

BUSINESS STRATEGIES IN RESPONSE TO COMPETITIVE ENVIRONMENT BY KENYA POST OFFICE SAVINGS BANK

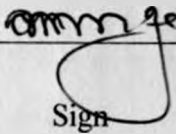
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**Management Research Project Submitted In Partial Fulfillment of the Requirement
for the Degree of Master of Business Administration (MBA), School of Business,
University of Nairobi**

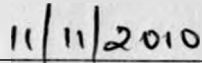
October, 2010.

DECLARATION

This project is my original work and has not been presented for degree in any other university.



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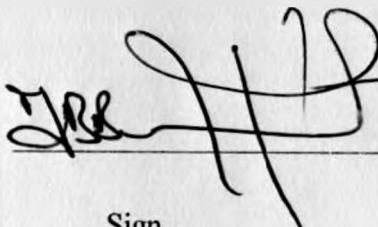


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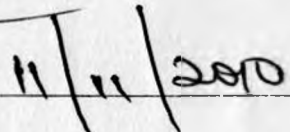
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This project has been submitted for examination with my approval as the university supervisor.



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DEDICATION

This research is dedicated to my late parents who made me be whom I am. My mum who kept encouraging me through my entire school life and molding my character. My father who never got tired talking to me about the value of education.

ACKNOWLEDGEMENTS

To my supervisor Dr Z.B.Awino without whose guidance and supervision, this project would not have been accomplished. To my dear wife Rachael, for her continuous support and encouragement and understanding, my sons –Brian and Arnold for their support and encouraging me through prayers; to my daughter Cheptoo who was always ready to assist in writing the project whenever she saw me with a pen and paper. To my colleagues for their time, support and agreeing to be interviewed and to my brothers and sister who kept encouraging me to the end. And to the tens of wonderful people who made this project a success.

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ABSTRACT

Business strategy is the process that the organization takes to make decisions about the business direction. Strategy management is seen as a process of adapting the pattern of activities performed by the organization to the external environmental conditions in which the organization operates (Sharplin 1985). This research was conducted through a case study in Postbank on: establishing the factors influencing the business strategies in response to competitive environment at Postbank, identifying and examining business strategies at Postbank, and to establish the challenges experienced while implementing business strategies in response to competitive environment. Data was collected using a semi-structured questionnaire, whose analysis was done using descriptive statistics.

It was found that financial implications consideration greatly determine the choice of strategies adopted by the Postbank while competence, creativity, speed, cost implication, sustainability of the strategies, human capital, technological advancement, customer expectations, internal strength and internal capacity to implement strategies came out as the major factors that influence the adoption and implementation business strategies. Arising from the findings from this research, some of the existing policies and Practices may need to be reviewed in order to support the business strategies as well as the strategic objectives. The policies and practices affected are recommended herein for possible consideration by Postbank and any other impacted Banks and organisations.

Key words: Business, Strategies, Response, Competitive environment, Kenya

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Pearlson and Saunders (2006) define a business strategy as a “well-articulated vision of where a business seeks to go and how it expects to get there. It is the form by which a business communicates its goals. Management constructs this plan in response to market forces, customer demands, and organizational capabilities. A business strategy can thus, be defined as the process that the organization takes to make decisions about the business direction. Business strategy denotes actions or patterns of actions intended for the attainment of goals. In an organizational setting, the term strategy covers more than just intended or planned strategy, it also includes the “sequence of decisions” that exhibit a “posteriori consistencies in decisional behavior (Mintzberg, 1978). Business of all sizes practice some form of strategic management. Businesses use strategy to formulate as well as implement strategy in order to compete successfully, Sharplin (1985) stressed that strategy management is applied for the purposes of moulding, directing and relating an organization effectively to its environment. Strategic decision making is at the heart of the organization- environment – co-alignment process so heavily emphasized in both the business policy and organization theory.

Strategy management is seen as a process of adapting the pattern of activities performed by the organization to the external environmental conditions in which the organization operates. Managing strategy thus means managing the process whereby the pattern of activities to be performed by the organization are conceived (i.e. strategy formulation), and then creating the conditions necessary to ensure that these activities are carried out (i.e. strategy implementation). It is often stressed that because the environment is always

changing, this has to be a continuous process (Hokinsson and Snehota, 2006). Pearce and Robison (1997) state that in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment. This means that organizations should constantly change their strategies in order to remain competitive. It also requires that organizations should continuously learn, adapt and re-orient themselves to the changing environment. The process has to be deliberate and coordinated leading to gradual or radical systematic realignments between the environment that result in improvements in performance and effectiveness. Where an organization fails to effectively adapt to its environment, this lead to a strategic problem (Ansoff and McDonnell, 1990). It is therefore through strategic response that a firm will be able to relate itself to the environment to ensure its success. The strategy, the pattern of critical activities, of a business organization results from the deployment of resources controlled hierarchically (contractually) by the organization. Controlled resources are allocated in certain combinations, providing products/services to be exchanged with the environment. Further resources can be obtained by means of exchange with the environment across the boundaries of the organization. In the supposedly competitive and “non – controllable” environment, the effectiveness or exchange potential of an organization will depend on its relative efficiency in combining its internal resources. Internal resources can be reallocated in order to adapt to environmental conditions, thus enhancing effectiveness (penning, 1985).

1.1.1 Business Strategies

The large number and wide variety of business strategy decisions required to strategize and deliver a service are made at several levels in the organization, from the strategic

level to the operational and service encounter levels. A major challenge for service organizations is ensuring that decisions at each of these levels are made consistently, focused on delivering the correct service to targeted customers (Boone, 2000:96). Businesses of all sizes practice some form of strategic management. Businesses use strategy to formulate as well as implement strategy in order to compete successfully. Sharplin (1985) stressed that strategy management is applied for the purposes of moulding, directing and relating an organization effectively to its environment. Strategic decision making is at the heart of the organization- environment – co-alignment process so heavily emphasized in both the business policy and organization theory.

The dominant paradigm in relation to business strategy is of rational analytical process through which the successful organization is enabled to adapt intentionally and systematically to its environment, so as to achieve its predicted objectives. The strategist, either top management or a separate planning department, conceives the strategic options open to the firm when changes occur in the external environment. The focus on formulation contends that strategic analysis and strategy development are the crucial drivers of success (Edwards and Peppard, 1994).

1.1.2 Strategic response

Strategic management literature suggests that a successful firm's strategy must be favourably aligned with the external environment. The relationships between business-level strategy and environment have been widely discussed in the extant literature (Hambrick 1983; Kim and Lim, 1988, Miller, 1998). Organizations face significant constraints and contingencies from their external environment and their competitiveness depends on their ability to monitor the environments and adapt their strategies

accordingly (Jennings, 2003). In the field of strategic management, the majority of studies analyze competitive environments from an economic standpoint, based on the implicit notion that business environments are formal and objective. As such, the human element is assumed and the role that managers play in creating and changing competitive environments is neglected. However, given that people take business decisions and drive organizations, to ignore such an important dimension of the competitive landscape is a considerable limitation to developing more holistic understanding about competitive landscapes (Panagiotou, 2006). Despite the level of knowledge generated regarding the structure and dynamics of organizations, there remains little appreciation about how managers perceive their competitive environment and the impact of managerial cognitions on industry dynamics. Given that managerial cognitions influence decision-making and therefore competitive strategies, the cognitive aspect of management is integral to understanding how competitive structures develop or respond to the environment. Through their competitive activities, managers create and after the dynamics of an organization (Bukhszar, 1999).

1.1.3 Competitive environment

Organizations require guidance on the most effective functional areas in which to invest in order to improve and sustain environmental performance. As managerial practices progress from concerns with compliance towards practices seeking competitive advantage, more theory is needed regarding the manner in which corporate strategy, organizational structure and operational practices influence competitive environmental performance of business strategy processes (Simpson and Samson, 2008). Organizations large and small are environment-dependent. No organization can exist without the

environment. They depend on the environment for their survival and they have to scan the environment in an effort to spot budding trends and conditions that could eventually affect the industry and adapt to them (Thompson and Strickland, 1998). Failure to do this will lead to serious strategic problem characterized by the maladjustment of the organization's performance growth (Ansoff and McDonnell, 1990).

When a firm operates in a stable domestic environment, the primary focus of management attention is on competitive and technological factors which determine success in the market place. When such a firm moves abroad, its management expects to encounter new competitive dynamics. But beyond the competitive variables, success in the new market may equally be determined by a number of other factors which remain in the background (and are taken for granted) so long as the firm confines its attention to domestic markets (Mintzberg, 1998). Using the contingency approach, several empirical studies have provided the evidence that suggest environments are major determinants of performance in large firms. Lenz (1980); Stanwick and Pleshko (1995); Porter (1980 and 1985) and Manu and Sriram (1996) found that environment has strong influence on performance in large firms. At the same time, Prescott (1986), Hitt and Ireland (1986): and Hoffer (1975) found that organizational performance (success) depends upon a contingent relationship between business strategy and environment.

1.1.4 Banking Sector in Kenya

The banking sector in Kenya comprises of, the Central Bank of Kenya, as the regulatory authority, Commercial Banks, Non-Bank Financial Institutions, Forex Bureaus and Deposit Taking Microfinance Institutions as the regulated entities. As at 31st December

2009, the banking sector was composed of 46 institutions, 44 of which were commercial banks and 2 mortgage finance companies. In addition, there was 1 licenced deposit taking microfinance institution and 130 foreign exchange bureaus. Commercial Banks and Mortgage Finance Companies are licensed and regulated under the Banking Act, Cap 488 and Prudential Guidelines issued there under. Deposit Taking Microfinance Institutions on the other hand are licensed and regulated under the Microfinance Act and Regulations issued there under. Foreign Exchange Bureaus are licensed and regulated under the Central Bank of Kenya Act, Cap 491 and Foreign Exchange Bureau Guidelines issued there under. Out of the 46 institutions, 33 were locally owned and 13 were foreign owned. The locally owned financial institutions comprised 3 banks with public shareholding, 28 privately owned commercial banks and 2 mortgage finance companies (MFCs). The foreign owned financial institutions comprised 9 locally incorporated foreign banks and 4 branches of foreign incorporated banks.

Players in this sector have experienced increased competition over the last few years resulting from increased innovations among the players and new entrants into the market. The dynamism in the Kenyan banking sector is expected to continue as banks seek new opportunities in the face of an anticipated subdued risk appetite.

1.1.5 Brief overview of Kenya Post Office Savings Bank (Postbank)

The Kenya Post Office Savings Bank (Postbank) was established by an Act of Parliament (Cap 493B) of 1978, with a mandate to mobilize savings for national development. This was following the collapse of the East African Community in 1977, and the need by the three respective member countries to set up internal institutions to coordinate services previously handled under the then East African Community Corporate body. Against this

background. Postbank was established and mandated to serve as a Savings Bank in Kenya, charged with the responsibility of mobilizing savings and encouraging thrift among Kenyans. In its savings mobilization mandate, the bank has a countrywide spread of 91 service outlets (Branches) and a staff capacity of 820 employees. It offers savings accounts, fixed deposits, Visa Credit Card, Money Transfer and Agency Services, Collection and Payment Services such as salary processing, and pension payments.

The bank is operating in a rapidly changing and competitive environment characterized by a threat to her market share from Commercial banks, other financial institutions, Sacco's, MFIs etc. Research carried out indicates that Card and Payment devices such as Automated Teller Machines and Point of Sale Terminals (ATMs/POS) are being deployed in Kenya by the majority of competitors. Postbanks strategic advantage of a large network is being eroded as competition and other service providers embrace use of technology supported by ATM and POS networks, Agency partnerships etc which have created competing branch networks. The banks' competitiveness is therefore facing enormous challenges even though the Bank has tried to modernize its Operations by embracing modern technology in service delivery since competing banks offer relative products and rolled out their ATM and Card Based Systems. To address this competitive challenge, the management of Postbank adopted the New Business Model.

1.2 Statement of the problem

Over the years, the demand for convenient, secure and reliable services has increased. The idea that the rigor of competition shapes firm strategy and capabilities is well established within the economics, ecological and strategy traditions. Business strategies

capabilities have an indirect interaction with environmental change through the medium of business age. Competitive environment in Kenya is changing rapidly to the extent that Postbank must change by crafting strategies to move the Bank forward or face the consequences of inability to fit in the turbulent organizational and environmental changing responses. Recent studies carried out in Kenya concentrated on strategic responses in commercial banks and the petroleum industry. Kiptugen (2003) undertook a study on strategic responses to the changing environment in Kenya Commercial Bank and established that changes in the environment have led to intense competition in the banking industry through availability of substitute products. Adoyo (2005) focused his study on responses to changes in the external environment at Postbank. He established that the bank has responded adequately to changes in the environment through re-organizing its organizational structure, improving its service delivery, developing new products and cultural transformation. Mwaura (2004) addressed environment as moderator of the relationship between business strategy and performance a case of Small and Medium Enterprises in Kenya. Ndungu (2002) undertook a study on an investigation of the relationship between human resources systems, business strategy implementation and performance.

As observed from the above, the studies conducted have focused attention more in the strategic responses and therefore there has been no study done on specifically business strategy in response to changing competitive environment, and this is the gap that this study is aiming to address.

1.3 Objectives of the study

- i. To establish the factors influencing the business strategies in response to competitive environment at Kenya Post Office Savings Bank.
- ii. To identify and examine the effectiveness of business strategies at the Bank
- iii. To establish the challenges of business strategies in response to competitive environment.

1.4 Value of the study to knowledge

In a nutshell this study will assist in addressing issues relating to the body of Business strategy in response to changes in the business environment in which firms operate in, particularly in the following areas:

Policy and Decision makers at various levels of management will gain value added information on adapting business strategies in response to changing competitive environment. For instance, the managers responsible for strategy may use the findings to formulate effective monitoring and control systems to mitigate against the challenges while formulating and adopting business strategies.

Academics and business researchers will be able to borrow from the findings of this research to support literary citations as well as develop themes for further research. Specifically, the study hopes to make theoretical, practical and methodological contributions. The findings will contribute to professional extension of existing knowledge in business strategy management by helping to understand the current challenges for adopting strategy and their effects on environmental response in various organizations in general.

Business people and entrepreneurs can use the findings from this research to aid them in implementing their organizational strategies. The findings will also enable the business people to understand how business strategy and structure relationship contributes to a firm's performance in a changing environment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section draws on literature in the area of business strategies in response to competitive environment. Secondary material such as books, journals, and articles which carry previous research work on the study topic are analyzed. The material is of importance to this study as it forms a basis for observations which will be made during the study in line with the aims and objectives of the study.

2.2 Conceptual Framework of Business Strategy

The strategic management literature emphasizes on the important role of business strategy in both large and small firms (David, 1994; Wheelan and Hunger, 1999); and Rue and Holland, 1989). Firms use business strategy to outline the fundamental steps that they plan to follow in order to accomplish their objectives. The literature indicates that organizations can have a single strategy or many strategies, and that these strategies are likely to exist at three levels; corporate level strategies (such as grand or master strategies); business level strategies (competitive strategies); and functional level strategies. Although the literature suggests that strategies are developed at the three different levels, theoretical and empirical studies of the relationship between strategy and organizational performance have mainly emphasized on business strategy (Lee, 1987).

The role of strategy is to match external environment with the firm's internal capabilities. Organizations exist in the context of complex commercial, economic, technological, cultural and social world. An understanding of the historical and environmental effects, as well as opportunities and other well exact threats to the organization is critical. Strategy crafting is therefore largely influenced by top manager's perception of their

organization's environment. Every organization has a unique environment, even organization within the same industry have environments unique to them (Mintzberg and Quinn, 1988). Thompson and Strickland (1998) pointed out that an organization's strategy consists of moves and approaches devised by management to produce successful organizational performance. That strategy is a management's game plan for the business. Without a strategy, there is no established course to follow, no roadmap to manage by and no cohesive action plan to produce the intended results. The 1980s and 1990s were characterized by discontinuous and unpredictable business environment. This, of essence, calls on an organization to restructure itself to meet the new activities and to adequately respond to external environment.

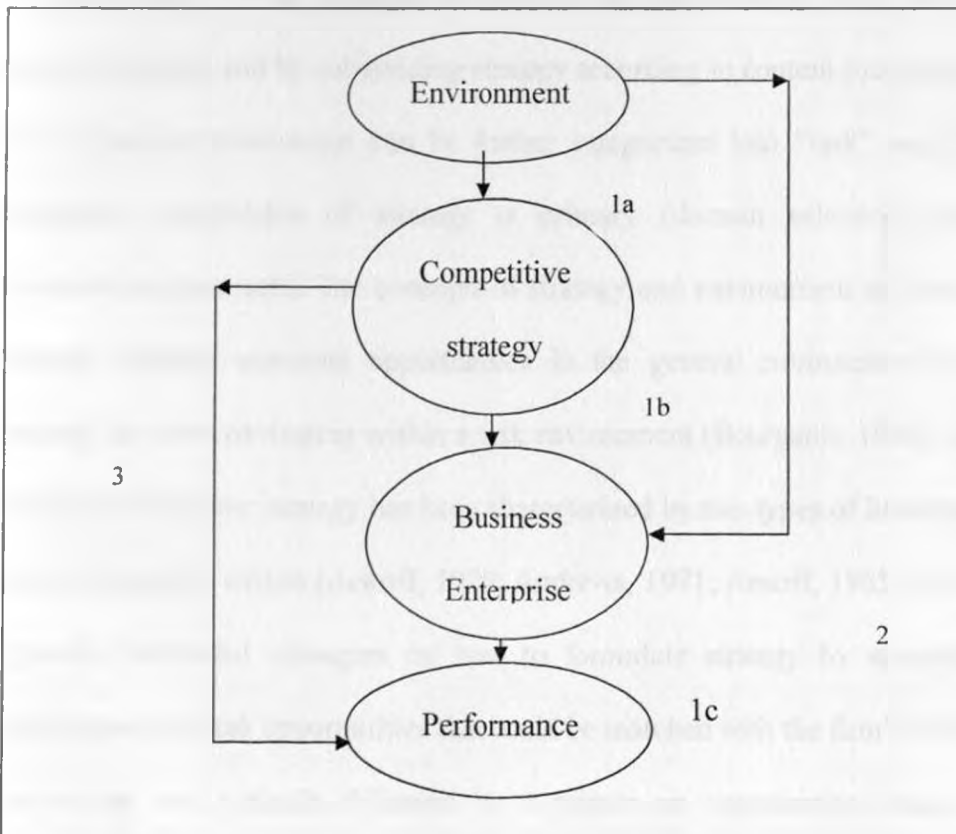


Figure 1: Conceptual model of business strategy in its context

Source: Ward, P.T. and Duray, R. (2000). Manufacturing strategy in context: environment, competitive strategy and manufacturing strategy. *Journal of Operations Management*, 18, pg. 124.

Competitive strategy, in contrast with generic strategy focuses on the differences among firms rather than their common missions. In most firms comprehensive strategy evaluation is infrequent and, if it occurs is normally triggered by a change in leadership or financial performance. The fact that comprehensive strategy evaluation is neither a regular event nor part of a formal system tends to be deplored by some theorists, but there are several good reasons for this state of affairs (ward and Duray, 2000).

2.3 Strategy and Environment

An elaboration of the concepts of strategy and environment into its objectives and perceived states, and by subdividing strategy according to content (outcomes) or process. The objective environment can be further categorized into “task” and “general”. An alternative subdivision of strategy is primary (domain selection) and secondary (competitive approach). The concepts of strategy and environment are integrated in that primary strategy concerns opportunities in the general environment and secondary strategy involves navigating within a task environment (Bourgeois, 1980). Until recently, the field of business strategy has been characterized by two types of literature. Normative works of several writers (Ackoff, 1970; Andrews, 1971; Ansoff, 1965; Katz, 1970) have typically instructed managers on how to formulate strategy by scanning the firm’s environment to seek opportunities that could be matched with the firm’s capabilities. This instruction was typically followed by a primer on organization design and on the selection of “competitive weapons” and allocation of resources. Strategy content and

environment have been joined empirically, but there has not been much work that joins the strategy formulation process and environment. One of the few examples of work that does so was a study by Khandwalla (1976), who found that when managers perceived the environments of their firms as “rich in contingencies”, as when they are dynamic and uncertain, their strategies are likely to be more comprehensive or multifaceted. These results agree with those of Miles and Snow (1978) and Paine and Anderson (1977), which indicate that strategic managers in more uncertain environments tend to be more proactive and innovative and they tend to assume a higher degree of risk.

The development of strategies to guide organizational activities is a key managerial function, and that guidance is accomplished through the effective co-alignment of organizational resources within environmental conditions. Environmental perception is an element distinct from the objective task environment and is a prime input to secondary strategy making. The treatment of environment has often indiscriminately mixed objective and perceived attributes, clearly points out that the objective external environment and its variability are the source of the firm’s opportunities and risks and as such must be accounted for when strategies are made and executed. Whereas managers’ perceptions of the environment are part of the strategy-making process. This concludes the synthesis of the two concepts, strategy and environment, by relating them of hierarchical level (Bourgeois, 1980).

According to Johnson, Scholes and Whittington (2008), dealing with the environment is difficult because of three factors. First is the diversity of the different influences that affect a business. Identifying the environmental influences may be possible but it may not

be of much use because no overall picture emerges of the really important influences on the organization. The second difficulty is the speed of change. Managers typically feel that the pace of technological change and the speed of global communications mean more and faster changes than ever before. Third is the problem of complexity. Managers are no different from other individuals in the way they cope with complexities; they try to simplify what is happening by focusing on those few aspects of the environment which have been important historically. It is important to avoid these tendencies whilst achieving an understanding of the environment which is both usable and oriented towards the future.

Ansoff (1980) asserts that when a firm fails to respond to a threat, the losses that results continue to accumulate. The strategic response process is initiated once the rational trigger point is reached. This is the point at which accumulated data shows that there is serious decline in performance which cannot be reversed and that special counter measures are required. Reactive management occurs if the start of the response is delayed past the trigger point. The start of response is delayed past the rational trigger point due to four factors: systems delay, verification delay, political delay and unfamiliarity delay (Ansoff and McDonnell, 1990). Systems delay typically occurs in large firms due, in part, to the time consumed in observing, interpreting, collating and transmitting information to responsible managers. In another part, it due to the time consumed by these managers in communicating with one another and establishing a common understanding as well as the time necessary for processing the decisions among the responsible groups and decision levels. A verification delay may be invoked because some managers will argue that, even though the level of impact has reached unacceptable proportions, there is never an

ironclad assurance that the threat is real and that the impact is permanent. They will opt for waiting a little longer to see if the threat will 'blow itself out.'

To survive in a dynamic and highly competitive business environment, different organizations have had to engage various strategies to survive. One such strategy is the corporate turnaround strategy. A turnaround situation is one of pointing out to a new direction. It is a complete change in strategic direction of a firm after it has faced a corporate distress. Such a situation can easily lead to collapse of a company unless a plan of corporate survival and renewal is devised successfully executed. The starting point is identification of the root cause or causes of the crisis. Turnaround strategies are used when a business worth resuming goes into corporate crisis (Pearce and Robinson 1997).

Boseman and Phatak (1989) argue that if a firm wants to remain vibrant and successful in the long run, it must make impact assessment of the external environment, especially such relevant groups as customers, competitors, consumers, suppliers, creditors and the government and how they impact on its operations success is dependent on productivity, customer satisfaction and competitor strength. Critical success factors are crucial to an organization because they take into consideration fundamental changes in the environment thus making firms proactive rather than reactive (Bett, 1995). Okutoyi (1992) states that strategy has an important role in helping businesses position themselves in an industry. Effective strategy may enable a business to influence the environment in its favour and even defend itself against competition (Aaker, 1992). Aaker also adds that given the current focus in business, there is need to understand competitor strengths in the market and then position one's own offerings to take advantage of weaknesses and

avoid head on clashes against strengths. Kotler (1998) says that to adapt to environmental changes, firms require effective leadership. He further states that, while leadership is crucial, most organizations are over managed and others under-led. In this regard therefore it is necessary to examine what impacts leadership and strategic management have on an organization in relation to its external environment.

2.4 Technological Strategy and Environment

Technology strategy is a firm's approach to the development and use of technology. Although it encompasses the role of formal Research and Development (R&D) organizations, it must also be broader because of the pervasive impact of technology on the value chain. Because of the power of technological change to influence industry structure and competitive advantage, a firm's technology strategy becomes an essential ingredient in its overall competitive strategy. However, technology strategy is only one element of overall competitive strategy, and must be consistent with and reinforced by choices in other value activities. A technology strategy designed to achieve differentiation in product performance will lose much of its impact, for example, if a technically trained staff force is not available to explain the performance advantages to the buyer if the manufacturing process does not contain adequate provisions for quality control (Porter, 1998) . Technology has an influence on all aspects of business from the very general to the very specific. The advent of technology has made it easier for people to communicate with each other, whether they operate in the political, economic, social or general business arena. Communications technology takes the form of mobile phones, fax machines, video conferencing, the internet and the world wide web, and its key benefit is that staff are contactable all the time while at work, and should be able to

contact customers and clients without having to return to an office (Capon, 2008).

Capabilities are a company's proficiency in combining people, process and technology which allow it to continually distinguish itself along the dimensions that are important to its customers. For example, in a high-tech industry, the ability to quickly develop new state-of-the-art products with features and performance that deliver value to customers creates an enduring advantage. In a commodity industry, it may be the ability to constantly reduce costs through innovative actions that creates lasting competitive advantage. Business strategy is therefore composed of both market focused and capabilities focused perspectives and in fact both are essential. The market focused elements determine the products and markets where the organization is presently competing. Capabilities not only support the current strategic thrust but, more importantly, determine future competitiveness (Edwards and Peppard, 1994).

2.5 Strategic business processes

Business re-engineering is concerned with changing an organization to reflect more what it does (e.g. satisfy customer requirements) rather than what it is (e.g. a manufacturer). There are two critical types of processes in organizations. Those derived from the product and market focused element and the competency element of business strategy. Customers and competitors may not recognize these processes or indeed understand the output of these processes but they do provide the organization with the capability for future competitiveness (Edwards and Peppard, 1994).

2.5.1 Strategic Competitive processes

Business strategy is a key issue for every major organization. Traditionally, formal strategic planning is conducted by establishing a vision and objectives, and then a high-level course of action to achieve these objectives. Porter (1980-1985), probably one of the most influential thinkers on strategy, focuses on industrial dynamics and the sources of competitive advantage. A critical assumption is that competitive advantage is determined by industry dynamics and the organizations must position products in selected markets to gain advantage. Organizations need processes to support their current products and services in the market place. These processes relate directly to an organizations current basis of competition. These processes are called competitive processes. So, if we are competing on speed to market of new products, the competitive processes would relate to this focus. If providing a prompt turnaround to customer orders, then the competitive processes would be the process that causes this to happen. If you are low cost producers, your competitive processes will contribute to this stance and hence the processes which you decide to concentrate on will be of significantly lower cost than those of the competitors. Choice has to be made and the chosen processes are classified competitive processes. These processes enable the firm to enjoy “super-normal” profits (Edwards and Peppard, 1994).

2.5.2 Strategic infrastructure processes

The dominant paradigm in relation to business strategy is of a rational analytical process through which the successful organization is enabled to adapt intentionally and systematically to its environment, so achieving its predicted objectives. The strategist either top management or separate planning department, conceives the strategic options

open to the firm when changes occur in the external environment. This focus on business strategy processes contends that strategic analysis and strategy development are the crucial drivers for success (Porter, 1985). An organization has what we call infrastructure process. These create the capability to operate effectively in the chosen industry in the future. These processes develop the capability (people, business processes, and technology) that will define tomorrow's competitive strategy. These infrastructure processes can be viewed as providing the 'fertilizer' which nourishes the organizations future capabilities. A competence is a bundle of skills and technologies rather than a single discrete skill or technology (Earl and Khan, 1994).

Competitive processes support today's product and market based strategies. Current capability is encapsulated in competitive processes. Infrastructure processes create the capability for tomorrow's competitive processes and hence support tomorrow's competency-based strategy. Together, we term these two critical types of processes the strategic diamond. The processes which put these capabilities in place are referred as infrastructure processes and are concerned with the future and building the processes, people and technology to yield future environment competitive advantage (Edwards and Peppard, 1994).

2.6 Political, Economic, Social and Technological (PEST) Analysis and Competitive Environment Analysis

PEST analysis is analysis of the external environment by considering political, economic, social-cultural and technological factors influencing an organization. The aim of environmental analysis is to help a company understand its current position in the external environment. PEST analysis allows a company to identify and understand the

broad general factors impacting upon it, such as legislation and social behavior of current or potential customers.

Analysis of the competitive environment considers the role of regulation and the factors driving competition (Capon, 2008). The external environment is literally the big wide world in which organization operate. Whatever the nature of their business, organizations do not and cannot exist in splendid isolation from the other organizations or individuals around them, be they customers, employees or suppliers. It is therefore clear that the external environment of any organization is a large and complex place. 'Environment' here is more appropriately interpreted as the external context in which organizations find themselves undertaking their activities. Each organization has a unique external environment which has unique impacts on the organization, due to the fact that organizations are located in different places and are involved in different business activities, with different products, services, customers and so on. In addition to this unique context, individual organization all have their own distinctive view of the world surrounding them, leading them to interpret what is happening in the external environment correctly or incorrectly, depending on their ability to understand the external forces affecting them (Edward and Peppard, 1994).

Porter (1985) observes that for firms to be able to retain competitive advantage, they need to examine their environment both internal and external and respond accordingly. Ansoff and McDonnell (1990) also point out that the success of every organization is determined by the match between its strategic responsiveness and strategic aggressiveness and how these are matched to environmental turbulence. This is because each level of

environmental turbulence has different characteristics, requires different strategies and requires different firm capabilities. Therefore, each level of environmental turbulence requires a matching strategy and the strategy has to be matched by appropriate organizational capability for survival, growth and development. The first three strategies are usually pursued with the same technical, financial and merchandising resources used for the original product line, whereas diversification usually requires a company to acquire new skills, new techniques and new facilities. Therefore, diversification is meant to be the riskiest of the four strategies to pursue for a firm. Diversification is thus a form of growth marketing strategy for a firm or company. It seeks to increase profitability through greater sales volume obtained from new products and new markets. Diversification can occur either at the business unit or at the corporate level. At the business unit level, it is most likely to expand into a new segment of an industry in which the business is already in. At the corporate level, it is generally entering a promising business outside of the scope of the existing business unit, (Ansoff 1980).

The company's corporate strategy should help in the process of establishing a distinctive competence and competitive advantage at the business level. There is a very important link between corporate –level and business level strategies and responses. According to Johnson et al. (2002), corporate level responses is the first level of strategy at the top of the organization, which is concerned with the overall purpose and scope of the organization, to meet the expectations of owners or major stakeholders and add value to different parts of the enterprise. This includes issues of geographical coverage, diversity of product/ services or business units and how resources are to be allocated between the different parts of the organization.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the research design, the methodology applied, the sampling procedure, data collection and data analysis techniques used in this study. The discussion in this chapter includes study limitations and other pertinent issues related to the study at hand.

3.2 Research Design

This research was conducted as a case study. A case study was preferred because it enables the researcher to have an in-depth understanding of adopting a business strategy in response to changing competitive environment at Kenya Post Office Savings Bank.

According to Saunders; Lewis and Thornhill (2009) research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

3.3 Data collection

Data was collected using a semi-structured questionnaire, which was administered to 20 Managers at The Kenya Post Office Savings Bank as the respondents. The Interview guide was divided into three sections. Section A sought to establish the background information. Section B sought to establish business strategies in response to competitive environment at Postbank, and section C on the factors influencing the adoption of business strategy in response to a changing competitive business environment of Postbank. The questionnaires were administered by conducting an individual interview. This is a one-to-one interview between the researcher (Interviewer) and respondent.

3.4 Data Analysis Technique

Data collected was both quantitative and qualitative. On receiving the questionnaires, the data collected was checked and edited to ensure completeness, consistency, accuracy and uniformity. Quantitative data analysis was conducted using descriptive statistics, which usually includes measures of central tendency, measures of variability, measures of reliability and frequency among others. Qualitative data from the questionnaires was analyzed using content analysis (It is used when one has sets of existing written or visual documentation which require analysis. Carol Grbich 2007)

According to Mugenda and Mugenda (2003) descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics. Measures of central tendency usually give the expected score or measure from a group of scores in a study. Measures of variability, such as standard deviation inform the analyst about the distribution of scores around the mean of the distribution. Frequency distribution shows a record of the number of times a score or record appears.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the data findings and analysis. All the questionnaires administered to the Postbank Managers were returned having been duly filled-in which made a response rate of 100%. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for statistical reporting. Therefore, the study's response rate of 100% is excellent for this study. Descriptive statistics were used to analyze the data whereby relative frequencies in some questions and others were analyzed using mean scores and standard deviation.

4.2 Quantitative data analysis

Quantitative research involves counting and measuring of events and performing the statistical analysis of a body of numerical data (Smith, 1988). Descriptive statistics was used mainly to summarize the quantitative data. This included percentages and frequencies. A Lickert scale and the use of Statistical Package for Social Sciences (SPSS version 17.0) was employed. Tables, Pie charts and other graphs were used as appropriate to present the data collected for ease of understanding and analysis. Measures of central tendency were applied (mean, median, mode and percentages) for quantitative variables.

4.2.1 General Findings

The study sought to establish the information on the respondents used by the study with regards to the gender, job designation, and duration of service in Postbank in years and level of education. These bio data points at the respondents' appropriateness in answering

the questions and also looks at the employment demographics in Postbank.

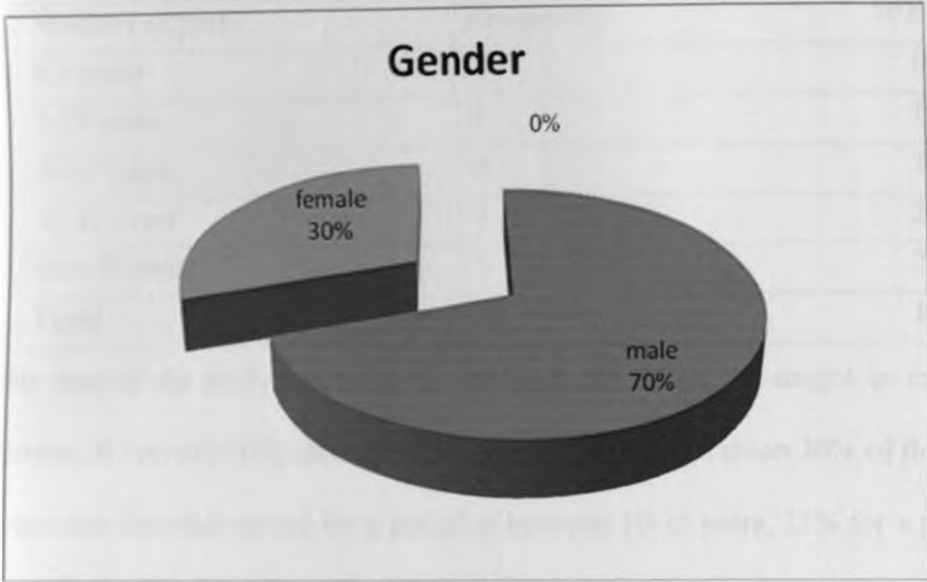


Figure 4.2: Gender of the respondents

From figure 4.1, it is noted that of the total Managers interviewed, the majority (70%) of the respondents were male with a considerable 30 % females.

Table4.1: Years of operation

Years	Frequency	Percent
1-10 years	7	35
11-20 years	10	50
21-30 years	3	15
Total	20	100

Table 4.1 indicates that the majority of the respondents (50%) had served in Postbank for a period of 11-20 years.35% had served for a period of 1-10 years, while 15% a period of between 21-30 years.

Table4.2 Number of years in service.

Number of years	Frequency	Percent
0-5 years	2	10
5-10 years	3	15
10-15 years	6	30
15-20 years	4	20
over 20 years	5	25
Total	20	100

This area of the study according to table 4.2 and figure 4.2 sought to enquire on the number of years the respondents had been in managerial position.30% of the respondents stated that they had served for a period of between 10-15 years, 25% for a period of over 20 years, 20% for a period of 15-20 years, 15% for a period of 5-10 years while 10% had served for a period of below 5 years. Managerial responsibility and the experience are important in this study which aimed at examining the effectiveness of business strategies at Postbank. This is area aimed at looking at whether the managers in Postbank understand the environment within which the Bank operates in and thereby understand the business strategies and its implementation.

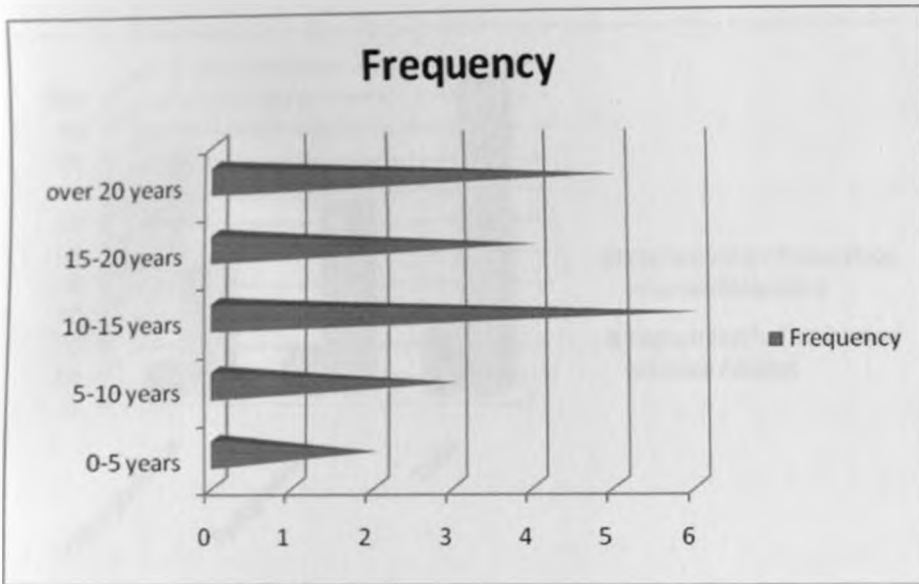


Figure4.2: Number of years in service

Level of respondent’s education

Figure 4.3 below indicates the level of the respondent’s level education. The findings indicate that the majority of the Postbank managers (55%) interviewed had attained the postgraduate education, while the rest of the respondents had attained undergraduate training. One notable fact is that all the managers interviewed had attained the level of a first degree which is a plus for the Bank. The level of education and training is significant in implementation of the business strategy for effective operations.

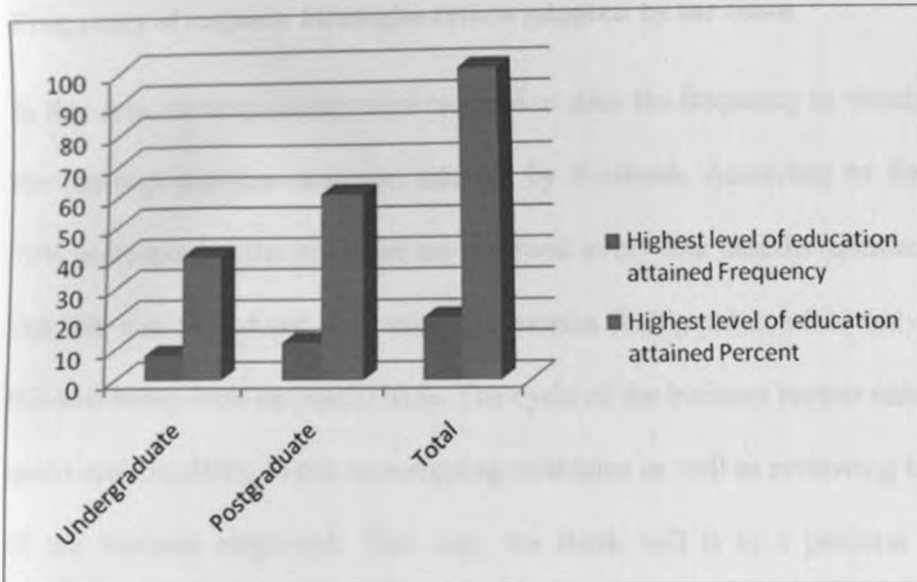


Figure4.3: Level of respondent's education

Table4.3: Respondent's description of competitive environment in organization

Competitive environment	Frequency	Percent
High	12	60
Very high	8	40
Total	20	100

The greater percentage of the respondents (60%) interviewed described competitive environment in their organization as being high, although a moderately high number described it as being very high. This indicates that the respondents are aware and informed of the magnitude of the competition and hence they would provide very important information in regard to the factors and the challenges influencing business

strategies in response to competitive environment at Postbank.

Frequency of response strategies review adopted by the bank

In this area, the respondents were required to state the frequency to which they reviewed the business response strategies adopted by Postbank. According to figure 4.4 below, 70% indicated that the strategies are reviewed every four months (quarterly). 25% stated that this was carried out after every six months (half yearly), while only 5% stated that this was being done on yearly basis. The cycle of the business review enhances the banks speed and capability to put in mitigating strategies as well as reviewing the effectiveness of the business employed. This way, the Bank will be in a position to address any challenges experienced promptly and in a timely manner.

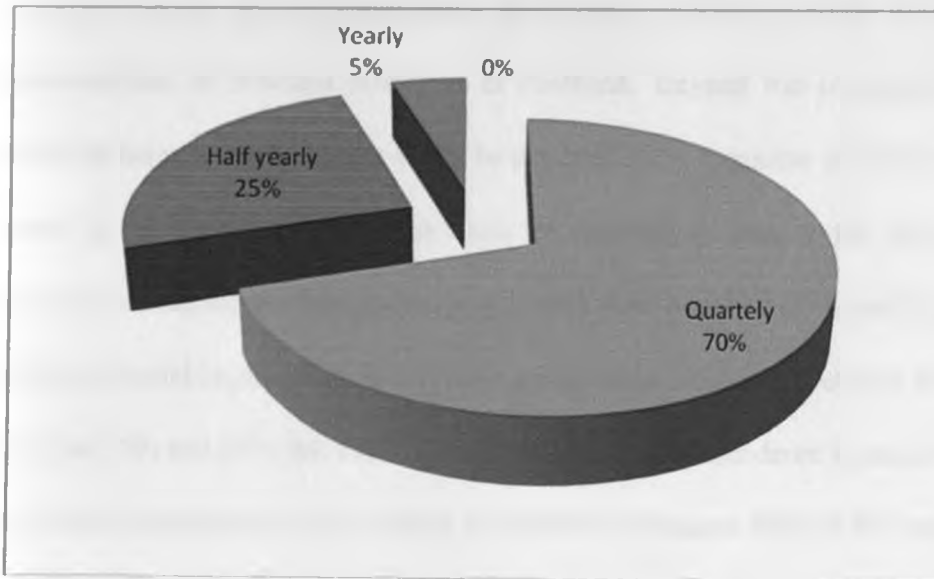


Figure 4.4: Frequency of strategy review adopted by the bank

Table 4.4: Percentage response on response strategies and business strategies formulation

Choice of response and business strategies implementation	Not at all	Less extent	Moderate extent	Large extent	Very large extent	Total percent
Extent of financial implications consideration in the choice of strategies	0	0	25	55	20	100
Extent of financial resources to implement the response strategies	0	15	80	5	0	100
Extent of the company's consideration of the competition from other players in the industry before formulating business	0	0	25	65	10	100
Availability in the company of appropriate and adequate management to implement business strategies	0	0	45	55	0	100

Table 4.4. above aims at establishing the factors considered while formulating and implementation of business strategies at Postbank. Beyond the competitive variables, success in the new market may equally be determined by a number of other factors which remain in the background (and are taken for granted) so long as the firm confines its attention to domestic markets (Mintzberg, 1998). The majority (55%) of the respondents felt that financial implications is to a large extent considered in the choice of the response strategies. 25% and 20% felt that financial implication is considered to moderate and very large extent respectively in the choice of response strategies. 80% of the respondents felt that the extend of the Financial resources to implement the strategies is of moderate extend. 15% considers this factor to have little effect while 5% stated that to large extent is this factor considered. It is noted that the issue of financial resources and implication is

greatly considered in the choice and implementation of response strategies.

65% of the respondents feel that to a large extent Postbank considers competition from other players in the industry while formulating business strategies. 25% feel this consideration is to a moderate extent considered while only 10% views this company's consideration of the competition is to a very large extent considered. Sharplin (1985) stressed that strategy management is applied for the purposes of moulding, directing and relating an organization effectively to its environment. Through their competitive activities, managers create and alter the dynamics of an organization (Bukzar, 1999). These earlier findings are confirmed in this study which according to majority of the respondents (55%), availability in the company of appropriate and adequate management is to a large extent considered in the implementation of business strategies. 45% of the respondents however, feels that management in the company is to a moderate extent considered.

Table4.5 :Extent to which the various factors challenge implementation of strategic plan in Postbank

Level	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean	SD
Resource Constraints	0	0	11	8	1	3.5	0.61
Hierarchical organization structure	0	5	12	3	0	2.9	0.64
Poor management and Leadership	0	5	7	7	1	3.2	0.89
Political factors	0	5	12	3	0	2.9	0.64
Involvement of valuable knowledge	0	0	7	13	0	3.6	0.49
Supportive implementation instruments	0	0	12	6	2	3.5	0.69
Problem with original technique	0	2	8	9	1	3.4	0.76
Poor monitoring and evaluation of performance	0	3	10	7	0	3.2	0.69
Organization culture	0	3	6	10	1	3.4	0.82

Table 4.5 above shows the results of the respondents on the extent to which the various other factors challenge implementation of business strategic plan in the Bank. The role of strategy is to match external environment with the firm's internal capabilities. Organization's exists in the context of complex commercial, economic, technological, cultural and social world. Understanding of the historical and environmental effects, as well as opportunities and other well exact threats to the organization is real and cannot be assumed or ignored. Strategy crafting is therefore largely influenced by top manager's

perception of their organization's environment. Every organization has a unique environment, even organization within the same industry have environments unique to them (Mintzberg and Quinn, 1988). Penning (1985), noted that internal resources can be reallocated in order to adapt to environmental conditions, thus enhancing effectiveness.

From these findings, it is noted in this study that involvement of valuable knowledge is greatly considered a challenge in implementation of strategic plan as its mean score drew close to 4 at 3.6. Supportive implementation instruments, resource constraints, problem with original technique, organization culture, poor monitoring and evaluation of performance, poor management and leadership are other factors which challenge implementation of strategic plan. The responses on these factors had mean scores of 3.5, 3.5, 3.4, 3.4, 3.2, and 3.2 respectively. However the respondents felt that hierarchical organization structure and political factors have little challenge to the implementation of strategic plan as their mean scores drew close to 3 at 2.9 each.

Changes in the external environment that affect the effectiveness of response to business strategies in the organization

Political, economic, social and technological analysis allows a company to identify and understand the broad general factors impacting upon it, such as legislation and social behavior of current or potential customers. Analysis of the competitive environment considers the role of regulation and the factors driving competition (Capon, 2008). The study in this area sought to identify the effect of these and several other changes in the external environment on the effectiveness of response to business strategies in the organization. As indicated by table 4.6 below, Economic changes pose the greatest effect

on the effectiveness of the response to business strategies in the organization as its mean score according to the respondents drew close to 4 at 3.7. Social and cultural changes also affect the effectiveness of response to business strategies in the organization to a considerable extent with mean scores of 3.5 and 3.1 respectively according to the respondents.

Table 4.6: Changes in the external environment that affect the effectiveness of response to business strategies in Postbank.

Factor	No impact	Less impact	Moderate impact	Great impact	Very great impact	Mean	SD
Social changes	0	0	9	11	0	3.5	0.51
Economic changes	0	0	5	15	0	3.7	0.44
Political changes	0	5	14	1	0	2.8	0.5
Cultural changes	3	12	4	1	0	3.1	0.74

4.3 Qualitative data analysis

Content analysis as stated in chapter three was used in the study in analysis of the open-ended questions in the questionnaires that is questions which sought the respondent’s opinion in statement form.

The focus on business strategy processes contends that strategic analysis and strategy development are the crucial drivers for success (Porter, 1985). Analysis of the competitive environment considers the role of regulation and the factors driving competition (Capon, 2008).

The study sought to enquire the major factors that influenced the adoption and

implementation of the business strategies. From the findings, the respondents stated various factors ranging from finance, competence, creativity, speed, cost implication, sustainability of strategies, human capital, and technological advancement as the major factors that influenced the adoption and implementation of the business strategies. Customer expectations, internal strength and capacity to implement strategies were other major considerations that influenced the adoption and implementation of business strategies. The findings concur with those of Mintzberg and Quinn, (1988) who noted that organizations exist in the context of complex commercial, economic, technological, cultural and social world and hence an understanding of the historical and environmental effects, as well as opportunities and other well exact threats to the organization is critical.

Other Comments stated by the respondents

The respondents were required by the study to state other comments in regard to business strategies in response to competitive environment. The respondents stated that business strategies need to be implemented alongside other strategies so as to reap maximum benefit. The human factor and competency cannot be should be considered while implementing any strategy; along with considering the youth who are majority in he population.

Further the respondents noted that implementing business strategies require a lot of finances which poses a challenge in the implementation process

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

This chapter discusses the summary of the finding in chapter four. Conclusion and recommendations drawn from these findings are discussed in relation to the objectives of the study which were: to establish the factors influencing the business strategies in response to competitive environment at Postbank; identify and examine the effectiveness of business strategies at Postbank and to establish the challenges of business strategies in response to competitive environment.

5.2 Summary

The study according to all the respondents, found that 70% of the managers who were the respondents were male while 30% were female. The majority (50%) had served in post bank for a period of between 11-20 years while 35% had served for a period of 1-10 years hence 75% had served for a period between 1-20 years. It is noted that a good number of the respondents (30%) had served in managerial positions for a period of 10-15 years, with a total of 75% having served as managers for a period of 10 years and above. The study points out that female managers interviewed were lower than their male counterparts. It has also emerged that the bank has retained its employees at top management level hence making them serve for a long period. There is need to inject new blood whenever opportunities arise a factor which was found to be in force as at the time of the study. As indicated by one of the respondents that the business strategies should consider the youth who are majority in the population, the Bank may consider engaging the services of youthful managers so as to address articulate and drive forward

programmes and concerns of the youth.

It is also noted that 55% of the respondents had attained post graduate education, while the rest (45%) had attained undergraduate training hence attaching on importance of training and conceptualization of the terms in the performance and implementation of the business strategies. Successful implementations of any business strategies require a fairly good level of both academic and professional qualifications to enable one to appreciate, understand and to drive the strategy forward.

A good number of the respondents agree that the competitive environment within which Postbank operates is high with 60% and 40% indicating their response on 'high' and 'very high' respectively. This indicates that the respondents are informed of the competition and hence they would provide very important and useful information in regard to the factors and the challenges influencing business strategies in response to competitive environment at Postbank. The respondents knowledge on competitive environment, translate to quarterly review of the response strategies by most of the managers who stood at 70% response. The review duration enhances the bank to examine business strategies effectiveness and establish mitigating strategies to address the challenges encountered in the course of implementing the business strategies.

From the findings it is was also noted that majority (75%) of the respondents feel that consideration of the financial implications is taken into account when coming up with the choice of strategies adopted by bank. 80% of the respondents consider to a moderate extent financial resources as determinant in implementation of response strategies. To a large extent Postbank considers competition from other players in the industry and

availability of appropriate and adequate management in the formulation and implementation of business strategies. Sharplin (1985) stressed that strategy management is applied for the purposes of moulding, directing and relating an organization effectively to its environment.

The respondents further stated various factors ranging from finance, competence, creativity, speed, cost implication, sustainability of strategies, human capital, technological advancement customer expectations and internal strength, internal capacity to implement strategies, as other major factors that influenced the adoption and implementation of business strategies.

Challenges in implementation of strategic plan in respondent's branch

Involvement of valuable knowledge is greatly considered a challenge in implementation of strategic plan as its mean score drew close to 4 at 3.6. Supportive implementation instruments, resource constraints, problem with original technique, organization culture, poor monitoring and evaluation of performance, poor management and leadership are other factors which challenge implementation of strategic plan. The responses on these factors had mean scores of 3.5, 3.5, 3.4, 3.4, 3.2, and 3.2 respectively, according to the respondents. However the respondents felt that hierarchical organization structure and political factors both with mean scores of 2.9 have little challenge to the implementation of strategic plan.

Changes in the external environment that affect the effectiveness of response to business strategies in the organization

Economic changes were cited as the greatest challenge affecting effectiveness of the

response to business strategies in the organization with a mean score of 3.7 according to the respondents. Social and cultural changes also affect the effectiveness of response to business strategies in the organization to a considerable extent with mean scores of 3.5 and 3.1 respectively according to the respondents.

Some of the respondents stated that human factor, taking into account the youth and competency should be considered in implementation of business strategy which will enhance gains and benefit the organization.

5.3 Conclusion

This study focused on business strategies in response to competitive environment adopted by Kenya Post Office savings Bank. In line with the findings the following conclusions are drawn;

Financial implications is a major consideration while formulating and implementing the choice of strategies adopted by the Postbank while financial resources are determinant in implementation of response strategies. However other factors like finance, competence, creativity, speed cost implication, sustainability of strategies, human capital, technological advancement customer expectations and internal strength and capacity to implement strategies, all influence the adoption and implementation business strategies to some moderate extend.

Challenges in implementation of the business strategies range from Involvement of valuable knowledge, supportive implementation instruments, resource constraints, problem with original technique, organization culture, poor monitoring and evaluation of performance, poor management and leadership poses

5.4 Recommendations

From the findings several recommendations in regards to the factors influencing the business strategies in response to competitive environment, effectiveness of business strategies, and challenges of business strategies in response to competitive environment at Postbank are there of indentified.

5.5 Implication on policy and practice

Some of the findings in this study calls for a review in some of the policies and practices in organizations so as to take advantage of the business strategies as one way of responding to the environment within which organizations operate in.

Policy formulation and implementation needs to be reviewed to support business strategies among all other strategies adopted. This may call on organizations to adopt practices that place the various strategies in certain specific departments or managers. The practices adopted should be flexible to accommodate more business strategies in addition to all other strategic plans.

Organizational Policies need to be appraised to recognize and direct review of strategies at specific intervals depending on the business undertaken. In the case of Postbank, business strategies should be reviewed on quarterly basis considering that Postbank operates in a very dynamic and fast moving environment dictated by both the fast changing customer needs and maneuvers from the competition.

Organizations may need to consider coming up with specific budgets to support and carry out both Business and Corporate strategies. In this way, focus will be given to all the strategies without overlooking any.

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APPENDICES

APPENDIX I: LETTER TO THE RESPONDENTS

Dear Respondent,

TO WHOM IT MAY CONCERN

I'm a postgraduate student undertaking a Master of Business Administration (MBA) degree at the school of business, University of Nairobi. I am currently carrying out a research on "Business strategies in response to competitive environment by Kenya Post Office Savings Bank (Postbank). This is a requirement to complete my MBA course project at the University of Nairobi.

This letter is to kindly request you to assist me collect the data by accepting an interview to respond to some questions contained in my research questionnaire.

The information provided will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict and utmost confidence. Your name or the name of your organization will not be mentioned in this research.

A copy of this research project will be made available to you upon request- I will appreciate your cooperation in this academic exercise.

Thanking you in advance.

Yours faithfully,

Muge, C.K

D61/P/7820/99

UON School of Business

Dr. Z.B. Awino.

Lecturer, UON, School of Business

APPENDIX II: INTERVIEW GUIDE

BUSINESS STRATEGIES IN RESPONSE TO COMPETITIVE ENVIRONMENT: A CASE OF POSTBANK

PART A: BACKGROUND INFORMATION

1. Name of respondent

2. Years in operation

3. Gender of the respondent

Male Female

4. Designation.

5. Number of Years in Service

a) 0 – 5 d) 15 – 20

b) 5 – 10 e) Over 20 years

c) 10 – 15

6. Highest Education Level Attained:

a) Primary Certificate c) Undergraduate

b) Diploma d) Postgraduate

PART B: GENERAL ISSUES

7. How would you describe the competitive environment in your organization?

- a) Very low []
- b) Low []
- c) Uncertain []
- d) High []
- e) Very high []

8. How often do you review response strategies adopted by your bank?

- Quarter yearly []
- Half yearly []
- Yearly []
- More than an year []

9. In the choice of the strategies in section two of the study, did you consider the financial Implications?

- Not at all [] Very Large Extent []
- Less Extent []
- Moderate Extent []
- Large Extent []

10. If yes, did the company have enough financial resources to implement the response strategies?

- Not at all [] Large Extent []
- Less Extent [] Very Large Extent []
- Moderate Extent []

11. If no above, how did the company solve the problem?

12. Did the company consider the competition from other players in the industry before formulating business strategies?

- Not at all []
- Less Extent []
- Moderate Extent []
- Large Extent []
- Very Large Extent []

13. If yes above, what major factors that influenced the adoption and implementation?

14. Did the company have appropriate and adequate management to implement the business strategies?

Not at all []

Less Extent []

Moderate Extent []

Large Extent []

Very Large Extent []

15. If no above, what steps were taken to obtain the appropriate management?

16. What extent are the following factors a challenge in implementation of strategic plan in your Branch?

	Level	Not at all	Small Extent	Moderate Extent	Large Extent	Very Large Extent
(a)	Resource Constraints					
(b)	Hierarchical organization structure					
(c)	Poor management and Leadership					
(d)	Political factors					
(e)	Involvement of valuable knowledge					
(f)	Supportive implementation instruments					
(g)	Problem with original technique					
(h)	Poor monitoring and evaluation of performance					
(i)	Organization culture					

17. What are the changes in the external environment that affect the effectiveness of response to business strategies in the organization?

Please use the following five-point scale to tick in the appropriate box:

- No impact at all - 1
- Less impact - 2
- Moderate impact - 3
- Great impact - 4
- Very great impact - 5

	1	2	3	4	5
a) Social changes	[]	[]	[]	[]	[]
b) Economic changes	[]	[]	[]	[]	[]
c) Political changes	[]	[]	[]	[]	[]
d) Cultural changes	[]	[]	[]	[]	[]

Any other comments?

THANK YOU FOR YOUR COOPERATION