STRATEGIES ADOPTED BY THE POSTAL CORPORATION OF KENYA TO ACHIEVE COMPETITIVE ADVANTAGE.

BY

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DECLARATION

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

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

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DEDICATION

I dedicate this project to my parents Mr and Mrs Lukas Kambara who have always encouraged me to achieve the best that I can in life, to my husband Obwaya Mogire and our children Imelda and Feron who have given me the reason to work hard and to my grandparents Mr and Mrs Clement Edewa who taught me the value of education at an early age.
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Abbreviations and Acronyms

**PCK:** Postal Corporation of Kenya

**CCK:** Communication Commission of Kenya

**RBV:** Resource Based View

**SBU:** Strategic Business Unit

**DHL:** Deutsche Post International Limited

**FEDEX:** Federal Express

**HURIS:** Human Resource Information System

**PBIMS:** Postal Branch Information Management System

**ERP:** Enterprise Resource Planning

**NWSC:** Nairobi Water and Sewerage Company

**KTDA:** Kenya Tea Development Authority

**ICT:** Information Communication Technology

**EMS:** Expedited Mail Service

**EFT:** Electronic Funds Transfer

**UPU:** Universal Postal Union

**UN:** United Nations

**GPS:** Global Positioning System

**IT:** Information Technology

**VSAT:** Very Small Aperture Terminal
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ABSTRACT

PCK needs strategies in order to ensure that resources are allocated in the most effective way. The firm is operating in a highly turbulent and competitive business environment and achieving superior performance relative to rivals is its ultimate challenge. This has necessitated it to formulate and adopt strategies that should result in superior performance for the firm and ensure survival in an environment that is constantly changing due to different competitive factors. The liberalization of the Postal market has introduced new competition in the postal business that goes beyond the Kenyan boundaries and the days when PCK could simply wait for clients to find their way to its outlets are long gone. PCK should realise that its products no matter how good they are, simply do not sell themselves Kotler (2000). Therefore, PCK has had to focus on its capabilities and core competencies in order to achieve competitive advantage. Various strategies have been adopted by PCK for survival and growth. The objectives of the study were to establish the strategies adopted by the Postal Corporation of Kenya and whether those strategies have enabled the organization to achieve competitive advantage. In addition, the research was to look at the challenges faced by the organization and the opportunities that it can exploit. The research was a case study. The research was conducted at PCK headquarters and targeted 15 respondents who are on managerial level. Data was collected using an interview guide and was analysed using content analysis. The study found that PCK has adopted strategies such as diversification, automation, formation of strategic alliances, innovation, human resources capacity development, use of PCK outlets to provide logistical solutions and marketing for survival and growth although it still faces challenges in the implementation of those strategies. The limitations of the study were found to be unwillingness by the respondents to disclose the strategies adopted by PCK and time constraints. The study therefore recommends further research on the strategies adopted by private operators in the postal sector.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The dynamic and competitive business environment is exerting enormous pressure on firms to put forth a great deal of effort in developing their competitive strategy over their competitors. Most companies have strategies, but fewer achieve them, the postal corporation is no exception. Businesses position their financial goals as high priorities and the strategies to achieve those goals are contained in their competitive strategies. For long-term survival, merely ensuring long run above average performance is insufficient and it is a necessary pre-requisite for firms to possess competitive advantage (Coyne, 1986), or else the business may be destined for failure in the future (Cravens, 1988). Superior performance requires a business to gain and possess an advantage over competitors, such as developing distinctive competences, cost effectiveness, superior skills and resources.

Competitive advantage refers to the implementation of a value creating strategy which is not simultaneously being implemented by any current or potential competitors (Barney 1991). Firms seek to have an edge over their competitors, retain the existing customers and attract more customers in order to increase their market share and generate more revenue. In a competitive and dynamic business environment, possessing or acquiring competitive advantage has become the fundamental objective for firms (South, 1981). Firm’s exist and operate within an environment. Changes in the environment create both opportunities and threats to an organization’s strategic development, and the
organization cannot risk remaining static. It must monitor its environment continually in order to: build the business, develop strategic capabilities that move the organization forward and improve the ways in which it creates products and develops new and existing markets with a view to offering its customers better service.

Customers view competitive advantage as anything that favourably distinguishes a firm or its products from those of its competitors (Fahey 1989). Therefore PCK being one of the core infrastructure sectors of the economy should seek to actively differentiate itself from its competitors in terms of quality of services, flexibility, customization, innovation and rapid response. Customers, from the largest mailers to the smallest, want postal products and services that are innovative, affordable, reliable and high quality and those that meet their individual needs.

### 1.1.1 The Concept of Strategy

Strategy is the direction and scope of an organisation over the long-term: which achieves advantage for the organisation through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations (Johnson and Scholes 2002). A strategy aims to create the best possible fit between the organization and its mission, on one hand, and the organization’s external environment, on the other hand. Strategy is aimed at gaining an advantage over competitors for the organizations in a competitive environment. A strategy is future oriented and is marked by uncertainty and risk. A good strategy is characterised by: clear market definition, good match between corporate strengths and needs of the market, superior performance in the key success factors of the business.
Strategy is practiced whenever an advantage is gained by planning the deployment of resources while accounting for the capabilities and behaviour of competition. Strategies are aimed at competitiveness rather than achievement of social missions and purposes. Strategy essentially deals with interplay of three forces: customer, organization and competition. Competitive strategies define a firm’s position in relation to its competitors in a given market. These strategies enable a firm to develop its market position while being able to create a sustainable competitive advantage. Strategies are formulated to determine the way in which the organization can move from its present competitive position to a newer and a stronger one. Firms are able to add value to their investment by implementing competitive strategies that defend or extend their market position. Porter (1980) points out that a firm influences an industry’s attractiveness as well as its competitive position.

1.1.2 Competitive Advantage

Competitive advantage of organizations results from a number of factors, including operational efficiency, mergers, acquisitions, levels of diversification, types of diversification, organizational structures, composition and style of upper management, human resource management, manipulation of political and social influences in the market, conformity to various interpretations of socially responsible behaviors, international expansion, cross-cultural adaptation, and various other organizational and industry level phenomena (Ma, 1999a; 1999b; Flint and Van Fleet, 2005; King, 2007). Gaining competitive advantage is critical for organizations. Competitive advantages are typically temporary as competitors often seek ways to duplicate the competitive
advantage (Baltzan and Phillips 2010). In order to stay ahead of competition, organizations have to continually develop new competitive advantages.

All organizations face an external business environment that constantly changes. Sometimes these changes are slight e.g. minor amendments to regulations or a new firm entering the market. At other times, however, changes in the environment may have important consequences for an organization e.g. new technology, changing consumer tastes or a merger between two large competitors. Therefore, attaining a position of competitive advantage and enhancing a firm's performance relative to its competitors are the main objectives that business organizations strive to achieve. Competitive advantage grows out of value a firm is able to create for its buyers that exceeds the firm's cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price (Porter 1985).

Business organizations must comprehend the relationship between the internal strengths and weaknesses of their organization, as well as the potential effects on their firm's competitive advantage and performance in order to attain a competitive advantage that can not only match that of their business rivals but also surpass industrial performance averages. According to (Alderson 1965) firms should strive for unique characteristics in order to distinguish themselves from competitors in the eyes of the consumer for a long period of time. To be competitive, firms must ensure that the main focus of their business is on their customers. Understanding what your customers want and reacting to their needs quicker than your competitors can give a firm a crucial advantage in a tough market. Firms should strive to match their core competencies with customers’ desired
value from the product or service (Woodruff 1997). Firms must also understand their competitors’ strengths and weaknesses and how they will react to customer needs and changes in the industry. Firms need to learn how to create new advantages that will keep them one step ahead of competitors (Hamel and Prahalad 1989) and (Dickson 1992).

In this era of globalization, industries and enterprises compete and confront each other on the global scale. Competition is a rough and tumble process in which only the most efficient and effective companies win out. It is a race without an end. Competition is at the core of success or failure of firms and firms adopt various strategies to enable them gain competitive advantage which can be eventually leveraged to result in superior service to the customers and superior profits to the firm (Porter 1994). Managers do not make strategic decisions in a competitive vacuum. Their company is competing against other companies for customers. Competition is an essential element in the efficient working of firms. Achieving a position of competitive advantage is the precursor to the significant performance of a firm (Barney 1991; Fahy 2000).

A firm’s performance is determined by the characteristics of the industry in which it competes. Different industries are characterized by different competitive conditions. In some, demand is growing rapidly, and in others it is contracting. Some might be beset by excess capacity and persistent price wars, others by excess demand and rising prices. In some, technological change might be revolutionizing competition. Others might be characterized by a lack of technological change. In some industries, high profitability among incumbent companies might induce new companies to enter the industry, and these new entrants might depress prices and profits in the industry. In other industries,
new entry might be difficult, and periods of high profitability might persist for a considerable time. Thus, the different competitive conditions prevailing in different industries might lead to differences in profitability and profit growth.

1.1.3 The Postal Sector

The postal sector is one of the core infrastructure sectors of the economy. Improved efficiency and customer responsiveness in this sector has the potential to stimulate growth, to promote globalisation and to facilitate the rise of e-commerce. Growth of quality, speed and penetration of electronic communications systems, coupled with telecommunications is an increasingly strong substitute for physical mail, in some cases threatening traditional revenue streams.

The future for the postal sector is indeed more challenging than ever, hence the need for firms to combine their resources and skills into core competencies (Prahalad and Hamel 1990). Its potential value as a basic communications provider and its relevance as part of the growing knowledge economy are also greater than ever before. Today’s advances in technology are not necessarily threats but provide the greatest opportunities for tomorrow’s Posts. By combining the traditional strengths and reach of postal services with the flexibility and speed of electronic media, a whole new range of products can be developed to meet emerging customer needs for value added communications products.

1.1.4 Postal Corporation of Kenya

The Postal Corporation of Kenya is a wholly state owned enterprise created by an Act of Parliament in 1998 to provide postal, financial and distribution services as a public postal licensee. Since its inception in 1999, PCK is the only entity charged with the provision of
universal service obligations in fulfilment of United Nations declaration on the right to basic communications services as a human right. The Communications Act of 1998 led to the split of the then giant Kenya Posts and Telecommunications Corporation into three entities separately responsible for Postal and telecommunications development, as well as regulatory functions. These are PCK, Telkom Kenya Limited and the Communications Commission of Kenya. The body responsible for regulating PCK is the Communications Commission of Kenya (CCK).

PCK is steered by a Board of Directors appointed by the Government of Kenya as the sole shareholder. Under the leadership of a chairman, also appointed by the Government, the board is charged with the responsibility of strategically guiding the entity. The organization is headed by a Chief Executive Officer under the title Postmaster General. The key departments of PCK are mails, courier and financial services supported by the following Support departments; logistics and facilities management, finance and strategy, human resources development and management, information and communications technology, legal and marketing and customer service.

1.2 Research Problem

Competitive advantage is a key determinant of superior performance, and ensures survival and prominent placing in the market. Superior performance is the ultimate, desired goal of a firm and competitive advantage becomes the foundation. It gives firms the ability to stay ahead of present or potential competition and ensure market leadership. Achieving competitive advantage strengthens and positions a business better within the business environment. Hofer and Schendel (1978) described competitive advantage as the
unique position an organization develops relative to its competitors through its patterns of resource deployments. They suggest that competitive advantage ensues from competencies. They also viewed competitive advantage as something that can be used within the firm’s strategy. (Day 1984) and (Porter 1985) provide a different conceptualization of competitive advantage. They argue that rather than competitive advantage being something that is used within strategy, they saw competitive advantage as the objective of strategy. That is, superior performance is correlated with competitive advantage and achieving an advantage will automatically result in higher performance.

The postal industry is facing a multitude of challenges that require a positive industry response in order to meet the needs of customers. The challenges include: competition from alternative postal operators. That is, those firms that acquires access to universal service providers’ network, intermodal competition where individuals and businesses are turning to electronic forms of communication and moving away from the traditional postal products and internal inefficiencies.

Various studies have been carried out in Kenya addressing the aspects of strategy and competitive advantage in the Postal Corporation of Kenya. Milewa (2010), studied on the competitive strategies adopted by Postal Corporation of Kenya. The study found that the competitive strategies adopted by PCK in response to increased competition included; offering high quality services, introducing new products and services, use of latest information technology, regular market surveys for customer needs and keeping prices lower than competitors. Kimani (2009), studied on the strategies adopted by Postal Corporation of Kenya to gain competitive advantage in the mail sub sector in Kenya in the light of increased competition. The study found that though PCK has adopted various
strategies to gain competitive advantage, they are slow in bearing fruit and hence indicating challenges in strategy planning and implementation. The above studies sight that business environment for PCK has changed over the years and the firm no longer enjoys the monopoly that it used to hence the need for strategizing.

In the last few years, the Postal Corporation of Kenya has witnessed increased competition as a result of market liberalization and privatization which has resulted in the lowering of postal monopolies and a decline in their revenues. PCK has been forced to put in place some winning strategies to enhance competitive advantage in the liberalised markets. However, the literature cited above indicates that there has been no study focusing on the strategies adopted by the entire PCK to achieve competitive advantage. It is in the light of this that a research need arises to establish the strategies adopted by PCK to achieve competitive advantage. What strategies are adopted by the Postal Corporation of Kenya to achieve competitive advantage?

1.3 Research Objectives

The objectives of the study are:

i. Determine the strategies adopted by the Postal Corporation of Kenya.

ii. Determine the extent to which such strategies help in achievement of competitive advantage.

iii. Determine the challenges faced in the adoption of those strategies and the opportunities that PCK has.
1.4 Value of the study

Technological change has revolutionized competition in the postal sector. According to (Ansoff and Mc Donnell 1990), major escalation of environmental turbulence means a change from a familiar world to a world of new technologies, new competitors, new consumers’ attitudes, new dimensions of social control and above all, an unprecedented questioning of a firms role in society.

After independence, the government formed corporations in an effort to ensure control and that the public derived maximum benefits from such resources. PCK became a commercial state corporation in 1999. The scale of government involvement in the economy through State Corporation has not been matched by performance that is commensurate with expected level of investment. Faced with declining revenues and intensive competitive landscape, PCK had been forced to adopt new competitive strategies and look for some sources of business. The increasing demand for faster, cheaper, and more flexible communications services means that PCK should rethink its methods for reaching and keeping today’s communications customer.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review refers to an account of what has been published on a topic by accredited scholars and researchers. This chapter presents a review of literature with the aim of identifying a literature gap with which this study will attempt to fill. The literature has been reviewed with regard to the resource based view theory of competitive advantage and strategic fit. The chapter presents the literature on concept of strategy, Porter’s generic strategies and Ansoff’s strategies for achieving competitive advantage and strategy and competitive advantage.

2.2 Theoretical Perspective of the Study

Various theories have been postulated to guide in the study of strategy and competitive advantage. This study will narrow down to the study of two theories. They include, the resource based view of the firm (RBV) and the strategic fit theory.

2.2.1 The Resource Based View Theory (RBV)

The Resource-based View of the firm is a contemporary theory that provides insights on both strategic and organizational issues. A RBV emphasizes that a firm utilizes its resources and capabilities to create a competitive advantage that ultimately results in superior value creation. The RBV of the firm is a theory that has been explored as a means of explaining competitive advantage and, in turn, superior performance amongst
firms. According to (Barney 1991), a firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors. This competitive advantage is sustainable if the advantage resists erosion by competitor behaviour (Bharadwaj et al., 1993).

The theory strives to identify and nurture those resources that enable organizations to develop competitive advantage. The primary focus is on existing resources which are treated as being largely static and unchanging. Competitive advantage depends upon the match between distinctive internal capabilities and changing external circumstances (Andrews, 1971; Chandler, 1962; Hofer and Schendel, 1978; Penrose, 1959). The theory articulates the relationships among firm resources, capabilities, and competitive advantage.

The theory posits that competitive advantage can be sustained only if the capabilities creating the advantage are supported by resources that are not easily duplicated by competitors. A firm is a unique collection of resources and capabilities which possess various characteristics. According to the RBV the possession of key resources and their effective development and deployment provide a unique synthesis of elements that allows the firm to achieve and sustain competitive advantage. Resources include physical and financial assets as well as employees' skills and organizational (social) processes. A firm's capabilities result from bundles of resources being brought to bear on particular value added tasks. Collis and Montgomery (1995) provide a clear exposition of the RBV and its role in strategy and contend that resources must pass tests as to their inimitability, durability, appropriability, substitutability and competitive superiority in order to qualify for an effective role in strategy.
2.2.2 Strategic Fit (Positioning)

Strategic fit expresses the degree to which an organization is matching its resources and capabilities with the opportunities in the external environment. The matching takes place through strategy and it is therefore vital that the company have the actual resources and capabilities to execute and support the strategy. It enables an organization to operate in its specific competitive state as effectively as possible. The organization has to match its mission and strategies to its internal structure and the opportunities in the external environment.

A successful strategy must be consistent with the characteristics of the firm’s external environment and with the characteristics of the firm’s internal environment and a lack of consistency with either the internal or external environment may lead to the failure of a firm. Therefore, strategic fit can be one of the major key successful factors for a firm’s success. It will enable a firm to examine its resource base and explore how they can be utilized to achieve maximum benefits.

2.3 Strategy and Competitive Advantage

Businesses need strategies in order to ensure that resources are allocated in the most effective way. Strategy is a match between organizations resources, skills and the environmental opportunities and risks it faces and the purposes it wishes to accomplish (Hofer and Schendel 1979). For a firm to remain vibrant and successful in the long run, it must make strategic decisions that take into account the impact the external environment has on its operations (Boseman and Phatak 1989). For most, if not all companies, achieving superior performance relative to rivals is the ultimate challenge. If a company’s
strategies result in superior performance, it is said to have a competitive advantage. Having a strategy is a matter of discipline. It requires a strong focus on profitability rather than just growth and an ability to define a unique value proposition, and a willingness to make tough trade-offs in choosing what not to do Porter (2001).

A firm’s strategy details a set of goal directed actions that managers intend to take to improve or maintain overall firm performance. Strategy is a useful tool in helping managers tackle daily problems that organizations face and offers significant help for coping with turbulence confronting many firms (Aosa 1992). Whether it is part of the grand plan, the overall objectives or strategy are designed to keep the organization in business (Hannagan 2002). The strategies that a company’s managers pursue have a major impact on its performance relative to its competitors. The firm’s strategy is developed on market information and analysis. According to (Baker 2007), a strategy is the outcome of some form of a planned, organized process for anticipating and acting in the future in order to carry out an organization’s mission. According to (Mankins and Steele 2005) report, companies realize 63% of their financial performance promised by their strategies. (Kaplan and Norton 2005) attribute these performance gaps in part to the fact that 95% of company’s employees are not aware of or do not understand their company’s strategy.

Despite the experience of many organizations, it is possible to turn strategies and plans into individual actions, necessary to produce a great business performance. But it's not easy. Many companies repeatedly fail to truly motivate their people to work with enthusiasm, all together, towards the corporate aims. Most companies and organizations know their businesses, and the strategies required for success, but fewer achieve them.
However many corporations especially large ones struggle to translate the theory into action plans that will enable the strategy to be successfully implemented and sustained.

A good strategy has to do with the uniqueness the firm is able to create through a course of action, and the essence of strategy is choosing to perform activities differently than rivals do (Porter 1996). Strategy enables a firm to become unique in terms of the position it occupies in the market. A firm needs to clearly define its long-term goals and objectives and how it would attain them through predefined courses of action and resource allocation decisions (Chandler 1962). A good strategy should be accompanied by a clear definition of the industry, the products and services. In fact, strategy enables a firm to make the right decisions regarding the choices pertaining to the course of action.

2.3.1 Porter’s Generic Strategies

Business level strategies are referred to as generic strategies, as firms based in any industry, regardless of the products and services they produce and the products or markets they serve, are able to pursue them. They consist of cost leadership, differentiation, and focus (Porter 1980, 1985).

The cost leadership strategy occurs when the firms maintains a low cost position. Low cost refers to the overall cost of producing products and services compared to the competing firms in the same market. If a firm is successful in achieving lower costs as compared to competition over a sustained period of time, it is said to have a competitive advantage. Firms that are cost leaders in the market trim down the number of activities involved in producing and delivering the products and services. Such firms attain a lower
per unit cost of production and service as compared to other firms they compete with. The lower per unit costs are achieved when firms are able to reduce their overhead costs. This, coupled with their ability to lower prices while generating the same amount of profits as compared to the competition, provides them with a competitive edge.

Differentiation strategy stems from a firm’s objective of providing unique products and services to its customers as compared to competitors. The competitive advantage is achieved when firms are able to command premium prices or sell more of a product at a given price as compared to the competitors. A differentiated product creates brand loyalty and positive reputation, facilitating premium pricing. Buyer loyalty enables a firm to sustain the advantage during periods of downturn. (Porter 1985) states that differentiator firms are able to gain equivalent benefits such as greater buyer loyalty during cyclical or seasonal downturns. Strategic business units (SBUs) are created to target various market segments. SBU’s are separate units in a corporation that have a unique identity of their own based on resources and capabilities and product service offerings.

Focus strategy enables a firm to target a market segment with the sole objective of serving only that particular segment. A firm achieves a competitive advantage by focusing on the target market segment. Focus strategy stems from the inability of competing firms to meet the needs of the customers in the segment and to create uniqueness in terms of cost or differentiation. The firm’s target market segment needs to be different from other market segments; otherwise, the strategy will not be successful. Focus strategies are of two types: cost focus and differentiation focus. Cost focus pertains to seeking a cost advantage in the target market segments. Firms with such an approach are typically narrow in their cost focus. While differentiation focus is about
differentiating the firm’s products and services in the target market segments. A focused
differentiation strategy provides highly perceived product/service benefits, typically
justifying a substantial price premium, usually to a selected market segment or niche.

Stuck in the middle situation arises when a firm is not able to pursue generic level
strategies in their pure form but combine cost leadership and differentiation. The situation
arises because firms get too caught up in competitive tactics in their markets that
drive them out of their strategic orientation.

2.3.2 Ansoff’s Strategies for Achieving Competitive Advantage

Ansoff has defined four basic strategies based on markets and products. The strategies
include: market penetration, product development, diversification and market
development. Market penetration refers to a strategy in which the firm tries to increase
the product sales or service sales in the existing market. That is, the firm introduces new
products into its existing markets. This may give it a competitive advantage over its rivals
through product improvement. The strategy’s aim is to increase the sales of the business
without becoming part of a new market. The firm will try to pull out a part of its
consumers or a part of its customers.

Market development involves taking existing products into completely new markets e.g.
finding new markets overseas. Better customer targeting, further research and market
segmentation often help firms to identify these new markets. This strategy enables a firm
to look for new consumers for the already existing products. The firm tries to find new
consumers in the present market.
Product development involves developing new products for existing markets. It involves thinking about how new products can meet customer needs more closely and outperform the products of competitors. Under this strategy the firm aims to increase its sales in the already existing market by offering more improved products than before. Product development is an appropriate strategy where an organisation is strong in research and development. It is very important for products that have comparatively short life-cycles.

Diversification strategy refers to a situation in which a firm starts to produce new products in new markets. This may involve a complete shift away from core activities into some other form of related activity. It represents a step into less familiar, perhaps even unfamiliar territory.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is central to the collection and analysis of evidence in a study. This chapter explains the journey undertaken in answering the research questions. Therefore, a detailed set of procedures for data collection and analysis was required to guide the research process.

3.2 Research Design

This research is a case study of the PCK. It involves an insightful analysis of PCK and the strategies adopted by the organization in order to achieve competitive advantage in a highly turbulent business environment. A case study is a powerful form of qualitative analysis that involves careful and complete observation of a social unit (Kothari 1990).

Case study research brings to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Case studies place more emphasis on the full contextual analysis of the fewer elements and their inter-relationships which relies on qualitative data.
3.3 Data Collection

Case study research generates a large amount of data from multiple sources. Therefore, systematic organization of the data was important to prevent the researcher from being overwhelmed by the amount of data and to prevent the researcher from losing sight of the original research purpose and questions.

An interview guide was used as a primary data collection method to extract relevant information from respondents. Such respondents were fifteen members of staff on managerial level from different departments of PCK. An interview guide is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. Interview guides provide more detailed information than what may be available through other data collection methods.

3.4 Data Analysis

Data analysis involves a search for patterns in data. Once a pattern is identified, it is interpreted in terms of a social theory or the setting in which it occurred. The data collected was analysed for completeness and clarity. Analysis was conducted using content analysis. According to (Babbie 2001), content analysis is the study of recorded human communications. It is essentially a coding operation, with coding being the process of transforming raw data into a standardized form.

The quantitative data was analysed by the use of descriptive statistics. Tables and figures were used to summarised the data and enhance clarity. The researcher used the data with an aim of presenting the research findings in respect to the strategies adopted by PCK and
whether those strategies enabled the organization to achieve competitive advantage. In addition, data collected presented findings on the challenges and opportunities for PCK. The analysis of data led the researcher to make various conclusions and recommendations.
CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings and interpretations from the data collected. The purpose of data analysis is to extract as much information as possible that is applicable to the subject under consideration. The results of analysis were used to make various conclusions that should be communicated to other parties in a clear and unambiguous manner.

4.2 Demographic Analysis of Respondents

Fifteen managers from different departments within the organization were interviewed during the data collection process. Out of the fifteen, the male respondents were nine while the female respondents were six. This gave a 60% and 40% gender distribution rate respectively as shown in figure 4.1 below.

Figure 4.1: Gender distribution of respondents
The study also found out that 80% of the respondents were aged between 31 and 50 years while 20% of the respondents were aged above 50 years. None of the respondents was aged below 30 years of age. The above information is shown in figure 4.2 below.

**Figure 4.2: Age distribution of respondents**

![Age distribution of respondents](image1)

The researcher also sought to know the highest academic qualification of the respondents. From the data collected, most of the respondents have an undergraduate degree qualification. The analysis of the data revealed that the undergraduate respondents were nine while those with a master’s degree qualification were six. This gave 60% and 40% academic qualification of respondents respectively as shown in figure 4.3 below.

**Figure 4.3 Academic qualifications of respondents**

![Academic qualifications of respondents](image2)
4.3 Strategies Adopted by the PCK.

PCK is operating in a turbulent and very competitive business environment. In order to survive the turbulence and be competitive, it has adopted various strategies. However, for it to adopt the right strategies to enable it survive and be competitive, PCK has to understand its sources of competition. Hence, the researcher sought to know the strategies adopted by PCK and its sources of competition. The strategies adopted by PCK are discussed below.

The respondents sighted diversification as one of the strategies adopted by the PCK. They agreed that the organization has diversified into the financial services arena and introduced a new service known as PostaPesa e-payment solution. The solution known as (Switch) enables financial institutions to share Posta’s expansive network in offering agency services to various stakeholders. The organization has invested in the agency banking system which will enable it to offer mobile money services, agency banking, utility bills processing and electronic ticketing.

From the research, automation is the other strategy adopted by the PCK. The respondents were of the opinion that the firm is automating its services in order to serve its customers better. PCK has put in place some modules of the Human Resource Information System (HURIS) and the Postal Branch Information Management System (PBIMS). The Corporation has also installed Enterprise Resource Planning (ERP) to ensure that all its front office operations are automated. Service to customers has also been improved through over the counter automation. The Postal Corporation has also introduced an electronic system for payments and collection of dues. This strategy facilitates one-stop shop operations over the counters in all major outlets. Through, incorporation of modern
information technologies into their operations, the firm has been able to raise productivity and lower costs.

The research revealed that the organization has formed strategic alliances with several organizations. According to the respondents the organization has been able to establish strategic alliances with different organizations. These alliances are in terms of partnerships. Partnerships are what enable many companies to make continuous improvements that address the demands of the marketplace, while sharing the risks and expenses. PCK has partnered with Kenya Power, Nairobi Water and Sewerage Co. (NWSC), KTDA, Post Bank, Multichoice, Faulu Kenya, Airtel and Safaricom to offer agency services to their customers. The respondents believed that increased traffic to PCK outlets in order to process utility bills, pay dues and transfer money drives its revenue base upwards through earnings of commission on all the transactions performed. The respondents also believed that strategic alliances play a key role in developing or protecting a firm’s competitive advantage or core competency. In addition, PCK has partnered with the World Bank to make payments on its behalf to the poor. This monopolistic payments relationship allows PCK the potential opportunity to leverage the existing relationship with the customer by providing additional financial services through partnered providers.

Innovation is the other strategy adopted by the organization. Dynamic technological development has necessitated product innovation e.g. Hybrid mail and E-Government initiatives. The respondents agreed that the organization has invested a substantial amount of money in innovation in order to survive the cutthroat competition that it is experiencing. However, some of the respondents believed that the organization has not
yet embraced innovation fully. They contended that if the organization was able to come up with new products and service offering within short time intervals and those that are tailor made to suit the needs of its clientele, then it could be said to embrace innovation. The firm is also engaged in innovative marketing strategies. It has undertaken aggressive and customer-specific marketing for a number of products. This includes road shows, posters, billboards, brochures, exhibitions, workshops and advertisements in both the electronic and print media.

The organization has adopted human resource capacity development strategy. The organization continuously develops internal capacity and talent and injects new skills from the external market into the organisation. The respondents agreed that this strategy enables PCK to have staffs that are well informed about the market situation and the needs of its clientele. PCK conducts ICT trainings for employees, starting with use of e-mail and use of internet, to increase the level of ICT literacy in order to operate in this digital era. Branch employees are those facing the customer every day and they need to be more informed, engaging and proactive in communicating and selling new offerings.

The other strategy involves the use of the PCK system to provide logistical solutions to integrate data, physical and financial flows. The organization now has a track-and-trace facility which enables customers track items destined for international delivery. Initially, customers used to trace their items through the EMS Centre in the capital city of Nairobi; the system has been upgraded to provide customers with more convenience by enabling them trace their items online from the comfort of their offices or homes. The respondents agreed that this strategy enhanced more traffic flow into postal outlets and customers were able to access other services in the process of seeking for logistical solutions. The
organization offers a wide range of value-added services from express delivery to warehousing, distribution and fulfilment services, giving customers more options to suit their needs.

Marketing as a growth and customer satisfaction strategy is also adopted by PCK. The organization has a strong marketing unit (strategy and business development) whose responsibility is to develop products/services based on customer demands and sensitize customers on their product range and value. It has mounted aggressive campaigns through both print and electronic media to market itself. The respondents interviewed agreed that this strategy has helped to create awareness among its customers. With customers who are more aware of the wide range of alternatives available as well as a communications market that is driven by new technologies, PCK deemed it necessary to establish formidable marketing units and dedicate substantial budgets for marketing programmes. This was meant to enhance customer satisfaction through quality service delivery.

After analysing the strategies adopted by PCK to survive in the turbulent and competitive business environment, the researcher proceeded to analyse the sources of competition for PCK. This is because PCK will adopt the right strategies for survival and growth if it understands its sources of competition. The research revealed the following sources of competition.

Market liberalization is one of the sources of competition sighted by the respondents. The study revealed that economic liberalization and tendency to lessen government involvement in business, has given rise to new operators e.g. DHL and FedEx; better
services and restructuring of state owned corporations. Liberalization and deregulation has led to market infiltration and price reduction. The respondents agreed that liberalization had resulted in the lowering of postal monopolies and increased competition for traditional postal products. There are over 60 private courier operators in the country which came into being as a result of market liberalization. Therefore, opening of the postal business to private operators due to liberalization meant a decline in the PCK market share which necessitated it to strategize so as to attract new customers and retain its already existing customers.

Globalization and falling trade barriers were also sighted as sources of competition for PCK. From the study, it was also revealed that growing globalization and falling trade barriers have sparked competition that goes beyond the Kenyan postal marketplace. Therefore, all the respondents agreed that liberalization, globalization and the lowering of trade barriers had brought major changes to the PCK. These changes were in terms of increased competition, changing consumer demands and preferences, and more widespread use of information and communication technologies. These sources of competition have necessitated PCK to adopt the right marketing strategies in order to meet the demands and preferences of its customers.

Rapid advance of electronic information technologies was also sighted by the respondents as a source of competition for the organization. Electronic information technologies posed the most serious threat to the traditional postal products and services. More and more people have shifted to new forms of communication such as e-mail and mobile phone text messaging which are fast, instant and cost-effective. The advent of global information age village phenomenon, has led to a global decline in physical mail.
According to the respondents, electronic communication in all its forms fax, Internet, electronic mail, electronic money transfer and electronic bill payment were undermining the core of the postal business. All those were slowly replacing the snail mail services offered by the PCK. The increased demand for faster, cheaper, and more flexible communications services means that PCK has to continually think of the methods for reaching and keeping today’s communications customer.

The researcher also sought to determine whether door to door delivery of parcels by private operators posed competition to the organization. The respondents interviewed agreed that door to door deliveries were also a source of competition to the organization. They were of the view that many homes and businesses outside Nairobi lacked the numbered addresses necessary to provide door to door services. Some private operators had vast resources that were properly maintained and could be used to deliver the customers parcels and letters to their door step. This saved the client time and finances that would have been spent to move to the post office premises to collect the letter or parcel. However, the respondents’ also contended that the organization could leverage on that by making maximum utilization of its vast network that is spread up to the rural areas to enhance efficiency and ensure speedy movement of customers parcels to the various destinations. Hence, the respondents agreed that the old and obsolete trucks that the organization owns should be properly maintained. The organization also needs to acquire other vehicles for the movement of cargo entrusted to them.

Evolving customers’ demands was also sighted as a driver of change to the PCK. The respondents agreed that the focus of customers has shifted from availability of service to the quality of service delivered. It is therefore not enough that PCK has a vast and widespread
network, but of key importance is how it is able to provide services that meet customers’ needs and expectations. All of the respondents interviewed were of the opinion that changing customer needs and preferences posed a lot of competition to the organization. That means that PCK has to invest in conducting market research more frequently. Private firms often carry out market research to determine the needs of their clients and come up with tailor made products to suite their needs in this digital era. This poses the greatest challenge to the PCK because in this information society customers ask for ubiquitous, interactive, and flexible services that the corporation is struggling to meet there demands. Table 4.1 below lists the strategies adopted by PCK.

Table 4.1 Strategies Adopted by PCK

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategies Adopted by PCK</th>
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<tbody>
<tr>
<td>1</td>
<td>Diversification</td>
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<tr>
<td>2</td>
<td>Automation</td>
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<tr>
<td>3</td>
<td>Strategic alliances</td>
</tr>
<tr>
<td>4</td>
<td>Innovation</td>
</tr>
<tr>
<td>5</td>
<td>Human resource capacity development</td>
</tr>
<tr>
<td>6</td>
<td>Use of PCK outlets to provide logistical solutions</td>
</tr>
<tr>
<td>7</td>
<td>Marketing</td>
</tr>
</tbody>
</table>

4.4 Strategies Adopted by PCK and Extent of Competitive Advantage.

In line with the objectives of the study, the researcher sought to determine whether the strategies adopted by PCK have enabled it to achieve competitive advantage and to what extent. The research begins by analysing the sources of competitive advantage for PCK and then proceeds to look at the extent to which the firm has achieved competitive advantage. The firm is able to achieve competitive advantage by making use of its sources of competitive advantage which are varied hence the need to identify them.
4.4.1 Sources of Competitive Advantage

PCK is facing cutthroat competition in this digital era and it has to survive and sustain itself. Its market share has continued to dwindle over time as many private operators licenced and unlicensed continued to venture into some of its core products and services. This research sought to establish the various competitive advantages that the organization has and which can enable it to survive and be competitive. The sources of competitive advantage for the organization include:

Monopoly in the provision of postal letter boxes is one of the sources of competitive advantages that PCK has. All of the respondents agreed that the PCK still maintains monopoly in the provision of postal letter boxes. They believed that this monopoly can help PCK to have an edge over its competitors if properly and maximally utilised. Most households are moving towards electrification of their homesteads and they must receive their electricity bills through their postal addresses. This is an advantage because the only body charged with the provision of private letter boxes is the PCK. Hence, it has an advantage over other operators because the Kenya power clients must apply for their private letter boxes in order to have a postal address. In addition, this is a competitive advantage because firms like Multichoice, NWSC and banks will often send their clients utility bills through their postal addresses. This necessitates that the clients should have postal addresses in order to receive the bills in good time and make the necessary arrangements to pay in good time. Payment can still be made through the PCK outlet which means that the client will save a lot of time which would have been lost in moving from the PCK outlet to the specific outlet of Kenya power, Multichoice and NWSC. However, the respondents also held a view that the monopoly of the PCK can easily be
eroded as a result of market liberalization hence the need for PCK to be aggressive in adopting its marketing strategy. They argued that the organizations monopoly has dwindled and letter volumes have also declined so much since their clients no longer rely on the snail mail service by the organization to communicate to their loved ones. According to them, the organization can no longer rely on mail to generate enough revenue. Therefore, the organization should adopt the best marketing strategies to create awareness to the clients of the need and importance of having a private letter addresses.

Extensive geographical network spread (infrastructure) all over the country including rural areas is another source of competitive advantage for the organization. PCK has the widest physical infrastructure and a legacy of financial services in the rural areas and is excellently placed to take over leadership in the market. The respondents interviewed were of the opinion that the vast network spread all over the country is a good source of competitive advantage for PCK. Its outlets could be used to render various services to their clients including the clients to the firms that have partnered with PCK. This is so because the outlets are easily accessible and geographically placed to serve the needs of various clients. However, the respondents also held a different opinion about this concept, they argued that most of the outlets are in a dilapidated state and have been neglected over a period of time. Due to this, they could not serve its customer efficiently to enhance competitive advantage. They argued that for this to be an advantage, the outlets need major refurbishing and proper maintenance in order for them to serve the residents properly. They believed that maintenance of the outlets requires a large sum of money that the corporation might not have to spend.
Customer trust was also perceived by the respondents as source of competitive advantage. PCK services cover not only all parts of a country, but also parts of the world. PCK network of collection, transportation and delivery of mail, retail outlets is being used for a wide range of value-adding services. All of the respondents agreed that PCK has been in operation for a very long period of time and has earned the customer trust and reliability in terms of offering secure services. People view the post office as a reliable and trustworthy organization. However, the respondents also had a lot of sentiments about the post office being old and slow. PCK has been slow in reacting to the market changes and competition in order to keep the business viable and promote growth. PCK can bank on customer trust as a source of competitive advantage if it improved in the speed at which it attends to customers’ demands and preferences.

Affordability of the products and services offered by PCK is also another source of competitive advantage for PCK. It is mandated to provide universal postal services of the highest possible quality at the lowest possible price. The respondents were of the opinion that the organization charges fair prices to deliver letters and parcels on behalf of their clientele. The CCK determines the prices to be charged for the services offered by PCK and private operators. Private operators handling letters of up to 350 grams and above should charge at least five (5) times of PCK basic letter rates. According to the respondents, affordability of the PCKs rates can be used to attract clients to take up the products and services offered by PCK.

Well known and powerful Posta brand is also a source of competitive advantage. Basically, most individuals in the country have heard or know about the existence of the PCK. The familiar red and blue colours and the bird mark are familiar sights. Thus, all
the respondents held the view that the organization has been in existence for a very long period of time and many citizens know about PCK and its main business of mail, philatelic and courier. Some people are also aware of the agency services and value-added offerings such as EFT, Money Orders and Mobile Bill pay which are also offered by the PCK and visit the outlets to get such services.

Affiliation to UPU is also a source of competitive advantage for the PCK. The respondents were of the opinion that the UPU being a specialized organ of the UN opens up the Corporation to a global network. They agreed that such an affiliation enables PCK to have access to a universal network of up-to-date products and services. The organization fulfils an advisory, mediation and liaison role. It also provides technical assistance where needed. It sets the rules for international mail exchanges and makes recommendations to stimulate growth in mail, parcel and financial services volumes and improve quality of service for customers. The table 4.2 below gives a list of the sources of competitive advantage.

Table 4.2 Sources of Competitive Advantage

<table>
<thead>
<tr>
<th>No.</th>
<th>Sources of Competitive Advantage for PCK</th>
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<tbody>
<tr>
<td>1</td>
<td>Monopoly in the Provision of postal letter boxes</td>
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<tr>
<td>2</td>
<td>Extensive geographical network</td>
</tr>
<tr>
<td>3</td>
<td>Customer trust</td>
</tr>
<tr>
<td>4</td>
<td>Affordability</td>
</tr>
<tr>
<td>5</td>
<td>Well known and powerful Posta brand</td>
</tr>
<tr>
<td>6</td>
<td>Affiliation to UPU</td>
</tr>
</tbody>
</table>
4.4.2 Extent of Achievement of Competitive Advantage by PCK.

From the analysis that has ensued above, it is apparent that PCK has adopted various strategies. It is also apparent that the organization has various sources of competitive advantage. The analysis that follows is meant to discover whether the strategies adopted by PCK have enabled it to achieve competitive advantage and to what extent. Each strategy is analysed separately depending on the extent to which it has enabled PCK to achieve competitive advantage.

The firm has adopted the diversification strategy where it has been able to venture into the financial services arena. This strategy coupled with the extensive geographical network, customer trust and affordability of PCK services and products has enabled the firm to have an edge over its competitors. All the respondents agreed that the organization has been able to earn revenue through processing of utility bills and by acting as an agent to various organizations through the processing of various financial transactions. The increased traffic flow to postal outlets has been an advantage to the organization because the firm has been able to earn commission from those transactions. Therefore, diversification has enabled the firm to achieve competitive advantage and be able to survive in the turbulent environment. The diversification strategy has enabled PCK to achieve competitive advantage to a great extent. According to the respondents, the firm will only be able to survive the turbulent times if it will consistently develop new products and services for new clients. This will enable it to attract new customers and consequently increase its market share.
Strategic alliances strategy has also enabled the firm to achieve competitive advantage to a great extent. The respondents were of the opinion the firm has been able to form partnerships with other operators and such partnerships have resulted into increased familiarity of postal products and services through the adverts carried out by other administrators. The respondents also held the view that strategic alliances have been the new frontier for the PCK as these alliances have enabled the firm to survive the cutthroat competition. This strategy has enabled the firm to achieve competitive advantage by riding on the well-known Posta brand and customer trust coupled with a vast network of several outlets reaching even in rural areas where some administrators have not even dared to venture. Customers can easily visit the postal outlets and access the value added services that it offers in those particular areas.

The research also sought to determine the extent to which automation has also enabled PCK to achieve competitive advantage. It emerged that PCK has been able to utilise the v-sat platform to develop and introduce more e-based products, including electronic money transfer, hybrid mail and e-commerce. The respondents interviewed were of the opinion that automation enabled the firm to gain competitive advantage to a great extent and it has also been able to engage in aggressive marketing strategies to create awareness about its products and services. Some clients are in a position to access trace and track services for items destined for international delivery within the comfort of their offices, homes or using their mobile phones as long as they are able to gain access to PCK website. This strategy has been able to add value to postal products and services. In addition, long queues in postal outlets have been reduced as a result of automation of
front office operations creating a one stop shop. Thus, enhancing convenience and providing quality services to clients.

Innovation strategy has enabled the firm to engage in aggressive marketing of PCK products and services through both print and electronic media. The respondents agreed that innovation has helped the firm to come up with a wide range of value added products and services. The firm has been able to introduce new product offerings into the market more often. Advertisement of postal products and services can now be done through personal contacts with customers as a result of innovation. This strategy has helped the firm to reach customers who are more aware of the wide range of alternatives available as well as understanding the communications market that is driven by new technologies. Through constant innovation by PCK, the firm will be able to have an edge over its competitors as it will be able to offer value added products and services at affordable rates and use its wide network coverage to make sure that its clients are able to access the products that they need.

Human resource capacity development and use of postal outlets to provide logistical solutions have enabled PCK to achieve an above average edge over competitors. The respondents agreed that a motivated staff is the key behind customer satisfaction hence the need to invest in training them so that they can be able to understand the changing technology and how to use it. Postal outlets have been able to provide warehousing services, retail shops etc. within its premises. This competitive advantage has been achieved because of affordability and the customer trust sources of competitive advantage. The PCK is mandated by law to provide quality communication services at an affordable rate. Its vast network coupled with provision of logistical solutions has
enabled it to have an edge over competitors. The respondents interviewed held the view that human resource capacity development and use of postal outlets to provide logistical solutions enabled the firm to achieve competitive advantage but to a small extent.

The marketing strategy has also enabled the firm to be slightly above average in the achievement of competitive advantage. The respondents held the view that aggressive marketing strategies have enabled the organization to make the public aware of its offerings. The public is already aware of the Post and its traditional services, new services can only be made aware to the public through continued marketing to enhance growth of the organization. Continued marketing will enable it to make maximum utilization of its resources and increase demand for its products and services amongst its clients. The public will only appreciate postal products and services if it is made aware of what they are, how efficient and safe they are and how they can be easily accessed through its outlets. The above information is summarised in table 4.3 below.

**Table 4.3 Strategy and extent of achievement of competitive advantage**

<table>
<thead>
<tr>
<th>No</th>
<th>Strategies</th>
<th>Extent of achievement of competitive advantage</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Diversification</td>
<td>Great</td>
</tr>
<tr>
<td>2</td>
<td>Strategic alliances</td>
<td>Great</td>
</tr>
<tr>
<td>3</td>
<td>Automation</td>
<td>Great</td>
</tr>
<tr>
<td>4</td>
<td>Innovation</td>
<td>Above average</td>
</tr>
<tr>
<td>5</td>
<td>Human resource capacity development</td>
<td>Above average</td>
</tr>
<tr>
<td>6</td>
<td>Marketing</td>
<td>Above average</td>
</tr>
<tr>
<td>7</td>
<td>Use of postal outlets to offer logistical solutions</td>
<td>Above average</td>
</tr>
</tbody>
</table>
4.5 Challenges and Opportunities for the Postal Corporation of Kenya.

From the research objectives, the research was to determine the challenges faced by PCK in the adoption of the various strategies and the opportunities available to PCK. The analysis of data revealed the challenges faced by PCK and the researcher proceeded to analyse the opportunities available to PCK as highlighted below:

4.5.1 Challenges Faced by PCK

Slow response to changing market demands was sighted as a challenge for the PCK. All the respondents agreed that the organization is slow in tackling the changing consumer demands due to the bureaucracy that should be followed in decision making. This gives their competitors an advantage over the PCK because they are able to respond and meet consumer preferences as and when they arise. The respondents concurred that the postal business environment is so dynamic that and that PCK cannot afford to carry out its business at a slow pace because it will end up losing its market share to its competitors.

Inadequate and poorly maintained resources including the infrastructure are also a challenge to the PCK. The respondents held the opinion that this challenge is as a result of under capitalization. All of the respondents also held the view that the organization owns an old fleet of vehicles that are poorly maintained. PCK competes for the market share with several private companies which have their fleet of vehicles in good condition all the time to ensure that their clients’ parcels and mail are delivered in good time. Some of the private companies also own private aircrafts that are used for delivering parcels internationally, while PCK has to rely on the airline companies in order to deliver international parcels. This poses a challenge because the airline companies are sceptical
about the contents of the parcels and may not be willing to deliver the cargo. In addition, the computer accessories for the organization are old and obsolete hence as the organization tries to modernise and automate its operations, the computers and network availability become an impediment.

Less competitive manpower is another challenge for the organization as sighted by the respondents. They agreed that the staffs at PCK are demoralised and the attitude of the staff goes a long way in determining how the clientele will be served. The respondents agreed that the staff attitude affects the services offered to the clients which make the clientele look for similar services in alternative organizations. In addition, the respondents were of the opinion that the education and literary levels of the staff have affected the organization a great deal. Some of the employees are not computer literate which affects the organizations’ modernization policies. It also affects their clients in terms of the way they are served.

The respondents also sighted lack of autonomy as a challenge experienced by the PCK. There is a lot of political influence in the management of the institution. The respondents agreed that the government of the day determines who the top management at the PCK will be. The board of directors and the chairman are all appointed by the government and the organization is steered by the postmaster general (chief executive officer) who reports to the board. In addition, policies made by the government determined how PCK will carry out its mandate. The respondents held the view that effective prosperity and growth of PCK will depend largely on how autonomous the firm is in carrying out its mandate to the citizens.
The respondents’ also sighted monopolistic culture as a challenge for the firm because it suppresses innovation. All the respondents held the opinion that monopoly within the organization has been a major impediment towards innovation practices by the organization. The monopolistic culture has greatly hampered their appreciation of the need for marketing postal products and customer satisfaction in service delivery. The institution thought that it was cushioned against competition as it was the only body charged with the provision of universal communication services at affordable rates. With the introduction of market liberalization, deregulation and globalization, the firm realised the need for innovation in order to be competitive because this opened up the firm to competition. The monopoly that the firm held for a long period of time has been eroded over time. Although the firm still has monopoly in the provision of some services, it needs to embrace innovation of those services in order to keep the communicating customers who are in need of fast and efficient services. Table 4.4 below summarises the above information on the challenges faced by PCK.

Table 4.4 Challenges for PCK

<table>
<thead>
<tr>
<th>No.</th>
<th>Challenges for PCK</th>
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<tbody>
<tr>
<td>1</td>
<td>Slow response to changing market demand</td>
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<td>2</td>
<td>Inadequate resources</td>
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<td>3</td>
<td>Manpower challenge</td>
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<td>4</td>
<td>Lack of autonomy</td>
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<tr>
<td>5</td>
<td>Monopolistic culture</td>
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4.5.2 Opportunities for the PCK

Despite the many challenges that PCK faces, it still has a bright future. There are opportunities that it can still rely on to be competitive. The opportunities sighted from the research are discussed below.

Conversion of postal outlets into communications centres which provide universal services. According to the respondents, postal retail outlets can be used as access points for the Cybercafés providing internet and email, office and stationary supplies both online and through offices, office services such as printing, binding, fax and online shop. PCK can offer services that close the digital divide between the information rich and information poor in the society. The respondents also held the view that postal outlets can be used as communication centres where clients who cannot afford internet connectivity in their premises can visit PCK outlets and access those services. In addition, Cybercafé services which have a physical dimension can use Postal outlets as their premises in rendering services to their clients. This means that Cybercafé owners will have to pay rent to PCK who will be their landlord. This will be able to generate more revenue for the organization. In addition, apart from clients visiting PCK outlets to collect their mails, those in rural areas can visit the outlets to make telephone calls at lower rates, this is in line with the PCK mandate to provide communication services of the highest possible quality at an affordable price. Hence, the PCK has to make major investments in telephony services in their outlets. PCK outlets can also be used by their clients to collect funds through partnerships with various organizations offering money transfer services like money gram and western union.
A strong PCK will provide vital support for economic and social development. The PCK network reaches all residents, many of whom have no other means of communicating with the outside world. The respondents’ concurred that by providing this universal level of communication PCK will be providing the increased access to information that is essential to poverty reduction in this information age. PCK connects people and raises their level of social development and cohesion. For businesses, both large and small efficient PCK services are an important means to advertise and distribute their goods and services. According to the respondents, this is an opportunity because PCK can act as the only contact point between its clients and the outside world enabling it to meet the needs of its clients and at the same build a loyal and trustworthy customer base.

The Global Positioning System (GPS) and Google maps technology can be used to enable door-to-door delivery of cargo. As sighted by the respondents, currently it is difficult to carry out door-to-door deliveries because most houses outside Nairobi town are not numbered sufficiently. The GPS system enables precise delivery. The exact GPS position can be found by the use of phones. The respondents interviewed were of the opinion that despite the challenges the firm has experienced as a result of technological advances, the same technology can serve as an opportunities. Most customers own mobile phones and through the Google maps technology which offers street maps, a route planner for traveling by foot, car, and motor bike or with public transportation and a locator for urban businesses around the country, door to door delivery can be enabled.

Use of cloud computing services is also an opportunity for PCK as sighted by the respondents. Due to the high cost of investing in IT equipment PCK can adopt the use of cloud computing services. This will be more cost effective. All of those interviewed were
of the opinion that adopting Cloud computing technology will allow PCK to reduce the cost of information management, since it is not required to own its own servers and can use capacity leased from the third party. Additionally, the cloud-like structure will allow PCK to upgrade software more quickly.

The respondents also sighted E-commerce as an opportunity for the postal corporation of Kenya. E-commerce services such as hosting of web shops, payments, asset management and shipment of goods can be offered by PCK. By making maximum utilization of its vast network, such services can easily be availed to customers. The respondents were of the opinion that as more and more people continued to shop and buy over the internet; PCK can easily ride on its well-recognised and trusted brand to offer shipment services to such clients. Online retail is convenient due to its 24-hour availability, global reach and efficient customer service. Once purchases by customer have been made via the internet, PCK can offer the logistical solution of ensuring that the customers get their goods. The above information is summarised in table 4.5 below.

Table 4.5 Opportunities for the PCK

<table>
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<tr>
<th>No.</th>
<th>Opportunities for the PCK</th>
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<tbody>
<tr>
<td>1</td>
<td>E-commerce</td>
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<td>2</td>
<td>Use of Postal outlets as communication centres</td>
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<tr>
<td>3</td>
<td>Use of Global Positioning System</td>
</tr>
<tr>
<td>4</td>
<td>Use of cloud computing</td>
</tr>
<tr>
<td>5</td>
<td>PCK to support economic and social development</td>
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4.6 Discussion

PCK has adopted various strategies in order to achieve competitive advantage, survive and grow. Competition in the postal sector has made PCK to wake up to the realization that it was losing its market share to its competitors. Due to such competition, appropriate strategies had to be adopted. The strategies adopted enabled the firm to achieve different extents of competitive advantage although the extents of competitive advantage could not be quantified. To achieve higher levels of competitive advantage the firm has had to identify its various sources of competencies. However, the firm still faces challenges in the adoption of the formulated strategies. Although there are challenges faced by the firm in the implementation of the appropriate strategies, it has various opportunities that it can utilize for success.

4.6.1 Comparison with Other Studies

The research found that the strategies adopted by PCK were diversification, automation, formation of strategic alliances, innovation, marketing, human resource capacity development and use of postal outlets to provide logistical solutions. These research findings correlate with those found by Milewa (2010), who studied on the competitive strategies adopted by PCK and found that the competitive strategies adopted by PCK in response to increased competition included; offering high quality services, introducing new products and services, use of latest information technology, regular market surveys for customer needs and keeping prices lower than competitors.

The research also found out that the challenges faced by PCK were slow response to changing market demands and customer preferences, inadequate resources, manpower
challenge, lack of autonomy and monopolistic culture which are similar to the findings of Kimani (2009), who studied on the strategies adopted by PCK to gain competitive advantage in the mail sub sector in Kenya in the light of increased competition. His study found that though PCK has adopted various strategies to gain competitive advantage, they are slow in bearing fruit and hence indicating challenges in strategy planning and implementation. The findings above are similar to these research findings that PCK is slow in responding to changing market demands.

PCK has been in existence for a long period of time and enjoyed monopoly as the only universal communication provider appointed by the UPU. The monopoly enjoyed by PCK has declined over time as a result of the liberalization of the postal market which led to the entry of private operators. New entrants introduced competition that goes beyond the Kenyan boundaries as a result of globalization and reduction of trade barriers. PCK could no longer wait for customers to come their way but had to wake up to the realization that its existing market share had to be protected while at the same time, the firm had to work hard to increase its market share.

In addition, the advent of ICT also introduced competition in the postal business as PCK clients could no longer rely on communication via letter writing which was slow. The snail mail has been replaced by fast, cheap and reliable communication via the internet or mobile devices. The focus of PCK customers has shifted from service availability to the quality of services. Customers’ demands and preferences’ have also changed over time. This has necessitated PCK to carry out market research to understand the customers that it is serving. Customers have also become more aware of the wide range of communication alternatives that they have. Due to such sources of competition, the firm
has had to adopt the necessary strategies that enabled it to achieve competitive advantage survive and grow. The strategies could only be effectively adopted if the firm understood its sources of competitive advantage. However, sources of competitive advantage could easily be eroded as competitors seek to duplicate them. Therefore, PCK has to make maximum utilization of its sources of competitive advantage to wade off competition, survive and grow. PCK cannot afford to lose its market share hence the need to turn the emerging technology into opportunities instead of perceiving them as threats. This research proceeds to analyse the sources of competitive advantage that PCK enjoys and analyses how PCK has been able to achieve competitive advantage by adopting the highlighted strategies. The sources of competitive advantage coupled with the strategies have enabled it to achieve competitive advantage. However, despite achieving competitive advantage, the firm still faces challenges.

4.6.2 Comparison with Theory

By adopting the strategies that have enabled PCK to achieve different extents of competitive advantage, PCK will ensure survival and prominent placing in the market. Competitive advantage is a key determinant of superior performance which is the ultimate desired goal of PCK. This research identified the unique sources of competitive advantage (competencies) which can be used by PCK to achieve competitive advantage. The research connects to that of Hofer and Schendel (1978) who described competitive advantage as the unique position an organization develops relative to its competitors through its patterns of resource deployments. They suggest that competitive advantage ensues from competencies. They also viewed competitive advantage as something that can be used within the firm’s strategy. PCK has made sustained efforts towards
development of an effective local postal network. This has immensely contributed to the growth of the country’s socio-economic infrastructure. According to the RBV the possession of key resources and their effective development and deployment provide a unique synthesis of elements that allows the firm to achieve and sustain competitive advantage. The resources that PCK has include physical and financial assets as well as employees' skills and organizational (social) processes. The capabilities of PCK result from bundles of resources being brought to bear on particular value added tasks.

The research found out that PCK encounters various sources of competition such as, market liberalization, globalization, electronic information technology, door to door delivery and evolving customer demands. According to Porter (1994) competition is at the core of success or failure of a firm and firms adopt various strategies to enable them gain competitive advantage which can be eventually leveraged to result in superior service to the customers and superior profits to the firm. A resource based view emphasizes that a firm utilizes its resources and capabilities to create a competitive advantage that ultimately results in superior value creation. Thus, these research findings are similar to the findings of Porter (1994) on the analysis of competition which is inevitable in business. PCK has had to adopt appropriate strategies that will ensure long term profitability and survival.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary, conclusions and recommendations of the research. The research set out to determine the strategies adopted by the PCK and to determine whether those strategies led to the attainment of competitive advantage by the organization and to what extent. The research also sought to determine the challenges faced by PCK and the opportunities that it has. The research is concluded by highlighting the findings against the objectives set out.

5.2 Summary

The objectives of the study were to determine the strategies adopted by PCK, then determine whether those strategies enabled PCK to achieve competitive advantage and finally, determine the challenges faced by PCK and the opportunities that PCK has. In line with the stated objectives, the ensuing discussion gives a summary of the findings from the analysis of the data collected.

5.2.1 Summary of Strategies Adopted by PCK

The researcher found out that PCK has adopted various strategies in order to wade off competition and sustain itself in the market and be competitive. The researcher believed that it was competition that necessitated the formulation and the subsequent adoption of the various strategies. The summary of the strategies found is given below:
Diversification is the main strategy adopted by the PCK. The respondents held the opinion that the introduction of new products and service offerings and venturing into new markets will enable the firm to survive and grow. In addition, strategic alliances were also perceived by the respondents as a good strategy adopted by the PCK. The respondents believed that partnerships with other administrators have enabled the firm to have increased traffic to its outlets which enabled it to earn more revenue through acting as an agent to the administrators partnered with.

Automation also emerged as a strategy that has been adopted by the PCK. The respondents believed that having a one stop shop for accessing postal products as a result of automation helped to reduce queues in postal outlets. Some services could be accessed by its customers from the comfort of their offices and homes. The firm has also been able to have personal contact with its customers as a result of automation.

Logistical solutions and marketing also came up in the research as strategies adopted by the PCK. The respondents were of the opinion that by employing these strategies, the firm has been able to make maximum utilization of its vast network and survive the turbulence in business. Marketing is adopted by the firm as a growth and survival strategy. Marketing is meant to enhance awareness of the postal products and services to the public.

Innovation and the subsequent introduction of new product and service offerings has also been adopted by the PCK to enable it survive, grow and be competitive. With the implementation of this strategy, the firm is able to attract and retain its customers. It is also able to meet the needs of speed and quality amongst its customers.
5.2.2 Summary of Extent of Achievement of Competitive Advantage.

The researcher found out that the strategies adopted by PCK have enabled it to achieve different extents of competitive advantage. However, the researcher could not quantify the extent of competitive advantage achieved by PCK. The extent of competitive advantage is stated using words like great, least and average.

It was found that the firm has been able to achieve higher levels of competitive advantage by adopting diversification and strategic alliances strategies. The respondents were of the opinion that diversification and strategic alliances strategies were key in the survival and growth of the organization. The firm has been able to have an edge by using its vast network to provide the diversified products and services to their clients. The firm has also been able to offer agency services to the clients of the administrators it has partnered with. Monopoly in the provision of postal addresses has been the major source of competitive advantage for the partners forming an alliance with PCK to serve its clients.

Automation and marketing were also clearly stated as the strategies that have enabled PCK to survive, grow and achieve competitive advantage. The respondents held the opinion that the automation of PCK front office operations resulted in the setting up of a one stop shop where customers could be served within the shortest time possible. This
was perceived by customers as being convenient because it saves them a lot of time which would have been wasted queuing in the postal outlets. Automation has also resulted in the formulation of efficient marketing strategies that ensure that information on its product and service offerings is received and clearly understood by customers of all cadres in the society. In addition, marketing has resulted in creation of awareness amongst customers about the various products and service offerings available within the postal premises or on its website.

Innovation by the PCK is working to its advantage. PCK customers, from the largest mailers to the smallest, want postal products and services that are innovative, affordable, and reliable and of high quality, and those that meet their individual needs. The respondents felt that the constant introduction of new product offerings coupled with its trusted Posta brand have enabled the organization to achieve competitive advantage. The firm is now in a position to address its customers’ needs and win their trust back.

The other strategy that has enabled the firm to achieve a competitive advantage is the human resource and capacity development strategy. This strategy has enabled PCK to perform slightly above average in terms of achieving competitive advantage. The respondents were of the opinion that by investing in human capacity development, the employees will be motivated to discharge their mandate to the PCK customers in the best way possible. Learning is a continuous process and it can result in an internal competency for the PCK. This competency can be harnessed to serve customers effectively and utilize it to understand its customers better. In addition, a well-informed staff will be able to understand organizational processes and engage in marketing the firm by giving customers the correct information.
5.2.3 Summary of the challenges and Opportunities

The researcher found that PCK faces various challenges in the adoption of the various strategies that it has formulated. However, PCK has opportunities that it can utilize to have an edge over its competitors in the highly turbulent business environment.

The greatest challenge for the PCK is inadequate and poorly maintained resources. The researcher found that PCK has some of the old computers that are slow and sometimes the offices lack the internet connectivity that is necessary to serve its clients. In addition, its fleet of vehicles are old and poorly maintained hence not efficient in delivering services to its clients. The funds available to the corporation are limited hence affecting modernization of its services. Undercapitalization has resulted in the post dragging in delivering service to its clients.

The research also found that the slow response to market and consumer demands, manpower challenge and monopolistic culture were challenges that the post encounters in the discharge of its mandate. Monopolistic culture hinders innovation within the organization while the slow response to market and consumer demands makes it loose its market share to its competitors who are always ahead of PCK in terms of meeting their clients demands.

Lack of autonomy by PCK was found to be a challenge. Lack of autonomy affects decision making within the PCK. The bureaucracy to be followed in decision making leads to time wastage and eventually affects the organizations response to the changing market environment. The scope of control of PCK has affected the way it formulates and adopts strategies.
The researcher found that advances in information technology have led to increased competition, such technology can still be utilised as an opportunity by the PCK. The opportunities that PCK has include; e-commerce, cloud computing and GPS.

E-commerce is able to stimulate business to PCK and generate more revenue. More people shopping online need the goods bought to be shipped to the destinations that they can easily access. Therefore PCK can use its outlets to provide logistical solutions to such clients. Such goods can be shipped and warehoused in the postal outlet nearest to such clients. This will enhance business and generate revenue for PCK.

Cloud computing technology can also enable PCK to achieve competitive advantage, survive and grow. This technology will help the PCK to reduce the costs of investment in IT. In addition, this technology will help PCK to offer more value added services to its clients. As long as the organization can modernise and automate its services, its customers will be able to access them wherever they are provided that they have internet accessibility.

GPS will enhance efficient door to door deliveries which will be an advantage to PCK. Customers will have convenient and reliable services offered to them if the GPS technology is adopted by the organization in its operations. By adopting this technology, PCK will be able to offer more value added services to its clients and consequently enhance efficiency and meet the needs of its clients.

Economic and social development was also found to be an opportunity to be adopted by the PCK in its operations. The corporation will use its vast network to ensure that its customers from all the social and economic groups are able to communicate effectively.
Lastly, conversion of postal outlets into communication centres will also help to boost revenue for the organization. It was found that various services could be accessed within PCK outlets. Due to its vast network, PCK can reach customers from all economic spheres and be able to serve them effectively. Given that PCK has been in the market for long and has earned the customer trust coupled with affordability of its services, the post is in a position to have an edge over its competitors by using its outlets as communication centres. Globalization and the lowering of trade barriers have made business transactions all over the world easier hence the need to capitalise on that. The UPU had opened up the PCK to the global market and is able to gain access to some of the international markets. Thus conversion of postal outlets into communication centres will be an opportunity for PCK

5.3 Conclusion

From the analysis of data, it can be concluded that the PCK is operating in a very turbulent business environment. The environment is so turbulent because of the various sources of competition. Some of the competition sources are continuously evolving. The market scenario for the PCK began changing with the introduction of market liberalization, globalization and falling trade barriers. In addition, the technological advances have also introduced new competition in the postal business. PCK is dealing with customers who are aware of the wide range of alternatives. New technology has expanded the competitive field by presenting super-speed and cost effective alternatives. The evolving customer demands have also proved to be a source of competition. The customers’ demands are constantly evolving as a result of the technology which keeps changing as new forms of communication emerge. Door to door deliveries have also
emerged as sources of competition because customers are seeking for speed, convenience and quality service. Due to convenience, most customers are willing to pay a premium price to ensure that products are delivered at their door steps.

To deal with competition, the firm has adopted various active and proactive response strategies. Adopting strategies to counter the competition is not enough for the survival and growth. The firm is therefore modernizing its extensive network of outlets to offer agency services to its clients. Diversification of its offerings and the formation of strategic alliances have enabled the firm to survive the competition and gain competitive advantage. The firm is using its sources of competitive advantage to increase its market share and have an edge over its competitors.

Despite adopting strategies to counter the competition, PCK still faces some challenges. The PCK has been slow in responding to the changing market demands of its customers. Being slow has been a disadvantage to the PCK because its competitors could easily carry out market research and implement the findings on time. This makes Postal customers to shift their loyalty to other operators who offer them up to date services. Inadequate resources are the major challenge for the PCK. The resources are few and obsolete which makes delivery of services to the customer slow and inefficient. The monopolistic culture by the PCK hampers innovation and the organization needs a paradigm shift from its culture in order to effectively discharge its mandate.

The competition that the organization faces has necessitated it to identify the opportunities that it has. The greatest opportunity for the PCK is e-commerce. Buying and selling via the internet is an opportunity because the PCK can offer shipment for
those goods to the customer’s premises. In addition, warehousing for those goods can be done by the PCK at its premises. GPS and use of the Post to provide economic and social development will serve to improve the economic levels of its clients and will eventually create business for the PCK enabling it to generate more revenue. In addition, PCK can adopt cloud computing technology and modernise its operations at a lower cost. Lastly, use of PCK outlets as communication centres will enhance maximum utilization of its resources and increase customer traffic to its outlets. By employing such opportunities in its operations, the firm is bound to have an edge over its competitors.

5.4 Recommendation

Competitive advantage is a key determinant of superior performance and ensures survival and prominent placing in the market. For survival and growth, PCK needs to frequently undertake market analysis in order to understand its customers well and be able to meet their needs. The firm needs to employ PESTEL and SWOT analysis tools. These tools will enable it to constantly identify its core competencies and the opportunities that it has. It will also be able to identify threats within the environment. This will enable PCK to be innovative and be able to create value added services and products. The firm should also measure customer satisfaction on a regular basis as part of a continuous improvement process. The findings from such analysis should also be implemented within the shortest time possible to give it an advantage over competitors.

Achieving competitive advantage will strengthen and position PCK better in its business environment hence the need for it to carry out country wide modernization of its outlets and ensure that they have the necessary resources to serve customers. It is not enough for
the firm to have a vast network of outlets but of key importance is how it is able to provide services that meet customers’ needs and expectations in those outlets. In order to make the internal processes more effective, PCK should use the ERP system to consolidate its internal processes. The existing database about post box registration should also be enhanced with data from the owners. The data can be collected as the post boxes are being renewed. The data can then be used for direct marketing purposes. In addition, PCK should enable internet access to all post offices. Internet access to all Post offices should be enhanced with the roll out of fibre optics and availability of electricity in all regions.

Rebranding of the Post will also enable the public to change the perception held about it for long. The traditional PCK is characterized by slow and inefficient systems of service delivery. It has survived for a long time because of lack of alternatives and its hitherto legal existence as a monopoly. This scenario has given the PCK a bad image and made it vulnerable as new forms of communications emerged. Through rebranding and change of its culture, the organization will be able to live to its mission of touching lives.

The firm also needs to protect existing alliances. The firm has been able to earn revenue through the partnerships it has with various administrators. In order for continued survival and growth, such alliances have to be protected as it forges more alliances with other administrators. Partnerships allow the companies in an alliance to leverage each other’s experience and knowledge, while sharing in the risks and investments of staying ahead of changing customer requirements. Partnership is no longer an option, but a requirement in order to succeed in the marketplace.
Adoption of technology in services that it still has monopoly is also recommended. PCK should seek for ways of incorporating modern information technologies into its operations to raise productivity and lower costs. Adoption of technology will enable it develop a wide range of value added products to meet emerging customer needs for value added communications products. Electronic bar-coding in mail processing and electronic stamps and greatly enhanced management information system are some of the examples.

Training of employees should also be a continuous process. The firm needs to develop a new approach to the customer. A customer-centric and service-oriented mind set should be the focus of every employee at PCK while developing and improving knowledge and understanding of postal markets. The firm should introduce learning on the job activities and make IT a natural part of the daily job. Experienced employees could act as mentor to less experienced ones, thus contributing in sharing knowledge across the organization. The firm should conduct ICT trainings for employees, starting with use of e-mail and use of internet, to increase the level of ICT literacy and be prepared to operate in this digital era.

The firm should also carry out continuous diversification and differentiation of its product offerings. This will enable it to enhance customer and brand loyalty. Such loyalty will help it increase its competitive advantage and be able to stay ahead of its competitors. Competitive advantages ensues from competencies hence, the need for PCK to realise that such competitive advantages can be easily eroded as competitors seek to duplicate and even make them better. Therefore, PCK needs to constantly make its products and services better to survive and grow.
5.5 Limitations of the Study

The respondents were not willing to disclose the strategies adopted by PCK. It was hard and time consuming to convince the respondents that the research was purely academic and that confidentiality will be guaranteed. Time was also another constraint. All the respondents are on managerial level hence it was hard to get them interviewed due to the many duties that they had to attend to. In addition, the researcher found it difficult to quantify the extents of achievement of competitive advantage by the organization hence resulting in the use of terminologies like great, higher and lower levels of competitive advantage achieved.

5.6 Suggestions for Further Research

There are many private operators in the postal business. Some are predominantly dealing with the courier business while others perform multiple businesses that PCK is involved in. In addition, mobile operators also perform businesses such as money transfer and offer varied forms of communication including short messaging services (SMS) that have substituted letter writing. The advent of technology has brought in competition to the postal business reducing revenues from the mail sector which is viewed as being slow. Thus, the study proposes that further research be undertaken on the strategies adopted by the private operators in the Postal sector and whether such strategies enable them to gain competitive advantage. In addition, further research needs to be conducted on how to address the challenges faced by PCK in the mail subsector which is meant to be the major source of revenue for the organization.
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APPENDIX

QUESTIONNAIRE

Interview Guide for the Postal Corporation of Kenya

SERIAL NO………..

HH   MM

HH   MM

Time interview started    Time interview ended

Date of interview

DD   MM   YY

DEMOGRAPHIC DETAILS (Important- This is for analysis only)

1. What is your gender?       □ Male       □ Female

2. What is your age?

□ Below 30    □ 31-50    □ Above 50

3. What is your highest academic qualification?

□ Certificate       □ Diploma

□ Undergraduate       □ Masters

4. How long have you worked with the postal corporation of Kenya?

□ 2 Years and below    □ 3-5 Years    □ 6-10 Years    □ above 10 Years

QUESTIONS

1. To what extend do you understand your clientele?

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2. Which services do you offer?

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3. Who are your main competitors?

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4. What type of parcels is handled more by PCK?

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5. What is your main source of revenue?

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6. Which sector of the organization is experiencing a lot of competition?

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7. To what extent have you adopted technology in your operations?

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8. List the strategies being adopted by the PCK.

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9. Do the strategies listed above enable the organization to achieve competitive advantage?

☐ Yes  ☐ No

10. If the answer in 9 above is yes list the competitive advantage(s) that the organization has.

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11. In your own view, does PCK face any challenges in the implementation of the above strategies?

☐ Yes  ☐ No

12. If the answer in 11 above is yes what challenges are they?

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13. How do you intend to deal with such challenges?

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14. List the opportunities that PCK has.

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