

**COMPETITIVE STRATEGIES ADOPTED BY INSURANCE COMPANIES IN
KENYA: A CASE STUDY OF CIC INSURANCE GROUP LTD**

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ABSTRACT

With the increasing level and pace of innovation and competition, market leaders have to create a competitive advantage that enables them to drive and retain superior financial performance within the industry they operate in. The insurance industry in Kenya has been in existence for decades. However to this day, the industry struggles with poor permeation levels of insurance products. This study focused on competitive strategies adopted by CIC insurance group Ltd to remain successful in an industry with low penetration. The objective of the study was to determine the different competitive strategies that the company has adopted to remain profitable and successful. The study adopted a survey design with the population being the employees within the organization. Data was collected through questionnaires and analyzed. The results indicated that the firm concentrated on the focus or niche and market penetration strategies to create and sustain competitive advantage. They also indicated that they depend on their quality of service and brand loyalty as their main sources of competitive advantage. Recommendations were made that the firm should look into their managerial policies and