Strategic Positioning and Competitive Advantage in Banking Industry in Kenya: A Descriptive Statistics of Private Sector Banks

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Abstract
This research paper focused on the strategic positioning and competitiveness of Kenyan banking industry with greater focus being pegged on private sector banks. This research forms a framework for understanding both the policy and individual decisions that bank executive managers have to consider when making strategic management decisions. These have been based on the identification of concrete financial and economic issues from the results of comprehensive and in depth research carried out through primary research, and also study of related banking journals. ***Purpose***: The core purpose of this research was to find out the strategies employed by private sector banks in Kenya to attain strategic positioning and competitive advantage through technology, innovation, cost reduction and nature of products offered. ***Methodology***: The paper employed a survey research design. The sample size of this research was estimated at 250 executive bank managers. The data was analyzed using standard software. The variables were measured using correlation analysis.***Findings***: The most significant finding in this research is that strategic positioning and competitiveness of banking industry is affected by its ability to innovate and embrace technology so as to yield high results. Though it is a generic finding, the implications of the results regarding both research and practice are really prominent.***Contribution***: The research holds great value to firms based not only in Kenya, but also in the whole world. This is highly aggravated by the fact that most banks are seeking to achieve sustained competitiveness but cannot securely be placed unless they work on their preferences as well as their ability to innovate and develop key Technologies.
Keywords: Strategic Positioning, Competitive Advantage, Banking industry, Commercial Private sector banks

1.1 Introduction

In the aftermath of the Second World War, customers started to become more affluent and, as a consequence, more financially sophisticated. In response to these socioeconomic changes, banks, which had traditionally been supply-led, started to emerge as demand-led organizations (Howcroft 2005). The Kenyan banking industry experienced a similar phenomenon after the political and economic liberalization of the 1990's. Managers today are facing an increasingly complex and dynamic environment (Chandan, 1997). These dynamics have created hyper-competition in different industries. According to D'Aveni, 1994 hyper-competition is "characterized by intense and rapid competitive moves, in which competitors must move quickly to build new advantages and erode the advantages of their rivals". Factors that have led to accelerated hyper-competition include knowledge sharing (franchise and outsourcing), brand convergence, quick niche copying (imitation), and high quality resulting from standardization, shrinking markets, and attraction of powerful new entrants to business segments with high returns (Thomas and D'Aveni, 2004). Competition continues to affect banks in Kenya and other countries. "From being the largest banks in the world in the inter-war period, the and big four' retail banks in Britain (Nat West, Midland-HSBC, Barclays and Lloyds-TSB) have seen their cosy-oligopoly gradually weaken since the 1960s. The banks have been rocked by the recession of the early 1990s and their exposure to bad debt while rounds of re-regulation and deregulation, such as the 1986 Building Societies Act, have blurred the boundaries between different financial specialisms and institutions"(Alexander and Pollard, 2000).Competition in the Kenyan banking industry has risen, so much that even international banks like Barclays and Ecobank have been hawking their services (Angalu, 2007; Kang'aru, 2009). Banks haven't been competing blindly as profitable growth and efficiency have displaced the traditional emphasis on volumetric targeting and "size for size's sake" (Howcroft, 2005). Kenyan banks have had to develop strategies to respond to competition, to both safeguard their niches and to enlarge their market share (Akumu, 2009). Different firms have in the past used different competitive strategies to manage their businesses. Prahalad and Hamel (1990) notes that while in the 1980's, the emphasizes was on restructuring and leaner organizations; in the 1990's the focus was on identifying, cultivating, and exploiting core competences. The core competences model focused on the business as a portfolio, a departure from the strategic business unit model championed by General Electric. They also note that business in the 1990's used the core competences model to exploit their competences and build strategic architect to secure their future. Defining the industry in which competition actually takes place is important for good industry analysis, not to mention developing strategy and setting business unit boundaries (Porter 2008b). Kenya's bank's competition extends beyond the banking industry to cover competitors like cooperative movement, government financial institutions, merry go rounds, and micro finance institutions. Porter (2008b) also notes that a company strategist who understands that competition extends well beyond existing rivals will detect wider competitive threats and be better equipped to address them. Strategic management has emphasized the need for strategy in positioning an organization in a competitive environment to attain sustainable competitive edge and anticipate change. Organizations are dynamic, complex and are gradually changing hence need for competitive strategies. The success of these competitive strategies is not only a function of how well they are formulated; it also depends on how well execution is done. In fact, the most elegantly conceived, precisely articulated strategy is virtually worthless unless it is executed successfully, (Sabatier and Weible 2007). However this research has been limited to the commercial banking industry and geographical scope limited to Kenyan private sector banks.

1.2 Problem statement

Kenya is considered to be over-banked as compared to other countries like Nigeria, which has less than 30 banks with a population of 130 million as compared to Kenya that has 45 banks and about 33 million people. The Finance bill of 2008 raised the requirement for banks' core capital from KES 250 Million to KES 1 billion by December 31st 2012. This is likely to force the low capitalized banks to merge lead to further consolidation in the industry creating larger banks and stronger competition. Banks need to build their strategies within clear scenarios, in different ways, based on different competencies for the purposes of achieving competitive advantages in the shadow of unknown, risk, and uncertain future. Thus attaining strategic positioning and competitive advantage remains a big impediment to many banks in the banking industry. Kenyan banks have devised ways of positioning themselves in their industry so as to become competitive. Kim et al., (2004) inferred that an organization requires efficient and effective strategies that help transform itself into competitive organ. An organization's strategic position must be appropriate for its resources, environment circumstances, and core objectives, which are the main pillars of competitive advantage. The purpose of this research was to find out the strategic positioning and competitive strategies of private sector banks with greater emphasis on technological embracement, cost reduction, Innovation approach, and nature of products offered.

1.3 Objectives of the study

The study consisted of both general and specific objectives

1.3.1 General objective

The main objective of this study was to find out the strategies employed by private sector banks in Kenya to attain strategic positioning and competitive advantage.

1.3.2 Specific objectives

The study aimed at achieving the following specific objectives

(i) To determine how cost reduction contribute to strategic positioning and competitive advantage of private sector banks.
(ii) To assess how innovation approach contributes to strategic positioning and competitive advantage of private sector banks.
(iii) To ascertain how technological embracement by private sector banks leads to their strategic positioning and competitive advantage.
(iv) To establish how the nature of product offered by private sector banks contributes to strategic positioning and competitive advantage.

1.4 Research questions

The study was guided by the following research questions.

(i) How does cost reduction contribute to strategic positioning and competitive advantage of private sector banks?
(ii) How does innovation approach contributes to strategic positioning and competitive advantage of private sector banks?
(iii) How does technological embracement by private sector banks lead to their strategic positioning and competitive advantage?
(iv) How does the nature of product offered by private sector banks contribute to their strategic positioning and competitive advantage?

2.0 Literature Review

This section presents a brief review of the literatures on technological embracement, cost reduction, Innovation approach, and nature of products offered. A schematic of variables has been presented in the conceptual framework fig 2.1 below

2.1 Technological embracement

It is imperative for organizations to be able to adopt technologies that can sustain competitive advantage in today's global economy. Investors and lenders both recognize and reward those companies that demonstrate proficiency in technological disciplines (Montgomery and Porter, 1991). Investors are aware that technology can produce dramatic productivity gains through the leveraging of skilled positions and enhanced processes. Investors also know that innovation can be more rapidly adopted, that product consistency and reliability can be more readily ensured, and that customer relations can be further enhanced by capable and timely application of technological knowledge. Banking institutions have invested heavily in modern technologies to facilitate faster provision of services to their clients. The adoption of technology by companies/banks has been empirically researched on. Asaro (2000) established that information technology remains a key pillar in attaining competitive advantage. He found out that IT contributes to efficiency and effective utilization of resources. New technologies in banking institutions help reinforce the competitiveness of a banking industry. For instance Kenyan perspective has experienced a tremendous growth in electronic banking and mobile banking, which has mostly been embraced by private sector banks. Technical operations, or techniques, comprise activities that are undertaken in order to achieve a particular end (Barua, 1995). They can be considered the methods, skills, and processes required for completing a focal task (Badescu, 2009). Bharadwaj (1999) suggest that techniques consist of heterogeneous processes, which are mostly directed at the production of economic goods and services, which result into sustained competitive advantage. Black and Lynch (2001) noted that the main goals of technological transformation are to identify a process problem within key areas of the business such as demand generation, sales effectiveness, customer service such as online transaction, e-banking or information access, or channel effectiveness then develop a solution that meets specific objectives, and finally put the new process in place where people can leverage it in an interactive approach. These, according to Bharadwaj (2000) are repository to competitive advantage of any financial institution. Cram (2008) studied the relationship between competitive advantage and e-commerce in relation to e-commerce and found that indeed technology has a role to play in strategic management and competitive advantage of an organization. Customers are already embracing change. Organizations that want to become more adaptive, competitive, proactive and successful will see technology transformation as an opportunity to gain the most value from technology and making their mark on the new world of business.

2.2 Product Cost Reduction

The product attributes with low costs is service-based competitive advantage. Whereas, it is used to differentiate it with the existing definition of basic of competitive ability, and they are more suitable and importantly for manufacturing industrial, particularly in transition economic. In addition to the empirical literature has been quite consistent in identifying cost of product as important competitive advantage (Tracey, et al., 1999; Rosenzweig, et al., 2003; Li, Ragu-Nathan, et al., 2006; Rondeau, et al., 2000; Boon-itt, 2009). The low cost advantage is ability to providing a standard product at a lower cost than competitors and charging either the same (or a lower) price than competitors (cost-based). A study by Hammond (1994) noted that, the necessity to sustain competitive advantage in product and service pricing presents considerable administrative challenges (Chenhall, 2005). To sustain organization's competitive advantage requires administrative procedures that encourage invention and creativity, targeted on combinations of product features. Furthermore, contemporary strategies place demands on production processes to provide a capacity to manufacture products with enhanced features but at low cost (Cooper, 2000). Once formulated, effective implementation is required to ensure that innovative product characteristics and technologies deliver product characteristics to customers in cost-effective ways (Shank & Govindarajan, 1993). The concept of competitive advantage requires that given business strategies be viewed relative to its competitors with respect to three main areas (quality, cost and service). In addition to the empirical literature has been quite consistent in identifying cost of production as important competitive advantage (Rosenzweig, et al., 2003; Li, Ragu-Nathan, et al., 2006; Rondeau, et al., 2000; Boon-itt, 2009). The low cost advantage is ability to providing a standard product at a lower cost than competitors and charging either the same (or a lower) price than competitors (cost-based).

2.3 Innovation Approach

Understanding the role of innovation in competitiveness and economic development has become increasingly important in any industry (Porter and Stern, 2000). As advanced nations face the prospect of declining population growth and the completion of the structural reforms that have propelled economies over the past two decades, a stepped-up rate of innovation is needed to drive the faster productivity growth that will be required to sustain healthy economic growth rates (OECD, 2006). A higher rate of innovation in one nation need not come at the expense of others. Increasing the rate of innovation in many nations can improve their productivity and prosperity and collectively speed the rate of world economic growth (Javorcik et al., 2008). Ultimately, innovation also holds the potential to address our most pressing social and human challenges (Hsieh et al., 2009). Many discussions assume the existence of a sharp tradeoff between goals such as health, environment, safety, and short-term economic growth. However, a healthy rate of innovation increases the likelihood that new technologies will emerge that substantially tempers or even eliminates such tradeoffs (Porter and Stern, 2000). The kind of innovation approach adopted by a firm or company depends significantly on whether it is open or closed innovation approach. Innovation is increasingly based on knowledge assets beyond the boundaries of the company and co-operation has become an important way of tapping into knowledge resources outside in order to generate new ideas and bring them quickly to the market (the "outside-in" approach). At the same time companies may spin out technologies and intellectual property that they have developed internally but that are outside their core business and thus better developed and commercialized by others (the "inside-out" approach) (Trajtenberg, 2002). Companies recognize open innovation as a strategic tool to explore new growth opportunities at a lower risk. Open technology sourcing offers companies higher flexibility and responsiveness without necessarily incurring huge costs (Holmes et al., 2010). Improving innovative capacity is integral to achieving the high levels of productivity necessary to achieve and sustain overall competitiveness (Hsieh et al., 2009). An innovative advantage can make firms to cover products and process R&D, purchase and transport raw materials, testing, quality control, marketing, sales, wholesale distribution, and retailing. For instance banks have come up with retail banking as well as agency banking as alternative innovative approach. In summary, Kenyan banks have paced up with the trend in ensuring that innovativeness is maintained in the industry. Most banks for instance, Equity bank and Kenya Commercial bank have deeply and extensively ventured into agent banking, as away to reach low income earners both in outskirts of major cities and also in rural areas.

2.4 Nature of products offered

Rosenzweig, et al., (2003) argued that the type and nature of products offered contribute significantly to an organization's competitive advantage. In this paper, the competitive advantage is conceptualized based on low cost advantage of products (accounts/services) being offered. The product attributes with low costs is banking-based competitive advantage. Whereas, it is used to differentiate it with the existing definition of basic of competitive ability, and they are more suitable and importantly for banking industries, particularly in transition economic. In addition to the empirical literature has been quite consistent in identifying cost of product as important competitive advantage (Tracey, et al., 1999; Rosenzweig, et al., 2003; Li, Ragu-Nathan, et al., 2006; Rondeau, et al., 2000; Boon-itt, 2009). According to Porter (1991) organizational competitive advantage is determined by industry structure and the organization's strategic position in the industry; strategic position is a function of business strategy (i.e., product differentiation or cost leadership). Such competencies should lead to the marketplace positional advantages through competitive strategies such as product differentiation and cost leadership, which considered as product characteristics. And the different strategic positioning will lead to different organization's competitiveness (Kim, et al., 2008). To sustain organization's competitive advantage in providing differentiated products require administrative procedures that encourage invention and creativity, targeted on combinations of product features (Clark & Fujimoto, 1991). Furthermore, contemporary strategies place demands on production processes to provide a capacity to offer products (Courses) with enhanced features but at low cost (Shank & Govindarajan, 1993; Cooper, 2000). Once formulated, effective implementation is required to ensure that innovative product characteristics and technologies deliver product characteristics to customers (learners) in cost-effective ways (Shank & Govindarajan, 1993). With regards to financial institutions, Cooper (2000) established that the type of products being offered play a significant role in determining the competitiveness of a given institutions. Some banks e.g. Equity bank have developed different products/services, which are in line with the current market demand. These products are highly differentiated to reduce cases of imitation by other competitors. Product differentiation as perceived by the client plays a major role in determining the company's negotiating power. If the customer sees the products offered on the market as similar, with comparable characteristics, the company's negotiating power is diminished. This is what makes product differentiation important: when products are perceived as having technical or symbolic attributes that are different, the client cannot easily find competing products with the same features. As a result, its power to negotiate price is diminished.

3. Research Methodology and Design

The target population for this research is the banking industry in Kenya and it specifically targeted the executive management of Kenyan banks. The 30 Kenyan banks included approximately 250 managers in the executive managements (e.g., general managers, deputy general managers, assist general managers, executive managers). Thus, we took the whole target population in this study. Prior to finalizing the questionnaire, industry professionals from the banking sector thoroughly refined it, assuring content validity, relevance and, representativeness. Next, it was pre-tested through 16 pilot interviews where an interview was carried out with the general manager or one of the deputy general managers from each bank. The respondents were informed of the confidentiality of their responses and purpose of the project which was for academic purpose. 250 questionnaires were distributed and only 231 questionnaires were returned to the researchers. 107 participants responded in the first month and 91 in the second month, after two rounds of follow-up and periodic notification.

However, it was found in three responses that too much data was missing and as a consequence, it was removed from the analysis. The sum was reduced to a total of 229 usable responses, which in turn represents an overall response rate of 85.9%. These 195 usable responses were adequate enough to conduct a descriptive analysis and correlation analysis. The process of distributing the questionnaire was a drop-off approach (Aaker et al., 2008). Based on the logic of this method, the researchers hand-delivered the questionnaires to the executive management, explained to them the purpose of the study, stated the required procedures in filling out the questionnaire and answered any question in regard to any of the questionnaire's statements. A questionnaire consisting of twenty questions was distributed among the sampled population. Three options were given to the respondents i.e., Yes, No and Sometimes. The feedback was analyzed and tabulated using descriptive analysis and correlation analysis with the aid of simple computer applications like MS Excel and standard software. The relationship among the variables was measured using correlation analysis.

4.0 Results of the research
This research was conducted on two fronts, which involved descriptive analysis and correlation analysis.

4.1 Descriptive statistics of the research variables
Descriptive information of the sample revealed that 96% of respondents were male while 4% of the respondents were female. Additionally, 22 respondents were general managers (5.6%), 45 respondents were deputy general managers (17.4%), 83 respondents were assistant general managers (32.3%) and 88 respondents were executive managers (44.7%). On an average, all the respondents have been working for 17.5 years in the banking industry and for 8.5 years with their bank, their age was 41.5 years old, and 96.9% of them held at least a bachelor's degree.

The data analysis was carried out using correlation analysis and measures of central tendencies, with the aid of SPSS. The results of analysis have been presented below.

With regards to the variables of the systems of banking developed from the conceptual; framework, so as to build sustainable strategic positioning and competitive advantage, it was established that technological embracement and utilization holds the highest consideration towards creation of sustainable strategic positioning and competitive advantage. This variable had, a frequency recorded 238, mean of 3.1897, median of 3.200 and standard deviation of 0.75874. The variable of Cost reduction was after analysis found to have a frequency of 237, a mean of 2.5773, median of 2.500 and standard deviation of 0.72983. The variable of Innovativeness had a frequency of 238, mean of 2.5530, median of 2.400 and standard deviation of 0.71773. The variable of nature of products offered had a frequency of 238, mean of 2.6969, median of 2.600 and standard deviation of 0.70603. A summary of this findings has been presented in the table 1

4.2 Measurement of Research objectives using Correlation analysis
In order to effectively measure the objectives and the research variables as formulated in the conceptual framework, the researcher carried out a correlation analysis using the SPSS software. The analysis was carried out to find the underlying relationship between the dependent and independent variables respectively. Results from the analysis have been presented in different tables as reflected below.

4.3 Correlations between strategic positioning and competitive advantage and independent variables
After a Pearson correlation was carried out on strategic positioning and competitive advantage and individual variables, it was noted that these variables independently affect the overall performance of private sector banks in Kenya. The relationships between strategic positioning and competitive advantage and Technological embracement showed a positive correlation of **0.461** and a significant level of **0.210**. The relationship between strategic positioning and competitive advantage and Cost reduction had a positive correlation of **0.237** and a significant level of **0.103**. There was also a positive correlation between strategic positioning and competitive advantage and the innovativeness in service provision with a correlation of **0.107** and significant level of **0.200**. A comparison between strategic positioning and competitive advantage and Nature of products offered also showed a positive correlation of **0.308** and significant level of **0.234.** The summary of the findings has been presented in table 2 below.

4.4 Correlations between strategic positioning and competitive and Technological utilization
The Pearson correlation showed **0.235** relationships and the significant level was **0.010.** The relationship shows that there is a significant positive correlation between strategic positioning and competitive and Technological utilization. The two variables strategic positioning and competitive and technological embracement shows that with the use of modern technological applications in banking industry, commercial banks can become competitively placed in their industry. The results have been shown in the table 3 below.

4.5 Correlations between strategic positioning and competitive and Cost reduction
The Pearson correlation showed **0.201** relationships and the significant level was **0.298.** The relationship shows that there is a significant positive correlation between strategic positioning and competitive and Cost reduction. This showed that cost reduction has an effect on the strategic positioning and competitive advantage banks operating in private sector. The results have been shown in the table 4 below.

4.6 Correlations between strategic positioning and competitive and Innovativeness
The Pearson correlation showed **0.151** relationships and the significant level was **0.107.** The relationship shows that there is a significant positive correlation between strategic positioning and competitive and Innovativeness. The results has been shown in the table 5 below

4.7 Correlations between strategic positioning and competitive and Nature of products offered
The Pearson correlation showed **0.173** relationships and the significant level was **0.009.** The relationship shows that there is a significant positive weak correlation between positioning and competitive and Nature of products offered. The results have been shown in the table 6 below.

5.0 Discussions and implication of the research
The above literature has highlighted different approaches that have been adopted by different industries to attain their competitiveness. The objective of the survey was to investigate the current system of commercial banking with respect to ethical banking practice through a questionnaire survey of a sample of professionals in Kenya with special focus to the banking industry. The most significant finding in this research is that strategic positioning and competitiveness of banking industry is affected by it's innovate and embrace technology to yield high results. Though it is a generic finding, the implications of the results regarding both research and practice are really prominent. Many discussions assume the existence of a sharp tradeoff between goals such as health, environment, safety, and short-term economic growth. However, a healthy rate of innovation increases the likelihood that new technologies will emerge that substantially tempers or even eliminates such tradeoffs (Porter and Stern, 2000). The concept of competitive advantage requires that given business strategies be viewed relative to its competitors with respect to three main areas (quality, cost and service). In addition to the empirical literature has been quite consistent in identifying cost of production as important competitive advantage. Cram (2008) studied the relationship between competitive advantage and e-commerce in relation to e-commerce and found that indeed technology has a role to play in strategic management and competitive advantage of an organization. Customers are already embracing change. Organizations that want to become more adaptive, competitive, proactive and successful will see technology transformation as an opportunity to gain the most value from technology and making their mark on the new world of business. From the analysis, it is very clear that banks in Kenya have to embrace technology and be at the fore front to innovate so as to attain sustainable competitiveness. This was shown by the fact that these variables scored a standard deviation of 0.75874 and 0.72983 respectively. Thus in summary, the research has established some important implications, which bank managers and other players should consider when seeking to analyze and invest in the banking industry.

5.1 Practical/social implications
The research holds great value to firms based not only in Kenya, but also in the whole world. This is highly aggravated by the fact that most banks are seeking to achieve sustained competitiveness but cannot securely be placed unless they work on their preferences as well as their ability to innovate and develop key Technologies. The findings of this research seeks to add on new knowledge to bank managers to consider using diversified preferences in their decision making process, so as to achieve sustained competitiveness and effective strategic position. Good policies and strategies have to be included in overall goals so as to achieve higher levels competitiveness and this will also influence the level of organization growth in the banking industry.

5.2. Research limitations and direction for future
This research focuses on the level of competitiveness in Kenyan banking industry. However further research can be carried with a global view so as to achieve high results. Similarly future research on how banking industry culture contributes to competitiveness will profit global mangers on the areas to invest in, calling for further research.

5.3. Conclusion
Strategic positioning and competitive advantage remains to be critical and prime factor in the twenty-first century to all commercial banks operating in volatile business environment (OECD, 2009). The ability to innovate is more important than the quality of competitive itself. The general perception among managers is that strategic sourcing and competitive advantage is difficult unless relevant management education is administered.

There exists lot of opportunities for helping the managers in banking industry to achieve high competitive advantages.

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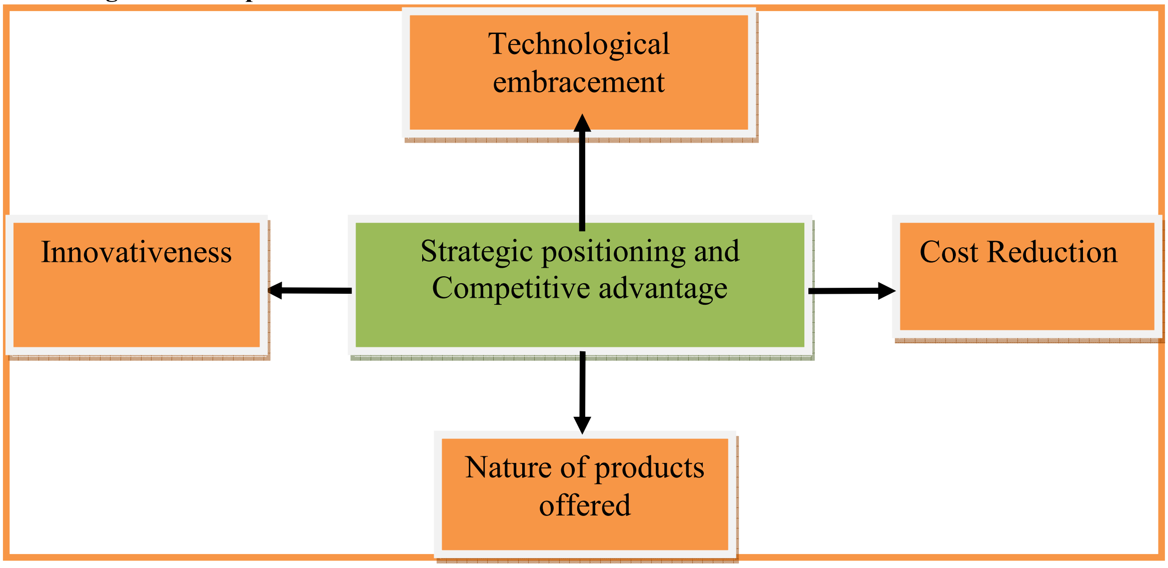
Notes

Note 1 Fig 2.1: Conceptual framework



Source: **Developed by Author (2015**

Table 1: Summary of descriptive analysis of the research variables

Variable	Frequency	Valid Percentage	Measures of Central Tendency		
			Mean	Median	STD Deviation
Technological embracement	238	95.20	3.1897	3.200	0.75874
Cost reduction	238	95.20	2.5773	2.500	0.72983
Innovativeness	238	95.20	2.5530	2.400	0.71773
Nature of products offered	238	95.20	2.6969	2.600	0.70603

Degrees of freedom=238

Source: Research Data (2015)

Table 2: Correlations between strategic positioning and competitive advantage and Individual Variables

		Technological embracement	Cost reduction	Innovativeness	Nature of products offered
strategic positioning and competitive advantage	Correlation	**.461**	**.237**	**.107**	**.308**
	Sig(1-tailed)	**.210**	**.103**	**.200**	**.234**
	N	238	237	238	238

Source: Research Data, 2015

Table 3: Correlations between strategic positioning and Technological embracement

		Technological embracement
Correlations between strategic positioning and competitive advantage	Pearson Correlation	**.340**
	Sig (1-tailed)	.287
	N	238

Source: Research Data, 2012

Table 4: Correlations between strategic positioning and competitive and Cost reduction

		Cost reduction
Correlations between strategic positioning and competitive advantage	Pearson Correlation	**.201**
	Sig (1-tailed)	.298
	N	237

Source**: Author (2015)**

Table 5: Correlations between strategic positioning and competitive and Innovativeness

		Innovativeness
Correlations between strategic positioning and competitive advantage	Pearson Correlation	**.151**
	Sig (1-tailed)	.107
	N	238

Source: Research Data, 2015

Table 6: Correlations between strategic positioning and competitive and Nature of products offered

		Nature of products offered
Correlations between strategic positioning and competitive advantage	Pearson Correlation	**.173**
	Sig (1-tailed)	.009
	N	238

Source: Research Data, 2015