ADOPTED BY GA INSURANCE COMPANY IN ATTAINING
SUSTAINABLE COMPETITIVE ADVANTAGE IN KENYA**

BY

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DECLARATION

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

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D61/85469/2016

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

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DEDICATION

All praises to God for making this possible.

I dedicate this project to my parents, Livingstone Maina and Jane Maina for their constant prayers and encouragement throughout my studies. I also dedicate this study to my spouse, Daniel Wairagu for his untiring support, motivation and love during my MBA degree programme. God bless them abundantly.

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ABSTRACT

The research used GA Insurance Company as an example to establish how the competitive strategies they had adopted impacted their competitive advantage. The objective of the study was to establish the strategies adopted by GA insurance company in attaining a sustainable competitive advantage. This research adopted the case study type of design. The study employed primary qualitative data which was collected using interview guides. Data was analyzed using content analysis where data was organized and reported according to common themes. The study found that the strategies adopted in their areas of operation affected their organization's competitive advantage by facilitating working relationships between various entities in the organization and thus improves the working efficiency within the organizational units. Differentiation, focus and cost leadership were the strategies the organization used to compete in its respective market. The study also found out that cost leadership involves offering products to the customers that are of good quality but at a lower price. It influences the organizations competitive advantage through lowering the costs of products to a level that is lower than the costs incurred by competitors in production or gaining a strong point in terms of the members or supporters who are seen to having something different in comparison to competitors. The study further found that competitive strategies impact their organization positively by providing directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment. The company is a stable and steady company, stronger, more responsive and progressive and has a professional and experienced management. The study concluded that strategies adopted in organizations have a strong positive effect on the organization's competitive advantage. This is evidenced through organizations gaining value out of its competitive advantage which it is able to provide to its buyers which surpasses the cost of the company. The value provided to customers will determine their willingness to pay for goods and services. Therefore having the highest level of value involves providing unique benefits for goods and services at lower prices that will offset a competitor's product which is of a higher price. The study recommended that there was a need to exercise competitive strategies in organizations, as they made available a profitable and sustainable position against the core determinacy forces in the industry competition.

CHAPTER ONE: INTRODUCTION

1.1 Background of study

The increased competition in all business environment is due to the firms need to outdo each other (Lechner & Gudmundsson, 2014). The foundational premise of profit above average is a long run firm sustainable competitive advantage which comes from adoption of firms competitive strategies. Porter (1985) states that an industry and competition foundational arena favorable competitive is referred to competitive strategy. He states that there are three competitive strategy approaches. According to Jo Kovach and Rosenstiel, (2014) firms seen to have improved performance than their competitor has a good business plan and have executed their competitors' strategies appropriately. Atikiya (2015) argues that with the required competitive strategy a firm stands a good chance to exploit all opportunities which is a guarantee of ready market over their rivals.

The competitive advantage theory by Professor Michael Porter (1980, 1985) suggests that most basic choices facing all companies are mainly the extent of the markets that the company is likely to serve and the selected markets competitive ways. Competitive strategies targets on ways of achieving the position which is most advantageous in the industry. The study is also guided by the Resource Based View (RBV) of the firm shows that the firm competes in a business environment which is ever changing (Ciszewska-Mlinarič & Wasowska, 2016). Resourced based view is based on competitive advantage which lies in the valuable bundle resources application at the firm's disposal.

The firm identifies the main potential resource so as to fulfill the valuable, non-substitutable, rare and in-imitable criteria by the competitors of the firm (Almarri & Gardiner, 2014). Two broad strategies usually employed by firms in a bid to improve performance are pure and hybrid strategies. With the pure strategies firms tend to employ one of the Porter's (1980) strategies (Allen & helms, 2006).

This follows an argument on whether environmental characteristics limit the range of possible strategies. Another school of thought feels that a hybrid strategy is a strategic approach laying more emphasis on low cost and differentiation strategy (Pertusa-Ortega, Molina-Azorin & Claver-Cortes, 2009; Claver-Cortes et al., 2012). This implies that hybrid strategy aims to yield more monetary value to satisfy the customer needs and wants (Thompson & Strickland, 2008). Hybrid strategies have been considered more effective in a turbulent environment as they offer more flexibility.

The insurance industry has adopted a number of changes in communication advancement, reforms of finances, information technologies, global financial services and economic development in the last few years (Kiragu, 2014). Those changes have brought about very effective impacts on the productivity changes, market structure, efficiency and the insurance industry performance (Biener, Eling & Wirfs, 2016). The main challenge limiting the development of insurance industry in markets shares terms, diversification of products among others is low insurance penetration.

According to a Cyton investment analysis of 2015, the number of licensed insurance companies in Kenya as at June 2015 was 50 companies, 3 insurance companies and 198 insurance brokers and 4 reinsurance brokers. Kenya's insurance penetration currently stands at 3% compared to other Sub-Saharan African countries, but Insurance regulatory Authority (IRA) is optimistic that this penetration will rise to 3.5% by 2018. The same analysis shows that gross written premium for both life and general business has been on the rise and as of June 2015 total gross premium was at Kshs 88 billion.

1.1.1 Concept of Strategy

In any organization the concept of multi-dimension is the most important tool of management strategy. It is the match between the skills, resources, environmental opportunities risks faced and the purpose and wishes of an organization (David, 2013). Strategy is a plan or a pattern that shows organizations major goals, actions and policies into a cohesive whole (Mintzberg & Quinn 2012).

According to Porter (2006) strategy is unique and vulnerable position creation of competing tradeoff which involves a neatly fit set of activities which reinforced and consistent to each other ensures effort optimization. Pearce and Robinson (2017) states that strategy is a game plan of a company resulting from oriented plans of the future interacting with competitive environment so as to achieve the objectives of the company.

According to Johnson and Scholes (2012) strategy is organization long term scope and direction which achieves organization advantage through resources configuration in a changing environment and brings about stakeholders' expectation. Joyce (2015) sees strategy in market and product choice terms. In accordance to his view strategy is a common thread within organization activities and the market.

The main aim for strategy is to give organization directional cues that allows it to achieve objectives and the same time responds to threats and opportunities in the environment (Pearce & Robinson, 2013). Strategy serves as a vehicle for attaining consistent making of decision within different individuals and departments. Cusumano *et al.*, (2015) states that organization composes of a number of individuals who are engaged in decision making that have to be coordinated. Strategy requires a process act as a firm communication mechanism so as to provide such coordination. Large companies highly recognize such processes of strategic planning. The responsibility shift of strategic planning from department of corporate planning to line mangers increased emphasis on business unit discussion and headquarter corporate are part of the increasing emphasis on strategic planning as a way of achieving companies' consensus and coordination.

1.1.2 Sustainable Competitive Advantage

Huang *et al.*, (2015) states that competitive strategy concentration is on industry and firm concentration is from competitive advantage. He argues that, the key to obtaining competitive advantage is the firm's activity-based theory. Such includes; orders procession, customers calling, product assembling and employees training.

Activities such as R&D or marketing which are narrower than traditional functions are the core generator of cost and buyer's value creates which bring about the competitive advantage basis (West, Ford & Ibrahim, 2015). Sustainable competitive advantage are assets, abilities and attributes which are difficult to be duplicated or exceeded; and gives in a favorable or superior long-term position over competitors (Welford, 2016). These sustainable competitive advantages are needed by companies of insurance so as to succeed in global environment of today. Value customers search for insurers that are value oriented. According to Carayannis, Sindakis and Walter, (2015) sustainable competitive advantage helps in avoiding value trap purchases. Insurance companies are not able to recover from the cause of their products being less attractive without one or more sustainable competitive advantages. They only want to buy the products of companies that are real value investments, not value traps (Touboulic & Walker, 2015).

Sustainable competitive advantages include; efficient implementation, innovation and cultural cohesive. According to porter advantage is when a firm has a higher gain in a business environment (Porter, 1985). In addition, Porter, (1985) suggested that a firm can implement 3 strategies so as to add value to their products. These strategies include leadership cost, focus and differentiation. Nevertheless, Agbim and Idris (2015) states that to achieve competitive competition a company should be earning high profit compared to other companies' average profit in the same market setting.

Agbim, Zewer & Oriarewo (2014) argues that maintenance of high economic profit over a given time gives a company opportunity to have sustainable advantage. According to Baker and Ballington, (2012) competences, abilities and assets are companies' key things which with declares a sustained competitive advantage. From the above information competitive advantage is has different definitions.

1.1.3 The Insurance Industry in Kenya

The Association of Kenya Insurers (AKI) offers self-regulation services to insurance companies. Insurance institute of Kenya is the professional body of insurance industry. There were 50 insurance companies operating in Kenya by the end of 2013. Companies which wrote nonlife insurance business were 24, life insurance business were 12 and 14 composites (Association of Kenya Insurers, 2014).

In Kenya the penetration of insurance companies is 3.43 percent. Upcoming risks such as oil, gas and micro insurance and initiatives like alternative distribution channels adoption and technology use will penetration of insurance level in Kenya (AKI, 2014). According to the CEO of insurance industry the achievements made by in insurance industry include; 31% growth, 14%development products, 10% management claims, 7%marketing, 7% good management among others (IRA, 2014). In the year 2015 consumer demand are likely problems for insurance industry, followed by laundering of money and insecurity and perception of insurance and terrorism. Competition of industry an awareness of consumer traded as a major challenge concern while compliance of cost, ICT, competencies and skills and barriers o culture are seen as moderate and minor challenges.

AKI (2016) reports that at the end of 2016 the insurance industry had 46 licensed companies. Nonlife insurance business was transcribed by 22 companies, 9 for life insurance business and 14 composite companies. The estimation of the rate of insurance penetration in Kenya is 3%. Insurance industry in Kenya is leading within the whole of East Africa (Rand, 2004). The industry is represented by AKI which is a good organized trade body and its regulators are empowered and new, the insurance regulatory authority (IRA) which was amended under act of 2006 December.

This body has been in operation since 2007, it is used in formulation and enforcement of standard of insurance, mainly in compulsory in relation like the compulsory motor third party insurance liability. It also approves rates and tariffs of insurance, deals with public complaints and monitors the insurer's viability. It enforces and monitors settlement claims, insurance companies' ownership limiting it to 25 percent for individual shareholder and increases the minimum required capital.

1.1.4 GA Insurance Limited

GA insurance limited is among the eldest insurance companies in Kenya, it is specialized in all medical and general insurance classes. With its UK general accident percentage in 1979 it was incorporated as insurance company in Kenya. With 60 years of existence in Kenya it earned its standing as one of Kenya's reputable insurance company. I&M Kenya's group acquired GA in 2006. The bank is operating in Tanzania, Rwanda, Mauritius and Kenya. Other business done by this group is like real estate, manufacturing industry and coke bottling.

The company as per the takeover has been established and restructured in the market professionally. Carrying the legacy and stability of GA Company, it has lately become stronger, responsive and progressive underwriter under experienced management, qualified and professional. In a number of years this company has gotten a market place with its business growing consistently, supported by its good customer services. In September 2009 the company was rebranded a new log, new short name GA insurance limited and new vibrant corporate colors because of its complete transformation.

The company's premium income has grown manifolds to; 2015 four thousand three hundred and twenty five million (about USD 43m) from five hundred and fifty four million (USD 5.5m) in 2006. Total assets growing to ten point seven five billion (USD 107m) end of 2015. The funds of shareholder has grown consistently to two point seven three billion (USD 27M). The margin of solvency remained many times above the required statutory. Its business portfolio is balanced with high underwrite poverty, marine, liability, engineering and aviation insurances capacities.

1.2 Research Problem

It is vital for firms to perform better than their competitors in the industry (Sumer & Bayraktar, 2012). These concept does not exclude anyone it is universal in any organization. This strategy helps a firm focus on scarce resources towards activities which are beneficial to the firm. It also enables in competitors grasping in bettering effort. Firms respond differently to competition. Some choose to move to improving product, some into diversion and divestiture, and others enter new markets, merge or buy competitors.

According to Porter (1980) the aim of formulation of strategy is to cope with competition. The sector of insurance is currently facing poor public strategies and relations making the market potential low. Some companies are reducing price to attract clients due to the stiff competition. According to Owino, (2014) IRA seems to be fixing prices. In a study done by Gitau (2013) on limitations of penetration of insurance companies found out that all the environments has one common challenge.

Gitau recommends distribution channels improvement, product review, customer service, customer awareness and education to make good changes in up taking of insurance in which all this has good competitive advantage. International research include; Al Shobaki and Naser (2017) who studied on role of good strategies in sustainable competitive advantage to higher education's faculty of information technology an engineering institutions in Gaza a model of Al-azhar university. The study used methodology of systematic exploratory descriptive through theoretical literature review. Results shows that achievement of higher education institutions to sustainable competitive advantage is related with exercising good education strategies.

Bhat and Darzi (2016) did a study on banking sector competitive advantage by exploring role of mediation loyalty in India. This result partially gives support to comparative evaluation superiority over evaluation of non-comparative. In addition the results show that customer value is positively affected and both quality service and value of customers directly affect customer satisfaction positively. Eniola and Ektebang (2014) studied on impacts of competitive advantage on SMEs performance in Nigeria. The study used the method of descriptive systematic exploratory through theoretical literature review.

Results shows that the RBV organizational competitive advantage was very effective for it can be used as SMEs performance conceptual measure through manipulation and application of identifying organizational external and internal resources so as to raise their position of competitive advantages. Biener, Eling & Wirfs (2016) in use of state of-frontier art efficiency method state that productivity and efficiency of swiss insurance companies in reinsurance sector, property, and life from 1997-2013.

Results show that a firm of life insurance with international business higher levels has superior levels of efficiency. Strategies diversification directed to market of Europe were more beneficial compared to those targeting out Europe market. Locally, Mashruwala and Tripathy (2014) investigation in strategy differentiation brought about more efficient financial performance compared to leadership cost strategy using the method of mixed research and found cost leadership and differentiation strategy adopted by firms had more profit thus confirming the findings of porters. Kiragu (2014) assessed the challenges faced by insurance companies in building Kenya's competitive advantage. This study used the design of descriptive research. The target population included 44 insurance companies in Nairobi headquarters.

The conclusions of the study were that government regulation lead to an increase of 2.453 in competitive advantage building followed by 1.967 product of insurance. Matilu (2010) did a research on human resource management practices and competitive strategies adopted by Nairobi Kenya insurance companies. Structured questionnaires were used to collect primary data. The study establishment were that most firms of insurance have aligned their corporate strategy with practices of human resource management so as to compete and survive in the market

Kimaru (2016) conducted a study on competitive strategies used by the agricultural chemical suppliers in Kenya. Primary data was collected using structured questionnaires. His findings were that low cost strategy, differentiation strategy and the focus strategy as used by different companies, while the factors affecting choice of strategy comprised of product, its quality, entrepreneurship and market or focused learning capability.

These studies focus more on the low insurance penetration, human resource strategies and competitive advantage in banks hence their findings do not address the strategies adopted to achieve sustainable competitive advantage by insurance companies, thus leaving a gap that this study aims to bridge. What strategies are adopted by GA Insurance Company to attain a sustainable competitive advantage?

1.3 Research Objectives

The study has one objective which is to establish the strategies adopted by GA insurance company in attaining a sustainable competitive advantage.

1.4 Value of the Study

This study will provided insights to the insurance sector managers on the need for adopting strategies for sustainable competitive advantage over their rivals. The managers will also be able to choose the best strategies among the many that may be available as per the environment surrounding the business and thereby propelling growth in their companies.

For those managers who may not be aware of which strategy to adopt to boost their companies' performance, then they stand to gain from recommendation and conclusion made from this study. For a vibrant economy, insurance serves a fundamental role in helping to spread the risk from the insurer of life and general properties.

Information that results from this study will be used as insights to policy development in the insurance industry that will enable regulators and policy makers such as government officers, Insurance Regulatory Authority, Association of Kenya Insurance and make policy and guidelines for competition in the insurance industry.

This study aims to fill the gaps that has been left in the previous research, it will also add knowledge to the existing literature that future researchers and academicians can use for extensive studies. Since this study will make contributions to strategies adopted by insurance company in attaining a sustainable competitive advantage, researchers will find this significant owing to its increased growth of insurance companies in third world countries and developing economies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Organizations depend on their environment for inputs and outputs. The environment is always changing and therefore organizations have to consistently make adjustments to fit in the environment. Organizations that are able to create strategies that ensure they solve the strategic problems in the long run achieve sustainable competitive advantage and the strategies adopted are referred to as competitive strategies (Porters, 2015).

Factors that directly affect a firm's prospects emanate from the environment in which it operates as well. These may include entry barriers, presence of substitute to goods or services offered, nature of competition in terms of levels of rivalry and above all, a firm's ability to retain its bargaining power over its suppliers and buyers alike. It is worth appreciating the fact that each operating environment provides a number of challenges which any firm needs to overcome through constant and consistent utilization of resources within its disposal in order to operate profitably and grow over time (Pearce and Robinson, 2015).

This chapter reviews in detail the theoretical foundation of the study, sustainable competitive advantage and strategies for sustainable competitive advantage. It also reviews empirical studies that have been conducted by various researchers on how sustainable competitive advantage can be enhanced through adoption of various strategies.

2.2 Theoretical Foundation

The study's conceptual view is supported by the following theories, as discussed below. They are a result of studies done from several sources and they bring out the theoretical perspective of the study.

2.2.1 Porters Theory of Competitive Advantage

Michael porter first introduced the concept of generic strategies in two books. Porter (1980, 1985) which indicated that some of the minor decisions encountered by companies mainly make up the company's market scope and the manner in which it will compete to acquire certain markets. Competitive strategies mainly deal with ways in which a company can achieve a desired positioning in the industry. A firm gains value out of its competitive advantage which it is able to provide to its buyers which surpasses the cost of the company.

The value provided to customers will determine their willingness to pay for goods and services. Having the highest level of value involves providing unique benefits for goods and services at lower prices that will offset a competitor's product which is of a higher price. The original competitive strategies of a company measured in terms of comparing a company's position to the strategy it adopts in the market. In order for companies to maintain a competitive advantage they must apply three types of strategies which include cost differentiation, leadership and focus (Porter 1980). Since a firm's position in the market is determined by its competitive advantage and competitive scope then this means that they are useful in providing a firm with its strategic position both at simple and broad degrees.

Porter (1980) maintains that the achievement of a firm's competitive advantage is dependent upon its ability to decide on the scope and type of its competitive advantage.

2.2.2 Resource-based View

The Resource Based Theory came up as a complementary theory for competitive advantage (Barney, Ketchen & Wright, 2011). Before the emergence of this theory, Wernerfelt in 1984 came up with a theory that discusses competitive advantage through the use of resources in an organization that are used in the implementation of a strategy of a product. Wernerfelt input in the RBV literature stems from his realization that the particular resources of a firm and the level of competition for the firm's product are important in enabling the firm to attain benefits in the implementation of strategies of promoting the product in the market.

A firm is said to possess a competitive advantage if it involves itself with providing value for product as a strategy while the competitor may not be using the same strategy. In addition to this, a firm that is able to maintain its competitive advantage in the market while creating value for its products and at the same time the competitor is not able to duplicate the same strategy, then the firm is said to have a competitive advantage over rival firms (Barney, 2012). The RBV is said to be applicable in this study as it views resources to have the character of being valuable, rare, imitability and other organizational characteristics then the resource will assist the firm in achieving a competitive advantage. Priem and Butler (2001) raised many key points of criticism: firstly, the RBV may be self-verifying. Competitive advantage is defined by Barney as a key strategy that is based on resources that are considered to be valuable.

However, Barney assumption is considered to be circular and as such it is operational valid. Barney perception is thus considered by to Priem & Butler (2001), as not constituting the theory of the firm. Moreover, the role played by product markets is normally underdeveloped in the Barney argument, its overall focus is limited based on its capabilities and retrospective causality issues i.e. any current success could be based on various reasons such as unique resources, but despite this the causality is not well attributed.

2.3 Strategy and Organizations

The objective of a company to attain cost leadership in order to better than its competitors by doing all it can do to produce goods and services at a lower price than the competitors. The cost leader is the one who decides on the product differentiation. The main objective of the cost leader is to achieve a particular degree of cost differentiation that is seen to be less superior to the differentiator and is able to maintain the price at a low degree.

Grant (2016) states that an organization should be able to compete through the provision of a product or service at a lower price or premium that surpasses the marginal cost of differentiation. The previous instance represents the cost benefit while the latter is the benefit derived from differentiation. Molloy and Barney (2015) state that in order to build an enterprise based on cost leadership, a company is required to decrease the cost of a product below the rate at which the competitors can attain. The achievement of lower costs can be achieved by filling the gap in terms of the needs of a customer that other bigger rivals are not concerned with.

The premise of gaining competitive advantage can be achieved through lowering the costs to a level that is lower than the costs incurred by competitors in production or gaining a strong point in terms of the members or supporters who are seen to have something different in comparison to competitors. The focus strategy can be gained through the customer base whose requirements are of a lesser price that can satisfy the market.

Therefore, the aim of this strategy is to allow a firm to achieve a competitive advantage by a way of offering products that are unique and which are characterized by distinctive features including quality, great innovation as well as customer service. Product differentiation is usually based on the products themselves, their delivery system among other factors. Hence, having such differentiation features in place ensures that the company is offering customers additional values thus rewarding them with premium prices. Organizations that develop differentiation strategy successfully are able to access sustainable scientific research, skilled and creative development team, effective sales team that is able to effectively communicate the quality and innovative nature of their products.

2.4 Sustainable Competitive Advantage

Sustainable competitive advantage was developed by Porter in 1985 when he expounded on the various competitive strategies that a company engage in so as to achieve competitive advantage in the long-run. Competition was observed by Porter (1987) to be the key to a firm success or failure. As such, Porter described that competitive advantage prevails in the event where a firm is in a position to offer similar products/services as their competitors but at a lower cost, hence, being in a position to gain cost advantage.

Competitive advantage may also entail offering superior benefits than those of the competitors therefore gaining differentiation strategy or focusing on small market segment which is capable of serving better products/services than competitors and as such being able to gain focus advantage (Berger & Berger, 2011). According to Porter, the notable sources of sustainable competitive advantage include innovation, technology, human resources as well as the firm's structure. As such, Zheng & McLean, (2010) posit that the organizational structure plays a key role in determining how it operates and also how it performs. This is because, firm company structure makes it very easy for allocation of key responsibilities to various processes and functions to different entities including branches, departments, individuals and workgroups.

In most cases, firms hire their employees based on time-limited work contracts or work orders, as well as permanent work contacts (D'Aveni, Dagnino, & Smith, 2010). Therefore, an organizational structure that is effective normally facilitates a good working relationship between employers and employees within the firm and as such is able to improve working efficiency amongst the firm's unit (Teece, 2010). In order to monitor and control such processes, organizations normally put in a set of orders.

Porter (2011) asserts that when a firm starts considering the issues of age, normally the organizational flexibility and creativity reduces. As such, the structure of the organization is changed on numerous times so as to make sure that the organizations recover. Linnenluecke & Griffiths, (2010) therefore provides that internal prevention of such alterations might require the firm to prepare for a re-launch in an entirely new set up.

Firms that are most innovative usually search for quality products, services and new techniques of undertaking their activities on a continuous basis. Such firms make sure that they continually upgrade their internal capabilities as well as other resources. As Ciszewska & Wasowska, (2016) notes, the overall innovative capacity of a country is normally delivered based on how innovative firms in such a country are. This means that when firms in a country are more innovative, such a nation will enjoy a stronger competitive advantage. Additionally, innovation is also very critical in promoting productivity i.e. the value of the output produced by a unit of labor or capital. Therefore, when a firm becomes more innovative, such firm will be able to efficiently and effectively manage its resources (Knight, 2007).

2.5 Strategy and Sustainable Competitive Advantage

Strategy is considered as a firm's game plan of winning against competitors (Pearce and Robison, 2011). As such, Johnson and Scholes (2005) provides that a firm strategy is based on the long-term desires of the firm which allows a firm to achieve a competitive advantage by making sure that such firm is able to efficiently utilize its available resources within a challenging environment. Therefore, a firm strategy is considered as a game plan by the firm's management to expand the business, gaining competitive edge within the market, attracting customers, retention of customers, being able to compete successfully, as well as achieving the desired business objectives. For a firm to be able to achieve a sustainable competitive advantage, customers must prefer such firm's products/services over those offered by the competitors and where the basis of the customer preference is long-term.

This means that a winning strategy must be compatible with the firm's internal and external undertakings so as to establish a sustainable competitive advantage thus being in a position to improve the overall performance of the firm. Therefore, differentiation strategy is considered to be an approach employed by firms in order to develop and market their unique products to different customer segments when a firm has a competitive advantage (Hilman & Kaliappen, 2014).

For a differentiation strategy to be effective, the customers that the firm is targeting must not be sensitive to prices, the market must be saturated/competitive, customers should have specific needs that are not well served, and the firm must have in place adequate and unique resources which are essential in satisfying the customers' needs in such a way that it is hard for competitors to copy (Huo *et al.*, 2014). For a differentiation strategy to be considered profitable, the additional price of the product/service must be more than the additional cost of acquiring the product/service.

However, differentiation strategy is considered not effective in the event where the uniqueness of the product/service is very easily copied by the competitors. This is because, a firm is required to be extremely unique under a differentiation strategy based on the most unique dimensions needed by the customers. As such, a firm usually identifies a key attribute that is under-served in the market and which is considered to be very important by the customers and capitalize on that unique product/service so as to satisfy the needs of those customers (Kamau, 2013). Product development is an approach adopted by firms so as to design, create and market its new products/services in the market so as to satisfy the needs of the buyers.

As such, product development can involve the improvement of already existing product or to develop a completely new product so as to target a particular market/segment (Organ, 2014). For firms striving to catch up with constant changes in the market, continuous product development is necessarily so as to make. In this regard, a competitive product development strategy must be based on the organization wide commitment to create items that meets certain needs of the buyers.

2.6 Empirical Studies and Knowledge Gap

Al Shobaki and Naser (2017) carried out a survey on the practices of good strategies in education role so as to achieve higher education faculty of information technology and engineering institutions sustainable competitive advantage at Al-azhar University in Gaza. The survey was based on a systematic investigative descriptive methodology which involved reviewing of various theoretical literatures as well as Faculty of Engineering and Information Technology adoption at Al-Azhar University in as an essential model due to its education matters experience. The survey outcomes established that a strong correlation existed between practicing good strategies in education and higher educational institutions achievement so as to achieve a sustainable competitive advantage. Recommendation from the study provided that it was essential to exercise practice good strategies in education, national level good rewards as well as other institutions of higher education in order to be able to measure their competitive advantage at any given time. The study also recommended that there was need to put more effort towards implementation of excellence programs, allocating sufficient time as well as rewarding achievement within higher education institutions as a way to achieving sustainable competitive advantage.

The study by Al Shobaki and Naser (2017) was undertaken in the higher education faculty information technology and engineering institutions whereas this study will be undertaken at GA insurance company.

Bhat and Darzi (2016) conducted a survey on banking industry competitive advantage by capitalizing on the customers' mediational loyalty. The study was targeted in developing a model that is comprehensively integrated so as to assist in the explanation of the influence of dimension of Customer Relationship Management (CRM) on the loyalty of competitive advantages of banks customer. The study was centered on a theoretical model which embraced four CRM dimensions and two exogenous variables. To analyze the study data, structural equation modeling (SEM) was used. The study outcomes established that the customer loyalty and bank competitive advantage is positively affected by the four CRM dimensions. The study was undertaken in the banking sector whereas the current study will be carried out at GA insurance company.

Eniola and Ektebang (2014) undertook a survey on the competitive advantage and its influence on SME firms' performance in Nigeria. The key objective of the study was to evaluate the SME sustainable competitive advantage and emphasis on its growing significance. The survey results established that insufficient management, funding provision, lack of initiative as well lack of managerial education was among the key reasons why SME's in Nigeria were not in a position to sustain a competitive advantage. Based on the study findings, the study recommended that SME's owners/managers should put in place sustainable strategies and enhance their overall resources, especially tangible and intangible resources so as to achieve a competitive advantage.

Additionally, the study recommended that government should interfere on matters of SME's through fiscal policies such as tax incentives, or other financial incentives so as to improve the apparent magnitude of significance of financial policy in their relationship with performance and in realizing the firm valuable resources. The study was undertaken in the SME's sector whereas the current study will be carried out at GA insurance company.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces the methodology that the study used to experimentally establish the strategies adopted by GA insurance company in attaining a sustainable competitive advantage. This chapter sets out the various stages and phases that were followed in the completion of the study.

It involves a blue print for the collection, measurement and analysis of data. The objective of the study was to show the adopted strategies by GA insurance company in attaining a sustainable competitive advantage.

3.2 Research Design

A research design is considered to be a plan/structure of undertaking study investigation aimed at seeking answers to survey questions. As such, a research design provides an outline of various research work such as research hypothesis, data collection techniques, data analyses procedures as well as presentation of the study results (Mugenda & Mugenda, 1999). A case study research design was employed in the current study. As such, a case study is considered to be an elaborate in-depth research of a phenomenon, an individual or even an institution (Mugenda and Mugenda, 2003). According to Kothari (2009) a case study research design is more efficient as well as economical in understanding population opinions and attitude of respondents. Additionally, Creswell (2009) asserts that a case study research design is crucial for investigation of the relationship that exist between various variables as well as in assessing the theories upon which the research objectives are based on.

It was the most appropriate design since only one organization was studied and it provided an in depth analysis of GA insurance company and the strategies adopted in attaining sustainable competitive advantage. Hence the target population consisted of GA Insurance Company Heads of Department.

3.3 Data Collection

Data is the crucial information that is obtained after undertaking a research (Polit and Hungler, 2009). To collect study data, specific research instruments are used (Parahoo 2014). Therefore, a study instrument can be defined as the tools that are employed and designed so as to measure attitude, knowledge as well as the skills of those being interviewed. The respondents were 9 in total and consisted of all the Heads of Department at GA Insurance Company. These departments included; finance, operations, medical, audit, human resource and administration, risk, marketing and corporate affairs, legal and claims. Both primary and secondary data was used in this study. Desk search approach was employed in collecting secondary data from company published information. On the other hand, open ended interview guides was utilized in collecting primary data.

The open ended interview guide was structured in such a way that it captured the sustainable competitive strategies adopted by GA insurance company and the influence that the strategies adopted have on the company's sustainable competitive advantage. In order to enhance the response rate, a letter of introduction from the University of Nairobi was attached to explain the intentions of the study and hence allay any respondent's fears.

3.4 Data analysis

The data that collected from the respondents was qualitative in nature. To analyze the data collected, the researcher utilized content analysis where data was classified based on the researched phenomena, categorizing it and observing the manner in which the concepts interrelate as indicated by the respondents. Content analysis was preferred in this case because it provided outcomes that are predictable, and very comprehensive. Additionally, using content analysis collected with ease and in a systematic manner. In summary this chapter looked at the research methodologies used. The design used was a case study research design and the population was GA insurance employees. Data was collected through an interview guide and desk research techniques for the secondary data. Analysis of data was qualitative in nature.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the strategies adopted by GA insurance company in attaining sustainable competitive advantage in Kenya. An interview guide was used as the main research instrument. The objectives that the study used were used in designing the interview guide.

4.2 Respondent's Profile

The respondents were expected to indicate their areas of operation. They indicated that finance, operations, medical, audit, human resource and administration, risk, marketing and corporate affairs, legal and claims were their departments of operation.

4.3 Strategies Adopted by GA Insurance in attaining Sustainable Competitive Advantage

This section presents findings on the strategies adopted by GA insurance company in attaining sustainable competitive advantage. The strategies adopted to compete in the market were among others cost leadership strategy was the respondent's response. Companies adopting this strategy usually have improved the performance of their companies and their company profile has also improved among the customers.

When players adopt the aspect of selling in large volumes at a lower price, they tend to gain more profits compared to those that sell at higher prices but low volume sales which is called cost advantage strategy. These strategy is more effective to those players that are closer to their customers. Cost reduction strategies are also employed by these players to their customers.

Premium is charged by players who produce a unique product from their competitors and due to this function it is termed as unique and thus known as the differentiation strategy. Offering of unique services paves way for Kenyan insurance firms to adopt the differentiation strategy as it gives them more profits. The players benefit to reach and satisfy their customers through strong marketing skills and adequate communication which helps in creating more creativity and innovation skills which maintains the strategy.

Though not very popular among the insurance firms in Kenya, focus strategy entails concentrating on an identified target market and focuses on meeting that market needs. Differentiation focus or cost focus are the main strategies of focus. Choosing a narrowly competitive scope and niche market concentration are the factors that help in maintaining of the strategy. Players give advantages to their competitors through providing their customers with resources that they perceive as strategic under the resource based view. Cost reduction, market segmentation, creativity and innovation and resource and huge capital base are the strategies that influence the Kenyan insurance firms to maintain their competitive advantage.

4.3.1 Strategies Adopted by Insurance Companies to Compete in the Market

As per the respondents, differentiation, focus and cost leadership were the strategies their organization used to compete in its respective market. The organization competes with other organizations through staking out a marketing position, attracting and retaining customers, conducting operations and achieving targeted objectives.

According to the respondents, cost leadership involves offering products to the customers that are of good quality but at a lower price. It influences the organizations competitive advantage through lowering the costs of products to a level that is lower than the costs incurred by competitors in production or gaining a strong point in terms of the members or supporters who are seen to have something different in comparison to competitors.

Interesting, cost leadership was also found to contribute positively and significantly to the insurance firm performance in Kenya. As alluded by Li and Li (2008) that cost leadership aims at achieving the most competitive price for its clients, this study contradicts this construct when it was observed that company should not only lead in reducing cost but should incorporate other factors in making that decision.

The research findings in this study demonstrate that for sure organizational efficiency is a key strategic plan for companies wishing to achieve products or services at low cost which further help to maximize profit for long. In particular, Porter's findings of 1985 demonstrated that the main way to achieving sustainable competitive advantage is through controlling production costs as well as non-production costs. From the findings, respondents showed in deed focusing on low cost would help achieve economies of scale.

In 2015, Hansen et al., purported the only way to beat the market was to employ technology and experienced employees who would oversee cost control, this proposition has been confirmed by the current study findings.

Respondents indicated that differentiation featured, firms provided additional value to customers which reward them with a premium price. Scientific research that is of high quality was accessed in the organization, a team that is creative and highly skilled, communication that is effective and convincing from the skilled sales team and quality and innovation that is reputed by corporates is what the organization offers.

This finding of the study proved the assertion that the sales and profits show that the performance of insurance firms is determined by differentiation strategy in a unique manner. The Kenyan insurance companies' performance is improved by how the product offered is proceeds and the loyalty customers have on the product as measured by differentiation strategy. As observed by Hugosson and McCluskey (2009) in Swedish sawmill companies, differentiation provide a majority of the business with relationship marketing which enables continued demand for the companies' product. Alike Hugosson and McCluskey (2009), this study established that differentiation, as is done through adding product features, provision of value based services and focusing on the core competency immensely contribute to demand for the company product.

Supporting Organ (2014) study, respondents proved that product/services that are differentiated by the use of technology and innovation attract more clients which in turns improve insurance company's sales growth and increase in profit as measures of firm performance.

There is overwhelming agreement that brand image, a range of products; technology, networks and customer-oriented services help improve the performance of the insurance companies in Kenya. Similarly, Arasa and Gathinji (2014) study of telecommunication companies in Kenya revealed that adoption of numerous differentiation strategies does not only make a firm stand out uniquely but also affects the profitability of the firms. According to the respondents, focus strategy aimed to ensure that competitive advantage was sustained.

Insurance firm performance was found to be significantly affected by focus strategy at the beginning of the context. Performance of Kenyan insurance companies was improved through strategies of focus that aim at lowering their costs of products and services offered. Firm performance was found to be improved by factors such as geographical market to the customers as confirmed by most of the respondents in the study. This was also supported by Atikiya (2015) who indicated that a firm that offered good quality products to its customers and at a good price are certainly able to improve their performance.

As Saif (2015) alters, differentiation and cost leadership strategies focus on holistic approaches; focus strategy is unique in that it appeals to those small segments targeting a specific group of customers. From the findings of Saif's (2015) and this study, it can be explained that the reason why the focus strategy is needed by the other two strategies is because it stems them to achieve what they are targeted or in other words, provides market for this strategy.

Analysis of the responses from the study agrees with Waiyaki's (2014) study where it was found that differences in market segment require companies to focus on differentiated products/services that have attractive design to cater for the customers need and wants. Therefore, identification of the niche market helps to exercise unique preferences to an area. The fact that the niche can disappear with time due to changing the preference, taste and fashion, demands that the companies have to pay attention to these changes by focusing to learn the details (Lynch, 2003).

In his summation, Yasar (2010) noted that in many company's departments such as marketing, procurement and R&D, focus strategy is instrumental as it indicates where more concentration of resources should be given. This study too confirms the importance of this strategy, especially for the insurance companies. However, the main weakness of focus strategy is witnessed when focused segment is too confined to be economical or when the segment declines with time (Atikiya, 2015). Also, response indicated an agreement with the statement that it may be dangerous to apply the restrictive focus strategy when companies aim to grow internationally, alike Abidin Yosof, Hassan and Adros (2011) study of the firm involved in surveying.

4.3.2 Impact of Competitive Strategies in attaining Sustainable Competitive Advantage

As per the respondents response, competitive strategies impact their organization positively by providing directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment. On the other hand, the competitive strategies impact organizations negatively by incurring losses through the low prices and destroy the organization's image.

Value has been created by many innovative firms through which is new and non-existent which also helps in developing economy in most countries using their research and results from the developed commercialization which plays a very important role. The created value is then shared among the same companies. They then create value for their own companies, their country's economy and the world at large. Innovation process of products and services is overall innovation. The customer's view of a product being new are what product innovations are; these process thus involves the customers and the distributors of the products. Technological resources and capabilities are driven by a firm's capability to use innovation as a way to improve and produce unique products that will be accepted in market thus attracting more customers and enhancing their profit which outs the company's performance at a high level.

Competitive advantage can only be developed through creating of value of a product in a way that the competitors will not be able to imitate. The first step that creates value and also improves the efficiency of HRM is hiring innovators from within the company before going outside the firm. The second step is to ensure that the employees are trained by professional rather than them trying to acquire skills from the rest without professionalism. The third step is to ensure that the efforts of the whole company are recognized and taken into account so that the overall performance can be improved. The fourth is ensuring that security is employed so that the employees can feel safe while working in the company. Policies should be put forward to ensure that security is provided to all employees despite the fact that it is an issue that has been declined by most companies.

The fifth is the fact that employees need to be part of the decision making process and therefore should be given a chance to raise their concerns and give suggestions of the project to be undertaken. The sixth is to ensure that employees are informed of the specific duties they are required to perform. And finally, the profit acquired should be shared among all team members to improve their efficiency and uplift their spirits.

4.3.3 Benefits of Strategies Adopted by GA Insurance Company in Attaining Sustainable Competitive Advantage

The heads of departments at GA Insurance Company indicated that the Company is a stable and steady company, stronger, more responsive and progressive and has a professional and experienced management. There has been notable improvement of performance and growth in the business in the past few years due to good customer service.

Property, Engineering, Marine, Liability and Aviation insurances are the main business portfolios that the GA is involved in. Medical insurances are also underwritten in their tailor portfolio. The document deliveries, accounts, and reports have been well stored and handled by the company through its capability in innovating its software's and technology which has enabled them to reach more people and provide medical insurance effectively. There has been great performance received from GA for the past 8 years it has been in operation and has a good position in the Kenya Insurance Industry. Many clients and intermediaries have chosen GA as their insurance company despite it having a well-established position.

When undertaking a company analysis, GA is a good choice and is highly ranked. Out of the 10 best insurance company's in Kenya per their market position and underwriting, GA falls at number 9 and it's also known for its capability in financial strength, underwriting skillful, offering the best customers services and good corporate governance.

4.3.4 Most Effective strategies adopted by GA Insurance Company

The respondents indicated that cost leadership, differentiation and focus strategies had configured resources within the changing environment, fulfilled stakeholder's expectations and achieved the organization's advantage.

4.4 Discussion of Findings

The study purposed to establish the strategies adopted by GA insurance company in attaining sustainable competitive advantage in Kenya. The findings of the study demonstrated that indeed competitive strategies contribute positively to the insurance companies' performance. Competitive strategies as postulated by differentiation, cost leadership and focus strategy was found to explain most of the performance of the insurance companies by more than ninety percent. This study, therefore disproves Porter's (1980) assertion that use of the three competitive strategies leads to the situation of the being 'stuck in the middle' which further leads to poor performance. Instead, this study has demonstrated clearly firms that adopt a combination of the three strategies have realized more than average performance thus these strategies can be said to be a key determinant of the firm's performance.

The study also supports the use of the hybrid version on these strategies as they show a progression in the firm growth in sales and profitability. Alike Leitner and Guldenberg (2009), the study established that hybrid strategies gave a better performance of SMEs in Austria than generic strategies. Although, differentiation and cost leadership strategies seem to be the highest contributor to the increased performance, focus strategy is inseparable from the two. Focus strategy help firms to differentiate market segment where affordable prices to be offered (Jiri et al., 2013).

The study found that finance, operations, medical, audit, human resource and administration, risk, marketing and corporate affairs, legal and claims were the respondents departments of operation; that the strategies adopted in their areas of operation affected their organization's competitive advantage by facilitating working relationships between various entities in the organization and thus improves the working efficiency within the organizational units and that differentiation, focus and cost leadership were the strategies their organization used to compete in its respective market. These findings are in concurrence with D'Aveni, Dagnino, & Smith (2010) and Teece (2010) who found that when a firm has a higher gain in a business environment (Porter, 1985). In addition, Porter, (1985) suggested that a when firm can implement 3 strategies so as to add value to their products. These strategies include leadership cost, focus and differentiation.

Nevertheless, to achieve competitive competition a company should be earning high profit compared to other companies' average profit in the same market setting. Maintenance of high economic profit over a given time gives a company opportunity to have sustainable advantage.

Competences, abilities and assets are companies' key things which with declares a sustained competitive advantage. From the above information competitive advantage is has different definitions.

The study also found that cost leadership involves offering products to the customers that are of good quality but at a lower price. It influences the organizations competitive advantage through lowering the costs of products to a level that is lower than the costs incurred by competitors in production or gaining a strong point in terms of the members or supporters who are seen to have something different in comparison to competitors; differentiation featured, firms provided additional value to customers which reward them with a premium price.

These findings were supported by Molloy and Barney (2015) who stated that the focus strategy can be gained through the customer base whose requirements are of a lesser price that can satisfy the market. The quality, innovation, and customer service are the factors that help a company to build products that are unique and cannot be imitated. How the product is, its system of delivery and broad range are among the factors that makes product differentiate. Premium prices are then added to the company's by their customers due to their capability of adding value to their products which are differentiation features. Scientific research that is of high quality was accessed in the organization, a team that is creative and highly skilled, communication that is effective and convincing from the skilled sales team and quality and innovation that is reputed by corporates is what the organization offers Grant (2016).

The study further found that competitive strategies impact their organization positively by providing directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment; the company is a stable and steady company, stronger, more responsive and progressive and has a professional and experienced management. During the past few years, the company has secured its place in the market with consistent profitable growth in business supported with excellent customer service and that cost leadership, differentiation and focus strategies had configured resources within the changing environment, fulfilled stakeholder's expectations and achieved the organization's advantage.

The findings were in line with Johnson and Scholes (2012) and he corresponds that strategy, is the direction and scope of an organization over the long-term. This in turn achieves advantage for the organization through its configuration of resources within a changing environment, and fulfills stakeholder's expectations. According to his view, strategy is the "common thread" among an organization's activities and the market. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce & Robinson, 2013).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of findings from chapter four, and also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to establish the strategies adopted by GA insurance company in attaining a sustainable competitive advantage.

5.2 Summary of the Findings

The study found that finance, operations, medical, audit, human resource and administration, risk, marketing and corporate affairs, legal and claims were the respondents departments of operation; that the strategies adopted in their areas of operation affected their organization's competitive advantage by facilitating units and that differentiation, focus and cost leadership were the strategies their organization used to compete in its respective market.

The study also found that cost leadership involves offering products to the customers that are of good quality but at a lower price. It influences the organizations competitive advantage through lowering the costs of products to a level that is lower than the costs incurred by competitors in production or gaining a strong point in terms of the members or supporters who are seen to have something different in comparison to competitors; differentiation featured, firms provided additional value.

Scientific research that is of high quality was accessed in the organization, a team that is creative and highly skilled, communication that is effective and convincing from the skilled

sales team and quality and innovation that is reputed by corporates is what the organization offers which is improved through offering products that are of good quality, that are innovated and offering good services.

The study further found that competitive strategies impact their organization positively by providing an environment that is conducive to the organization in the aim of achieving the objectives of the study, the Company is a stable and steady company, stronger, more responsive and progressive and has a professional and experienced management. Cost leadership, differentiation and focus strategies had configured resources within the changing environment, fulfilled stakeholder's expectations and achieved the organization's advantage.

5.3 Conclusions

From the findings of the study, differentiation strategy has proved to be a technique that can be employed by the firms wishing to outperform the market. This strategy relevance and positivity towards firm performance can henceforth not be ignored. It can also be said that firms need to learn more areas in which they are supposed to differentiate themselves.

This study leads to a conclusion that use of broad range of products, focusing on techniques that cut done cost, continuous development of new and innovative lined products and striving to be ahead of the competitors are success tale for producing a differentiated product that help beat the market.

Further, it can be said that companies should also aim to be the first in releasing new products that cannot be imitated easily so as to maintain their market share. From the findings, it can be concluded that the favorite strategy for the operators of in the insurance

industry is cost leadership owing to strong positive relationship that it holds with attaining sustainable competitive advantage.

The principle of charging lower price, engaging in sales promotion and investing in technology in a bid to lower cost should be held securely to avoid outweighing benefit realized by automation, outsourcing, improved internal efficiency and buying raw material at reduced prices. Firms need to consider and define affordable price so as to charge the most economical ways that ensure the company gains after the sale of the insurance policy. Also, firm should not sacrifice revenue in exchanges of just being a cost leader.

Inference from using a focus strategy is it helps firms to stay close to customers in a given market segment thus strengthening their relationship with customer. Insurance companies ought to focus on specific market sectors in which they are highly specialized through this they minimize operational costs and improve profitability. In order for an organization to maintain their focus there is need for a coordinated research and development department which ultimately enhance the competitive advantage and attainment of superior performance. More so insurance companies should embrace the use of alignment and partnership with other players in the market as such to minimize operational costs and enhance market coverage and improve on their revenues.

5.4 Recommendations

The study recommended that there was a need to exercise competitive strategies in organizations, as they made available a profitable and sustainable position against the core determinacy forces in the industry competition.

5.5 Limitations of the study

In the course of the study, some challenges were encountered that limited the research in one way or another. The biggest challenge was in data collection where the respondents were hesitant to participate in the interview because of the lengthy nature of the process. Second challenge was confidentiality. The respondents were not willing to divulge the strategies adopted by the organization and those approached were not willing despite assurances that the study was for academic purposes only.

5.6 Suggestions for Further Study

There is need to study other companies in order to draw conclusions on their experiences on strategies they have adopted in attaining sustainable competitive advantage.

A repeat of this study should be carried out using a sample that is larger than this one and more time should be allocated to undertake the study using other instruments such as focus group discussions and questionnaire. The information will then be counterchecked through the provided information and the understanding will then be understood deeply of the strategies they have adopted in attaining sustainable competitive advantage.

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APPENDICES

Appendix I: Letter of Introduction

University of Nairobi

School of Business

Dear Respondent,

I am a postgraduate student at the school of business, university of Nairobi currently carrying out a research on strategies adopted by GA Insurance Company in attaining sustainable competitive advantage. The Master of Business Administration (Strategic Management) requires this partial fulfillment.

This study has selected you as one of the providers of the information required. It is my humble request for you to answer the questions appropriately so as to facilitate the study. Utmost confidentiality will be observed during the data collection as the data collected will be used purely for academic purposes.

Your assistance and cooperation will be highly appreciated. Thank you in advance.

Yours faithfully,

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Esther Wambui Maina

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Appendix II: Interview Guide

1. Which is your area of operation?
2. How do the strategies adopted by your area of operation affect your organizations competitive advantage?
3. What strategies does your organization use to compete in its respective market? How does your organization compete?
4. What influence does cost leadership strategy have in achieving a sustainable competitive advantage in your organization?
5. What influence does differentiation strategy have in achieving a sustainable competitive advantage in your organization?
6. What influence does focus strategy have in achieving a sustainable competitive advantage in your organization?
7. How do these competitive strategies impact your organization?(both positively and negatively)
8. What is the single most important benefit that GA insurance company offers? How does it help the organization attain a competitive advantage against its competitors?
9. How do you anticipate GA insurance company strategies will ensure a sustainable competitive advantage with increased competition?

THANK YOU FOR YOUR TIME