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EFFECT OF IMPLEMENTATION OF FINTECH STRATEGIES ON COMPETITIVENESS IN THE BANKING SECTOR IN KENYA:

A CASE OF KCB BANK KENYA

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Abstract

Purpose: The purpose of this study was to establish the effects of implementation of Fintech strategies on competitiveness in the banking sector in Kenya

Methodology: The study was based on the descriptive research design. The target population of this study is Kenya Commercial Bank branches in Nairobi Central Business District (CBD). There are 12 KCB branches in Nairobi CBD. The sampling frame for this study consist of managerial level employees from Operations, Corporate & Regulatory Affairs, Credit, Risk, Human Resources, Information Technology and, Finance departments from these branches. Herein, either a senior or an assistant manager from each of these 7 departments of the 12 bank branches was targeted. This made a total of 84 employees. The study utilized primary data collected using a structured questionnaire. Data was analyzed using descriptive and inferential methods. This was done using SPSS statistical package. The findings obtained were presented in Tables.

Results: The study found that an increase in e-banking; mobile banking; agency banking and; process automation would lead to increase in competitiveness in commercial banks respectively. This shows that the strongest factor influencing competitiveness in commercial banks was mobile banking followed by process automation. The third most important independent variable was agency banking. Conversely, the least influencer of the competitiveness in commercial banks was internet banking.

Policy recommendation: the study recommends that banks should strengthen its fintech strategies so as to enhance their competitiveness. Lastly, the study recommends follow-up studies that extensively investigate each of the study variables as well as other fintech strategies that affect the competitiveness of commercial banks need to be studied. The moderate influence of other strategies that banks implemented on this study could also avail valuable information.

Keywords: *mobile banking, e-banking, agency banking, process automation and Fintech strategies*

1.0 INTRODUCTION

1.1 Background to the Study

The current market environment is competitive. This has forced organizations to ensure that they operate as sustainably as possible. So as to attain such sustainability, organizations endeavor to operate under well laid out strategies. As such, each year sees the formulation of grandiose strategic plans aimed at ensuring the success of organizations (Amutabi, 2006). When implemented well, the success of the organization is ensured. Regrettably, this is not always the case.

Strategies are part and parcel of any organization. The link between a good strategy and competitiveness in the market place is undeniable. The word “strategy” comes from the Greek word “strategos” which means “the roles of a general”, (Khan & Khalique, 2014). Originally, applied in war, strategies were supposed to accord the army general victory over adversaries. With the passing of time, strategies are applied to almost any sphere of life. They are, and as conceptualized in this current study, also employed in financial institutions.

Fintech strategies enable organizations to take advantage of the opportunities offered by emergent technologies. As new problems arise in the market place, new solutions are required. The dynamic capabilities offered by fintech strategies enable business organizations to steer the water, irrespective of how murky they are, (Teece, 2007). This owes to the fact that organizations that are matched with the right technologies tend to be more competitive and adapt to changes in the market place more readily, (Cavusgil, Seggie & Talay, 2007).

Efficiency in the use of financial resources is of utter importance in any business sector. According to Mention and Torkkeli (2014), any strategies that would enable the organization save financial resources are usually much welcomed. In the last decade of the twentieth century, financial technologies obtained a central role in many business transactions. Banks, which were originally seen as conservative institutions had to adapt or be left out as new methods of depositing, sending and withdrawing money were invented. This pushed such institutions to adopt strategies aimed at guiding the use of new technologies in an otherwise highly regulated sector.

The Kenya Commercial Bank (Now KCB Bank) is one of the largest and oldest banks in East Africa in regard to its assets. The bank started in 1896 in Zanzibar as a branch of the National Bank of India. In 1904, its first branch in Nairobi was opened. Ever since, the bank has expanded tremendously. It is one of the most trusted commercial bank in the region. It has over 250 branches across East Africa and has presence in Kenya, Rwanda, Burundi, Uganda, Tanzania and South Sudan, (Gekonde, 2009). The bank has been making efforts to cope with new developments in the financial sector. The bank has elaborate strategies that guide the use of fintech as it strives to ensure business growth, increase productivity and add value to stakeholders, (Jelagat, 2013). This current study attempts to find out how the fintech strategies of the bank enhance competitiveness in the financial sector.

1.2 Statement of the Problem

Financial institutions come up with fintech strategies aimed at ensuring that they operate as sustainably as possible. Each year, organizations come up with grandiose strategic plans, which also map out the way the organization will use new technologies, aimed at ensuring the success of organizations, (Amutabi, 2006). These strategies are supposed to ensure that organizations remain afloat and competitive in today's increasingly competitive world.

The possible relationship between innovation channels and income, which could translate to competitiveness as conceptualized in this current study was reported by the Central Bank of Kenya (CBK, 2011). In this regard, it was reported that fees and commissions from services delivered through innovative channels accounted for 12% of the total banking sector income in the year 2011. Furthermore, statistics show that bank innovations can explain 79.8% variations of incomes of commercial banks in Kenya (Ngumi, 2013). More specifically, bank innovations in the regression model could explain 94.4% of the variations in return on assets of commercial banks in Kenya holding other factors constant. However, the level to which these innovations affected competitiveness in the banking sector in Kenya was not studied by the Ngumi's study.

The rise and rise of central role of fintech strategies has prompted many scholars to investigate the role played by such strategies in the competitiveness of the organization. Although there is a multiplicity of studies on the link between a good strategy and competitiveness in the market place few studies have focused on Kenya. Studies in Kenya, such as that of Kariuki (2005), which shows that strategic plans lead to reduction in the operation costs of an organization is quite dated and may not show the current state of affairs in Kenya, hence the need for this current study.

2.0 LITERATURE REVIEW

The study by Lumpkin (2010) in a study on the origins of innovation in US financial Service firms between 1990 and 2002 shows that firms that had more financial innovations tended to be more competitive than firms that did not do so. These firms had more customers, better use of resources and more geographical reach over the years. In the same light, Mwangi, (2007) in a study on factors influencing financial innovation of 48 companies listed at Nairobi stock exchange shows increased competiveness among firms that had adopted financial innovations.

Momeni, Kheiry and Dashtipour (2013) carried out a study on the effects of electronic banking on customer satisfaction and loyalty in Melli Bank in Tehran. The study encompassed a sample of 358 e-service customers through the use of questionnaires. The findings obtained show that e-banking enhanced customer satisfaction due to the inherent interactivity offered by the service. This goes on to affect loyalty to the bank and eventual profitability, a key measure of competiveness as conceptualized in this current study. The fact that the former study was undertaken in another country and continent for that matter means that the findings obtained may not relate to this current study

Jeong and Yoon (2013) carried out a study titled, "An empirical investigation on consumer acceptance of mobile banking services." The findings obtained show that in countries such as China, Brazil and Kenya, mobile banking users have been increasing tremendously each year. This increase in necessitated by the ease of use of the service. Commercial banks that had rolled out the service were benefitting immensely from the mobile banking services. Njenga (2011) in a study on mobile phone banking and its usage experiences in Kenya found out that some mobile banking enabled customers to undertake account inquiry such as checking balance and statement inquiry. It also helped customers with statement request, bill payments, cheque book requests and airtime purchase among other services. These services attracted revenue to banks. The level to which banks enhance profitability as a result of using mobile banking services contributed to competitiveness in Kenyan commercial banks has not been systematically studied in documented studies. This underlines the need for this current study.

Mwando (2013) studied the contribution of agency banking to financial performance of nine commercial banks in Kenya. This was through a descriptive survey in which questionnaires were administered to 36 respondents in the targeted banks. The findings obtained show that agency banking had enabled commercial banks to reduce transaction costs. This current study sets to find out the level to which this reduction in costs could contribute to competitiveness in commercial banks.

Masila, Chepkulei and Shibairo (2015) study the impact of agency banking on customer satisfaction. The study entailed a survey of agent banks in Kenya. The findings obtained show that agency banking enhances efficiency in customer service. It also reduces the costs of service delivery. This could go on to affect the performance and competiveness of the commercial banks that undertake agency banking as conceptualized by this current study.

Aduda and Kingoo (2012) carried out a study titled, “the relationship between electronic banking and financial performance among Commercial Banks in Kenya.” The results obtained shows that process improvement through computer automation of baking services was linked to better services among customer. This current study sets to find out how such improvements in service delivery contributed to competitiveness in commercial banks.

Mwangi (2013) in a study on strategies employed by the National Bank of Kenya to gain competitive advantage found out that automation of processes enhanced customer service delivery. It also reduced cost inefficiency, led to bank expansion and contributed to the retention of competitive advantage in commercial banks. This current study sets to find out the level to which process automation contributed to competitiveness in the Kenya Commercial Bank of Kenya.

3.0 METHODOLOGY

The study was based on the descriptive research design. The target population of this study is Kenya Commercial Bank branches in Nairobi Central Business District (CBD). There are 12 KCB branches in Nairobi CBD. The sampling frame for this study consist of managerial level employees from Operations, Corporate & Regulatory Affairs, Credit, Risk, Human Resources, Information Technology and, Finance departments from these branches. Herein, either a senior or an assistant manager from each of these 7 departments of the 12 bank branches was targeted. This made a total of 84 employees. The study utilized primary data collected using a structured questionnaire. Data was analyzed using descriptive and inferential methods. This was done using SPSS statistical package. The findings obtained were presented in Tables.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Data

4.1.1 Department of Respondents

The findings as represented in Table 1 show that all the departments were well represented in the study. In this regard, most of the respondents came from the corporate and regulatory department (16.2%). These were followed by those from operations, human resources and information technology (each at 14.9%). The third most represented departments were finance and credit, each at 13.5%. The least were from the risk department (12.2%).

Table 1: Departments of Respondents

Department	Frequency	Percentage
Corporate & Regulatory Affairs	12	16.2
Operations	11	14.9
Human Resources,	11	14.9
Information Technology	11	14.9
Finance	10	13.5
Risk	9	12.2
Credit	10	13.5
Total	**74**	**100.0**

4.1.2 Duration of Work

The majority of the respondents had worked in their banks for more than 10 years (41.9%). These were followed by those who had worked for periods of 6 to 10 years (28.4%) and those who had worked for periods of 1 to 5 years (23%). The least were those who had worked for less than 1 year (6.8%). These findings show that the respondents had worked long enough in their organizations to understand and significantly contribute to the subject under investigation.

Table 2: Duration of work

Work Duration	Frequency	Percentage
< 1 yr	5	6.8
1-5yrs	17	23.0
6-10 yrs	21	28.4
Over 10 yrs	31	41.9
Total	**74**	**100.0**

4.2 Descriptive Statistics

4.2.1 Internet Banking

As presented in Table 3, weighted means ranging from 4.88 to 5.00 (to a very high extent) were obtained from the statements presented. In this regard, it was made clear that the Internet banking (e-banking) strategy was extensively used in our bank;

that e-banking had enhanced customer satisfaction due the interactivity offered by the service and that it had enhanced customer loyalty, profitability and competiveness in our bank. These findings agree with Momeni et al. (2013) who also found out that e-banking enhanced customer satisfaction due to the inherent interactivity offered by the service and that it affected loyalty to the bank as well as profitability.

The respondents also tended to agree to a very high extent that e-banking enabled the bank respond to changing environment, enabled customers to be served better and increased customer bases. This collaborates the findings of Mobarek (2014) who is of the view that e-banking practices enabled banks to respond to changing environment, resulted to better service delivery and increased interactivity.

The respondents also posited that e-banking enhanced product diversification in the banks. This lead to reach of unreached market segments in the country and that it also enhanced reach of clients across borders as well as enhanced revenue generation as argued by Kuteli (2013). As a result, it is conclusive that e-banking impacted the profitability as well as the competiveness of banks that used it.

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Table 3: Internet Banking

	Rating							
Statement	**5**	**4**	**3**	**2**	**1**	**Total**	**Weighted Mean**	**Std. Dev.**
a) The Internet banking (e-banking) strategy is extensively used in our bank	65	9	0	0	0	74	4.88	0.33
b) E-banking has enhanced customer satisfaction due the interactivity offered by the service.	73	1	0	0	0	74	4.99	0.12
c) E-banking has enhanced customer loyalty, profitability and competiveness in our bank	72	1	1	0	0	74	4.96	0.26
d) E-banking enables our bank respond to changing environment, enables customers to be served better and increases customer bases.	74	0	0	0	0	74	5.00	0.00
e) E-banking enhances product diversification in our bank, leading to reach of unreached market segments in the country	67	6	1	0	0	74	4.89	0.35
f) E-banking enhances reach of clients across borders and this enhances revenue generation.	72	2	0	0	0	74	4.97	0.16
Average Weighted Mean							**4.95**	

4.2.2 Mobile Banking

The study went on to assess the relationship between mobile banking and competitiveness in the banking sector in Kenya. A weighted means ranging between 4.92 and 5.00 were obtained. This shows that the respondents tended to agree to a very high extent with the statements provided. In this regard, it is apparent that mobile baking services were engrained in service delivery with banks and that banks partnered with mobile telecom service providers to offer out mobile banking services. It was also made manifest the bank's mobile services appealed to customers easily and this had broadened their client base. This agrees with the study of Jeong and Yoon (2013) who found out that in countries such as China, Brazil and Kenya, mobile banking enhanced ease of access to banking services, leading to more profits, an indicator of competitiveness in commercial banks.

Furthermore, mobile banking had enhanced bank's revenue generation, expense reduction and competitive advantage. It also saved time and this attracted the otherwise hard to reach clients. Lastly, the respondents showed that the ability of mobile banking to reach previously unbanked persons had led to more profits in banks. These findings buttress those of Njenga (2011) who found out that there is enhanced reach to the unbanked which attracted more revenue to banks.

The study also agrees with Odera (2013), who is of the view that mobile banking platforms affected the profitability of commercial banks, leading to enhanced competitiveness.

Table 4: Mobile Banking

	Rating							
Statement	**5**	**4**	**3**	**2**	**1**	**Total**	**Weighted Mean**	**Std. Dev.**
a) Mobile baking services are engrained in our service delivery	74	0	0	0	0	74	5.00	0.00
b) We partner with mobile telephony service providers to offer out mobile banking services	74	0	0	0	0	74	5.00	0.00
c) Our mobile services appeal to our customers easily and this has broadened our client base	72	1	1	0	0	74	4.96	0.26
d) Mobile banking has enhanced our bank's revenue generation, expense reduction and competitive advantage	72	1	1	0	0	74	4.96	0.26
e) Mobile banking saves time and this attracts otherwise hard to reach clients	70	2	2	0	0	74	4.92	0.36
f) The ability of mobile banking to reach previously unbanked persons has led to more profits in our banks	72	1	1	0	0	74	4.96	0.26
Average Weighted Mean							**4.97**	

4.2.3 Agency Banking

The study went on to determine the relationship between agency banking and competitiveness in the banking sector in Kenya. The weighted means obtained ranged from 4.92 to 5.00, which signifies tendency to agree to a very high extent with the 5 statement presented to the respondents. As such, it is evident that agency banking was a key strategy used by the banks and that; it had enabled banks to offer out services to more clients, in agreement with Mwando (2013) who found out that agency enhanced access of banking services in remote areas, which led to increased sales. Agency baking had also helped banks to reach remote areas where it would be hard to have fully fledged branches. This supports the report by the Central Bank of Kenya (CBK, 2015) that points out that agency banking enables expansion of bank services to rural areas where it would be practically impossible or unprofitable for the commercial banks to establish branches as envisaged in CBK requirements. It was also made manifest that agency banking had enabled banks to post more profits. Lastly, most banks had performed better than other banks as a result of agency banking as argued by Masila et al. (2015).

Table 5: Agency Banking

	Rating							
Statement	**5**	**4**	**3**	**2**	**1**	**Total**	**Weighted Mean**	**Std. Dev.**
a) Agency banking is a key strategy used by our bank	74	0	0	0	0	74	5.00	0.00
b) Agency banking enables us to offer out services to more clients	74	0	0	0	0	74	5.00	0.00
c) Agency banking has helped us to reach remote areas where it would be hard to have fully pledged branches	73	1	0	0	0	74	4.99	0.12
d) Through agency banking, we have been able to post more profits	70	2	2	0	0	74	4.96	0.36
e) Our bank has perform better than other banks as a result of agency banking	71	1	1	1	0	74	4.92	0.43
Average Weighted Mean							**4.97**	

4.2.4 Process Automation

The study went on to examine the relationship between enhanced process automation and competitiveness in the banking sector in Kenya. Herein, the weighted means obtained ranged from 4.95 to 5.00. As such, the respondents tended to agree to a very high extent with the 5 statements. In this regard, the respondents strongly agree that their banks had undertaken various process automation strategies such as ATMs in branches. This corresponds with the findings of Aduda and Kingoo (2012) which show that process improvement through computer automation of banking services was linked to provision of better services to customers. This study also established that banks used a mixture of electronic and interactive channels so as to help customers access some services on their own. Also, automation had helped banks serve more customers. The banks had also tended to control a larger market because their processes were automated and easy to use.

Lastly, the respondents posited that accessibility of banks' financial services through automation had enabled them to post more profits. These findings agrees with the study of Mwangi (2013) that showed that automation of processes enhanced customer service delivery, reduced cost inefficiency, led to bank expansion and contributed to the retention of competitive advantage in commercial banks.

Table 6: Process Automation

	Rating							
Statement	**5**	**4**	**3**	**2**	**1**	**Total**	**Weighted Mean**	**Std Dev.**
a) Our bank has undertaken various process automation strategies such as ATMs in all branches	74	0	0	0	0	74	5.00	0.00
b) Our banking uses a mixture of electronic and interactive channels so as to help customers access some services on their own	74	0	0	0	0	74	5.00	0.00
c) Through automation of our processes, we have seen more customers	74	0	0	0	0	74	5.00	0.00
d) We have tend to control a larger market because our processes are automated and easy to use	72	1	1	0	0	74	4.96	0.26
e) The accessibility of our financial services through automation has enabled us to post more profits.	72	1	0	1	0	74	4.95	0.37
Average Weighted Mean							**4.98**	

4.2.5 Competitiveness in Commercial Banks

The study examined the level of competitiveness in the commercial banks studied. For the 6 statements, weighted means ranging between 4.92 and 5.00 were obtained. In this regard, the respondents tended to agree to a very high extent that their banks had seen increase in clients due to strategic use of financial technologies and that due to the strategic use of financial technologies; the banks had seen better use of resources and more geographical reach over the years. This corroborates the findings of Lumpkin (2010) who found that firms that had more financial innovations tended to be more competitive than firms that did not do so, had more customers, better use of resources and more geographical reach over the years.

The findings also show that firms that did not use the current technological strategies tended to lose market to those who used such strategies, in agreement with the findings of Zuniga-Vicente and Vicente-Lorente (2006). Furthermore, it was made clear that since markets were characterized with competitive rivalry, banks must adopt new technologies so as to exploit new markets, enhance competitiveness and differentiate themselves from competitors (Zahra et al., 2006). Lastly, the respondents also posited that failure to exploit strategies that incorporate the use of new financial technologies could lead to poor performance of the banks and that new technologies enabled banks to offer discounts, competitive prices and quality service provision. This confirms the findings of Sorensen (2009) which recorded similar results.

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Table 7: Competitiveness in Commercial Banks

	Rating							
Statement	**5**	**4**	**3**	**2**	**1**	**Total**	**Weighted Mean**	**Std. Dev.**
a) Our banks has seen increase in clients due to strategic use of financial technologies	71	1	1	1	0	74	4.92	0.53
b) Due to the strategic use of financial technologies our bank has seen better use of resources and more geographical reach over the years.	70	2	2	0	0	74	4.92	0.36
c) Firms that do not use the current technological strategies tend to loss market to those who use such strategies	74	0	0	0	0	74	5.00	0.00
d) Since markets that are characterized with competitive rivalry, banks must adopt new technologies so as to exploit new markets, enhance competitiveness and differentiate themselves from competitors	73	1	0	0	0	74	4.99	0.12
e) Failure to exploit strategies that incorporate the use of new financial technologies may lead to poor performance of the banks	72	1	0	1	0	74	4.95	0.37
f) New technologies enable banks to offer discounts, competitive prices and quality service provision	72	1	1	0	0	74	4.96	0.26
Average Weighted Mean							**4.95**	

4.3 Inferential Analysis

The study further conducted inferential analysis which involved a correlation results, results for model fitness, analysis of the variance and regression coefficients.

4.3.1 Bivariate Correlation

Correlation analysis was undertaken to find out if there was significant relationship between the independent variables and the dependent variable. The findings obtained were presented in Table 8. The findings show that there were positive and significant correlations between the competitiveness in commercial banks and all independent variables (e-banking, r=0.734, p<0.05; Mobile Banking, r=0.892, p<0.05; Agency Banking, r=0.947, p<0.05 and, Process Automation, r=0. 840, p<0.05). This led to the conclusion that all the study variables under investigation affected the competitiveness in commercial banks.

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The positive and significant correlation between e-banking and competitiveness in commercial banks corroborates the study of Raechel and Perrott (2008) which found that new technology such as e-banking plays a critical role in enhancing the profitability of banks since the associated conveniences reaches some otherwise unexpected customers.

Secondly, the positive and significant correlation between mobile banking and competitiveness in commercial banks is in line with the study of Odera (2013) that reported that the numerous mobile banking platforms in commercial banks affected the profitability of such banks to varying degrees

Thirdly, the positive and significant correlation between agency banking and competitiveness in commercial banks is in line with the study of Masila et al. (2015) which is of the position that agency banking enhances efficiency in customer service, reduces the costs of service delivery and affects the performance and competiveness of the commercial banks.

Lastly, the positive and significant correlation between process automation and competitiveness in commercial banks corroborates the findings of Mwangi (2013) who established that automation of processes enhanced customer service delivery, reduced cost inefficiency, led to bank expansion and contributed to the retention of competitive advantage in commercial banks. Based on the correlation analysis results, regression analysis could be undertaken to test the relationships between the variables further.

Table 8: Correlation Analysis

Correlations		
		Competitiveness in Banks
Internet Banking	Pearson Correlation	.734**
	Sig. (2-tailed)	.000
	N	74
Mobile Banking	Pearson Correlation	.892**
	Sig. (2-tailed)	.000
	N	74
Agency Banking	Pearson Correlation	.947**
	Sig. (2-tailed)	.000
	N	74
Process Automation	Pearson Correlation	.840**
	Sig. (2-tailed)	.000
	N	74
Competitiveness in Banks	Pearson Correlation	1
	Sig. (2-tailed)	
	N	74

**. Correlation is significant at the 0.01 level (2-tailed).

4.3.2 Regression Analysis

The study carried out multiple regression analysis to test the relationship between the dependent and the independent variables is presented. The findings obtained were presented in Table 4.10 (model summary), Table 9 (Analysis of Variance) and 10 (regression coefficients).

Model Summary

As presented in **Table 9,** the multiple correlation coefficients R in the regression model adopted by this study had a value of 0.942. Multiple R is the correlation between the observed values of independent variables and the value of dependent variable predicted by the multiple regression models. As such, the findings show that that there was a strong correlation between the predicted and observed values of various independent variables and competitiveness in commercial banks.

Table 9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971[a]	.942	.939	.08513

Analysis of Variance

Table 10 presents the results obtained from Analysis of Variance (ANOVA). Here in, the F-ratio in the ANOVA table tests was assessed. The F-test ration shows whether the overall regression model is a good fit for the data. In this regard, ANOVA is used to predict whether the overall models could be used to significantly offer a good prediction of the outcome variable. In this regard, the significant F value (281.595, $p<0.05$) shows that all the independent variables statistically significantly predict the dependent and that other variables not included in this model may have accounted for the remaining variance. As such, it is evident that the regression model was a good fit for the data.

Table 10: Analysis of Variance

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.162	4	2.041	281.595	.000[a]
	Residual	.500	69	.007		
	Total	8.662	73			

Regression Coefficients

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Table 11 presented the regression coefficients obtained from this study. In this regard, significant t-test values were obtained: e-banking, $p<0.05$; mobile banking, $p<0.05$; agency banking, $p<0.05$ and, process automation $p<0.05$). This shows that all the study variables can be fitted into regression model adopted by this study.

The general linear regression model for this study was:

$Y= \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon$

In this study, the fitted model using the unstandardized coefficients was:

Competitiveness in Commercial Banks = 2.500 + (03.828* e-banking) + (12.000* mobile banking) + (0.500* agency banking) + (1.000* process automation) +.0.674

In addition, significant Standardized Beta Coefficients were obtained. These coefficients show that increase in e-banking; mobile banking; agency banking and; process automation by 1 unit would lead to increase in competitiveness in commercial banks by 0.001, 1.501, 0.524 and 1.063 units respectively.

This shows that the strongest factor influencing competitiveness in commercial banks was mobile banking followed by process automation. The third most important independent variable was agency banking. Conversely, the least influencer of the competitiveness in commercial banks was internet banking.

Table 11 Regression Coefficients

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.500	.674		3.708	.000
	Internet Banking	3.820	.086	.001	.000	.000
	Mobile Banking	2.000	.399	1.501	5.009	.000
	Agency Banking	.500	.104	.524	4.796	.000
	Process Automation	1.000	.241	1.063	4.153	.000

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The findings show that the Internet banking (e-banking) strategy was extensively used in our bank; that e-banking had enhanced customer satisfaction due the interactivity offered by the service and that it had enhanced customer loyalty, profitability and competeviness in our bank. The study findings indicate that mobile baking services were engrained in service delivery with banks and that bank partnered with mobile telephony service providers to offer out mobile banking services. It was also made manifest the bank's mobile services appealed to customers easily and this had broadened their client base. The study found out that agency banking was a key strategy used by the banks; it had enabled banks to offer out services to more clients and that; it had helped banks to reach remote areas where it would be hard to have fully pledged branches and also found out that the banks also used a mixture of electronic and interactive channels so as to help customers access some services on their own.

5.2 Conclusion

The study concluded that fintech strategies enhanced competitiveness in competeviness in numerous ways. It was ascertained that e-banking enhanced competitiveness in commercial banks in notable. The study also concluded that Mobile banking made customers access their banks from their phones and this enabled such banks execute more transactions and this influenced its competitiveness. It can also be concluded that agency banking enabled banks to make their services accessible in more areas. Finally it was concluded that process automation enhanced competitiveness in commercial banks in various ways like, process automation increased the volume of transactions.

5.3 Recommendations of the Study

The study recommends that the Banks should strengthen its e-banking strategies so as to enhance their competitiveness. There should also be efforts aimed at educating customers on how to use e-banking. There should also be intense marketing of such mobile banking services so as to enhance the uptake of these services across the country. There should also be efforts aimed at educating customers on how to use e-banking. The study also recommends that banks should constantly improve their mobile banking strategies in line with changes in technology. In this regard, banks should make it easier for agents to establish more outlets. There should be constant review of strategies that could be used in strengthening agency banking. Banks should put in strengthen process automation strategies. In this regard, there should be constant updating of process automation technologies as new inventions were made.

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