

# ACHIEVING COMPETITIVE ADVANTAGE IN THE 21<sup>ST</sup> CENTURY

Presentation by:

Carol Sossion Chumo  
Management Consultant & Trainer  
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# Introduction



## Achieving Competitive Advantage

❑ What makes you a better choice over other options in the marketplace?

❑ What is the deciding factor, the thing that really makes the difference?

❑ Personal Competitive Advantage

involves consciously *positioning* yourself against the competition.

# A changing environment



If you want to expose yourself as an out of touch Director, Manager , Entrepreneur ,keep trying to address today's issues and opportunities with yesterday's thinking.

# Strategy Challenge



1. What factors do you traditionally compete on?  
(Education, experience, skills,....)
2. Are there any factors that set you apart?
3. Are there any factors that do not add any value and could be dropped?
4. What could be created to add value?

## OUR GUIDE.....



□ A favorite quote accredited to Abraham Maslow-

“In any given moment, we have two options; to step forward into growth or step back into safety”

OUR GUIDE.....



THE 21<sup>ST</sup> CENTURY TOOL FOR  
ACHIEVING COMPETITIVE  
ADVANTAGE  
“THE BLUE OCEON STRATEGY”

# Blue Oceans



❑ The phrase “Blue oceans” is new, but the concept is not. Think of what industries/personalities existed in 1990’s.

Take 3 minutes...

❑ At your table, brainstorm a list of industries and personalities that have emerged since then.

# Blue Oceans



❑ Smartphones, YouTube, Twitter, Facebook, Mpesa.

✓ Can't imagine your life without these. Right? Yet, none of these existed just a stone's throw ago.

❑ Tabitha Karanja ,Julie Gichuru, Dr.Riria,Olive Mugenda,Elizabeth Murimi, Koki Mutunga ,etc.



# Red Oceans

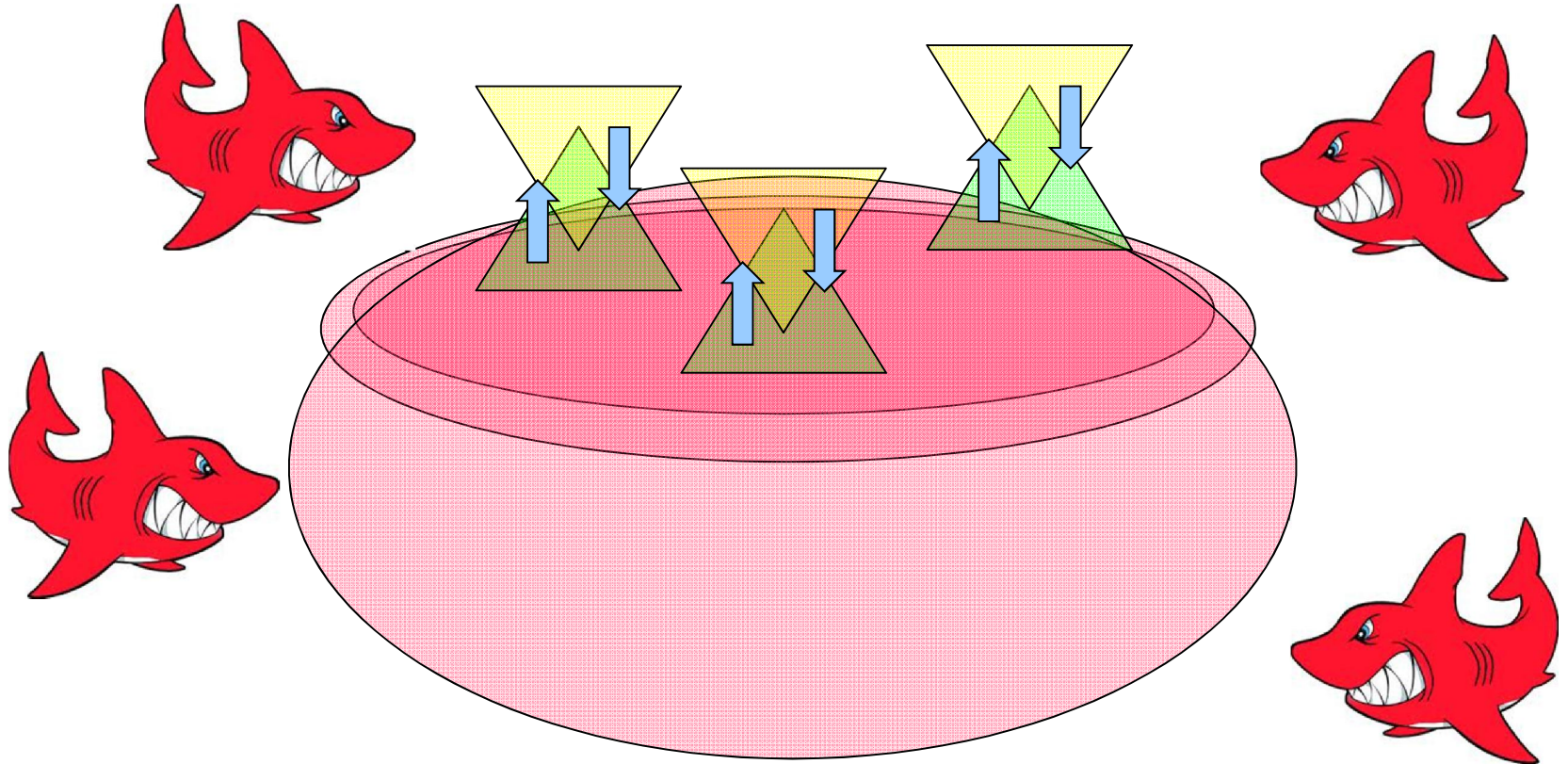


**Red Oceans** represent all industries and mindsets in existence today.

They have defined rules, competitors, and market boundaries.

Key words might include *competition, price wars, market share, commoditization, benchmarking, strategic positioning, value add.*

# Red Ocean



# Blue Oceans



**Blue Oceans** represent all industries ,businesses and innovations  
**NOT**  
in existence today.

This is undefined market space, otherwise known as OPPORTUNITY. Key words might be

- ✓ *value innovation*
- ✓ *Focus on differentiation*
- ✓ *creation of demand*
- ✓ *new marketplace*

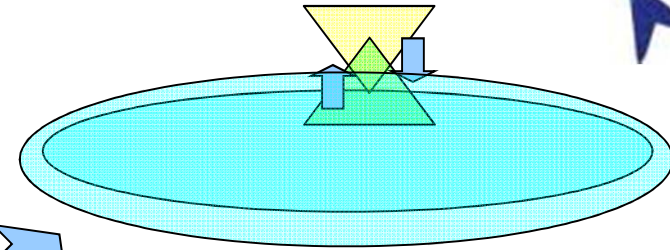
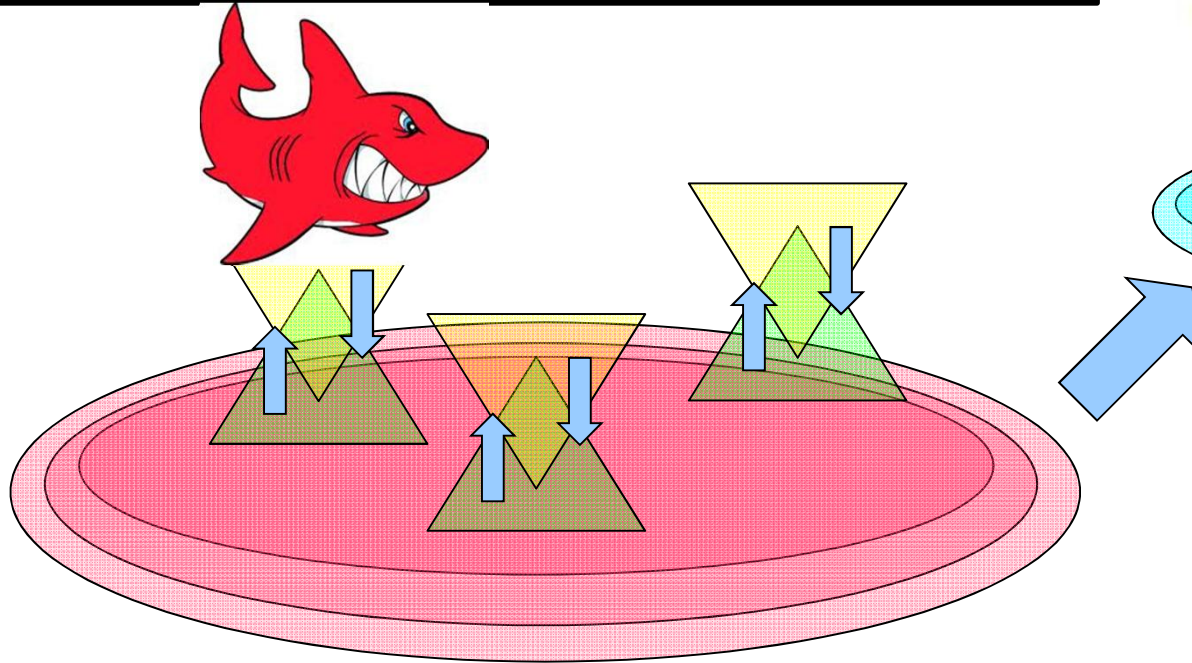
# Blue Oceans



All of these industries and personalities created  
new market space.

To be a victor in this new reality, your offering  
needs to stand out as never before.

# Blue Oceans



A successful strategy consists of “pulling ourselves out” of the tough competition by venturing into uncharted “water” where no other competitors are present (yet)



# Who moved my cheese????????????????



## THERE ARE FOUR CHARACTERS IN THIS STORY



**HEM**

Who does not want to change



**HAW**

Who is started by change but changes and moves on to new cheese



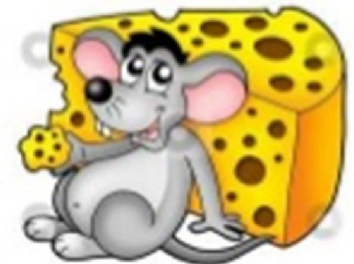
**SNIFF**

Who can smell change in the air



**SCURRY**

Who goes into action immediately



# Red Ocean VS Blue Ocean



## Red Oceans

Compete in existing markets

Beat the competition

Exploit existing demand

Make the value-cost trade off

Align the firm value chain to the overall strategy (low cost or differentiation or focus)

## Blue Oceans

Create uncontested market space

Make the competition irrelevant

Create and capture new demand

Break the value-cost trade off

Align the firm value chain to seeking both differentiation and low cost

# ESSENCE OF BLUE OCEAN STRATEGY





# Its based on Research -



❑ Separating **Winners** from the **Survivors** and the **Losers** adrift in the red ocean.

# It pursues differentiation



❑ value innovation to your life.

✓ Are you an ordinary leader, manager entrepreneur or and extra-ordinary one?

# It creates uncontested market space.



## WHO ARE YOU COMPETING WITH?

❑ Leaders need to look systematically across “them” to create *blue oceans* – new and uncontested market space of new demand and high profitable growth.

# It maximises opportunity while minimising risk

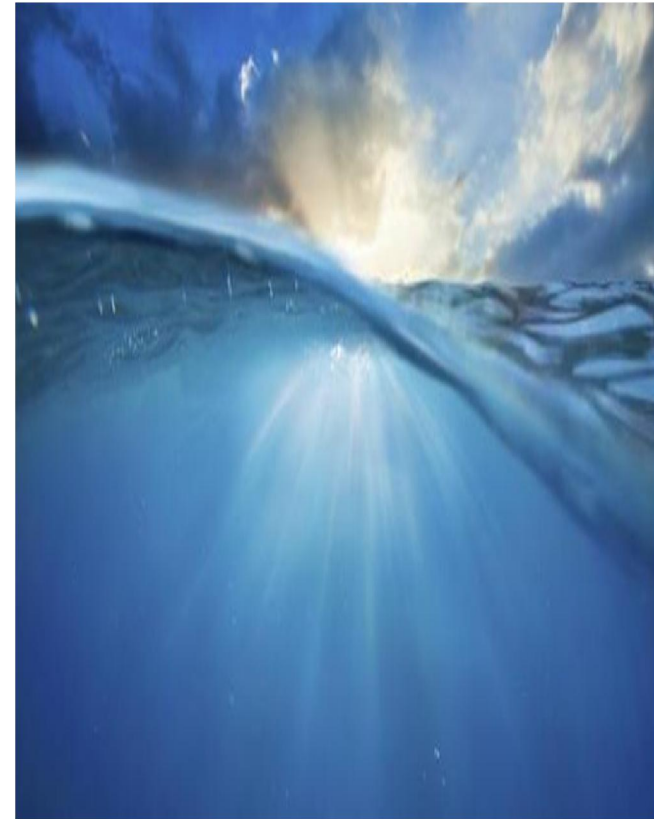


❑ Blue ocean strategy is an opportunity-maximising, risk-minimising strategy. Of course any strategy will always involve risks – be it red or blue.

# Action points



- ✓ What if you were in a league of your own?
- ✓ Instead of competing with others in your industry, what if you were setting the pace, creating unique products and profiting from lucrative new markets?
- ✓ Companies & leaders are better off searching for ways to gain "uncontested market space" than engaging in traditional competition



## RE - KNOWN PERSONALITIES





Tabitha Karanja-Founder/C.E.O Keroche



"Women have always believed that it is men who are supposed to do that ... Women should challenge themselves and think further. We need to believe that we can do even better than men."

(Tabitha Karanja -founder and CEO of Keroche breweries)



# Recognitions



- ✓ Tabitha Karanja, ~Recognized for her achievements with the 2016 Global Inspirational Women Leadership Award.
- ✓ This prestigious award was presented by the Centre for Economic and Leadership Development (CELD) an organization in special consultative status with the United Nations Economic and Social Council (UN ECOSOC) and the National Organization of Black Elected Legislative Women (NOBEL Women), USA.
- ✓ In 2015, she won The African Leadership Network Transformational Business Award in Marrakesh, Morocco
- ✓ In 2014, she won Forbes/CNBC Africa Business Woman of the Year Award

# Recognitions



- ✓ Tabitha Karanja has been recognized for her fighting spirit and entrepreneurial mind.
- ✓ She received the Entrepreneurial Excellence in Africa Award in the Lifetime Africa Achievement Prize in Accra, Ghana on Saturday 20 August 2016, becoming only the fourth Kenyan to have won the prize after former [President Mwai Kibaki](#), [industrialist Manu Chandaria](#) and US-based Harvard University Professor [Calestous Juma](#)

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# Elizabeth Marami-Marine Pilot



# James Mworia - Centum





# James Mworia - Centum



Company	CEO/ avg exec directors pay
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Mr Mworia is the only executive director on Centum's board

	(Sh m per month)
Centum	16.7
Equity	15.9
Safaricom	10.7
EABL	7.2
KCB	6.3
BAT	5.3

SOURCE: COMPANY REPORTS



# James Mworia - Centum



Chief executive James Mworia is corporate Kenya's best paid manager with an annual compensation of Sh201.1 million or Sh16.7 million per month, according to the latest financial reports(SEPT.2016)

A reflection of how Centum's CEO rose from **intern** to highest paid **CEO**

# James Mworia - Centum



Mworias' desire led him to studying the requirements of the job and coming up with a strategy of what he needed to succeed in the position if an opportunity presented itself



# Jonh Paul – 24yrs



# WAYFORWARD

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.....Strategies



# 1. Know When to Pivot

- ❑ leave before they leave you : Get as much out of your current job/Business
- ❑ as you can. Use each experience to build up your profile and earn strong recommendations to help propel you forward.

## 2. Look for new Opportunities



Opportunities in your :-

- Career
- Leadership
- business

# 3. Hire Right



- ✓ Hire people who are smarter than you and move into a visionary role.
- ✓ I know where I want my business to go, “but I realize that I don’t have to be the person to execute that.” Carol

## 4. Find People Who Have the Courage to Disagree With You



- ✓ Before she hires someone, Tyra Banks tells them: “You will not stay in this position if you continue to say yes to me for every single thing. I need you to change my mind 70% of the time. There will be 30% of the time that I will say, ‘No, we’re going to do it this way because this is what I want to do,’ but I need you to be more clever than me 70% of the time.”

## 5. Build Your Brand

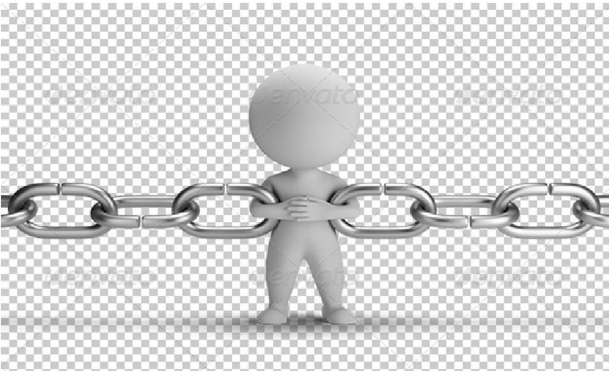


- ✓ When you solidify your brand, investors and clients trust you. Even if you have a setback, the brand can outshine the failure.



# 8. Create Networks

- ✓ Just because you are in charge doesn't mean you need to have all the answers
- ✓ Just because people don't work for you doesn't mean that they can't work with you...but you have to invite them
- ✓ No one is as smart as everyone
- ✓ It is about the “architecture of participation”





# FINALLY.....



- Organize your life with the future in mind
- Set realistic life goals and steps to achieve them
- Expect “seasons of hard work”
- Follow your passions
- Take calculated risks
- Search out opportunities & network

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**THANK YOU FOR YOUR ATTENTION**

**ANY QUESTIONS?**

# CONTACTS



**CAROLYNE SOSSION- CHUMO**

**Management Consultant & Trainer**

**+254 720 562 153**

**[carolynechumo@gmail.com](mailto:carolynechumo@gmail.com)**