

EFFECTS OF CORPORATE STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE OF COMMERCIAL BANKS IN KENYA: A CASE OF KENYA COMMERCIAL BANK

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Abstract: The current study examined effects of corporate strategic planning on organization performance of commercial banks in Kenya: a case of Kenya commercial bank. The study was guided by four objectives: To determine the influence of organizational culture on organizational performance of Kenya Commercial Bank. To establish the influence of managerial factors on organizational performance of Kenya Commercial bank. To establish the influence of benchmarking on organizational performance of Kenya Commercial Bank. To determine the influence of competitive intelligence of organizational performance of Kenya Commercial Bank. The study was focused on the effects of corporate strategic planning on commercial banks in Kenya on organization performance therefore considering the Headquarters of Kenya Commercial Bank in Nairobi KENCOM House to oversee the other 230 branches. It focused on the senior staff that is the managers and supervisors of the bank and also departmental heads. The study adopted a Descriptive Research Design to support and meet the objectives of the research and used stratified random sampling procedure to select a sample that represented the entire population. Questionnaires were the main research instrument that were used in the study. The fixed choice and open-ended formats of the item were used in developing the questionnaire items. Data was analyzed using both descriptive and inferential statistics. Quantitative data was analyzed through coding in Statistical Package for Social Sciences (SPSS) data editor where inferences were drawn and descriptive statistics like frequencies of responses were used to give the results of the analysis. Data was presented in form of frequency distribution tables, graphs and pie charts that were used to facilitate description and explanation of the study findings. Qualitative data was summarized in short paragraphs.

Keywords: Corporate, Organization and Performance.

1. INTRODUCTION

Background of the Study:

Strategic planning is commonly practiced in order to enhance the Organizations performance. In many organizations corporate strategic planning has been used in order to attain certain objectives so as to achieve greater performance. Accordingly, strategy can be seen as a plan, play, pattern, position and perspective (Mintzberg et al, 2009). There are different forms of strategy (Johnson et al., 2008). Corporate level strategy is concerned with the overall scope of an organization and how value will be added to the different parts (business units) of the organization. This could include

issues of geographical coverage, diversity of products/services of business units, and how resources are to be allocated between different parts of the organizations. Strategic planning is a forward-looking exercise and all managers should be involved with it (Owolabi&Makinde, 2012). If strategic plan is available and well implemented, an organization will have little or no challenge in managing external changes.

Therefore, according to (Akinyele & Fasogbon,2010) strategic planning consists of a set of underlying processes that are intended to create or influence a situation to create a more favorable outcome for a company. Corporate planning is a process used by businesses to map out a course of action that will result in revenue growth and increased profits, for that reason corporate strategic planning involves a company using various ways to attain a better or result oriented company. The specifics of the plan should address questions of scope, resource requirements, competitive advantage, quality expectations, social responsibility issues, and synergy (Henry, 2004).

Due to the fast growth of banks, Kenya has expanded to the East African Region. The banking industry in Kenya has also involved itself in automation, moving from the traditional banking to better meet the growing complex needs of their customer and globalization challenges. There has been increased competition from local banks as well as international banks, some of which are new players in the country. This has served the Kenyan economy well as the customers and shareholder are the ones who have benefited the most.

Kenya Commercial Bank:

KCB's roots can be traced back to 1896 when it established its first outlet in Mombasa as the National Bank of India ("NBI"). In 1904, NBI extended its operations to Nairobi, which had become the headquarters of the expanding railway line to Uganda. In 1958, NBI merged with Grindlays Bank ("Grindlays") to form the National and Grindlays Bank ("NGB"). Upon Kenya's independence in 1963, the Government of Kenya acquired a 60% stake in NGB. The Government acquired full control in 1970 and renamed the bank, Kenya Commercial Bank Limited. Over the years the Government has gradually reduced its stake in KCB to 35% and more recently to 26.2% on the back of a rights issue in 2004 (which raised KShs2.5bn). A second rights issue in 2008 reduced Government's shareholding to 23.1% (raising KShs5.5bn additional capital). A third rights issue in 2010 raised KShs12.5bn and further reduced the Government's stake to 17.7%. KCB is listed on the Nairobi Securities Exchange, Uganda Securities Exchange, Dar-es-Salaam Stock Exchange and Rwanda Stock Exchange. KCB is the largest bank in Kenya accounting for 13% of all assets as at FYE12. Government support is considered likely, given that KCB's size and market presence poses significant systemic risk should the institution fail. Government's shareholding was also factored in, albeit on a limited use basis. (www.kcbbankgroup.com)

KCB's operations are divided into four main business units, namely, Corporate Banking, Retail Banking, Treasury and Mortgage Finance. As at FYE14, the Group had a total of 230 branches across its regional footprint, up from 222 as at FYE11. The expansive branch network is complemented by over 940 ATMs across the region. KCB also has a well-developed internet and mobile banking service and over 2,600 agents. KCB serves as the holding company of the Group's subsidiaries and associates, having established a presence in five East African countries i.e. Kenya, Tanzania, Uganda, Rwanda, South Sudan and Burundi. KCB has 100% ownership in Kenya Commercial Finance Company Ltd, Kenya Commercial Bank Nominees Ltd, Kencom House Ltd, KCB Tanzania Ltd, KCB Sudan Ltd, KCB Rwanda, KCB Uganda Ltd, KCB Burundi Ltd and 45% ownership in United Finance Ltd. To promote cross border trading, KCB Tanzania was established in Dar-es-Salaam in 1997. In May 2006, KCB Southern Sudan was established to provide conventional banking services. KCB Uganda and KCB Rwanda commenced operations in 2007 and 2008 respectively. In 2012, KCB opened a subsidiary in Burundi. KCB Kenya is the flagship of the group, contributing roughly 83% (FYE11: 85%) of total group assets and 92% (FYE11: 93%) of the group net profit before tax ("NPBT") as at FYE12. Governance structure KCB (along with its subsidiaries) abides by the rules on good corporate governance as set out by the Capital Markets Authority in Kenya, the Central Bank of Kenya ("CBK"), as well as the principal bodies in each country of operation. A comprehensive "Corporate Governance Policy" is in place. The Group's directorate, as at 31 December 2014, consisted of nine independent non-executive directors (including the chairman) and two executive directors.

All banking subsidiaries are registered as legal entities in their respective countries of operation, each with its own board of directors. To ensure uniformity, each country board has the same working committees as its parent. The group chairman also serves as a non-executive on the KCB Kenya, KCB Sudan, KCB Uganda and KCB Rwanda Boards. KCB customers enjoy the services of KCB mobi bank the mobile banking platform (www.kcbbankgroup.com). In KCB,

electronic banking products are increasingly gaining ground as many customers received them as panacea to problems of poor service delivery that has been bedeviling the banks for a long time. However, the Bank's data posit that the rate at which customers accept and adopt the products is far below expectation (www.kcbbankgroup.com).

Statement of the Problem:

Commercial banks play a very important role for the economic development of the country. Banks are the back bone for the economic development of any country. They increase savings from increase investments in a country by offering loans the deposits by their customers, they, contribute in employment in a country, facilitate the transfer of money from one party to another, offer loan to the government and the general feasible public, they increase capital formation and they encourage balanced development (Kamel,2008). For strategic management to result to superior performance, all the steps in the process need to be effectively managed (Blahová&Knápková, 2010).In a study titled 'change management in financial efficacy of banks: evidence from Oman' Ravi (2014) indicated that one-half to two-thirds of all major corporate change efforts fail due to poor strategic planning. With the witnessing significant growth of banks in Oman in recent years, the study found that failure of change management practices was a major impediment to the use of performance in Oman banks.

According to Ravi (2014) there has been a steady decline in the gross non-performing assets as a percentage of the total assets from nearly 10% in 2004 to 2.1% in 2008, before rising marginally in 2009 due to a cyclical downturn of the economy which could be attributed to loopholes in strategic planning. Locally many studies have been done on the strategic planning and not much has been done on the corporate strategic planning on organization performance especially in banking sector in Kenya.Gachie (2014) for example intended to look into corporate strategy implementation in the construction industry in Kenya especially the challenges of the same strategy. In another study done in strategic planning practices and performance of state corporations in Kenya done by Kanini (2012) tried to find out which are the practices in the state corporations and how those practices affected the corporations therefore not focusing on how the strategic planning would affect the performance of the corporations. Situma (2006) also covered KCB but focused on its turnaround strategy. Muguni (2007) studied the role of executive development in strategy implementation. Most of the organizations or banking sects to be precise focused on the immediate problems than focusing on the future ways of improving the performance and growth of the companies, thus when a huge problem arises they would end up using lump sum of resources thereafter going into a loss this was due to lack of proper planning. The current study therefore aimed to assess effects of corporate strategic planning on organization performance of commercial banks in Kenya: a case of Kenya commercial bank

Specific Objectives:

1. To determine the influence of competitive intelligence organization performance of Kenya Commercial Bank.

2. LITERATURE REVIEW

Different researchers came up with different theories which explained further on the study of corporate strategic management. These included the following:

Agency Theory:

Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (Jean et al, 2002). The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization. The agency theory tends to take precedence against other strategic management theories. Krueger, (2004) in his paper in strategic management and management by objectives says that the plethora of strategic management is the agency theory in practice at all levels of the strategic management process. He contends that starting from the corporate strategy to operational strategy the objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels cited by (Henry et al, 2006) stresses that for these objectives to be achieved there has to be collaborative efforts between the managers as agents and subordinates. Strategic management programs required top managers to provide clear and visible support to the program without that support of the manager as the agent the synthesis between the individual and the organization goals does not develop.

The above author observes that strategy formulation relies upon a team approach that flows from the corporate level to the functional level of the firm. The process relies on input from all levels of management (top to bottom and bottom up). The paper observes here that at the stage of strategy formulation the chief executive should as the agent not be single minded but should involve other stakeholders and agents of strategy formulation at all levels of the organization. The CEO as the agent should therefore embrace synergy by searching for information resulting in an evaluation of the task to be carried out (strategy formulation) and secondly he proposes a strategy to the board (principals), for their agreement and then carries out the agreed task (strategy implementation) in order to gain competitive advantage.

Theory of Strategic Balancing:

Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors' behavior, including the system of leaders' values (Hendricks, 2000). Further to an empirical study on technological alliances, Aliouat deduced the principle of the strategic balancing according to which a technological alliance generates paradoxes and lives by its paradoxes. An alliance wavers between multiple antagonistic poles that represent cooperation and competition.

This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation. The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other being predominantly competing as characterized by the model of deployment. The company can then take turns at adopting the two strategies in order to keep their alliance balanced. This idea is very close to that of Bengtsson&Kock (2000), according to whom there are three types of competitive relationships: competition-dominated, cooperation-dominated, and equal relationships. The latter is similar to the alternation between the relational model and the model of deployment described by Aliouat, (2006). Owing to the fact that specific developments in the business environment need to be closely monitored, it is imperative that senior corporate intelligence professionals think in terms of integrating competitive intelligence work with marketing intelligence work.

Porter's Generic Strategy:

Generic strategies can be successfully linked to organizational performance through the use of key strategic practices. Porter's (1985) generic strategies of low cost, differentiation, focus and combination strategies are generally accepted as a strategic typology for organizations. Porter's, (Porter, 1985) view that low cost and differentiation are discrete ends of a continuum that may never be associated with one another has sparked much conceptual debate and empirical research. This debate may have been encouraged in part because of the absence of conceptual building blocks supporting his value system theory. Scholars have since developed theory to counter Porter's view, suggesting that low cost and differentiation may actually be independent dimensions that should be vigorously pursued simultaneously (Hill, 2008; Murray, 1988). Although many firms pursuing cost and differentiation simultaneously may become stuck in the middle, there is clear evidence to suggest that at least some firms have been successful in achieving superior economic performance by pursuing both advantages. It is commonly suggested that information strategy planning must not be isolated from strategic business thinking (Davenport, 2000). Rather, information strategy has to be mutually aligned with business strategy. On the one hand, business strategy places requirements on the information strategy.

On the other hand, information technology may enable new ways of doing business which must be considered in the information strategy. Thus, a thorough analysis of the organization's business strategy is necessary. Marketing staff in particular are confronted with many issues and are at present confronting such issues as speed to market and shorter product life cycles. (Pepper, 2001) has indicated that as well as speed to market, senior management at Procter and Gamble also had to address the broader issue of how to innovate. It is because of such issues as these that marketing staff need to think in terms of deploying the strategic marketing concept (Aaker, 1998).

7s Model, Strategy Implementation and Performance:

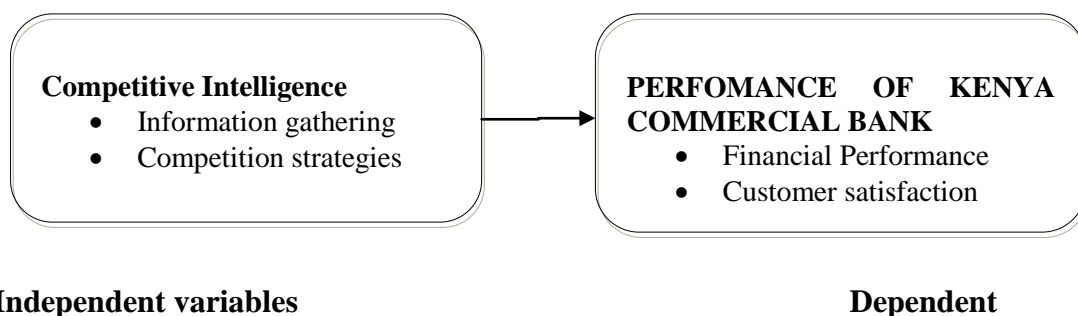
McKinsey's (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values. Strategy is the plan of action an organization prepares in response to, or anticipation of, changes in its external environment. Strategy is differentiated by tactics or operational actions by its nature of being premeditated, well thought through and often practically rehearsed.

It deals with essentially three questions, (1) where the organization is at this moment in time, (2) where the organization wants to be in a particular length of time and (3) how to get there. Thus, strategy is designed to transform the firm from the present position to the new position described by objectives, subject to constraints of the capabilities or the potential (Kaplan, 2005). Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated (Kaplan, 2005). Systems are formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems (Kaplan, 2005). Every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. The effectiveness of these systems dictates the performance of the organisation. These processes are normally strictly followed and are designed to achieve maximum performance.

Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. (Kaplan, 2005). Organisation through the world strive to develop and retain high calibre staff who drives organizations performance to greater heights. The importance of human resources has thus got the central position in the strategy of the organization, away from the traditional model of capital and land. All leading organizations such as IBM, Microsoft, Cisco, etc put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these organizations strategy and competitive advantage over their competitors. Shared values which are the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan, 2005). All members of the organization share some common fundamental ideas or guiding concepts around which the business is built. This may be to improve performance of their organisation or to achieve excellence in a particular field. These values and common goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive. The organizations with weak values and common goals often find their employees following their own personal goals that may be different or even in conflict with those of the organization or their fellow colleagues (Martins and Terblanche, 2003). The 7-S model posits that organizations are successful when they achieve an integrated harmony among three “hard” “S’s” of strategy, structure, and systems, and four “soft” S’s” of skills, staff, style, and super-ordinate goals (now referred to as shared values) (Kaplan, 2005).

Conceptual Framework:

A conceptual framework refers to the conceptualization of the relationships between variables in the study and it shows the relationship graphically or diagrammatically. It is a hypothesized model identifying the concepts under study and their relationship (Mugenda and Mugenda, 2003). It helps one to understand the relationship between the variables of the study. There are four variables in my model, (but I have picked one variable for this journal) which included perceived ease of use, speed of delivery, service security and service content as the independent variables, and customer satisfaction as the dependent variable.



Competitive Intelligence:

Competitive Intelligence is the action of gathering, analyzing, and applying information about products, domain constituents, customers, and competitors for the short term and long term planning needs of an organization (Blenkhorn and Fleisher, 2003). According to (Eells& Nehemkis,1984), intelligence is the product of collection, evaluation, analysis, integration, and interpretation of all available information that may affect the survival and success of the company. Well-interpreted information, provided by a properly designed intelligence function, can be immediately significant in the planning of corporate policy in all of its fields of operations. Stated in both operational and organizational terms, the main purpose of intelligence is to help the chief executive officer fulfill his wide ranging responsibilities.

Tan and Ahmed (2009) adopt more of a strategic intelligence perspective and state that intelligence is a continuing and interacting structure of people, equipment, and procedures to gather, sort, analyze and distribute pertinent, timely and accurate information for use by marketing decision makers to improve their marketing planning, implementation and control. The term competitive intelligence is used in various contexts, and it is generally agreed that competitive intelligence is an all embracing term that has a strategic dimension associated with it (Wright et al., 2002, p). Indeed, competitive intelligence can be viewed as a “process for supporting both strategic and tactical decisions, and in order to support CI, organizations need systems and processes to gather and analyze reliable, relevant, and timely information that is available in vast amounts about competitors and markets” (Cobb, 2003, p. 81). Competitive intelligence officers contribute to the strategic intelligence process in a number of ways.

Organizational Performance:

Organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. In order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs.

Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals (Guralnik&David, 2004). Most organizations see their performance in terms of their "efficiency" in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both “financially viable” and "relevant" to its stakeholders and their changing needs. Performance is a complex and dynamic concept which has been conceptualized in two ways namely the drivers of performance and the results of performance (Neely, 2005). Organizational performance is concerned with the overall productivity in an organization in terms of stock turnover, customers, profitability and market share. Competition in the global economy has intensified the importance of identifying the drivers of sustainable performance. The search for such drivers is no longer restricted to tangible factors but has expanded to include intangibles. Performance may be measured by both quantitative and qualitative methods.

EMPIRICAL REVIEW:- Organizational Performance:

(Ittner&Larcker, 2003) stated that non-financial measures are better performance indicators in the service industry than financial measures. This is because non-financial measures are better measures of value and motivation which complement short-run financial figures as indicators of long-term goals. Performance is regarded as an output which is aligned to objectives or simply profitability and is explained in terms of expected behavioral output and also results. (Fwaya,2006) asserts that the only worthy performance measure is financial performance because of its value to shareholders, executives and the market. This measure is an indicator of organizational success and sustainability because it is the reason for the existence of firms. The financial success of an organization is a measure of a firm's performance because it depicts the ability of an organization to operate above all its costs. (Ittner&Larcker, 2003) claim that a firm's performance should not be measured by financial performance but also operational and market indicators.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to (Richard, 2009) organizational performance encompasses three specific areas of firm outcomes. Financial performance (profits, return on assets, return on investment, etc.; product market performance (sales, market share, etc.); and shareholder return. An organization performance is tested against the commitment that the management made in management system. It measures the management plans of whether social, economic and ecological goals are being achieved. According to (Guralnik& David, 2004) performance is achievement which is often used to show the ability or “the show” which is commonly used to show up the performance, or it also means “doing the task that shows someone's action in working. On the other hand, (Bernardin&Russel, 2009) define that performance is the record of the result which is gained from the function of certain work or certain activities in certain period of time.

3. RESEARCH METHODOLOGY

Target Population:

According to (Zikmund, et al ,2010) and (Kothari ,2004), a population refers to all items in any field of inquiry and were also known as the 'universe'. According to Mugenda and Mugenda, (2003) target population is a population to which researcher generalizes results. Lavrakas (2008) defines a population as any finite or infinite collection of individual elements. Hyndman (2008) describes a population as the entire collection of 'things' in which we were interested. (Polit& Beck, 2006) refer to population as the aggregate or totality of those conforming to a set of specifications. KCB's operations were divided into four main business units, namely, Corporate Banking, Retail Banking, Treasury and Mortgage Finance. As at FYE2014, the Group had a total of 230 branches across its regional footprint.

The study collected data from senior staffs (Managers and Supervisor) of Kenya commercial bank, KENCOM House and the 230branches in the country who were involved in strategy formulation and implementation. There were currently 16 departments at the KENCOM house. This was because the managers were in a good position to provide the required information on the strategic position of the bank.

Table 3.1: Total Population

Department	Population
Branch Managers	230
Departmental Supervisors	28
Departmental Managers	16
Total	274

4. RESEARCH FINDINGS AND DISCUSSION

Competitive Intelligence:

The study sought to determine the influence of competitive intelligence on organizational performance at Kenya Commercial Bank. The respondents were presented with the following statements and the findings are presented in table 4.1.

Table 4.1: Competitive Intelligence

Description	N	Mean	Std. Deviation
Would you say the products and program the banks develop are unique	156	4.68	.568
Would you say the products and programs of the bank are difficult for others to imitate	156	3.97	.901
Is the organisation aware of and realizing the advantages associated with the program and products developed	154	4.29	.808
Does the program and products allow for the realization of the organisations potential	156	4.14	.695
Are there readily available substitute for the products and programs developed by the bank	156	4.02	.926
Do the new products and programs provide real value for beneficiaries in the market	155	4.25	.648

Table 4.1 presents that the respondents the products and program the banks develop are unique with a mean of 4.68 and standard deviation of 0.568. The respondents were neutral on the statement that products and programs of the bank are difficult for others to imitate. The respondents agreed the organisation aware of and realizing the advantages associated with the program and products developed with a mean of 4.29 and standard deviation of 0.808. the respondents were of the opinion that the program and products allow for the realization of the organisations potential with a mean of 4.14 and the standard deviation of 0.695. the respondents agreed with the statements that: there are readily available substitute for the products and programs developed by the bank and the new products and programs provide real value for beneficiaries in the market with a mean of 4.02 and 4.25 respectively.

5. FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Major Findings:

In conclusion most of the respondents were male, and were aged between 31-35 years while followed by 36-40 years, 5.06% of the respondents were between 21 and 25 years of age. Majority of The respondents held a degree with the respondents with the least qualification being a high school certificate. Majority of the respondents had worked for the organization for a period between 5-10 Years, 32.877% of the respondents had experience of less than 5 years.

Competitive Intelligence:

There is a positive strong relationship between competitive intelligence and the organizational performance as shown by the Pearson's co-efficient correlation which is significant as indicated by the P-value at 95% level of confidence.

That the respondents the products and program the banks develop are unique. The respondents were neutral on the statement that products and programs of the bank are difficult for others to imitate. The respondents agreed the organisation aware of and realizing the advantages associated with the program and products developed. The respondents were of the opinion that the program and products allow for the realization of the organisations. The respondents agreed with the statements that: there are readily available substitute for the products and programs developed by the bank and the new products and programs provide real value for beneficiaries in the market.

Recommendations:

Competitive Intelligence:

This study recommends that competitive intelligence practices are very important in KCB bank as they help the bank achieve competitive edge thus ultimately increasing profitability. With KCB Bank being the market leader in the financial sector in Kenya at the moment, adoption of competitive intelligence practices in the sector would be highly recommended going by the impact it has had in KCB bank's achievement of competitive advantage through improved financial performance.

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