

SAFARICOM: INNOVATIVE SOLUTIONS TO EMPOWER KENYANS

DISCUSSION QUESTIONS

1. What are the major strengths and weaknesses of Safaricom at the time of the case?
2. Does Safaricom possess any unique and hard-to-imitate resources that give the company a sustainable competitive advantage over other African cell phone companies?
3. What are the most important factors in the external environment that are important to Safaricom's business? How does the company deal with each of these factors at present?
4. Why has Safaricom been successful in selling a luxury product in a low-income market?
5. What lessons from Safaricom's success might also be applicable in more developed economies such as the U.S. or Europe? That is, what are the takeaways from this case for the managers of companies in these markets?
6. Are the advantages Safaricom has in the Kenyan market transferable to other countries in Africa? Should Safaricom expand to other countries? If so, how should they do it?
7. With over a quarter of a million retail outlets already selling Safaricom's products in Kenya, where are the avenues for future growth?
8. How can Safaricom take maximum advantage of its relationship with Vodafone?