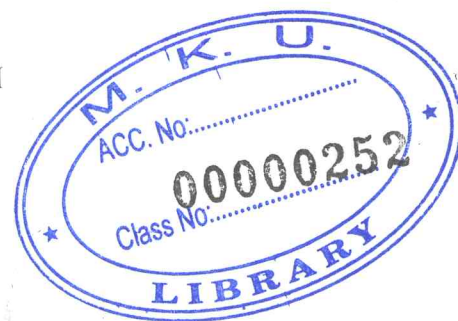


AN ANALYSIS OF STRATEGIES ADOPTED BY UNIVERSITIES TO ACHIEVE
COMPETITIVE ADVANTAGE IN MOMBASA COUNTY, KENYA

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ABSTRACT

Intense competition for students in the higher education sector in Mombasa County, Kenya, has forced universities to adopt strategies to achieve competitive advantage. The main objective of the study was to analyze the strategies adopted by universities to achieve competitive advantage. Competitive advantage exist when a firm is able to deliver the same benefits but at a lower cost or deliver benefits that exceed those of competitors. The study adopted Michael porter (1990) theory of competitive advantage. Porter describes competitive strategy as the search for a favorable competitive position in the industry, and further explains that competitive strategy aims at establishing profitable and sustainable position against the forces that determine industry competition. This involves identifying sources of competition in the ever changing environment then developing strategies that match organization capabilities to the changes in the environment. Some universities in Mombasa County have a serious challenge in terms of creating, pursuing and sustaining a competitive advantage. While some universities record high numbers of students, some enroll low numbers. The study sought to assess the reasons. The study adopted a descriptive comparative design. This facilitated comparison of various strategies of population members with respect to competitive strategies they use. The research was carried out using census research method. Primary data was collected using a semi-structured questionnaire which was administered through drop and later pick method. Data was analyzed using (SPSS) which is known for its ability to process large amount of data. Classified data were put into tables. At the end of the study, the researcher established that strategies adopted by universities in Mombasa County will achieve competitive advantage.