IJAAR PUBLISHING®

American Research Journal of Contemporary Issues | ISSN: 3027-0189
Vol. 4, Issue 3 (2026) | https://doi.org/10.46654/zya64m32

COMPETITIVE STRATEGIES AND PERFORMANCE IN ANAMBRA STATE

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Abstract
This study examined the competitive strategies on the performance in Anambra state. Specifically, study ascertained; the effect of blue ocean strategy on efficiency of hospitality industries in Anambra State and the effect of combination (hybrid) strategy on efficiency of hospitality industries in Anambra State. The available information from the hospitality association of Anambra state chapter is 213 hotels of this category. The data was analyzed using descriptive statistics such as mean, standard deviation and percentages. Inferential statistics such as regression analysis were also used. This research ascertained the effect of competitive strategy on performance of hospitality industries in Anambra State. The data generated were subjected to statistical analysis and found that Blue ocean strategy has significant positive effect on Blue ocean strategy. The strategy is not about operational effectiveness trying to be better, faster, or cheaper than a competitor. Based on the findings, the study recommended that management should also see to it as a matter of urgency to innovatively deliver cutting edge services that outstands their competitors hence encourage acquisition of more customers.

Key words: Competitive strategies, Blue ocean strategy, Combination (hybrid) strategy and Performance

Introduction

A business that creates a competitive edge is more likely to achieve maximum profits over the long term. Any company that aims for organizational growth and success views its primary goal as the enhancement of shareholder wealth. A company achieves this objective by choosing a competitive strategy that provides it with an advantage over other competitors in the market. This advantage in competition is known as competitive edge. Dirisu, Iyiola, and Ibidunni (2013) state that a competitive advantage arises when a company can provide identical benefits as its rivals but at a reduced cost (cost advantage), or offer benefits that are superior to those of competing products (differentiation advantage). The advantage may originate from a unique and hard-to-imitate action performed by the business, referred to as a core competency (Jabbouri & Zahari, 2014).Competitive strategies consist of coordinated actions that management executes as a framework for how the company will most effectively compete, grounded in the alignment between its type of competitive advantage and the target market sought, serving as the main factors for selection (Auka, 2014). In deciding on a competitive strategy, companies choose between two main advantages: being more cost-effective than rivals or having the capacity to differentiate and set a premium price that offsets expenses (Hitt, Ireland & Hoskisson, 2015). In a rapidly evolving and expanding business landscape, it is essential for management to strategically align their strengths with current opportunities.

Organizations need a collection of metrics that offers upper management a quick yet thorough perspective of the business (Kaplan and Norton 2019). As a result, financial metrics should be supplemented by operational metrics concerning customer satisfaction, internal processes, and the organization's activities related to innovation and learning. The primary goal of blue ocean strategy is to establish untapped market space that offers outstanding potential for significant profit growth for businesses. Porter identifies two key elements that distinguish one competitive strategy from another. The initial factor is whether the target market of the company is wide or limited. The second factor involves whether the firm is seeking a competitive edge associated with reduced costs or differentiation (Gregg, 2018). A low-cost provider strategy seeks to obtain a reduced overall cost compared to competitors and appeal to a broad customer base, generally by providing prices that are lower than those of rivals. Conversely, a wide differentiation strategy seeks to set the company's product or service apart from competitors in ways that attract a diverse array of consumers. The core idea is to provide distinct products or services that fulfill customers' needs.

A low-cost advantage attracts a low-cost leadership strategy, low-cost manufacturing, and core competencies (Marangu, Mwiti & Thoronjo, 2017). However, several businesses in Nigeria lack a distinct or appropriate strategy that enables them to outwit competitors and attract a wide range of customers. Most of their goals and aspirations are unstated and reside within their subconscious.

Hence, studies investigating the competitive strategies on the performance of the hospitality firms. Thus, the combined effects of the use of the competitive strategies variables and its influence on performance are not well defined; and were not properly establish the effects of the various competitive strategies on performance in the hospitality firms thereby creating a gap that will properly clarify the competitive strategies on the performance in Anambra state which this study intends to fill. The specific objectives are:

1. Ascertain the effect of blue ocean strategy on efficiency of hospitality industries in Anambra State.
2. Determine the effect of combination (hybrid) strategy on efficiency of hospitality industries in Anambra State.

Literature Review

Competitive strategies encompass the broader viewpoint of how an organization leverages its capabilities to establish a competitive edge over other companies within the same sector, regardless of the organization's scale (Herbert and Deresky 2022). A competitive strategy is crucial for business success, enabling companies to set themselves apart from rivals and secure a competitive advantage. The influence of competitive strategy on business performance has been extensively researched (Pertusa-Ortega, Molina-Azorin, & Claver-Cortes, 2023). A specific research area has concentrated on matching the company's competitive strategy with its internal resources and capabilities. Barney (2020) highlights that a company's competitive edge is based on its resources and capabilities, and the capacity to develop and utilize these resources to establish a distinctive competitive advantage is vital for achievement. Hamel & Prahalad (2019) presented the idea of core competencies, describing them as a company's distinct abilities and expertise, and contended that businesses ought to concentrate on utilizing these competencies to achieve a competitive edge. Kim and Mauborgne (2017) introduced the blue ocean strategy, which involves developing untapped market areas by identifying fresh demand and setting oneself apart from rivals.

Blue Ocean Strategy

To achieve a substantial and enduring competitive edge, the blue ocean strategy emphasizes the creation of a new industry or distinct market niche that largely overlooks existing rivals. Kim and Mauborgne (2021) observed that a more sustainable strategy would involve businesses shifting from competing with rivals to creating new, uncontested market spaces, due to the rising competitive overlap among companies across most industry sectors. Value innovation, the systematic approach of achieving a significant increase in value for customers and the business to the extent that existing competitors become irrelevant, is fundamental to the blue ocean strategy (Thompson et al., 2023).It provides a new path for businesses to prosper by venturing into unchallenged markets with minimal competition. It embodies the whole unexplored market. Value innovation, the creation of superior performance, and robust demand are its key features. The traits of a unique market region and value innovation are felt irrespective of market boundaries. The metaphor illustrates calm, inviting blue water in contrast to Kim and Mauborgne (2021), who define the blue ocean strategy as the concept that companies can generate new growth possibilities by shifting their focus from competing strategies to intentional actions aimed at developing new, uncontested market areas with significant potential and limits. Burke, Stel, and Thurik (2022) noted that as a sector gains attractiveness and draws in additional businesses, profit declines due to competition may occur, requiring the formulation of a novel strategy aimed at accessing new markets. Consequently, an industry will usually reach a saturation level where all participating companies will essentially achieve a break-even point (Burke et al., 2022).

Combination Strategy

The significance of Porter's Generic Competitive Strategies—overall cost leadership, differentiation, and focus—in strategic management research cannot be overstated. A strategy focused on low cost and differentiation can be effective in addressing competitive pressures (Allen & Helms, 2016; Spanos, & Lioukas 2023), and has led to the suggestion of pursuing strategies referred to as 'hybrid', 'mixed', 'integrated', or 'combination' (Kim et al., 2014). These 'hybrid' strategies merge aspects of low cost and differentiation (Gopalakrishna & Subramanian, 2011). A combined competitive strategy that focuses heavily on both cost-leadership and differentiation strategies at the same time should be differentiated from the “stuck-in-the-middle” approach, where a company does not effectively implement either cost-leadership or differentiation strategies (Acquaah & Ardekani, 2016). Given that

advantages based on cost and differentiation are challenging to maintain, companies adopting a combined strategy might perform better than those that follow a singular approach. Adopting a differentiation strategy for low-cost companies will reduce their susceptibility stemming from dependence solely on cost-related benefits (Yasai-Ardekani & Nystrom, 2016). A hybrid approach aims to attain both differentiation and a lower price compared to rivals at the same time. This strategy for success relies on the capacity to provide greater advantages to customers at a low cost while ensuring adequate margins for reinvestment to sustain and evolve differentiation foundations. A best-cost provider approach: delivering greater customer value by providing high-end product features at a reduced price compared to competitors. This results from the various, cumulative advantages of effectively implementing both the cost leadership and differentiation strategies at the same time. Differentiation allows the business to set higher prices, while cost leadership permits the business to offer the lowest competitive prices. Consequently, the firm can gain a competitive edge by providing value to clients through product attributes and affordability (Learning, 2019).

Organization performance

Organizational performance stems from the roles, values, beliefs, and perceptions of employees within a company. Organizational performance comes from the abilities, competencies, and contributions of employees in specific work environments. Richard et al. (2019) described organizational performance as the real outcomes or results in relation to anticipated outputs. Market Business News (2019) stated that organizational performance involves assessing a company's success in relation to its objectives and targets. In other terms, real results or outcomes contrasted with anticipated outcomes constitute organizational performance. It is also related to how effectively an organization carries out or achieves its established objectives and goals.

Empirical Studies

Kpurunee, Amadi, and Kpurunee (2023) investigated the connection between competitive strategies and organizational performance within corporate entities in Nigeria. The survey focused on five chosen entrepreneurial firms with a sample group of 15 employees. Surveys were given to the employees of the chosen firms. Two hypotheses were developed and evaluated, utilizing the Pearson Product Moment Correlation Coefficient as the statistical method to assess the strength and direction of the relationship among the variables. Results indicated that a connection exists between competitive strategies and organizational performance. Gatimu and Amuhaya (2022) investigated how Cost leadership, Differentiation, and Focus Strategies influence the performance of SMEs in Kiambu County. The sample size was determined using the proportionate sampling method. Data was gathered through questionnaires and subsequently examined using correlation and regression analysis. Data was displayed as means and standard deviations through tables. The research outcomes validated that Differentiation, Cost leadership, and Focus strategy significantly impacted the performance of Small and Medium Enterprises in Kiambu County.

Daahir (2021) analyzed how cost leadership strategy, differentiation strategy, and focus strategy affect the organizational performance of telecommunication firms in Mogadishu-Somalia. Descriptive and correlation analyses were employed. The research revealed that cost leadership strategy, differentiation strategy, and focus strategy significantly and positively influence the organizational performance of telecommunication firms in Mogadishu-Somalia. Ultimately, the research revealed that the competitive strategy has a substantial positive impact on the performance of telecommunication firms in Mogadishu-Somalia.Sagwa and

Kembu (2016) determined the influence of competitive strategy on the performance of Deposit-Taking Saccos in Nairobi County, Kenya. The research proposed that a link exists between competitive strategy and organizational performance. A descriptive research design was utilized. The findings of the study reinforce the view that competitive strategy positively influences organizational performance. This result aligns with the outcomes of earlier research. This indicates that policy makers, administrators, and managers of DTSs must develop broad competitive strategies to improve organizational performance. Njiru (2015) identified the competitive strategies employed and the impact of these strategies on the performance of Express Connections Kenya Limited. The research revealed that Express Connections Limited implemented various competitive strategies; they employed standard pricing based on specific timings, such as differentiating between peak and off-peak hours, utilized standard colors for fleet identification, created a sister company to assist in bus body construction and vehicle repairs, and segmented the market according to routes served by the fleets and zones to guarantee comprehensive route coverage. Sifuna (2014) determined how competitive strategies influence the performance of public universities in Kenya. This research issue was examined utilizing a descriptive survey approach. A systematic survey was employed to gather primary data. Responses gathered from the questionnaires were organized, coded, and analyzed using the Statistical Package for Social Science (SPSS) version 17.0 software on a computer to evaluate the data through descriptive statistics. Furthermore, multiple regression analysis was performed to determine the connection between competitive strategies and market sustainability. The results showed that economies of scale significantly influence the performance of universities.Wekesa (2014) demonstrated the impact of competitive strategies on organizational performance, concentrating on sugar companies in Kenya. The research utilized a descriptive survey design. The primary method for data collection involved using questionnaires. The analyzed coded data utilized descriptive statistics and regression analysis to confirm or refute null hypotheses. This was accomplished using the statistical software for social scientists (SPSS) version 16.0. These results suggested that the primary method the organization employs in cost leadership is by setting its product prices below those of its competitors in the market. The results also showed that the organization employs company branding as the primary method of distinguishing itself and its product from competitors to enhance the firm's performance.

Methodology

The research approach selected for this study is a descriptive survey research design. The research centers on categorizing hotels referred to as 'eating houses' located in the Central Business District of the state. The data provided by the hospitality association of Anambra state chapter indicates there are 213 hotels in this category. The research aimed at either the manager or the assistant manager in each hotel. Consequently, the population targeted consisted of 426 individuals. The data sources in this study consisted of the main source. These include all the data and information gathered directly from respondents via interviews and questionnaires. They are original in nature as they have not been released anywhere else.

Method of Data Collection

Structured questionnaires were utilized to gather quantitative data on how competitive strategies affect the performance of hospitality industries in Anambra state, enabling descriptive analysis of the responses received. The questionnaire included structured questions, indicating it featured both open-ended inquiries. The survey utilizes a 5-point Likert scale created based on the study's objectives, and an oral interview was conducted to complement the survey.

Instrument Reliability

The test-retest method ensured the instrument's reliability was upheld. The pretest involved administering (10) copies of the questionnaire to ten (10) respondents at two different times, one week apart. The answers from the respondents who agreed were gathered and their scores correlated with Spearman's rank correlation coefficient. The result of the subject test utilizing the Spearman rank order correlation coefficient produced a reliability coefficient of r = 0.83.

Model Specification

It is observed that there is a casual link between the competitive strategy and the organizational performance of hospitality industries in Anambra State. In this section, we pursue the same objective further by specifying our model. This approach is to modify the model by specifying a multiple regression equation made up of competitive strategy as a function of the organizational performance. As a result, the model is specified below,

ORG = f (BOS, CBS)

Where

OGP = Organizational Performance

BOS= Blue ocean strategy

CBS= Combination strategy

f=Functional Notation

The above equation can be put in an econometric form as;

$ORGP = b_0 + b_1BOS + b_2CBS + \mu$

Where;

b0	=	Autonomous or intercept
b_1	=	Coefficient of parameter BOS
b_2	=	Coefficient of parameter CBS
μ	=	Stochastic variable or error term

Method of Data Analysis

Data obtained from this research was input into a Microsoft Excel database and sanitized to guarantee completeness and precision. The data was analyzed using Version 23.0 of the Statistical Package for Social Sciences (SPSS), and it was presented through descriptive statistics such as frequency distributions, percentages, and averages. The analysis of the data employed descriptive statistics including mean, standard deviation, and percentages. Regression analysis and other inferential statistics were also utilized. The alpha level was established at $p < 0.01$ for each statistical analysis.

Decision rule: the study will accept Ho, if p-value is greater than 5% level of significance; otherwise we will reject Ho, to accept Hi.

Data Presentation and Analysis

Four hundred twenty-six (426) copies of the questionnaire were distributed. Three hundred ninety-six (396), were returned which represent 95.2, while nineteen (19) were rejected because they were not properly filled. Three hundred and seventy-seven (377) which represents 94.3% were used in the analysis.

Analysis of Data

Table 1: The organization creates new markets by enhancing product lines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	204	17.0	54.1	17.0
	A	130	34.5	34.5	58.9
	SD	28	7.4	7.4	24.4
	D	7	20.4	1.9	79.3
	U	8	20.7	2.1	100.0
	Total	377	100.0	100.0	

Source: SPSS Version 21

The table above indicates that two hundred and four (204) respondents which representing 54.1% strongly agreed that their organization creates new markets by enhancing product lines while 34.5% of the respondents which represents one hundred and thirty (30) agreed to that. Twenty-eight (28) respondents which represent 7.4% are strongly disagreed. Whereas, seven (7) respondents which represent 1.9% where of the view that they disagreed. Finally, eight (8) respondents which represent 2.1% were undecided.

Table 2: Combination Strategy Improved customer service

		Frequency	**Percent**	Valid Percent	Cumulative Percent
Valid	SA	124	32.9	32.9	32.9
	A	143	37.9	37.9	70.8
	SD	55	14.6	14.6	85.4
	D	17	4.5	4.5	89.9
	U	38	10.1	10.1	100.0
	Total	377	100.0	100.0	

Source: SPSS Version 21

The table above shows that one hundred and twenty-four (124) respondents, accounting for 32.9% strongly concurred that my supervisor employs the evaluation process for an objective assessment of my performance, while 37.9%, or one hundred and forty-three (143) respondents, agreed with that statement. Fifty-five (55) respondents, accounting for 14.6%, strongly disagreed. Seventeen (17) respondents, accounting for 4.5%, expressed the opinion that they disagreed. In the end, thirty-eight (38) participants, accounting for 10.1%, were uncertain.

Table 3: Combination strategy Improved customer service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	118	31.3	31.3	31.3
	A	113	30.0	30.0	61.3
	U	48	12.7	12.7	74.0
	SD	56	14.9	14.9	88.9
	D	42	11.1	11.1	100.0
	Total	377	100.0	100.0	

Source: SPSS Version 21

The table above shows that one hundred and eighteen (118) respondents, accounting for 31.3%, strongly agreed that the hybrid strategy enhanced customer service, while thirty percent of the respondents, or one hundred and thirteen (113), agreed with that statement.

Forty-eight (48) participants, accounting for 12.7%, are unsure. Fifty-six (56) respondents, accounting for 14.9%, strongly disagreed that the combination (hybrid) strategy enhanced customer service. In conclusion, forty-two (42) participants, accounting for 11.1%, were uncertain.

Table 4: Diversification to other business to remain aloft

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	205	54.4	54.4	54.4
	A	62	16.4	16.4	70.8
	U	29	7.7	7.7	78.5
	SD	35	9.3	9.3	87.8
	D	46	12.2	12.2	100.0
	Total	377	100.0	100.0	

Source: SPSS Version 21

The table above shows that two hundred and five (205) respondents, accounting for 54.4%, strongly agreed that diversifying into other businesses is essential to stay relevant, while 16.4%, or sixty-two (62) respondents, expressed agreement with this statement. A total of twenty-nine (29) respondents, accounting for 7.7%, were uncertain. Thirty-five (35) respondents, accounting for 9.3%, strongly disagreed with the idea that diversification into other businesses is necessary to stay afloat. In conclusion, forty-six (46) respondents, making up 12.2%, expressed disagreement.

Table 5: Stakeholder involvement in very crucial in firm growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	190	50.4	50.4	50.4
	A	125	33.2	33.2	83.6
	U	51	13.5	13.5	97.1
	SD	7	1.9	1.9	98.9
	D	4	1.1	1.1	100.0
	Total	377	100.0	100.0	

Source: SPSS Version 21

The table above indicates that one hundred and ninety (190) respondents, representing 50.4% strongly agreed that the Stakeholder involvement in very crucial in firm growth while 433.24.6% of the respondents which represents one hundred and twenty-five (125) agreed to that. Fifty-one (51) respondents which represent 13.5% were undecided. Seven (7) respondents which represent 1.9% strongly disagreed to the fact that Stakeholder involvement in very crucial in firm growth. Finally, four (4) respondents which represent 1.1% were disagreed.

Table 6: Combination strategy about the innovation of products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	180	17.5	47.7	17.5
	A	168	34.0	44.6	51.5
	SD	10	21.2	2.1	72.7
	D	13	11.4	3.4	84.1
	U	6	15.9	1.6	100.0
	Total	377	100.0	100.0	

The table above shows that one hundred eighty (180) respondents, accounting for 47.7%, strongly agreed with the product innovation combination strategy, while 44.6% of the respondents, equating to one hundred sixty-eight (168), agreed with it. Ten (10) respondents, accounting for 2.1%, strongly disagreed. Thirteen (13) participants, representing 3.4%, disagreed with the notion of a combination (hybrid) strategy concerning product innovation. In conclusion, six (6) respondents, accounting for 1.6%, were uncertain.

Test of Hypotheses

The result of the multiple regressions results is presented in the tables below.

Table 7: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.721[a]	.520	.516	.48642	.520	134.559	3	373	.000	1.542

a. Predictors: (Constant), CBS, BOS
b. Dependent Variable: EFF

Table 7 illustrates that R2, which assesses the impact of the independent variable on the dependent variable, has a value of 0.52%. This indicates that 52% of the changes in competitive strategy are accounted for by variations in blue ocean strategy and combination strategy among hospitality firms in Anambra. This was backed by an adjusted R^2 of 0.51%.Examine for autocorrelation: This assesses if errors related to various observations are not correlated. A durbin-watson value around 2 in the regression result indicates no autocorrelation, whereas a significant deviation suggests the presence of autocorrelation. The Durbin-Watson statistic (D.W) of 1.6 indicates the absence of autocorrelation in the models. Therefore, the outcome is favorable for business analysis as the Durbin Watson result stands at 1.543.

Table 8: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.512	3	31.837	134.559	.000[b]
	Residual	88.254	373	.237		
	Total	183.767	376			

a. Dependent Variable: EFF
b. Predictors: (Constant), CBS, BOS

The f-statistics value of 134.559 in table 8 with f-statistics probability of 0.000 shows that the independent variables has significant effect on independent variables such as blue ocean strategy and combination strategy can collectively explain the variations in firm efficiency.

Table 9: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.330	.087		3.781	.000	.158	.502
	BOS	.006	.023	.011	2.283	.017	.051	.038
	CBS	.036	.021	.067	3.717	.003	.005	.076

a. Dependent Variable: EFF

In the table above, Blue ocean strategy shows a positive coefficient of .006; this indicates that a one-unit increase in Blue ocean strategy boosts sustainability by 6%, which aligns with the prior expectation. The combination strategy has a positive value of 0.36; this indicates that a one-unit increase in Combination strategy enhances efficiency by 36%, aligning with theoretical expectations.

In this study, the formulated hypotheses were evaluated using t-statistics and the significance levels of the individual variables within the regression results. The core purpose is to determine the importance of the influence of each independent or explanatory variable on the dependent variables.

Hypothesis One

Ho_1: Blue ocean strategy has no significant effect on efficiency of hospitality industries in Anambra State.

Blue ocean strategy has a t-statistics of 2.283 and a probability value of .017 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Blue ocean strategy has significant effect on efficiency of hospitality industries in Anambra State.

Hypothesis Two

Ho_2: Combination strategy has no significant effect on efficiency of hospitality industries in Anambra State.

Combination strategy has a t-statistics of 3.717 and a probability value of .003 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Combination (hybrid) strategy has no significant effect on efficiency of hospitality industries in Anambra State.

Discussion and Conclusion

This study determined the impact of competitive strategy on the performance of hospitality businesses in Anambra State. The data collected underwent statistical analysis and revealed that Blue ocean strategy has a notable positive impact on Blue ocean strategy. The approach isn't focused on operational efficiency in attempts to be superior, quicker, or less expensive than a rival. This is just being more effective than rivals. This research aligns with the findings of Burke, Van Stel & Thurik (2014), Hilman (2019), and Ibrahim & Oundo (2020), which demonstrated a significant relationship between blue ocean strategy and efficiency. The research further showed that the combined strategy positively influences the efficiency of the chosen hospitality company. Merging strategy with efficiency is essential for achieving success in business. Organizations can attain enhanced effectiveness and competitiveness by aligning operations with strategic goals, improving processes, and utilizing technology. Organizations that successfully harmonize strategy and efficiency are ideally suited to adapt to market shifts, capitalize on opportunities, and surpass their rivals. Ongoing assessment and adjustment of strategies and procedures are crucial for sustaining a competitive edge and attaining enduring success. This research aligns with the findings of Kowo, Akinrinola, and Owotutu (2018), Kpurunee, Amadi, and Kpurunee (2023), and Learning (2019), who identified a significant relationship between combination strategy and efficiency.Moreover, a blue ocean is present when there is an opportunity for increased profits, as there is currently no competition or outside competition. The strategy seeks to seize new demand and render competition insignificant by launching a product with enhanced features. It enables the company to generate substantial profits since the product can be priced slightly higher due to its distinctive characteristics.

Combining strategy and efficiency is an essential element of achieving business success. Ensuring that business processes and operations align with the organization's overall strategy can help maximize efficiency and achieve desired outcomes. Analyzing and optimizing

processes can lead to increased efficiency by reducing waste, eliminating non-value-adding activities, and streamlining operations. Implementing appropriate technologies, such as automation, data analytics, or cloud computing, can help increase efficiency by reducing manual tasks, improving decision-making, and enhancing communication.

Based on the findings, the study recommended the followings;

1. Management should also see to it as a matter of urgency to innovatively deliver a cutting edge services that outstands their competitors hence encourage acquisition of more customers.
2. Corporate enterprises should focus on combination strategies that improve their profit margins, quality of service and customer satisfaction.

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