

**THE ROLE OF STRATEGIC MANAGEMENT IN IMPROVING COMPETITIVENESS OF
MOBILE TELECOMMUNICATION COMPANIES IN KENYA**

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ABSTRACT

The telecommunication industry in Kenya today is characterized by one dominant firm seating pretty at the top of the market, and the other two firms struggling perennially to get into the market or expand their market share. The mobile telecommunication industry in Kenya is an oligopoly, with only three firms sharing the market. The industry today is characterized by an ever changing operating environment. There is stiff competition among the major players as each seeks to establish itself in the market which is best exemplified by the current cut throat advertisement of products and services among the telecommunication companies. This coupled with other factors such as advancement in technology, change in the communication needs of the consumer; has heralded the introduction of a number of new products into the market. The objective of this study was to determine the role of strategic management in improving competitiveness of mobile telecommunication companies in Kenya. Specifically, the study was guided by four objectives namely: effects of infrastructure, partnership, market share and how corporate social responsibility affects competition in the mobile telecommunication companies in Kenya.

This survey adopted a descriptive research design approach.

The population of this survey was six thousand two hundred

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6200

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employees currently working in different mobile telecommunication centers. The figure included all the employees (Safaricom, Airtel and Orange), working in these mobile telecommunication companies

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This study utilized questionnaires as the main data collection instrument. Data collected was qualitative and it was analyzed by descriptive analysis techniques. SPSS was used to facilitate this analysis. To obtain inferential statistics, regression equation was used to test the specific research objectives.

Key words: strategic management, competitiveness, telecommunication

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